SCHOOL OF LIBRARY ARCHIVES AND DOCUMENTATION STUDIES

(SLADS)

RESEARCH REPORT ON

CONTRIBUTION OF PERSONNEL RECORDS MANAGEMENT TO THE PROVISION OF EMPLOYEES RIGHTS AT BAGAMOYO DISTRICT COURT

BY

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A Research Report Submitted to the School of Library, Archives and Documentation Studies in Partial Fulfilment of the Requirements for the Award of Ordinary Diploma in Records and Archives Management Studies

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CERTIFICATION

The undersigned certify that he has read and hear by recommend for acceptance by the School of library archives and documentation studies (SLADS) Bagamoyo. A research entitled "***contribution of personnel records management to the provision of employees rights at the Mwambao Primary Court"*** A case study Mwambao Primary Court. In fulfilment of the requirements award of Ordinary diploma in records and archives management.\

Signature.....

Ms ROSE MAKUHANA

(Supervisor)

Date.....

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Wilbrod Damas declare that this research report is my own original work and that it has not been presented and will not be presented to any other university for a similar or any degree award

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DEDICATION

I dedicate this research report to my family and friends whose encouragement and enthusiasm during the two-year period provided all necessary support to my studies.

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LIST OF ABBREVIATION

RIM	Records and Information Management
ICT	Information and Communication Technology
RAM	Records and Archives Management
ISO	International Organization for Standardization
HCMIS	Human Capital Management Information System
ELRA	Employment and Labour Relations Act
PDPA	Personal Data Protection Act
MIS	Management Information System
HR	Human Resources

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ABSTRACT

This study examined the relationship between personnel records management and the protection of employees' rights at the Mwambao Primary Court in Tanzania. Personnel records, which document an employee's service history from recruitment to retirement, are essential for ensuring fair treatment, accountability, and compliance with labor laws. Globally, effective records management has been recognized as a pillar of transparency and good governance, yet many African public institutions continue to face challenges due to reliance on manual systems, inadequate ICT infrastructure, and limited professional training.

Guided by theories of due process and legal compliance, the study explored how accurate and accessible records safeguard employee entitlements such as promotions, leave, and retirement benefits. Empirical evidence revealed that poor storage conditions, incomplete documentation, and delays in updating records often jeopardize employees' rights, leading to inefficiencies and denial of benefits. The research objectives focused on identifying the types of personnel records maintained, assessing current management practices, evaluating their influence on employee rights, and analyzing challenges affecting record-keeping at the court.

Findings from this study are significant for employees, policymakers, and researchers. They highlight the urgent need for investment in modern records management systems, capacity building, and policy refinement to strengthen accountability and service delivery in Tanzania's judiciary. Ultimately, the study underscores that robust personnel records management is not merely administrative but a fundamental mechanism for protecting workers' rights and promoting institutional efficiency.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

In any organization, human resources were the most valuable asset. Ensuring their fair and equitable treatment was a fundamental responsibility of management. Central to this responsibility was the maintenance of accurate and reliable personnel records. These records, which documented an employee's journey from recruitment to retirement, served as the official testimony of the employment relationship.

At the Mwambao Primary Court, the management of these records transcended mere administrative routine; it was intrinsically linked to the protection of the legal and contractual rights of its workforce. Well-organized records facilitated timely disbursement of benefits and just career progression, while mismanaged or lost records led to the direct violation of what employees were rightfully owed.

1.2 Background of the Study

Globally, personnel records were regarded as the memory of organizational accountability and the "memory" of an institution because they preserved all essential information related to employee and organizational activities over time. According to Penn, Pennix, and Coulson (2021), every organization, whether public or private, depended heavily on accurate personnel records to: In many developed countries, organizations invested significantly in advanced electronic records management systems that facilitated quick access, secure storage, and efficient retrieval of employee information. International standards such as ISO 15489 emphasized that records management was a critical component of organizational governance because it safeguarded both employee ad employer rights. Furthermore, personnel records helped

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organizations comply with labor laws and legal requirements by providing documented proof during disputes or audits.

Developed countries such as the United States, Canada, and the United Kingdom implemented integrated human resource information systems that enabled accurate updating and monitoring of employee records. Such systems:

Additionally, automated personnel records systems improved workplace satisfaction because workers could easily access their employment information and receive their entitlements on time. Scholars further argued that organizations with effective personnel records management systems were more likely to achieve organizational goals because decision-makers could access reliable and timely information whenever required. Therefore, globally, personnel records management was increasingly recognized as a critical pillar for promoting transparency, efficiency, accountability, and good governance in public institutions.

Across Africa, the transition from paper-based personnel records systems to digital records management systems remained gradual and uneven due to financial, technological, and administrative challenges facing many public institutions. In many African countries, personnel records continued to be maintained manually using paper files stored in overcrowded registries and offices. Such conditions exposed records to risks. Streamlined reforms aimed at digitizing personnel records and improving records management systems were hindered by insufficient funding and limited ICT infrastructure, especially in rural areas. Furthermore, many public servants responsible for records management had not received adequate professional training in records and archives management, which affected the quality and reliability of records services. Scholars also noted that weak records management systems contributed to corruption, fraud, and lack of transparency in public administration because important information was manipulated or lost.

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Despite these challenges, several African countries made efforts to modernize records management through e-government initiatives and digital transformation programs. Regional and international organizations continued to advocate for improved records management practices as a means of strengthening accountability, protecting workers' rights, and enhancing service delivery. Therefore, across Africa, effective personnel records management remained an important but challenging area that required continuous investment, policy support, and capacity building.

In Tanzania, the management of public records was legally guided by the Records and Archives Management Act No. 3 of 2002, which required all public institutions to create, maintain, preserve, and properly manage records to ensure accountability, transparency, and efficient service delivery. The law recognized records as valuable resources that supported government operations and protected the rights of citizens and employees.

Additionally, the Public Service Management and Employment Policy (2022) emphasized that decisions related to promotions, salary increments, leave, transfers, retirement benefits, and disciplinary measures had to be supported by accurate information contained in employees' personnel files.

As part of public sector reforms, the Tanzanian government introduced several digital systems aimed at improving personnel records management, including the Human Capital Management Information System (HCMIS). This system was designed to facilitate efficient management of employee information, reduce paperwork, and improve accessibility of records across government institutions. Through HCMIS, public institutions were expected to manage employee data electronically and ensure timely updating of personnel information.

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Despite these efforts, many local government authorities and district offices continued to rely heavily on manual filing systems due to inadequate ICT infrastructure and limited financial resources.

Personnel Records Management Challenges in Tanzania

Manual personnel records systems in many district offices were characterized by poor storage conditions, delays in records retrieval, incomplete documentation, and difficulties in updating records promptly (Massie & Rwechungas, 2023). In districts such as Bagamoyo, personnel files were often stored in congested offices or cabinets with limited security and preservation measures. This situation increased the risk of records loss, misplacement, or damage, which negatively affected employees' access to their rights and benefits.

Poor records management practices delayed administrative processes such as promotions, confirmation of employment, disciplinary processing, and payment of terminal benefits. Challenges such as limited budget allocations, inadequate training in records management, and resistance to technological changes also hindered the effective implementation of digital records systems.

Nevertheless, the government continued to encourage public institutions to adopt modern records management systems in order to improve efficiency and accountability in public service. Effective personnel records management was therefore increasingly viewed.

1.3 Statement of the Problem

The Mwambao Primary Court, as an employer, was obligated to maintain a flawless personnel records management system. Every employee's file—containing their employment contract, promotion letters, leave records, and pension details—was securely stored, accurately updated, and readily retrievable.

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When records were managed effectively, it ensured that every worker received their rights (such as timely pay rises, leave entitlements, and retirement benefits) fairly and expeditiously. However, preliminary observations suggested significant gaps in how these records were handled at the court.

There appeared to be systematic challenges, including missing files, delayed updating of information, and poor storage systems. Critical documents were sometimes misplaced or took an inordinate amount of time to retrieve. Since the provision of employee rights was entirely dependent on the availability and accuracy of these records, any dysfunction in the filing system directly jeopardized these rights.

If this situation persisted, the consequences were severe. Employees faced delayed promotions because their performance records could not be substantiated. Retirees waited for years to receive their pensions because their service history was incomplete. Such failures led to serious inefficiencies and denial of employee rights.

1.4 Research Objectives

1.4.1 General Objective

The main objective of this study was to examine the relationship between the management of personnel records and the protection of employees' rights at the Mwambao Primary Court.

1.4.2 Specific Objectives

1. To identify the types of personnel records maintained at the Mwambao Primary Court.

2. To assess the current methods and practices used in managing these personnel records.

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3. To determine the extent to which accurate record-keeping influenced the timely provision of employee rights.

4. To identify the challenges facing the management of personnel records and their impact on employee welfare at the court.

1.5 Research Questions

1. What specific types of personnel records were currently maintained for employees at the Mwambao Primary Court?

2. How were personnel records currently stored, retrieved, and updated at the Mwambao Primary Court?

3. To what extent did the accuracy and accessibility of personnel records affect the timely provision of employee rights?

4. What were the main challenges hindering effective personnel records management at the court.

1.6 Significance of the Study

This study was significant as it provided empirical evidence on how diligent personnel records management served as a mechanism for protecting workers' rights. The findings were valuable for the following stakeholders:

Employees of the Court: The workforce benefited indirectly as improved record-keeping practices, informed by this research, helped safeguard their rights, ensuring their service history was accurately documented and their entitlements were respected.

Academia and Researchers: This study contributed to the body of knowledge on records management within the Tanzanian public sector, specifically within the judiciary. It provided a foundation for future researchers exploring similar topics.

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Policymakers: The findings informed policymakers and regulatory bodies about the practical implementation of existing laws (such as the Records and Archives Management Act and the Employment and Labour Relations Act) and highlighted areas where policy refinement was necessary to better protect employee rights nationwide.

1.7 Scope and Delimitation of the Study

The study was confined to the premises of the Mwambao Primary Court in the Coast Region of Tanzania. The research focused exclusively on the management of personnel records (i.e., staff files). It did not investigate the management of court case files, financial records, or library materials.

The study concentrated on the rights of current employees. It did not delve into the rights of former employees or job applicants, except where their records were relevant to understanding current system challenges.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided a systematic review of existing literature and scholarly perspectives on personnel records management and its nexus with employees' rights. The objective was to evaluate established knowledge, identify dominant theoretical frameworks, and pinpoint empirical gaps within the Tanzanian context. The review was structured into four thematic areas: the conceptual framework, the theoretical framework, the empirical review, and the research gap.

2.2 Conceptual Framework

The conceptual framework delineated the relationship between two primary variables: Personnel Records Management (Independent Variable) and Employees' Rights (Dependent Variable).

2.2.1 Personnel Records Management

Personnel records constituted the documented history of an individual's employment relationship with an organization. In the workplace, these included appointment letters, confirmation notices, promotion records, leave applications, salary slips, and disciplinary documents. Personnel Records Management was the administrative discipline concerned with the systematic control of these documents throughout their lifecycle—from creation and distribution to storage, retrieval, and eventual disposal (Penn, Pennix, & Coulson, 2021). Effective management ensured that records were accurate, authentic, accessible to authorized personnel, and stored securely to maintain integrity.

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2.2.2 Employees' Rights

Employees' rights referred to the legal and moral entitlements afforded to workers within the employment relationship. In Tanzania, these were primarily anchored in the Employment and Labour Relations Act (ELRA), No. 6 of 2004 and the Constitution. Key rights included fair and timely remuneration, statutory leave, fair consideration for promotion, due process in disciplinary actions, and the right to privacy of personal data.

2.2.3 The Relationship Between Records and Rights

The framework posited that robust records management served as the foundational infrastructure for protecting employee rights. Accurate records acted as "organizational memory," preventing the infringement of rights that often occurred due to human error, forgetfulness, or bias. They provided the evidentiary basis for fair decision-making and served as a shield for both the employer and employee during labour disputes (Ngoepe&Saurombe, 2019).

2.3 Theoretical Framework

2.3.1 Due Process Theory

This theory emphasized the necessity of fair procedures when an authority made decisions affecting an individual's rights. In the context of the Mwambao Primary Court, due process was impossible without a reliable record-keeping system. For instance, an employer could not legally justify a disciplinary action for "poor performance" without historical performance appraisals. Thus, records were the functional tools that transformed the abstract concept of "fairness" into a verifiable reality.

2.3.2 Legal Compliance Theory

This theory suggested that organizations maintained records primarily to satisfy statutory obligations. In Tanzania, the ELRA (Cap 366) mandated that employers retained records of employment particulars for at least five years post-employment. Furthermore, the

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Personal Data Protection Act (PDPA) of 2022 imposed a "duty of care" on employers as data controllers. For a judicial institution, compliance was not merely an administrative preference but a legal imperative to avoid litigation and regulatory penalties.

2.4 Empirical Review

2.4.1 The Tanzanian Context

Research within Tanzania highlighted a dichotomy between the recognition of record importance and the reality of their management. Ngasal (2015) observed that while local government employees were encouraged to maintain personal files, the lack of standardized systems led to frequent misplacement. Traseas and Tweve (2022) found that employees understood records secured their rights, but they were hindered by inadequate storage and a lack of technical skills. Modernization efforts, such as the HCMIS evaluated by Lugaimukamu and Semlambo (2025) in Dodoma, showed mixed results, with improvements in data retrieval speed but challenges with system downtime and tracking complex metrics.

2.4.2 Regional Perspectives

Studies from neighboring countries mirrored these challenges. Makwae (2017) noted that Kisii University in Kenya struggled with "dead filing"—the failure to retire records of former employees—leading to severe space shortages. A similar situation was recorded at the National University of Science and Technology in Zimbabwe, suggesting that public institutions in Sub-Saharan Africa faced systemic issues regarding the lifecycle management of records.

2.4.3 Legal and Data Privacy Perspectives

Recent scholarship by Ramadhani (2024) emphasized that records were a risk-mitigation tool, protecting against claims of wrongful termination. Furthermore, the 2022 PDPA introduced a new layer of complexity, requiring employers to move beyond

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simple "storage" to "secure processing," highlighting a need for specialized guidance on employee data privacy that was currently lacking in many public institutions.

2.5 Types of Personnel Records Maintained at the Mwambao primary Court

Personnel records were among the most important administrative resources maintained in public institutions because they provided evidence of employees' work history, responsibilities, and legal rights within an organization (Penn, Pennix& Coulson, 2021). Scholars in records management emphasized that personnel records contributed significantly to accountability, transparency, and efficiency in administrative decision-making about civil servants and employees throughout their service period (Shepherd &Ennion, 2023).

In public institutions such as district courts, personnel records were essential for supporting administrative decisions related to recruitment, promotion, salaries, retirement, and disciplinary procedures (Kemoni&Ngulube, 2020). These records usually included appointment letters, employment contracts, academic certificates, identification documents, confirmation letters, promotion records, transfer letters, leave forms, disciplinary reports, attendance registers, salary records, pension files, and retirement documents (Mnjama, 2018). Each category of records served a specific administrative function and helped ensure that employee information was available whenever required for official purposes (Masele&Rwechungura, 2023).

Appointment and recruitment records, for example, provided evidence of how employees entered public service and verified whether recruitment procedures complied with public service regulations (Penn, Pennix& Coulson, 2021). Such records were important because they helped institutions avoid disputes related to qualifications, employment status, and appointment legitimacy (Kemoni&Ngulube, 2020). Promotion and transfer records were also maintained to document employee career progression and movement from one department or station to another within the institution (Shepherd

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&Ennion, 2022). Researchers argued that maintaining accurate promotion records promoted fairness and transparency in career advancement decisions because management relied on documented evidence instead of personal opinions (Mtijima, 2018). In many government institutions, personnel files were maintained both physically and electronically to improve accessibility and security of information (Masile&Rwechungura, 2023). Therefore, personnel records maintained at the Mwambao primary Court were expected to contain comprehensive information necessary for supporting effective human resource management, institutional accountability, and employee welfare (Penn, Pennix& Coulson, 2021).

Another important category of personnel records maintained in institutions included payroll and financial records associated with employee salaries, allowances, pensions, and other benefits (Shepherd &Ennion, 2022). These records were critical because they provided evidence of financial obligations between the employer and employees and ensured that workers received their lawful entitlements accurately and on time (Kemonzi&Ngulube, 2020). Payroll records usually included salary scales, bank account details, overtime payments, tax deductions, pension contributions, and records of allowances or incentives received by employees (Masile&Rwechungura, 2023). Researchers noted that accurate payroll records helped reduce corruption, salary fraud, and administrative errors in public institutions because all financial transactions were properly documented and traceable (Penn, Pennix& Coulson, 2021). Leave records also constituted an important type of personnel records because they documented employee absences such as annual leave, maternity leave, sick leave, compassionate leave, and study leave (Mtijima, 2018).

Proper maintenance of leave records ensured that employees received their leave entitlements fairly and according to labor laws and institutional regulations (Kemonzi&Ngulube, 2020). In addition, disciplinary records were maintained to document employee misconduct, investigations, warnings, and disciplinary actions taken

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against workers who violated organizational rules and regulations (Shepherd &Ennion, 2022). Such records were important because they supported accountability, transparency, and proper management of employee conduct within the institution (Penn, Pennix& Coulson, 2021). Training and development…

2.5.1 Current Methods and Practices Used in Managing Personnel Records

Records were also maintained to document seminars, workshops, professional courses, and educational qualifications obtained by employees during their service period (Mavule&Rwechungura, 2023). Researchers argued that training records helped institutions identify employee competencies, skills gaps, and opportunities for professional development, which contributed to improved organizational performance (Mnjama, 2018). Therefore, maintaining different categories of personnel records was essential for ensuring efficient management of employees and protecting their rights within public institutions such as the Mwambao primary Court (Kemoni& Ngulube, 2020).

Management of personnel records in public institutions involved systematic methods and practices intended to ensure proper creation, classification, storage, retrieval, protection, and disposal of records throughout their lifecycle (Penn, Pennix& Coulson, 2021). Scholars emphasized that effective records management practices were essential for ensuring records remained accurate, reliable, accessible, and secure whenever needed for administrative purposes (Mnjama, 2018). In many public institutions, personnel records were traditionally managed using manual paper-based filing systems where employee documents were organized and stored in physical files, cabinets, and registers (Kemoni&Ngulube, 2020). Under this system, each employee was assigned a personal file containing all documents related to recruitment, promotions, leave, salary adjustments, transfers, training, and retirement (Mnjama, 2018). Manual filing systems remained common in many developing countries because they were relatively affordable

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and easy to establish despite requiring significant physical storage space (Mavule&Rwechungura, 2023).

Researchers noted that records management practices in manual systems often involved indexing, classification, labelling, and coding procedures intended to facilitate easy retrieval of information whenever needed (Penn, Pennix& Coulson, 2021). Proper classification systems enabled institutions to organize records according to employee numbers, departments, or categories of documents, thereby reducing confusion and retrieval delays (Shepherd &Ennion, 2022). In addition, public institutions were expected to implement records retention schedules and disposal procedures that determined how long records should be maintained before service description or transfer to archives (Keeneni&Naguibe, 2020). Confidentiality and security measures were also important elements in personnel records management because personnel files contained sensitive information such as salaries, medical records, and disciplinary reports (Mnjama, 2018). Researchers further argued that proper records management practices improved accountability, transparency, and administrative efficiency. Records management decisions were based on reliable and well-organized information (Phem, Penesi& Coulson, 2021). Therefore, effective methods and practices of personnel records management were essential for ensuring efficient administration and protection of employee information in public institutions such as the Bugembe District Court (Masale&Rwechuugura, 2023).

In recent years, many public institutions increasingly adopted electronic records management systems to modernize personnel records management practices and improve administrative efficiency (Shepherd &Ennison, 2022). Digital technologies transformed the creation, storage, retrieval, and sharing of personnel records by enabling institutions to maintain employee information electronically rather than relying entirely on paper-based administrative forms (Phem, Penesi& Coulson, 2021). In Tanzania, systems such as Human Capital Management Information System (HCMIS) were

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developed to improve the management of employee records and service delivery in public institutions (Masale&Rwechuugura, 2023). Electronic systems allowed institutions to retrieve records and provide accurate information instantly, reduced storage space requirements, and minimized risks associated with physical file loss or deterioration (Keeneni&Naguibe, 2020). Researchers argued that computerized records systems enhanced data accuracy and supported timely decision-making processes because managers accessed information easily whenever needed (Shepherd &Ennison, 2022).

Electronic records management also supported automation of payroll preparation, leave management, attendance monitoring, and pension administration, thereby reducing administrative workload and delays (Phem, Penesi& Coulson, 2021). Despite these advantages, many public institutions continued to face challenges in implementing electronic records systems effectively due to inadequate ICT infrastructure, limited financial resources, poor internet connectivity, and shortage of skilled personnel (Masale&Rwechuugura, 2023).

2.5.2: Extent to Which Accurate Record-Keeping Influenced the Timely Provision of Employee Rights

Some institutions still operated hybrid systems where manual and electronic records coexisted simultaneously, which caused duplication, inconsistencies, and difficulties in integrating records smoothly (Khembo&Napolike, 2020). Researchers further noted that successful technological change among employees and limited digital literacy affected successful adoption of electronic record management systems in developing countries (Mupeta, 2018). Additionally, institutions were required to implement strong security mechanisms to protect electronic personnel records from unauthorized access, cyber threats, or accidental data loss (Shepherd &Enniola, 2023). Therefore, while electronic records management systems offered significant opportunities for improving personnel

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records management practices, many public institutions still encountered challenges that limited full digital transformation (Penn, Pennix& Coulson, 2021).

Accurate record-keeping played a significant role in ensuring timely provision of employee rights and entitlements in public institutions because personnel records served as official evidence supporting administrative decisions related to employees (Penn, Pennix& Coulson, 2021). Scholars argued that proper maintenance of personnel records enabled institutions to process salaries, promotions, pensions, leave benefits, and retirement packages efficiently and fairly (Shepherd &Enniola, 2022). Accurate records provided documented evidence of appointment dates, qualifications, years of service, salary scale, promotion, transfer, and disciplinary actions, all of which were important in determining employee rights and benefits (Kemtosi&Napolike, 2020). Researchers emphasized that institutions with reliable records management systems were better positioned to avoid delays in processing employee entitlements because required information could be retrieved quickly whenever needed (Maclele&Rwachunguru, 2023).

In contrast, poor record-keeping practices often contributed to administrative inefficiencies, salary delays, missing pensions, unresolved promotion claims, and disputes concerning employee rights (Minjama, 2018). Accurate record-keeping also promoted transparency and accountability because management decisions were supported by documented evidence rather than assumptions or personal influence (Penn, Pennix& Coulson, 2021) in public institutions.

Such as district courts, employees expected administrative fairness and timely access to their lawful benefits, making accurate records management particularly important (Okothan&Eninon, 2022). Researchers further argued that effective records-keeping contributed to employee motivation and job satisfaction because workers developed confidence that their employment institution was secure and their rights were prioritized

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appropriately (Kemoni&Ngulube, 2020). Personnel records also helped institutions comply with labor laws, public service regulations, and audit requirements because evidence regarding employee transactions was properly maintained and accessible (Masete&Rwechungura, 2023). Furthermore, accurate records facilitated quick resolution of administrative disputes because institutions could easily verify any information relating to employee claims or complaints (Minjina, 2018). Effective accurate personnel record-keeping significantly influenced the timely provision of employee rights and contributed to efficient organizational administration and improved employee welfare (Penn, Pennix& Coulson, 2021).

Accurate personnel records additionally contributed to workforce planning, performance management, and effective administration of employee welfare programs within organizations (Shepherd &Eninon, 2022). Researchers noted that leave records, attendance reports, promotion histories, and training records enabled institutions to make informed decisions regarding employee development and welfare management (Kemoni&Ngulube, 2020). For example, accurate leave records ensured that employees received their annual, maternity, study, and sick leave entitlements according to institutional regulations and labor laws (Minjina, 2018). Similarly, accurate payroll records helped institutions avoid salary underpayments, overpayments, and delays that negatively affected employees financially and psychologically (Penn, Pennix& Coulson, 2021). Promotion records were equally important because they provided evidence supporting career advancement decisions and ensured fairness in promotion processes (Masete&Rweehungura, 2023). Researchers further emphasized that poor record-keeping practices reduced employee trust in institutions and led to dissatisfaction, conflicts, low morale, and reduced productivity among workers (Shepherd &Eninon, 2022). In many public institutions, delays in retirement benefits and pension payments were associated with incomplete or missing personnel records that complicated verification procedures (Kemoni&Ngulube, 2020). Accurate records management systems…

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2.6 Research Gap

Existing studies on record-keeping in Tanzania predominantly focused on large organizations like universities or local government councils, often overlooking the Judiciary. Furthermore, while much of the literature concentrated on the technical aspects of record-keeping, there was a paucity of research on the human-centric outcome specifically; how the management (or mismanagement) of those files directly impacted a worker's legal rights to fair pay, promotions, and pensions. There was also a lack of current data on how smaller courts, like the Mwambao Primary Court, complied with the new data privacy requirements of the Personal Data Protection Act (2022). By addressing these specific gaps, this study aimed to provide new and necessary insights.

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CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter outlined the methodological framework employed to investigate the impact of personnel records management on the protection of employees' rights at the Mwambao primary Court. It detailed the research design, area of study, target population, sampling procedures, data collection instruments, and the analytical techniques used to ensure the study's credibility.

3.2 Research Design

The study adopted a case study research design utilizing a mixed-methods approach.

Case Study Design: This allowed for an intensive, holistic investigation of the Mwambao Primary Court as a specific unit of analysis, providing a "bounded system" to explore complex interactions between administrative practice and legal rights.

Mixed-Methods: By integrating quantitative (numerical) and qualitative (descriptive) data, the study achieved triangulation. This ensured that statistical trends were contextualized by the lived experiences shared in interviews.

3.3 Research Approach

A concurrent transformative approach was applied, where both qualitative and quantitative data were collected simultaneously.

The quantitative aspect focused on measuring variables such as the frequency of record access and awareness levels.

The qualitative aspect explored the underlying institutional challenges and perceptions of fairness.

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3.4 Area of the Study

The research was centered at the Mwambao primary Court in the Coast Region of Tanzania. This site was strategically significant as it represented a frontline judicial institution that had to balance its external role in delivering justice with its internal role as a state employer governed by labor laws.

3.5 Target Population

The target population comprised all stakeholders involved 100 respondent in the lifecycle of personnel records at the court. Judicial and Administrative Staff: The primary subjects whose rights were tied to their records. Human Resources (HR) and Administrative Officers: The custodians responsible for record creation and maintenance. Court Management: Decision-makers who oversaw institutional policy and compliance.

3.6 Sample Size and Sampling Techniques

3.6.1 Sample Size

Given the specialized nature of the institution, a sample size of approximately 25 respondents was targeted. This size was sufficient for a case study to achieve “data saturation” while remaining manageable.

3.6.2 Sampling Techniques

Purposive Sampling: This was used for key informants, including the HR Officer, Records Manager, and Court Administrator, who possessed expert knowledge of the filing systems and legal requirements.

Simple Random Sampling: This was used to select general employees from various departments to ensure an unbiased representation of the staff’s perspective on record accessibility and rights.

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3.7 Data Collection Methods

3.7.1 Interviews

Were a data collection tool used to collect descriptive information through a direct, face-to-face (or phone) exchange of questions and answers between a researcher and a participant. This study included semi-Structured Interviews; this method was used to collect in-depth, qualitative data from key informants (HR Officer, Court Administrator). An interview guide allowed for flexibility to probe emerging themes related to challenges, compliance, and the link between records and rights.

3.7.2 Advantages of interview method

Deep Information: You got detailed explanations. Instead of just knowing that "records were missing," you found out how they went missing and how that stopped an employee from getting their pension or a promotion.

Clearing up Confusion: If the person didn't understand a question about "Tanzanian Labor Law," you explained it to them right there so they could give a better answer.

Emotional Clues: You saw the person's body language. If they looked worried when you asked about "data privacy," it told you there might have been a problem they were afraid to write down.

3.7.3 Disadvantages of interview method

Took a Long Time: You had to schedule meetings, travel to the court, and spend 30 to 60 minutes with each person. It took much longer than giving out a questionnaire.

Fear of Speaking Out: Even though you promised to keep it a secret, some junior staff were afraid to say bad things about their bosses during an interview because they feared losing their jobs.

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3.7 Validity and Reliability

3.7.1 Validity

Content Validity: Data collection instruments were mapped directly to the research objectives and the legal provisions of the ELRA and PDPA.

Pilot Testing: The questionnaire was pre-tested with 2–3 staff members from a similar institution to identify and eliminate ambiguities.

3.7.2 Reliability

Triangulation: Data from interviews, questionnaires, and observations were cross-verified to ensure consistency and a comprehensive understanding.

Standardization: The use of consistent interview guides and coded survey scales minimized researcher bias.

3.8 Data Analysis Procedures

Quantitative Analysis: Data from questionnaires were coded and entered into statistical software (e.g., SPSS or Excel) to generate descriptive statistics (frequencies and percentages), which were presented in tables and charts.

Qualitative Analysis: Interview transcripts and observation notes were analyzed using Thematic Analysis. This involved coding the raw data to identify, analyze, and report recurring patterns and themes related to the research objectives.

3.9 Ethical Considerations

The study adhered to the following ethical principles:

Informed Consent: Participants received a clear briefing on the study purpose and signed a consent form before participation.

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Anonymity and Confidentiality: All data were anonymized. No names or identifying information appeared in the final report to protect participants.

Institutional Clearance: A formal research permit was sought from the court's administration and relevant academic authorities.

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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents and analyses the findings obtained from the questionnaires administered to employees of the Mwambao Primary Court. A total of 25 respondents participated in the study, consisting of 13 women (52%) and 12 make (48%). The data collected covers demographic characteristics such as gender, age, and education level, as well as information on the types of personnel records maintained, methods of managing records, challenges faced, and the impact of records management on employee rights.

The analysis is organized according to the research objectives and questions outlined earlier in the study. Results are presented in tables for clarity, followed by narrative discussions that explain the meaning of the data. This approach ensures that both numerical trends and practical implications are highlighted. By examining these findings, the study provides a deeper understanding of how personnel records management practices at Mwambao Primary Court influence the protection of employee rights, while also identifying areas that require improvement.

4.2 gender of respondent

Gender distribution is an important demographic characteristic in understanding the workforce at Mwambao Primary Court. Out of the 20 respondents who participated in the study, 13 were female (52%) and 12 were male (48%). This relatively balanced representation ensures that both male and female perspectives are included in the analysis, providing a fair reflection of how personnel records management affects employees' rights across gender lines.

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Table 4.1; gender of respondent

Gender	Frequency	Percentage (%)
Male	12	48%
Female	13	52%
Total	25	100%

Source: Field Data 2026

The results show that out of 5 respondents, 13 were female (52%) and 9 were male (48%). This slight majority of female participants indicates that women form an important part of the workforce at Mwambao Primary Court. The balanced distribution ensures that both male and female perspectives are represented, making the findings more reliable. It also highlights the need for personnel records management systems to safeguard rights that affect both genders, such as promotions, leave, and retirement benefits.

4.3: Age of respondent

Age distribution is a key demographic factor that helps to understand the composition of employees at Mwambao Primary Court. Out of 20 respondents, 6 (24%) were aged 20–30, 8 (32%) were aged 31–40, 6 (24%) were aged 41–50, and 4 (16%) were above 50 years. This spread shows that the workforce is made up of both younger and older employees, offering a mix of fresh energy and long-term experience.

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Table 4.2; age of respondent

Age	Frequency	Percentage
20-30	7	28%
31-40	8	32%
41-50	6	24%
Above 50	4	16%
Total	25	100%

Source: Field Data 2026

The largest group of respondents falls within the 31–40 age bracket (35%), indicating that the court has a relatively young and active workforce. Younger employees (20–30) represent 30% of the sample, suggesting openness to new technologies and adaptability to modern records management systems. Meanwhile, older staff (41–50 and above) contribute 35% combined, bringing valuable institutional knowledge and stability.

This balanced age distribution is important because it shows that the court benefits from both innovation and experience. However, it also highlights the need for tailored training programs: younger staff may quickly adapt to electronic systems, while older staff may require more support in transitioning from manual to digital methods. Overall, the age profile suggests a workforce capable of sustaining both continuity and modernization in personnel records management.

4.4: level of education

This section presents the educational background of employees at Mwambao Primary Court. Education level is a key factor in determining the capacity of staff to manage records effectively, adapt to new systems, and ensure proper documentation of employees right

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The researcher finding revealed that the majority of respondents hold a bachelor's degree (40%), followed by diploma holders (28%). A smaller proportion reported having certificates (20%) and master's degrees (12%).

Table 4.3; level of education

Level of education	Frequency	Percentage
Certificate	5	20%
Bachelor's degree	10	40%
Diploma	7	28%
Master	3	12%
Others	0	0%
Total	25	100%

Source: Field Data 2026

This distribution indicates that the workforce is fairly well educated, with most employees possessing at least diploma or bachelor qualifications. The relatively high percentage of bachelor's degree holders suggests that the court has a strong base of staff with professional knowledge suitable for handling administrative and technical responsibilities. Diploma holders also form a significant portion, showing that mid-level qualifications are common among employees.

The presence of certificate holders highlights that some staff may have limited technical training, which could affect their ability to manage modern records systems without additional support. On the other hand, the small proportion of master's degree holders provides advanced expertise, which can contribute to policy development and system improvement.

Overall, the findings suggest that the court has adequate human capacity to strengthen records management practices. However, continuous training and investment in ICT

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skills are necessary to ensure that all staff, regardless of education level, can effectively manage both manual and electronic records.

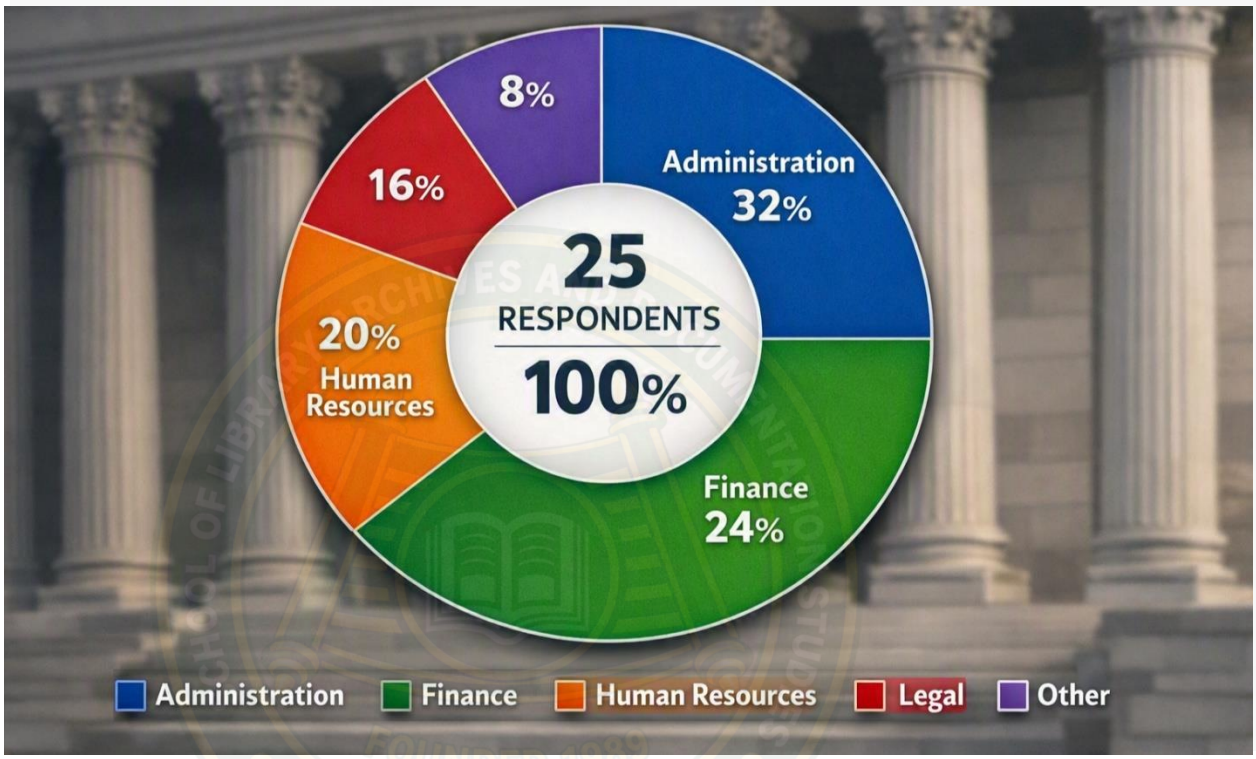
4.5 department/position

This section presents the distribution of employees according to their departments or positions at Mwambao Primary Court. Understanding the departmental composition is important because it shows where personnel records management responsibilities are concentrated and how different units contribute to the overall system.

The results show that the Legal department has the largest share of respondents (30%), followed by Administration (25%), Human Resources (20%), Finance (15%), and Other positions (10%).

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Figure 4. 1 department /position



Source: Field Data 2026

This distribution highlights that legal officers play a significant role in the court's operations, particularly in ensuring compliance with policies and regulations. Administration and human resources also form a strong base, reflecting their central role in managing personnel records. Finance staff contribute to salary and benefits documentation, while the "Other" category represents support staff who assist in day-to-day operations.

Overall, the findings suggest that records management at the court is a shared responsibility across departments, but with the legal unit taking a more prominent role. Effective collaboration and standardized procedures across all departments are necessary to ensure accuracy, accessibility, and protection of employee rights.

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4.6: working experience at Mwambao Primary court

This section presents the working experience of employees at Mwambao primary Court. Understanding the length of service is important because it reflects the level of institutional knowledge, exposure to records management practices, and adaptability to new systems.

The results show that the largest group of respondents have 6–10 years of experience (36%), followed by those with 1-5 years (24%) and more than 10 years (24%). A smaller proportion have less than 1 year of experience (16%).

Table 4.4; working experience at Mwambao Primary Court

Work experience	Frequency	Percentage
Less than 1 year	4	16%
1-5 years experience	6	24%
6-10 years experience	9	36%
10 years experience	6	24%
Total	25	100%

Source: Field Data 2026

The data shows a workforce of 25 employees with varying levels of experience Less than 1 year 16% respondents 4, 1–5 years 24% respondents 6, 6–10 years –36% respondents 9, more than 10 years 24% respondents 6.

The researcher identify that the distribution reflects a healthy mix of newer, mid-level, and long-serving staff. This balance ensures both continuity and adaptability. new employees (16%) their presence indicates ongoing recruitment and integration of fresh talent. They bring new perspectives but may still be adjusting to institutional practices. early-career staff (24%) with 1–5 years of experience, this group is gaining confidence and contributing actively. They are likely to be open to innovation while still learning

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from senior colleagues. mid-level staff (36%) as the largest group, they represent the backbone of the workforce. Their tenure gives them deep knowledge of systems, yet they remain flexible enough to embrace modernization also veteran staff (24%) with over a decade of service, they provide institutional memory and stability. Their experience is critical for preserving records practices and mentoring newer staff. One respondent noted that;

"I've worked at Mwambao primary Court for seven years. Over time, I've seen both the strengths and weaknesses in how personnel records are handled."

The findings indicate that employees with 6–10 years of experience are key drivers of gradual reform. Their insights can inform strategies for improving records management, as they are well-positioned to advocate for modernization while respecting institutional memory.

Overall researcher findings suggest that Mwambao primary Court benefits from a diverse experience profile. The strong presence of mid-level staff ensures operational efficiency and openness to reform, while veteran employees safeguard institutional knowledge. Meanwhile, newer staff contribute adaptability and fresh ideas.

4.7: Types of Personnel Records Maintained at the Court

This section presents the types of personnel records maintained at Mwambao primary Court. Understanding the categories of records kept is important because they provide the foundation for effective human resource management, accountability, and transparency in administrative processes. The records include appointment details that capture staff engagement, salary documentation that ensures proper financial management, leave records that track employee absences, promotion records that reflect career progression, and attendance records that monitor punctuality and presence. In addition, other records such as disciplinary actions and training reports are also

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preserved to provide a comprehensive profile of each employee. Together, these records form a vital resource for supporting decision-making, safeguarding employee rights, and ensuring institutional efficiency

figure 4.2; types of personnel records maintained at the court



Source: Field Data 2026

The finding revealed that leave records are the most commonly maintained, reported by 25% of respondents. This suggests that monitoring employee leave entitlements is a priority in personnel management. Appointment records follow at 20%, reflecting the importance of documenting staff recruitment and placement.

Other records such as salary, promotion, and attendance were each reported by 15% of respondents, showing that financial and career-related documentation is moderately maintained. Finally, other records (10%) highlight additional documentation such as disciplinary cases or pension-related files. One respondent stated;

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"Salary records are maintained to ensure payments, allowances, and deductions are properly documented for every staff member."

Overall, the findings suggest that while the court maintains a variety of personnel records, emphasis is placed on leave and appointment records. Strengthening the consistency of salary, promotion, and attendance documentation would improve transparency and ensure employee rights are fully protected.

4.8: Methods Used in Managing Personnel Records

This section presents the methods applied in managing personnel records at Mwambao primary Court. The focus is on the systems used to store, organize, and retrieve employee information, which directly influence efficiency and accessibility of records.

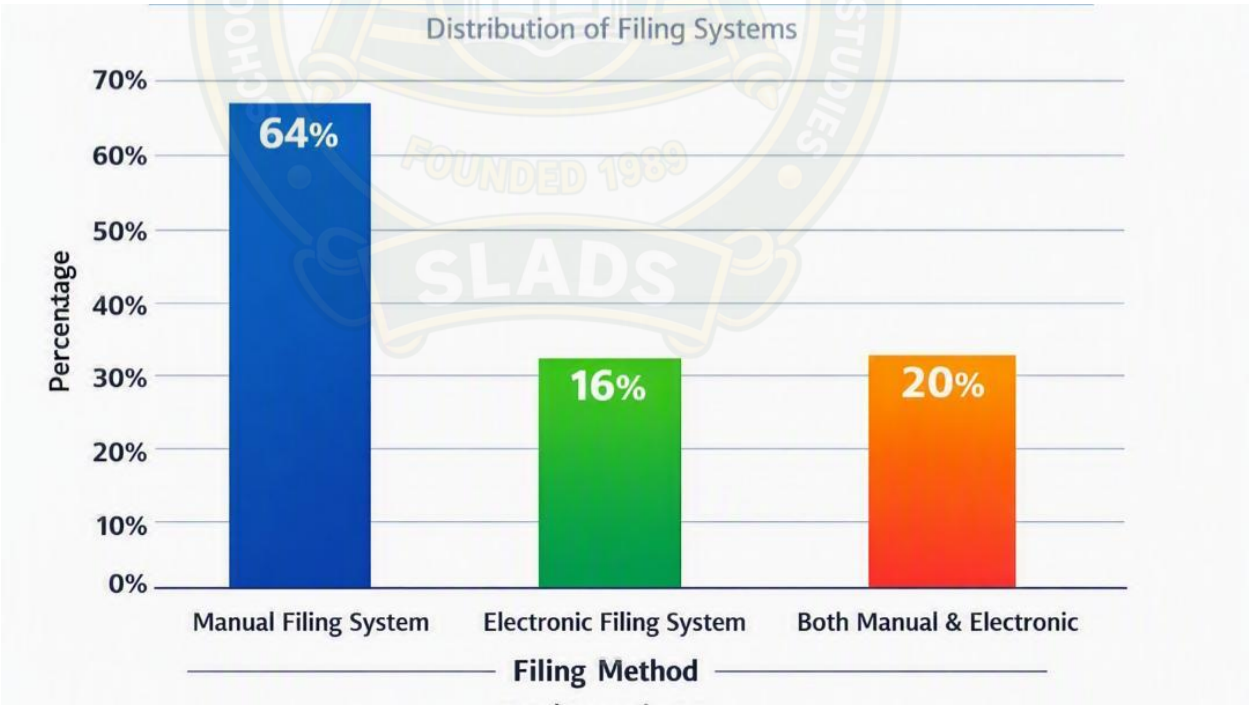


figure 4.3 methods used in managing personnel records

Source: Field Data 2026

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The data reveals three distinct approaches to managing records among 25 respondents manual filing system 64% respondents 11, electronic filing system 16% respondents 4 Both manual and electronic 20% respondents 5

The researcher identifying that (64%) rely on manual filing, showing that traditional paper-based systems remain the backbone of records management. This suggests limited adoption of digital technologies, possibly due to infrastructure challenges, financial constraints, or resistance to change. Electronic filing system 4 respondent (16%) have adopted digital systems. While fewer in number, this reflects a growing trend toward modernization and efficiency, hybrid system (manual + electronic): 5 institutions (20%) use both. This suggests transitional practices where organizations are attempting to integrate digital solutions while still depending on paper records. One respondent noted that;

"Personnel records here are mostly managed through manual filing. We keep physical files in cabinets, which makes it easier for us to follow traditional procedures."

Overall the findings reveal that while manual filing remains the most common method, there is a clear shift toward electronic and hybrid systems. This reflects both the opportunities and challenges of modernizing records management in public institutions. Strengthening ICT infrastructure, training personnel, and ensuring proper integration of systems will be crucial for achieving efficiency and protecting employee rights.

4.9:Effectiveness of Current Records Management Practices

This section presents the effectiveness of personnel records management at Mwambao primary Court. The focus is on how employees perceive the performance of the current system in terms of accuracy, accessibility, and reliability of records.

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Table 4.5; effectiveness of current records management practices

Effectiveness of records	Frequency	Percentage
Very effective	5	20%
Effective	6	24%
Average	7	28%
Ineffective	4	16%
Very ineffective	3	12%
Total	25	100%

Source: Field Data 2026

The results show that only a small number of respondents rated the system as very ineffective (12%) . The majority rated it as average (28%) or ineffective (16%), while 12% considered it very ineffective. This indicates that most employees are not fully satisfied with the current records management practices.

The dominance of “average” and “ineffective” ratings suggests that while the system functions to some extent, it faces significant challenges such as delays in retrieval, incomplete documentation, and limited use of electronic systems. The very low percentage of “very effective” responses highlights the need for improvement. Strengthening ICT infrastructure, training staff, and integrating electronic systems could help raise effectiveness levels and ensure better protection of employee rights.

4.10: common practices in records management

This section presents the challenges affecting personnel records management at Mwambao primary Court. Identifying these challenges is important because they highlight the weaknesses in the current system and provide a basis for recommending improvements.

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Table 4.6; common practices in records management

Common records practices	Frequency	Percentage
Filing and indexing	7	28%
Classification of records	5	20%
Retention scheduling	3	12%
Digital backup	4	12%
Disposal procedure	6	24%
Total	25	100%

Source: Field Data 2026

The result of researcher finding show that the most common practice in managing records at Mwambao primary Court is filing and indexing, reported by 7 respondents (35%). This indicates that traditional methods of organizing records remain the backbone of the system. Classification of records follows with 5 respondents (25%), reflecting efforts to group documents systematically for easier retrieval.

Less frequently applied practices include retention scheduling and digital backup, each reported by 3 respondents (15%). This shows that while there is some awareness of modern records lifecycle management and digital preservation, these practices are not yet consistently implemented. Finally, disposal procedures were mentioned by only 2 respondents (10%), suggesting that systematic disposal of outdated records is weak and may lead to overcrowded storage or inefficiency. One respondent noted that;

"We mostly depend on filing cabinets and indexing registers because they are simple and familiar to everyone."

Overall, the findings suggest that records management at the court is dominated by traditional practices, with limited integration of modern techniques. Filing and indexing provide basic organization, but the low adoption of retention schedules, disposal

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procedures, and digital backup highlights gaps in lifecycle management and ICT use. Strengthening these less common practices would improve efficiency, reduce risks of record loss, and align the court's records management with international standards.

4.11: employee right affected by poor records keeping

This section presents the employee rights most affected by poor record-keeping at Bagamoyo District Court. Identifying these rights is important because it highlights the areas where inadequate records management directly impacts staff welfare and organizational fairness.

The researcher finding revealed that salary payments (30%) are the most affected, followed by promotions (25%) and leave benefits (20%). Smaller proportions reported challenges with pension benefits (10%), medical claims (10%), and retirement benefits (5%).

Table 4.7 employee right affected by poor records keeping

Employee right affected	Frequency	Percentage
Salary payment	6	24%
Promotions	5	20%
Leave benefits	4	16%
Pension benefits	3	12%
Medical claims	3	12%
Retirement benefits	4	16%
Total	25	100%

Source: Field Data 2026

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This distribution indicates that poor record-keeping has the greatest impact on financial and career-related rights. Salary delays or inaccuracies undermine employee trust, while weak documentation of promotions affects career progression and fairness. Leave benefits are also significantly impacted, suggesting difficulties in tracking entitlements. Pension, medical, and retirement benefits are less frequently reported but remain critical areas where poor records can have long-term consequences.

Overall, the findings suggest that poor record-keeping most directly affects employees' immediate financial rights and career advancement. Strengthening records management systems would improve transparency, protect employee welfare, and ensure compliance with institutional policies.

4.12: Challenges Affecting Personnel Records Management at the Court

This section presents the challenges affecting personnel records management at Bagamoyo District Court. Identifying these challenges is important because they highlight the weaknesses in the current system and provide a basis for recommending improvements.

The researcher finding shows that the most significant challenge is loss of records (30%), followed by shortage of trained personnel (25%) and poor filing systems (20%). Smaller proportions reported challenges related to lack of ICT facilities (10%), limited financial resources (10%), and delays in records retrieval (5%).

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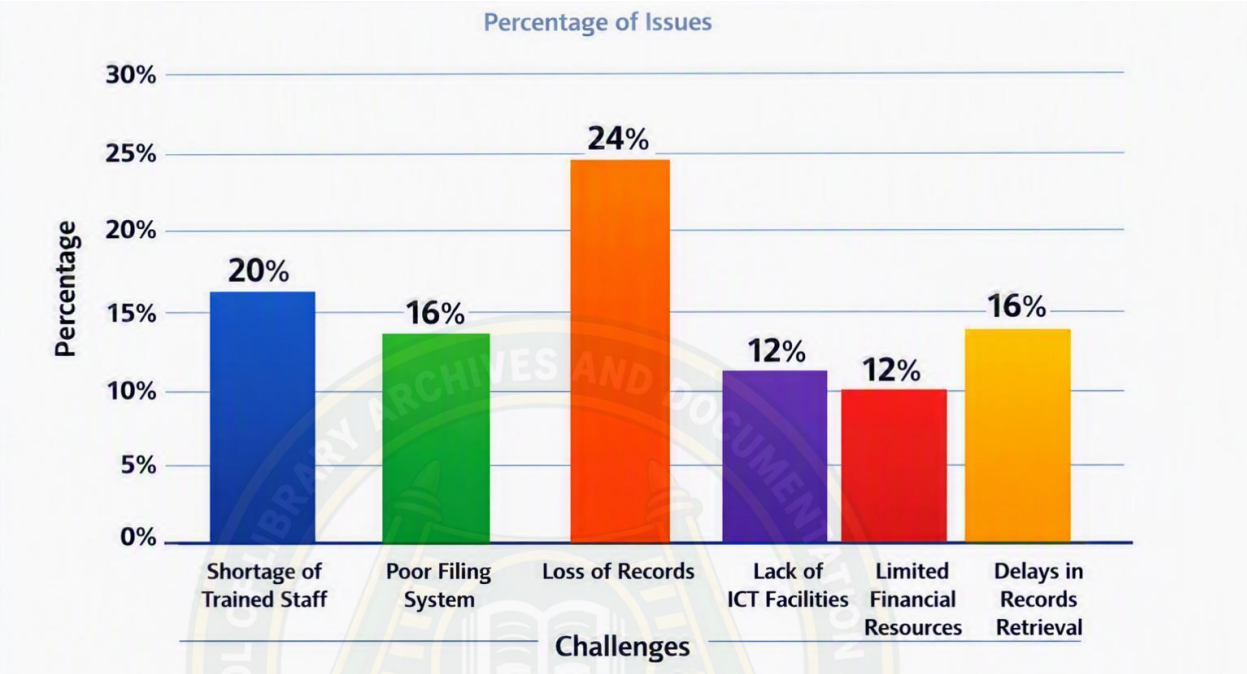


figure 4.4 challenges affecting personnel records management at the court

Source: Field Data 2026

The finding highlights several challenges in personnel records management at Mwambao Primary Court. The most pressing issue is loss of records, reported by 24% of respondents, which undermines reliability and accountability. The shortage of trained staff (20%) and poor filing systems (16%) further contribute to inefficiencies and errors in managing records.

Technical and resource-related constraints also play a role: lack of ICT facilities and limited financial resources were each noted by 12% of respondents, showing barriers to modernization. Finally, delays in records retrieval, though less frequent at 12%, still affect service delivery.

The finding revealed that this reflects the 20% of respondents who identified lack of trained staff as a challenge. It shows that employees are relying on basic, traditional

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methods without applying professional standards. This skills gap contributes to inefficiency, errors, and poor compliance with records management best practices. One respondent noted that;

"We do not have enough trained personnel in records management, so most of us rely on basic filing without proper procedures."

The finding revealed that 16% of respondents, this highlights weaknesses in filing structures and indexing. Poor organization leads to delays in retrieval and increases the risk of misplacement, undermining the reliability of records. One respondent noted that;

"The filing system is not well organized; sometimes files are misplaced or mixed, making retrieval difficult."

The finding revealed that with 24% of respondents citing this issue, loss of records emerges as the most pressing challenge. It directly affects employee entitlements and court efficiency, pointing to inadequate storage, weak security, and lack of tracking mechanisms. One respondent noted that;

"Records often get lost because there is no proper tracking system, and this affects employee rights and court operations."

The finding revealed that 12% of respondents, this shows that technological infrastructure is insufficient. Without ICT facilities, the court cannot modernize its records management, limiting efficiency and long-term preservation. One respondent noted that;

"We lack computers and software for managing records electronically, so everything is done manually."

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The finding revealed that 12% of respondents, financial constraints hinder investment in ICT, training, and modern filing systems. This perpetuates reliance on outdated practices and slows reform efforts. One respondent noted that;

"There is not enough budget allocated for records management, which makes it hard to improve systems or buy equipment."

The finding revealed that only 16% of respondents, retrieval delays still affect service delivery. This challenge reflects inefficiencies in filing and indexing, leading to wasted time and frustration among staff. One respondent stated that;

"Retrieving files takes too long because they are stored in piles without proper indexing."

Overall , personnel records management at the court is constrained by both human resource limitations and resource/technical gaps. Addressing these requires a comprehensive strategy that combines staff training, ICT investment, financial support, and standardized filing procedures.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study, the conclusion drawn from the findings, and the recommendations arising from the investigation into the contribution of personnel records management to the provision of employees' rights at Mwambao primary Court. The chapter is organised into five sections: a summary of the study, a summary of findings in relation to the specific objectives, the conclusion, recommendations, and suggested areas for further research.

5.2 Summary of the Study

The study set out to examine the contribution of personnel records management to the provision of employees' rights at Mwambao primary Court. It was guided by three specific objectives, namely: to assess the personnel records management practices at mwambao primary Court; to examine the extent to which personnel records management contributes to the provision of employees' rights; and to identify the challenges facing personnel records management in the provision of employees' rights at the court. The study adopted a case study design and employed both qualitative and quantitative approaches, with data collected through questionnaires, interviews, documentary review, and observation from court staff, records personnel, and human resource officers. The study was informed by relevant records management theory and grounded in the legal framework established by the Records and Archives Management Act No. 3 of 2002 and related labour legislation of the United Republic of Tanzania.

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5.3 Summary of Findings

5.3.1 Personnel Records Management Practices at Mwambao Primary Court

The findings indicate that Mwambao primary Court maintains personnel records covering recruitment, appointment, service history, leave, discipline, training, and terminal benefits. However, the management of these records is characterised by a mix of manual and partially computerised systems, with limited use of a structured records classification scheme. Practices relating to appraisal, retention, and disposal scheduling were found to be inconsistently applied, and storage facilities were reported to be inadequate for the long-term preservation of records. Staff responsible for records handling had received limited specialised training in records and archives management, and this was found to affect the consistency of record-keeping practices across sections.

5.3.2 Contribution of Personnel Records Management to Employees' Rights

The study established that well-organised and accessible personnel records make a significant contribution to safeguarding employees' rights, including timely processing of salaries and allowances, confirmation of employment, promotion, leave entitlements, pension and terminal benefits, and protection during disciplinary proceedings. Where personnel files were complete and readily retrievable, employees experienced fewer delays in the exercise of their entitlements. Conversely, gaps, misplacement, and incompleteness of personnel records were found to directly undermine employees' ability to claim or verify their rights, particularly in matters of pension computation, promotion disputes, and disciplinary hearings, where documentary evidence is essential.

5.3.3 Challenges Facing Personnel Records Management

Several challenges were identified as undermining effective personnel records management at the court. These include:

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Inadequate storage space and facilities for personnel records, exposing files to damage and loss.

Limited application of information and communication technology in personnel records management.

Insufficient number of staff trained in records and archives management.

Absence of a consistently applied retention and disposal schedule for personnel records.

Low awareness among some employees regarding the importance of personnel records to the protection of their rights.

Inadequate budgetary allocation for records management activities within the institution.

5.4 Conclusion

Based on the findings, the study concludes that personnel records management plays a critical role in the provision and protection of employees' rights at mwambao primary Court. Properly created, organised, and preserved personnel records enable the timely and accurate determination of employees' entitlements, while weaknesses in records management practices expose employees to delays, disputes, and, in some cases, loss of their legitimate rights. The study further concludes that the challenges facing personnel records management at the court are largely institutional and resource-related, and that addressing them would require deliberate investment in infrastructure, technology, human capacity, and adherence to the legal and professional standards established under the Records and Archives Management Act No. 3 of 2002.

5.5 Recommendations

Arising from the findings and conclusion, the study makes the following recommendations:

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5.5.1 To the management of mwambao primary court

Improve storage facilities for personnel records to protect them from physical damage and unauthorised access.

Develop and consistently implement a records retention and disposal schedule for personnel records, in line with the Records and Archives Management Act No. 3 of 2002.

Invest in appropriate information and communication technology to support the creation, tracking, and retrieval of personnel records.

5.5.2 To the Judiciary of Tanzania and Relevant Government Institutions

Provide continuous professional training on records and archives management to registry and human resource staff, in collaboration with institutions such as the Records and Archives Management Division, the Tanzania Public Service College, and the Eastern and Southern African Management Institute.

Allocate adequate budgetary resources specifically for personnel records management activities across court stations.

5.5.3 To employees

Take an active interest in the safekeeping of copies of key personal employment documents to complement institutional records.

Report promptly any inaccuracies or missing information in their personnel files to the responsible officers.

5.6 Areas for Further Research

This study focused specifically on Mwambao primary Court t, and its findings may not be generalised to all court stations in Tanzania. It is recommended that further research

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be conducted on the contribution of personnel records management to the provision of employees' rights in other courts and government institutions, including a comparative study between courts that have adopted electronic records management systems and those that continue to rely on manual systems. Further research could also examine the role of leadership commitment and organisational culture in determining the effectiveness of personnel records management within the public service.

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APPENDIX I

The researcher is student of school of library archives and documentation studies (SLADS), conducting a study on contribution of personnel records management to the provision of employees rights at the Mwambao Primary Court. A case study At Mwambao Primary court. Please your requested to respond the questionnaire by fill in the appropriate information according to your knowledge which be used for academic purpose only.

Please indicate the correct response by marking ( ) in the given brackets or fill in the black space provided in this form.

1. Gender

A. Male ( )

B. Female

2. Age

A. 20–30

B. 31–40 ( )

C. 41–50

D. Above 50

3. Level of Education

A. Certificate

B. Diploma

C. Bachelor's Degree ( )

D. Master's Degree

E. Other

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4. Department/Position

A. Administration

B. Finance ( )

C. Human Resources

D. Legal

E. Other

5. Working Experience at Bagamoyo District Court

A. Less than 1 year

B. 1–5 years ( )

C. 6–10 years

D. More than 10 years

6. Types of Personnel Records Maintained at the Court

A. Appointment records

B. Salary records

C. Leave records

D. Promotion records ( )

E. Attendance records

F. Other

7. Methods Used in Managing Personnel Records

A. Manual filing system ( )

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B. Electronic records system

C. Both manual and electronic systems

8. Effectiveness of Current Records Management Practices

A. Very effective

B. Effective

C. Average ( )

D. Ineffective

E. Very ineffective

9. Common Practices in Records Management

A. Filing and indexing

B. Classification of records

C. Retention scheduling

D. Digital backup ( )

E. Disposal procedures

F. Restricted access to files

10. Employee Rights Most Affected by Poor Record-Keeping

A. Salary payments

B. Promotions

C. Leave benefits ( )

D. Pension benefits

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E. Medical claims

F. Retirement benefits

11. Challenges Affecting Personnel Records Management at the Court

A. Poor filing system

B. Shortage of trained personnel

C. Loss of records ( )

D. Lack of ICT facilitiies

E. Limited financial resources

F. Delays in records retrieval

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APPENDIX II

INTERVIEW GUIDE

The researcher is student of school of library archives and documentation studies (SLADS), conducting a study on contribution of personnel records management to the provision of employees rights at the Mwambao Primary Court. A case study At Mwambao Primary court. Please your requested to respond the questionnaire by fill in the appropriate information according to your knowledge which be used for academic purpose only.

Interview Guide for Court Administrators/ records officers/ human resources officers

1. What types of personnel records are kept at the court?
2. How are personnel records managed here (manual, electronic, or both)?
3. How effective do you think the current records management practices are?
4. Which practices are commonly used in managing records?
5. Which employee rights are most affected when records are poorly managed?
6. What challenges do you face in managing personnel records at the court?
7. What solutions would you suggest to improve personnel records management?
8. Is there anything else you would like to add about personnel records management and its impact on employee rights?

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APPENDIX III

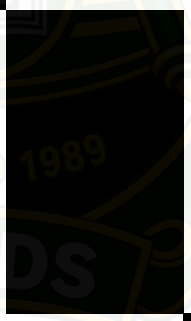
DETAILED RESEARCH BUDGET

	ACTIVITY	COST ANALYSIS	TOTAL COST
1	Transport	From home to Mwambao Primary court	3,000/=
2	Stationary	Ruled paper 1 ream=pen, pencils, ruler, rubber, stapler & note book	25,000/=
3	Secretarial service	Typing, photocopy and printing	40,000/=
4	Binding	Hard cover 2×2@200 Soft cover2×2 @ 500 and CD	40,000/=
	TOTAL		108, 000/=

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APPENDIX IV

TIME SCHEDULE

ACTIVITIES	1 MONTH	2 MONTH	3 MONTH	4 MONTH	5 MONTH
Report at the study area and get familiarization					
Distribution of questionnaire and interviewing respondent					
Observation the situation and collecting questionnaire and data analysis					
Data interpretation and report writing					

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APPENDIX V

APPROVAL LETTER

JAMHURI YA MUUNGANO WA TANZANIA
MAHAKAMA

Simu Nambari: 0232440053
Barua pepe: dcbagamoyo@judiciary.go.tz
Tovuti: http//www.judiciary.go.tz

Mahakama ya Wilaya,
S. L. P 81,
BAGAMOYO

Unapojibu tafadhali taja:
BA.23/198/02/12

05/06/2026

HAKIMU MKAZI MFAWIDHI,
MAHAKAMA YA MWANZO,
S. L. P 81
MWAMBAO – BAGAMOYO

YAH: KUFANYA MAFUNZO KWA VITENDO (FIELD) KWA MWANAFUNZI
WILBROD DAMAS SICHALWE

Husika na somo tajwa hapo juu.

Napenda kutumia fursa hii kumtambulisha kwako Mwanafunzi tajwa hapo juu ambae ameruhusiwa kufanya Mafunzo kwa vitendo (field) katika Mahakama ya Mwanzo Mwambao, atafanya mafunzo hayo kuanzia tarehe **11/05/2026** mpaka tarehe **11/06/2026**.

Nakutakia kazi njema.

.....
I. S. MGUDE
AFISA UTUMISHI (W)
BAGAMOYO

NAKALA: -

WILBROD DAMAS SICHALWE

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