SCHOOL OF LIBRARY, ARCHIVES AND DOCUMENTATION STUDIES

(SLADS)

A RESEARCH REPORT ON
AN ASSESSIMENT OF MANAGING ELECTRONIC RECORDS IN ENHANCING DATA RETRIEVAL PROCESSES IN ORGANIZATION. A CASE STUDY OF BAGAMOYO DISTRICT COUNICIL

BY

ZAITUNI RAMADHANI MAKUMBEA

A Research Reports Submitted to the School of Library, Archives and Documentation Studies (SLADS) as Seeking Approve to Undertake a Study as a Partial Fulfillment of Ordinary Diploma in Records and Archives Management (RAM)

AUGUST , 2026

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the School of Library, Archives and Documentation Studies (SLADS) this research report entitled **"An Assessment of Managing Electronic Records in Enhancing Data Retrieval Processes in Organizations:** A Case Study of Bagamoyo District Council." The report has been submitted in partial fulfillment of the requirements for the award of the Ordinary Diploma in Records and Archives Management.

Signature: _____

Sir Sonyo.

(Supervisor)

Date:_____

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

DECLARATION AND COPYRIGHT

I, Zeituni Ramadhani Makumbea, hereby declare that this research report is my own original work and has not been submitted to any other college, university, or institution for the award of any diploma or any other academic qualification.

Signature: .....

Date: .....

COPYRIGHT © Zeituni R. Makumbea, 2026

This research report is protected under the Berne Convention, the Copyright Act, 1999, and other applicable national and international laws governing intellectual property rights. No part of this research report may be reproduced, stored in any retrieval system, transmitted, or copied in any form or by any means, whether electronic, mechanical, photocopying, recording, or otherwise, without prior written permission from the researcher or the management of the School of Library, Archives and Documentation Studies (SLADS), Bagamoyo.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

ACKNOWLEDGEMENT

I wish to express my sincere gratitude to Almighty God for His grace and guidance throughout this research endeavor.

I extend my heartfelt appreciation to my research supervisor, Mr. Sonyo, for the invaluable guidance, constructive criticism, and continuous support provided during the planning, execution, and writing of this study. The patience and expertise demonstrated have been instrumental in shaping this work.

My profound thanks go to the management and staff of BAGAMOMYO DISTRICT COUNCIL for granting me permission to conduct this study and for their cooperation during data collection. The willingness of the respondents to share their experiences and insights is deeply appreciated.

I am also grateful to the academic staff of the School of Library, Archives and Documentation Studies for equipping me with the knowledge and skills necessary to undertake this research. My fellow students have been a source of encouragement and intellectual stimulation throughout this academic journey.

Finally, I acknowledge my family for their unwavering moral and financial support, patience, and prayers during my studies. Their sacrifices have made this achievement possible.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

DEDICATION

I dedicated this research report to My lovely father Ramadhani Makumbea my mother Jafalani Nyema my Ancle Falaji Nyema and Aunt Usna Makumbea who encourage and support during the Three year's period and providing all necessary support to my studies.

Finally, I dedicate this work to Sir Sonyo, whose encouragement, motivation, and support inspired me to persevere and successfully complete this research report

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

LIST OF ABBREVIATION

ICT	Information and Communication Technology.
SLADS	School of Library Archives and documentation Studies.
ERM	Electronic records management

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

ABSTRACT

This study assessed the management of electronic records in enhancing data retrieval processes at Bagamoyo District Council. The study was guided by three specific objectives: to evaluate the current practices of electronic records management, to examine the effectiveness of electronic records management in enhancing data retrieval processes, and to identify the challenges affecting electronic records management within the Council.

The study employed a case study research design using both quantitative and qualitative research approaches. The target population comprised 32 respondents, from which a sample of 30 respondents was selected using purposive and simple random sampling techniques. Data were collected through questionnaires and interviews. Quantitative data were analyzed using Microsoft Excel and presented in tables and figures, while qualitative data were analyzed using thematic analysis.

The findings revealed that Bagamoyo District Council had adopted electronic records management practices that supported the creation, storage, maintenance, and retrieval of records. The study further found that electronic records management significantly enhanced data retrieval by improving the speed, accuracy, accessibility, and reliability of information. However, the study identified several challenges, including inadequate ICT infrastructure, limited staff training, weak implementation of records management policies, occasional system failures, and insufficient management support.

The study concluded that effective management of electronic records plays a vital role in enhancing data retrieval processes and improving organizational performance. It recommends that Bagamoyo District Council strengthen ICT infrastructure, provide continuous training for staff, enforce records management policies, and allocate adequate financial and technical resources to improve the management of electronic records and ensure efficient data retrieval.

Keywords: Electronic Records Management, Data Retrieval, Records Management, ICT, Bagamoyo District Council

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

TABLE OF CONTENTS

CERTIFICATION i
DECLARATION AND COPYRIGHT ii
ACKNOWLEDGEMENT ii
LIST OF ABBREVIATION v
ABSTRACT vi
LIST OF TABLES xi
LIST OF FIGURES xii
CHAPTER ONE 1
INTRODUCTION AND BACKGROUND OF THE STUDY 1
1.0 Introduction 1
1.1 Background of the Study 1
1.3 Objectives of the Study 3
1.3.1 General Objective 3
1.3.2 Specific Objectives 3
1.4 Research Questions 4
1.5 Significance of the Study 4
1.6 Scope of the Study 4
1.7 Limitations of the Study 5
1.8 Definition of Key Terms 5
CHAPTER TWO 6
LITERATURE REVIEW 6
2.0 Introduction 6
2.2 Electronic Records Management Practices in Organizations 7
2.3 Electronic Records Management and Data Retrieval Processes 8
2.4 Challenges Affecting Electronic Records Management 10
2.6 Research Gap 13

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CHAPTER THREE 13
RESEARCH METHODOLOGY 14
3.0 Introduction 14
3.1 Research Design 14
3.2 Research Approach 15
3.3 Study Area 15
3.4 Target Population 16
3.5 Sample Size 16
3.6 Sampling Procedures 17
3.6.1 Purposive Sampling 17
3.6.2 Simple Random Sampling 17
3.7 Data Collection Methods 17
3.7.1 Primary Data 18
3.7.2 Secondary Data 18
3.8 Data Collection Instruments 18
3.8.1 Questionnaires 19
3.8.2 Interview guide 19
3.8.2 Interview Guide ..... **Error! Bookmark not defined.**
3.9 Validity and Reliability of Research Instruments 20
3.9.1 Validity 20
3.9.2 Reliability 20
3.10 Data Analysis Techniques 20
3.11 Ethical Considerations 21
CHAPTER FOUR 22
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS 22
4.0 Introduction 22
4.1 Response Rate 22

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

4.2 Demographic Characteristics of Respondents 23
4.2.1 Gender of Respondents 23
4.2.2 Age of Respondents 24
4.2.3 Distribution of Respondents by Department 25
4.2.4 Work Experience of Respondents 26
4.3 Use of Electronic Records Management System 27
4.4 Frequency of Creating or Updating Electronic Records 28
4.6 Influence of Electronic Records Management on Decision-Making Processes 30
4.7 Challenges Facing the Management of Electronic Records 31
4.8 Suggestions for Improving Electronic Records Management 33
4.9 Extent of Implementation of Electronic Records Management Practices 35
4.10 Influence of Electronic Records Management on Decision-Making Processes 36
CHAPTER FIVE 38
SUMMARY, CONCLUSION AND RECOMMENDATIONS 38
5.0 Introduction 38
5.1 Summary of the Study 38
5.1.1 Current Practices of Electronic Records Management 39
5.1.2 Effectiveness of Electronic Records Management in Data Retrieval Processes 39
5.1.3 Challenges Affecting Electronic Records Management 40
5.2 Conclusions 40
5.3 Recommendations 41
5.3.1 Implementation of a Comprehensive Electronic Records Management System 41
5.3.2 Provision of Staff Training and Awareness Programs 41
5.3.3 Improvement of ICT Infrastructure and Resources 41
5.3.4 Development and Strengthening of Electronic Records Management Policies 41

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

5.3.5 Government Support and Awareness Creation 42
5.4 Areas for Further Research 42
REFERECENS 42
APPENDEX I 45
RESEARCH TIME TABLE 45
APPENDIX II 46
A DETAILED RESEARCH BUDGET 46
APPENDIX III 47
QUESTIONNAIRES FOR STAFF MEMBERS 47
APPENDIX IV 49
INTERVIEW QUESTIONS FOR RECORDS OFFICERS 49
APPROVED LETTER 50

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

LIST OF TABLES

Table 3.5 Sample size distribution table 16

Table 4.1 respondent Rate 22

Table 4.3: Distribution of Respondents by Department 25

Table 4.4. Table 4.4: Work Experience of Respondents 26

Table 4.5: Use of Electronic Records Management System 27

Table 4.6: Frequency of Creating or Updating Electronic Records 28

Table 4.7: Ease of Retrieving Information from the Electronic Records System 29

Table 4.8: Influence of Electronic Records Management 30

Table 4.9: Extent of Implementation of Electronic Records Management Practices 35

Table 4.10: Influence of Electronic Records Management on Decision-Making 36

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

LIST OF FIGURES

Figure 4.1: Gender of Respondents 23

Figure 4.2: Challenges Facing the Management of Electronic Records 32

Figure 4.3: Suggestions for Improving Electronic Records Management (Multiple Responses) 34

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

This chapter presents the background of the study, the statement of the problem, the general and specific objectives of the study, the research questions, the significance of the study, the scope of the study, the limitations of the study, and the definition of key terms.

1.1 Background of the Study

Worldwide, organizations have increasingly adopted electronic records management systems in order to improve operational efficiency, enhance information accessibility, and support effective decision-making processes. Electronic records management systems facilitate the creation, storage, retrieval, and preservation of digital records in an organized manner (International Organization for Standardization [ISO], 2016). The transition from traditional paper-based records to electronic records management systems has significantly improved information accessibility, reduced storage costs, and enhanced the speed of data retrieval in many organizations (Gill, 2018).

In many African countries, governments and institutions have increasingly recognized the importance of electronic records management as a tool for improving governance, transparency, and service delivery. The adoption of electronic records management systems has therefore become an important component of digital transformation initiatives across the continent (Kemoni, 2016). However, despite these efforts, many organizations in Africa continue to face significant challenges related to infrastructure, technological capacity, and human resources, which affect the effective implementation and management of electronic records systems (Ngulube, 2020).

In Tanzania, the Government has initiated several efforts aimed at improving electronic records management practices within public institutions. These initiatives include the development of standards, guidelines, and policies to regulate the management of

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

electronic records in government institutions. Earlier assessments of electronic records management in government institutions identified the need to develop standards and practices for managing both electronic and paper-based records, as well as functional requirements for recordkeeping in structured business processes such as patient and student records management (Ngulube, 2018).

Despite these efforts, many public institutions in Tanzania continue to experience difficulties in effectively managing electronic records, particularly in relation to the retrieval of information required for administrative and decision-making purposes. Inefficient electronic records management systems can lead to delays in accessing information, duplication of records, and poor service delivery. Therefore, it became necessary to assess how electronic records management influences the efficiency of data retrieval processes in public organizations. This study assessed the management of electronic records in enhancing data retrieval processes at Bagamoyo District Council.

1.2 Statement of the Problem

The rapid growth of digital technologies has led many organizations to adopt electronic records management systems in order to improve the storage, management, and retrieval of information. Proper management of electronic records is essential for ensuring that information can be easily accessed, retrieved, and used for administrative and decision-making purposes (Asogwa, 2012). Efficient data retrieval processes enable organizations to respond quickly to information requests, improve operational efficiency, and enhance service delivery.

However, despite the increasing adoption of electronic records management systems, many organizations continue to experience challenges in effectively managing and retrieving electronic records. Poorly managed electronic records systems can result in difficulties in locating information, duplication of records, data loss, and delays in decision-making processes (Ngulube, 2018). These challenges may reduce organizational productivity and affect the quality of services provided to stakeholders.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

In many public sector institutions in developing countries, including Tanzania, the management of electronic records is still affected by several factors such as inadequate technological infrastructure, lack of skilled personnel, insufficient policies, and weak records management practices (Chigada & Ngoepe, 2014). As a result, retrieving information from electronic records systems may become slow and inefficient.

Bagamoyo District Council, like many other public institutions, increasingly relies on electronic records for administrative operations and service delivery. However, challenges related to the effective management and retrieval of electronic records may still exist. Despite the importance of electronic records management in enhancing data retrieval processes, limited studies had specifically examined how electronic records management practices influence data retrieval efficiency within local government authorities in Tanzania. Therefore, this study was conducted to assess the management of electronic records in enhancing data retrieval processes at Bagamoyo District Council.

1.3 Objectives of the Study

The study was guided by the following objectives.

1.3.1 General Objective

To assess the impact of managing electronic records on data retrieval processes and organizational efficiency and effectiveness at Bagamoyo District Council.

1.3.2 Specific Objectives

i. To evaluate the current practices of electronic records management at Bagamoyo District Council.

ii. To determine the effectiveness of electronic records management in enhancing data retrieval processes.

iii. To examine the challenges affecting electronic records management at Bagamoyo District Council.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

1.4 Research Questions

i. What are the current practices of electronic records management at Bagamoyo District Council?

ii. How effective is electronic records management in enhancing data retrieval processes?

iii. What challenges affect electronic records management at Bagamoyo District Council?

1.5 Significance of the Study

This study provided useful insights to policymakers, records managers, and ICT professionals regarding the current status of electronic records management and its role in improving data retrieval processes in public organizations. The findings helped organizational managers and government authorities to understand existing challenges in electronic records management and identify appropriate strategies for improving records accessibility and information retrieval.

Furthermore, the study contributed to the improvement of records management practices within local government authorities in Tanzania. The findings also added to the existing body of knowledge on electronic records management and data retrieval processes, particularly within the context of developing countries.

1.6 Scope of the Study

This study was conducted at Bagamoyo District Council, located in the Pwani Region of Tanzania, specifically within the Education Department. The study focused on electronic records management practices and their role in enhancing data retrieval processes within the department. In particular, the study examined the current practices used in managing electronic records, the effectiveness of electronic records systems in facilitating efficient data retrieval, and the challenges affecting the management of electronic records within the Council. The Education Department was selected because it handles a large volume of administrative and educational records that require proper management to ensure easy access, accuracy, and timely retrieval of information for decision-making and service delivery.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

1.7 Limitations of the Study

The study experienced several limitations during the research process. First, access to certain organizational records and information was restricted due to confidentiality policies within the organization. Second, the study was limited to Bagamoyo District Council, which may affect the generalization of the findings to other institutions. Additionally, time and financial constraints limited the scope of data collection and analysis. However, appropriate measures were taken to minimize the impact of these limitations and to ensure that reliable and valid findings were obtained.

1.8 Definition of Key Terms

Electronic Records Management (ERM)

Refers to the systematic control of records that are created, received, maintained, and disposed of in electronic formats in order to support the operations of an organization (ISO, 2016).

Data Retrieal

Refers to the process of locating and accessing relevant information from stored electronic records efficiently and accurately (Katuu, 2015).

Organizational Efficiency

Refers to the ability of an organization to utilize its resources, such as financial resources, and human resources, effectively in order to produce the desired outputs with minimal waste (Richard et al., 2019).

Organizational Effectiveness

Refers to the extent to which an organization achieves its goals and objectives through appropriate strategies, structures, and operational processes (Cameron & Whetten, 2011)..

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of the literature related to electronic records management and data retrieval processes in organizations. It reviews the concept of electronic records management, electronic records management practices in organizations, the relationship between electronic records management and data retrieval processes, challenges affecting electronic records management, empirical literature related to the study, and the research gap. The review of literature provides a theoretical and empirical foundation for understanding the role of electronic records management in enhancing data retrieval processes within organizations.

2.1 Concept of Electronic Records Management

Electronic Records Management (ERM) refers to the systematic control of records that are created, received, maintained, used, stored, and disposed of in electronic formats throughout their lifecycle within an organization. It involves the processes of creating, capturing, classifying, storing, organizing, retrieving, preserving, and disposing of electronic records in a manner that supports organizational operations, accountability, legal compliance, and decision-making (International Organization for Standardization [ISO], 2016).

Electronic records management systems enable organizations to manage digital records effectively by ensuring that information remains authentic, reliable, secure, and accessible whenever required. These systems support the entire records lifecycle, from the creation of records to their final disposition, while maintaining their integrity and usability over time. According to Gill (2018), effective electronic records management ensures that records remain authentic, reliable, and usable throughout their lifecycle, thereby improving organizational efficiency and information governance.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

The rapid advancement of Information and Communication Technology (ICT) has significantly increased the volume of digital information generated by organizations. Consequently, many organizations have adopted electronic records management systems to facilitate the efficient management of electronic records. These systems help organizations reduce dependence on paper-based records, improve information accessibility, minimize storage costs, and enhance operational efficiency through faster and more accurate retrieval of information (Katuu, 2015).

Furthermore, electronic records management plays a vital role in promoting transparency, accountability, and good governance, particularly in public institutions. Proper management of electronic records ensures that accurate, reliable, and complete information is readily available to support administrative functions, policy implementation, legal compliance, and informed decision-making. Therefore, effective electronic records management has become an essential component of modern organizational management and public service delivery.

2.2 Electronic Records Management Practices in Organizations

Electronic records management practices refer to the policies, procedures, standards, and systems used by organizations to manage electronic records throughout their lifecycle. These practices include the creation, capture, classification, storage, maintenance, retrieval, preservation, and disposal of electronic records in accordance with established records management principles and organizational requirements.

Effective electronic records management practices require organizations to establish comprehensive policies, employ qualified personnel, and provide reliable technological infrastructure to support records management activities. Organizations are expected to implement clear procedures that govern the creation, storage, access, maintenance, and disposal of electronic records to ensure that they remain authentic, reliable, accessible, and secure throughout their lifecycle (Ngulube, 2020).

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

In many African countries, the implementation of electronic records management systems is still at different stages of development. Many public institutions continue to operate hybrid records management systems that combine paper-based and electronic records. Although this approach facilitates a gradual transition from traditional to digital records management, it also presents challenges related to records classification, storage, retrieval, and long-term preservation (Kemoni, 2009).

Asogwa (2012) argued that many public organizations in developing countries lack comprehensive policies, guidelines, and appropriate technological infrastructure for managing electronic records effectively. Consequently, electronic records are often stored in different systems without proper classification, indexing, or standardized control mechanisms, making it difficult to retrieve information efficiently and maintain the authenticity and integrity of organizational records.

Therefore, the adoption of effective electronic records management practices is essential for improving organizational efficiency, enhancing accountability, facilitating timely access to information, and supporting informed decision-making. Organizations should continuously strengthen their records management practices through regular staff training, policy implementation, technological investment, and periodic evaluation of electronic records management systems.

2.3 Electronic Records Management and Data Retrieval Processes

Data retrieval refers to the process of locating, accessing, and retrieving relevant information from records efficiently and accurately. Effective data retrieval is essential for organizations because it enables employees and managers to obtain the information they need promptly for administrative operations, decision-making, service delivery, and organizational accountability.

Electronic records management systems play a significant role in improving data retrieval processes by enabling organizations to store, organize, classify, and retrieve large volumes of digital information efficiently. Unlike traditional paper-based records systems,

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

electronic records management systems provide advanced search functions that allow users to retrieve information quickly using keywords, metadata, indexing systems, and classification schemes. As a result, the time required to locate records is significantly reduced, thereby improving organizational efficiency and productivity (Katuu, 2015).

According to Gill (2018), electronic records management systems enhance information retrieval by providing effective search capabilities that enable users to access records accurately and efficiently. Proper classification, indexing, and metadata management ensure that records remain organized and can be retrieved whenever they are required, thereby supporting timely decision-making and effective service delivery.

Furthermore, effective electronic records management contributes to improved information accessibility, accuracy, security, and reliability. When electronic records are properly managed throughout their lifecycle, organizations are able to reduce duplication of records, minimize information loss, and ensure that authentic and reliable information is readily available to authorized users. This strengthens organizational accountability and promotes evidence-based decision-making.

However, poorly managed electronic records systems may negatively affect data retrieval processes. Inadequate classification systems, poor indexing, weak metadata management, limited staff competencies, and insufficient technological infrastructure can make it difficult to locate and retrieve information efficiently. Consequently, organizations may experience delays in accessing records, reduced operational efficiency, and poor service delivery.

Therefore, organizations should establish effective electronic records management systems supported by appropriate policies, adequate technological infrastructure, and continuous staff training to enhance efficient data retrieval processes and improve overall organizational performance.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

2.4 Challenges Affecting Electronic Records Management

Despite the numerous benefits associated with electronic records management, many organizations continue to experience challenges that hinder the effective implementation and management of electronic records systems. These challenges affect the accessibility, security, preservation, and retrieval of electronic records, thereby limiting organizational efficiency and service delivery.

One of the major challenges is the shortage of skilled personnel with adequate knowledge and technical competence in electronic records management. Effective management of electronic records requires trained professionals who understand records management principles, information technologies, and electronic records systems. However, many organizations, particularly in developing countries, have limited numbers of qualified personnel, which affects the proper management and retrieval of electronic records (Mojapelo & Marutha, 2023).

Another significant challenge is inadequate ICT infrastructure. Electronic records management systems depend on reliable computer hardware, appropriate software, stable internet connectivity, and sufficient data storage facilities. In many public institutions, inadequate technological infrastructure and limited financial resources constrain the successful implementation and maintenance of electronic records management systems (Mosweu & Kenosi, 2018).

The absence or weak implementation of records management policies and legal frameworks also affects the effectiveness of electronic records management. Many existing records management laws and policies were originally developed to support paper-based records and do not adequately address the management, preservation, security, and accessibility of electronic records. As a result, organizations may experience inconsistencies in records management practices and difficulties in ensuring compliance with legal and regulatory requirements (Asogwa, 2012).

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

In addition, inadequate financial resources limit organizations' ability to acquire modern electronic records management technologies, conduct regular system maintenance, and provide continuous staff training. Financial constraints also affect the upgrading of ICT infrastructure and the implementation of appropriate records management programmes, which are essential for improving records accessibility and retrieval.

Furthermore, challenges such as system failures, cyber security threats, poor backup and recovery mechanisms, and resistance to technological change may compromise the integrity, availability, and security of electronic records. These challenges increase the risk of data loss, unauthorized access, and delays in retrieving information, thereby affecting organizational performance and decision-making.

Therefore, organizations should strengthen ICT infrastructure, develop and implement comprehensive records management policies, invest in staff capacity building, allocate adequate financial resources, and establish effective security and backup mechanisms to ensure the successful management of electronic records.

2.5 Empirical Literature Review

Several empirical studies have examined electronic records management and its contribution to organizational efficiency, information accessibility, and data retrieval processes in different institutional contexts.

Asogwa (2012) conducted a study on the challenges of electronic records management in developing countries, particularly in public institutions. The study found that many organizations experienced difficulties in managing electronic records due to the absence of comprehensive records management policies, inadequate financial resources, limited ICT infrastructure, and insufficient technical skills among records management personnel. The findings further revealed that inadequate staff training and limited awareness of electronic records management practices negatively affected information accessibility and retrieval within organizations.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Similarly, Kemoni (2009) investigated electronic records management practices in Eastern and Southern Africa. The study revealed that many institutions lacked adequate capacity to manage electronic records effectively. The findings indicated that limited technological infrastructure, inadequate professional training, and the absence of comprehensive policies and guidelines significantly constrained the successful implementation of electronic records management systems. Consequently, many organizations experienced difficulties in storing, organizing, preserving, and retrieving electronic records efficiently.

Katuu (2015) examined the implementation of Enterprise Content Management (ECM) systems in South African organizations. The study established that electronic records management systems significantly improved information accessibility and retrieval by enabling organizations to store large volumes of digital information in structured formats. The study also reported that advanced search tools, metadata, and classification systems enhanced the speed and accuracy of retrieving organizational records, thereby improving decision-making and operational efficiency.

Mojapelo and Marutha (2023) assessed the management of electronic records in public institutions and found that the successful implementation of electronic records management systems largely depended on the availability of skilled personnel, continuous staff training, management commitment, and adequate ICT infrastructure. The study emphasized that organizations should invest in staff capacity building and technological resources to ensure effective electronic records management.

Mosweu and Kenosi (2018) also reported that inadequate ICT infrastructure, financial constraints, and limited technological resources continued to affect the implementation of electronic records management systems in many African public institutions. The study recommended increased investment in ICT infrastructure, system maintenance, and staff training to improve electronic records management practices.

Overall, the reviewed empirical studies demonstrate that effective electronic records management contributes significantly to improving information accessibility, enhancing data retrieval processes, strengthening accountability, and supporting informed decision-

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

making. However, the studies also indicate that many organizations continue to experience challenges related to inadequate infrastructure, insufficient financial resources, limited staff competencies, and weak policy implementation, which hinder the effective management of electronic records.

2.6 Research Gap

The reviewed literature indicates that several studies have examined electronic records management practices, the implementation of electronic records management systems, and the challenges affecting electronic records management in different countries and institutional settings. Most of these studies focused on the general management of electronic records, policy implementation, technological challenges, and organizational readiness for digital records management.

However, limited empirical evidence exists on the role of electronic records management in enhancing data retrieval processes within local government authorities in Tanzania. In particular, few studies have specifically assessed how electronic records management practices influence the efficiency, accessibility, and effectiveness of data retrieval at Bagamoyo District Council.

Therefore, this study was conducted to bridge this knowledge gap by assessing the management of electronic records in enhancing data retrieval processes at Bagamoyo District Council. The findings of this study are expected to contribute to the existing body of knowledge and provide practical recommendations for improving electronic records management and data retrieval processes within public institutions.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that was employed in conducting the study. Research methodology refers to the systematic procedures, techniques, and approaches used by a researcher to collect, analyze, and interpret data in order to answer research questions and achieve the objectives of the study (Kothari, 2004).

The chapter describes the research design, research approach, study area, target population, sample size, sampling procedures, data collection methods, data collection instruments, validity and reliability of research instruments, data analysis techniques, and ethical considerations that guided the study.

3.1 Research Design

Research design refers to the overall plan, structure, and strategy used by a researcher to guide the process of data collection, analysis, and interpretation in order to answer research questions (Babbie, 2015). This study employed a case study research design.

The case study design was selected because it enabled the researcher to conduct an in-depth investigation of electronic records management practices within a specific organizational setting. The design allowed the researcher to obtain detailed information regarding the management of electronic records, its contribution to data retrieval processes, and challenges affecting electronic records management at Bagamoyo District Council.

According to Kothari (2004), a case study design is useful when a researcher intends to obtain detailed information about a particular phenomenon within its real-life context. Therefore, the design was appropriate for this study because it provided a deeper understanding of electronic records management practices within the Council.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

3.2 Research Approach

This study employed a mixed-methods research approach, which involved the use of both quantitative and qualitative approaches. The mixed-methods approach was selected because it enabled the researcher to collect both numerical data and detailed explanations from respondents.

The quantitative approach involved the use of questionnaires to collect numerical information from respondents regarding electronic records management practices and data retrieval processes. The qualitative approach involved interviews with selected respondents to obtain deeper insights into the challenges and experiences related to electronic records management.

According to Creswell (2014), the use of mixed methods enables researchers to combine the strengths of quantitative and qualitative approaches, thereby providing a more comprehensive understanding of a research problem. Therefore, this approach enhanced the reliability and completeness of the study findings.

3.3 Study Area

The study was conducted at Bagamoyo District Council, located in Pwani Region, Tanzania. Specifically, the study was carried out within the Education Department of the Council.

Bagamoyo District Council was selected as the study area because it is a public institution that creates, receives, stores, and uses various administrative and educational records in its daily operations. The department handles a large volume of records that require proper management to ensure accessibility, accuracy, and timely retrieval of information.

Therefore, the study area provided a suitable environment for examining the management of electronic records and its contribution to enhancing data retrieval processes within a public institution.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

3.4 Target Population

Target population refers to the entire group of individuals from which a researcher intends to collect information relevant to the study (Kothari, 2004). The target population of this study consisted of staff members at Bagamoyo District Council who were involved in the creation, management, storage, and retrieval of electronic records.

The study involved a total population of 32 respondents from the selected department. The respondents included records-related staff and other employees who were directly involved in records management activities and the use of electronic records systems within the organization.

These respondents were selected because they possessed relevant knowledge and experience concerning electronic records management practices and their contribution to improving data retrieval processes within Bagamoyo District Council.

3.5 Sample Size

Sample size refers to the number of respondents selected from the target population to participate in a research study (Kothari, 2004). In this study, a sample size of 30 respondents was selected from the target population of 32 staff members at Bagamoyo District Council.

The sample size was considered adequate because it represented a large proportion of the target population and provided sufficient information required to achieve the objectives of the study. The selected respondents were able to provide relevant information regarding electronic records management practices, data retrieval processes, and challenges affecting electronic records management within the organization. The distribution of respondents was presented as follows:

Table 3.5 Sample size distribution table

S/N	Category of Respondents	Numbers of respondents
1	Records officer	5
2	Administrative staff	20
3	ICT Personnel	3

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

4	Departmental heads	2
	Total	**30**

3.6 Sampling Procedures

Sampling procedure refers to the process used by a researcher to select participants from the target population for the purpose of conducting a study (Adams & Raeside, 2017). This study employed both purposive sampling and simple random sampling techniques.

3.6.1 Purposive Sampling

Purposive sampling was used to select respondents who possessed specific knowledge and experience related to electronic records management. The technique was applied in selecting key informants such as records officers, ICT personnel, and departmental heads.

This technique enabled the researcher to obtain detailed and relevant information regarding electronic records management practices, challenges, and data retrieval processes within Bagamoyo District Council.

3.6.2 Simple Random Sampling

Simple random sampling was used to select other staff members who participated in the study. This technique provided equal opportunity for members of the population to be selected and helped to minimize selection bias.

The use of simple random sampling ensured that the collected data represented different views from staff members regarding the management of electronic records and its influence on data retrieval processes.

3.7 Data Collection Methods

Data collection methods refer to the systematic procedures used by a researcher to obtain information from respondents and other relevant sources in order to answer research questions and achieve the objectives of the study (Kothari, 2004).

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

In this study, both primary and secondary data collection methods were used. Primary data was obtained directly from respondents through questionnaires and interviews, while secondary data was obtained through documentary review of relevant materials such as books, journals, research reports, and other academic documents.

The use of both primary and secondary data enabled the researcher to obtain comprehensive information regarding electronic records management practices, data retrieval processes, and challenges affecting electronic records management at Bagamoyo District Council.

3.7.1 Primary Data

Primary data refers to original information collected directly from respondents for the purpose of a particular study (Kombo & Tromp, 2016).

In this study, primary data was collected through questionnaires and interviews administered to selected staff members at Bagamoyo District Council. These methods enabled the researcher to obtain firsthand information regarding the management of electronic records, effectiveness of electronic records systems, and challenges affecting data retrieval processes.

3.7.2 Secondary Data

Secondary data refers to information that has already been collected and documented by other researchers or institutions for different purposes (Kombo & Tromp, 2016).

In this study, secondary data was obtained through documentary review of various sources including textbooks, journal articles, research reports, government publications, and other relevant academic materials. These sources provided background information and theoretical understanding of electronic records management.

3.8 Data Collection Instruments

Data collection instruments refer to the tools used by a researcher to collect information from respondents during the research process (Babbie, 2015).

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

The study used questionnaires and interview guides as the main data collection instruments. These instruments were selected because they enabled the researcher to collect both quantitative and qualitative information required to achieve the objectives of the study.

3.8.1 Questionnaires

A questionnaire is a research instrument consisting of a set of written questions designed to collect information from respondents (Kothari, 2004).

In this study, structured questionnaires were administered to selected staff members at Bagamoyo District Council. The questionnaires consisted of both closed-ended and open-ended questions to enable respondents to provide specific responses as well as additional explanations regarding electronic records management practices and data retrieval processes.

Advantages of questioners

- Cost savings
- Reach people quickly
- Data accuracy
- Create a free survey with smart survey
- Differences understanding and interstation

3.8.2 Interview guide

Interviews refer to a method of collecting data through direct interaction between the researcher and respondents (Babbie, 2015). In this study, semi-structured interviews was conducted with key informants, including departmental heads and records officers. These interviews was help the researcher obtain detailed information about electronic records management practices, challenges, and data retrieval processes within the council.

Advantages of interview

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

- detailed assessment.
- Fantastic source of information.
- Increasing knowledge.
- Extra information extraction

3.9 Validity and Reliability of Research Instruments

Validity and reliability are important aspects that determine the quality and accuracy of research instruments. They help to ensure that collected data is accurate, consistent, and suitable for achieving the objectives of the study.

3.9.1 Validity

Validity refers to the extent to which a research instrument measures what it is intended to measure (Kothari, 2004).

To ensure validity, the research instruments were reviewed by the research supervisor and experts in the field of records and archives management. Their comments and suggestions helped the researcher to improve the clarity, relevance, and accuracy of the questions before data collection.

3.9.2 Reliability

Reliability refers to the consistency and stability of a research instrument in producing similar results when applied under similar conditions (Babbie, 2015).

To ensure reliability, the researcher conducted a pilot test before the actual data collection process. The pilot study helped to identify possible weaknesses in the instruments and allowed necessary improvements to be made to ensure the collection of reliable data.

3.10 Data Analysis Techniques

Data analysis refers to the process of organizing, summarizing, interpreting, and presenting collected data in order to obtain meaningful information and answer research questions (Kothari, 2004).

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

In this study, both quantitative and qualitative data analysis techniques were employed. Quantitative data collected through questionnaires was analyzed using Microsoft Excel. The analysis involved the use of descriptive statistics such as frequencies, percentages, tables, and charts to present the findings clearly.

Qualitative data obtained through interviews was analyzed using thematic analysis. The researcher organized respondents' views into different themes based on the objectives of the study and interpreted the information to identify common patterns related to electronic records management practices, data retrieval processes, and challenges affecting electronic records management.

The combination of quantitative and qualitative analysis techniques enabled the researcher to obtain a comprehensive understanding of the management of electronic records and its contribution to enhancing data retrieval processes at Bagamoyo District Council.

3.11 Ethical Considerations

Ethical considerations refer to the principles and guidelines that ensure research is conducted in a responsible, respectful, and acceptable manner (Khan, 2011).

During the study, the researcher obtained permission from the relevant authorities before conducting data collection. The researcher also ensured that participation in the study was voluntary and that respondents were informed about the purpose of the research before providing information.

Confidentiality and anonymity of respondents were maintained throughout the research process. The information collected was used strictly for academic purposes, and respondents' personal identities were not disclosed without their consent. The researcher also ensured honesty, respect, and proper handling of all information obtained during the study.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents, analyzes, and discusses the data collected from respondents at Bagamoyo District Council. The findings are presented in tables and interpreted according to the study objectives. Specifically, the chapter examines the current practices of electronic records management, the effectiveness of electronic records management in enhancing data retrieval processes, and the challenges affecting the management of electronic records within the organization.

4.1 Response Rate

The study targeted a total of 30 respondents. All the questionnaires and interview schedules were successfully completed and returned, resulting in a 100% response rate. This high response rate provided sufficient and reliable data for analysis and interpretation of the study findings.

Table 4.1 respondent Rate **(N=30)**

Category of response	Frequency	Percentage
Responded	30	100%

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Did not responded	0	0.0%
Total	**30**	**100%**

Source: Field Data (2026)

Table 4.1 shows that all 30 targeted respondents participated in the study, giving a response rate of 100%.

This indicates that the data collected were adequate for achieving the study objectives and provided a reliable basis for the presentation, analysis, and discussion of the findings

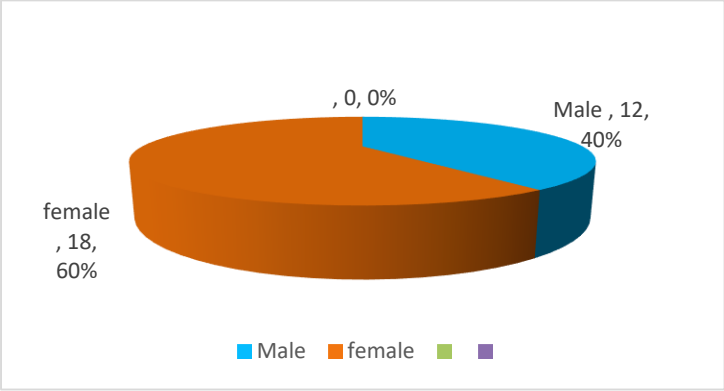
4.2 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents who participated in the study. The information includes respondents' gender, age, and work experience. These characteristics provide a general understanding of the participants involved in the study.

4.2.1 Gender of Respondents

This section presents the distribution of respondents by gender. The information was collected to describe the demographic characteristics of the respondents who participated in the study. Where by the finding showed that 18(60.0%) respondents where female, While 12(40.0%) respondents where Male. The findings showed in a table 4.1

Figure 4.1: Gender of Respondents (N = 30)



SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Source: Field Data (2026)

The findings in Figure 4.2 indicate the distribution of respondents by gender. The figure shows the number and percentage of male and female respondents who participated in the study,where by male were 18(60%) while male were 12(40%) of the whole study .

This distribution demonstrates that both genders were represented, thereby providing views from different categories of respondents.

However the donante of the stud were shown by female compared to male as show in the figure 4.1

This finding is consistent with Creswell (2014), who emphasizes that involving respondents with diverse demographic characteristics improves the credibility and reliability of research findings by ensuring that different viewpoints are adequately represented.

4.2.2 Age of Respondents

Respondents were asked to indicate their age groups. The findings showed that 12 (40.0%) respondents were aged between 25–34 years, 10 (33.3%) respondents were aged 35–44 years, and 8 (26.7%) respondents were aged 15–24 years. No respondents were recorded in the 45–54 years age group. The findings are presented in Table 4.2.

Table 4.2 Age of respondents (N=30)

Age group (Year)	Frequency	Percentage
15-24	8	26.7%
25-34	12	40.0%
35-44	10	33.3%
45-54	0	0.0%
Total	**30**	**100.0%**

Source: Field Data (2026)

Table 4.2 indicates that the largest group of respondents was aged 25–34 years, comprising 12 (40.0%) respondents. This was followed by respondents aged 35–44 years with 10

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

(33.3%), while 8 (26.7%) respondents were aged 15–24 years. No respondents were in the 45–54 years' age group.

The findings indicate that most respondents were young and middle-aged employees, suggesting that the organization has a workforce that is generally active and capable of adapting to electronic records management technologies. The absence of respondents aged 45–54 years implies that the study findings mainly reflect the experiences and perceptions of younger employees.

The findings indicate that employees aged 25–34 years formed the largest proportion of the respondents. This age group were generally considered to have higher exposure to digital technologies and were more likely to adapt quickly to electronic records management systems. Their dominance in the study may explain the positive perceptions regarding the use of electronic records in enhancing data retrieval processes.

4.2.3 Distribution of Respondents by Department

Respondents were asked to indicate the department in which they were working. The findings showed that 22 (73.3%) respondents were from Administrative Staff, 3 (10.0%) were Records Officers, 2 (6.7%) were from Information Technology (IT), 2 (6.7%) were Heads of Department, and 1 (3.3%) was from Human Resource (HR). The findings presented in Table 4.3.

Table 4.3: Distribution of Respondents by Department (N = 30)

Department	**Frequency**	**Percentage**
Administrative staff	**22**	**73.3%**
Records officer	**3**	**10.0%**
Information Technology (IT)	**2**	**6.7%**
Head of department	**2**	**6.7%**
Human Resource (HR)	**1**	**3.3%**
Total	**30**	**100.0%**

Source: Field Data (2026)

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

The study indicates that, 22 (73.3%), were from the Administrative Staff department. This was followed by the Records Office with 3 (10.0%) respondents. The Information Technology (IT) department and Heads of Department each contributed 2 (6.7%) respondents, while the Human Resource (HR) department had 1 (3.3%) respondent.

The dominance of respondents from the Administrative Staff department indicates that this group plays a central role in the day-to-day management and use of electronic records within Bagamoyo District Council. Since administrative staff routinely create, receive, process, and retrieve organizational records, they were well positioned to provide reliable information on the effectiveness of electronic records management systems.

The participation of Records Officers, IT personnel, Heads of Department, and Human Resource staff provided additional perspectives on records management practices, system administration, policy implementation, and organizational support. Their involvement enriched the study by capturing views from key stakeholders responsible for maintaining and supporting electronic records management systems.

4.2.4 Work Experience of Respondents

Respondents were asked to indicate their years of work experience in the organization. The findings showed that 14 (46.7%) respondents had 6–10 years of work experience, 9 (30.0%) respondents had above 10 years of experience, and 7 (23.3%) respondents had 3–5 years of experience. No respondent had 0–2 years of work experience. The findings are presented in Table

Table 4.4. Table 4.4: Work Experience of Respondents (N = 30)

Year experience	**Frequency**	**Percentage %**
0-2 Years	0	0.0%
3-5 Years	7	23.3%
6-10 years	14	46.7%
Above 10 years	9	30.0%
Total	**30**	**100%**

Source: Field Data (2026)

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Table 4.5 indicates that the largest group of respondents, 14 (46.7%), had 6–10 years of work experience. This was followed by 9 (30.0%) respondents with more than 10 years of experience, while 7 (23.3%) respondents had 3–5 years of work experience. None of the respondents had 0–2 years of work experience.

The findings indicate that most respondents had considerable work experience within the organization, that they were familiar with electronic records management practices and the procedures used in retrieving organizational information. Their experience enabled them to provide informed and reliable opinions regarding the effectiveness of electronic records management and the challenges associated with its implementation.

4.3 Use of Electronic Records Management System

Respondents were asked whether their departments use an Electronic Records Management System (ERMS). The findings showed that 22 (73.3%) respondents indicated that their departments do not use an Electronic Records Management System, while 8 (26.7%) respondents reported that their departments use an Electronic Records Management System. The findings are presented in Table 4.5.

Table 4.5: Use of Electronic Records Management System (N = 30)

Response	**Frequency**	**Percentage**
Yes	8	26.7%
No	22	73.3%
Total	**30**	**100%**

Source: Field Data (2026)

Table 4.5 shows that 22 (73.3%) respondents indicated that their departments do not use an Electronic Records Management System, while 8 (26.7%) respondents reported that such a system is available in their departments.

During the inteview. One respondent explained that:

«"The Electronic Records Management System has not yet been fully implemented in our organization. However, we currently use the e-Office system to process official documents electronically before they are circulated or approved."»

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

The findings indicate that although the organization has adopted the e-Office system to support electronic document processing, a comprehensive Electronic Records Management System has not yet been fully implemented. As a result, some records management functions, such as records classification, storage, retrieval, retention, and long-term preservation, may not be effectively managed. These findings are consistent with previous studies, which reported that many public organizations in developing countries have introduced digital document processing systems but continue to face challenges in fully implementing comprehensive electronic records management systems.

4.4 Frequency of Creating or Updating Electronic Records

Respondents were asked to indicate how often they create or update electronic records during their daily work activities. The findings showed that 15 (50.0%) respondents create or update electronic records weekly, 10 (33.3%) respondents do so monthly, and 5 (16.7%) respondents create or update electronic records daily. No respondent indicated that they rarely create or update electronic records. The findings are presented in Table 4.6.

Table 4.6: Frequency of Creating or Updating Electronic Records (N = 30)

Response	Frequency	Percentage
Daily	5	16.7
Weekly	15	50.0
Monthly	10	33.3
Rarely	0	0.0
Total	**30**	**100**

Source: Field Data (2026)

Table 4.6 shows that 15 (50.0%) respondents reported creating or updating electronic records weekly, making it the most common practice. This was followed by 10 (33.3%) respondents who indicated that they update electronic records monthly, while 5 (16.7%) respondents reported doing so daily. None of the respondents selected rarely.

The findings indicate that electronic records are created and updated regularly within the organization to support administrative activities. The high proportion of weekly updates may be explained by the fact that the organization has not yet fully implemented an

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Electronic Records Management System (ERMS). Instead, staff mainly use the e-Office system to prepare, process, and circulate official documents electronically. Consequently, electronic records are updated according to the organization's workflow and administrative requirements rather than through a fully integrated electronic records management system.

These findings ware consistent with the interview responses, where among of the participants explained that

e-Office system is currently used to facilitate electronic document processing, communication, and approval of official documents, although a comprehensive Electronic Records Management System has not yet been fully implemented.

4.5 Ease of Retrieving Information from the Electronic Records System

Respondents were asked to indicate the ease of retrieving information from the electronic records system used in their organization. The findings showed that 15 (50.0%) respondents reported that retrieving information was easy, 10 (33.3%) respondents indicated that it was moderate, and 5 (16.7%) respondents reported that it was very easy. No respondent indicated that retrieving information was difficult. The findings are presented in Table 4.7.

Table 4.7: Ease of Retrieving Information from the Electronic Records System

(N = 30)

Response	**Frequency**	**Percentage**
Very easy	5	16.7
Easy	15	50.0
Moderate	10	33.3
Difficult	0	0.0
Total	**30**	**100%**

Source: Field Data (2026)

Table 4.7 shows that 15 (50.0%) respondents reported that retrieving information from the electronic records system was easy. In addition, 5 (16.7%) respondents indicated that it

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

was very easy, while 10 (33.3%) rated the process as moderate. None of the respondents considered the retrieval process to be difficult.

The findings indicate that respondents are generally able to retrieve information with relative ease using the organization's electronic document processing system. This may be attributed to the use of the e-Office system, which supports the electronic processing, circulation, and retrieval of official documents. However, since a comprehensive Electronic Records Management System (ERMS) has not yet been fully implemented, some respondents perceived the retrieval process as only moderately easy. This suggests that the implementation of a fully integrated ERMS could further improve the efficiency, speed, and accessibility of electronic records retrieval within the organization.

4.6 Influence of Electronic Records Management on Decision-Making Processes

Respondents were asked whether the electronic records management system improves their ability to make decisions quickly. The findings showed that all 30 (100.0%) respondents agreed that electronic records management improves decision-making processes, while no respondent disagreed. The findings are presented in Table 4.8.

***T*able 4.8: Influence of Electronic Records Management (N = 30)**

Response	Frequency	Percentage
Yes	30	100%
No	0	0.0%
Total	30	100%

Source: Field Data (2026)

Table 4.8 indicates that all respondents 30 (100%) agreed that the electronic records management system improves their ability to make decisions quickly, while no respondent disagreed.

The findings indicate that the use of electronic records has improved access to required information, enabling employees to obtain records within a shorter time and support timely decision-making processes. Although the organization has not yet fully implemented a comprehensive Electronic Records Management System (ERMS), the use

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

of the e-Office system has contributed to faster document processing, communication, and access to official information.

During the interview, one Records Officer explained that:

"The use of e-Office has helped us to access and follow up official documents more quickly compared to relying only on paper-based records. This has improved the speed at which decisions are made because required information can be obtained within a short time."

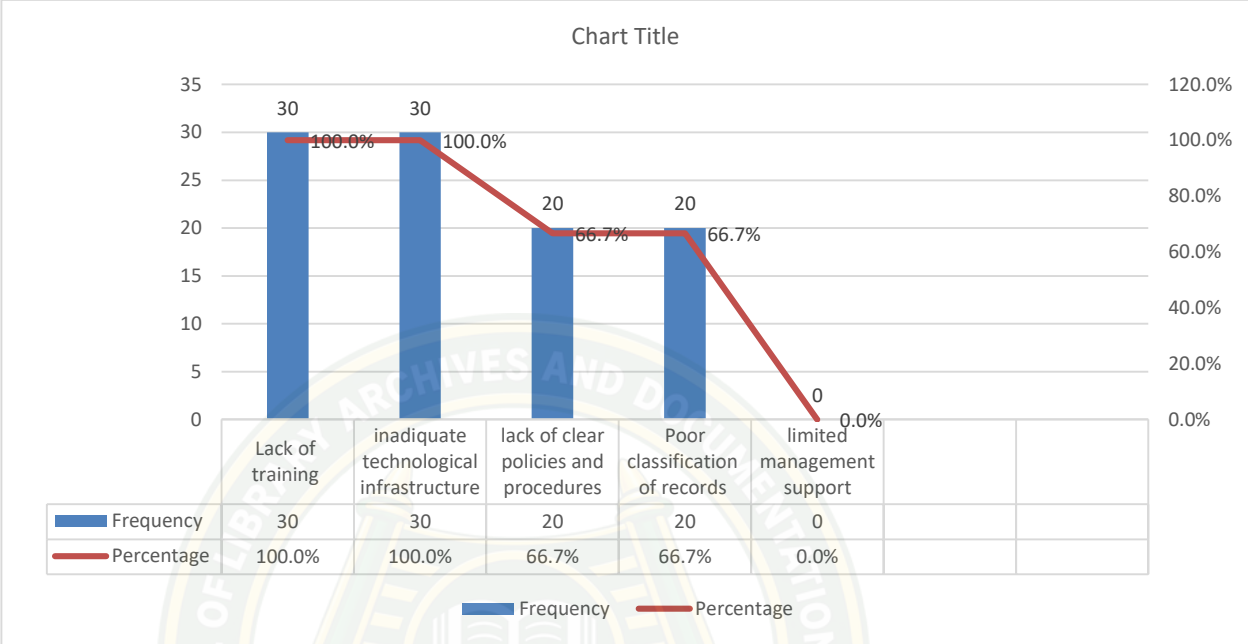
The findings demonstrate that electronic systems play an important role in improving information accessibility and supporting organizational decision-making, even though further improvement is needed through the implementation of a complete Electronic Records Management System.

4.7 Challenges Facing the Management of Electronic Records

Respondents were asked to identify the challenges they face in managing electronic records within the organization. The question allowed respondents to select more than one challenge. The findings showed that 30 (100.0%) respondents identified lack of training and inadequate technological infrastructure as major challenges. Furthermore, 20 (66.7%) respondents reported lack of clear policies and procedures and poor classification of records as challenges affecting

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Figure 4.2: Challenges Facing the Management of Electronic Records (N = 30)



Source: Field Data (2026)

Table 4.10 indicates that all respondents 30 (100%) identified lack of training and inadequate technological infrastructure as major challenges affecting the management of electronic records. Furthermore, 20 (66.7%) respondents reported that lack of clear policies and procedures and poor classification of records were among the challenges experienced in managing electronic records. None of the respondents identified limited management support as a challenge.

The findings indicate that the major barriers affecting electronic records management are related to human capacity, technological resources, and records management practices. The high response on lack of training indicates that employees require continuous skills development to effectively use electronic systems. Similarly, inadequate technological infrastructure affects the effective operation of electronic document management processes.

During the interviews, one Records Officer explained that:

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

"***The main challenges include limited staff training, insufficient ICT facilities, and the absence of fully developed procedures for managing electronic records. Since the organization mainly uses the e-Office system, some records management functions such as classification and systematic organization of records still need improvement***."

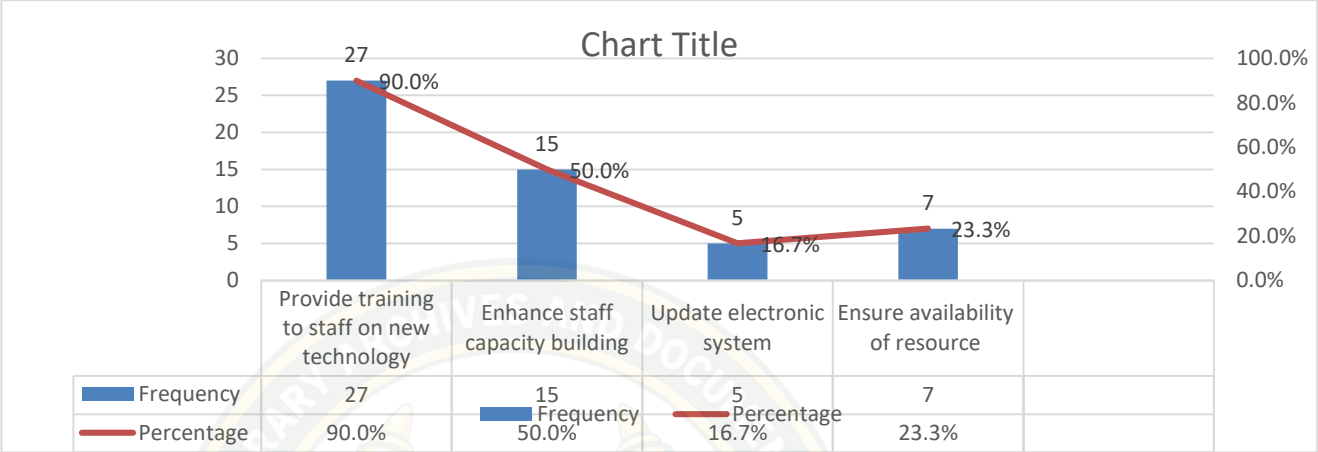
The findings show that although the organization has adopted electronic document processing through the e-Office system, strengthening staff capacity, improving ICT infrastructure, and developing clear electronic records management procedures are necessary to enhance effective records management and retrieval processes.

4.8 Suggestions for Improving Electronic Records Management

Respondents were asked to provide suggestions on how electronic records management could be improved within their departments. The question allowed respondents to select more than one suggestion. The findings showed that 27 (90.0%) respondents suggested providing staff training on new technology, 15 (50.0%) respondents recommended enhancing staff capacity building, 7 (23.3%) respondents suggested ensuring availability of adequate resources, while 5 (16.7%) respondents recommended updating the electronic system whenever necessary. The findings are presented in Figure 4.3.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Figure 4.3: Suggestions for Improving Electronic Records Management (Multiple Responses, N = 30)



Source: Field Data (2026)

Table 4.11 shows that the majority of respondents 27 (90.0%) suggested that providing staff training on new technology were necessary for improving electronic records management. This was followed by 15 (50.0%) respondents who recommended enhancing staff capacity building. Additionally, 7 (23.3%) respondents suggested ensuring the availability of adequate resources, while 5 (16.7%) respondents recommended updating the electronic system whenever necessary.

The findings indicate that respondents consider improvement of staff knowledge and skills as the most important factor in strengthening electronic records management. This were because effective use of electronic systems requires employees to have sufficient technical knowledge and continuous training. Furthermore, respondents emphasized the importance of maintaining updated systems and providing adequate resources to support smooth electronic records management practices.

The interview findings from a Records Officer supported these suggestions by explaining that

continuous staff training, improvement of ICT facilities, and availability of resources are important measures for enhancing electronic records management within the organization

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

4.9 Extent of Implementation of Electronic Records Management Practices

Respondents were asked to indicate the extent to which electronic records management practices were implemented within the organization. The assessment focused on key practices including records creation, records storage, records retrieval, records disposal, and records classification. The findings showed that 20 (66.7%) respondents rated the implementation of electronic records management practices at the maximum level, while 10 (33.3%) respondents rated the implementation as moderate. The findings are presented in Table 4.12.

Table 4.9: Extent of Implementation of Electronic Records Management Practices

(N = 30}

ERM practice	Category Maximum	Percentage	Category Moderate	Percentage
Records creation	20	66.7%	10	33.3%
Records Storage	20	66.7%	10	33.3%
Records retrieval	20	66.7%	10	33.3%
Records Disposal	20	66.7%	10	33.3%
Records Classification	20	66.7%	10	33.3%

Source: Field Data (2026)

Table 4.12 indicates that the majority of respondents 20 (66.7%) rated the implementation of electronic records management practices as being at a maximum level, while 10 (33.3%) respondents rated the practices as moderate. The findings show that the organization has adopted several electronic records management practices, although the level of implementation differs among respondents.

The result indicates that electronic records management practices such as creation, storage, retrieval, disposal, and classification are being performed within the organization. However, the moderate responses indicate the need for further improvement, particularly in strengthening systematic management procedures and ensuring consistent application of electronic records management practices.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

4.10 Influence of Electronic Records Management on Decision-Making Processes

Respondents were asked whether the electronic records management system improves their ability to make decisions quickly. The findings showed that 30 (100.0%) respondents agreed that electronic records management improves decision-making processes, while 0 (0.0%) respondents disagreed. The findings are presented in Table 4.13.

Table 4.10: Influence of Electronic Records Management on Decision-Making

(N = 30)

Response	**Frequency**	**Percentage (%)**
Yes	30	100%
No	0	0.0%
Total	**30**	**100%**

Source: Field Data (2026)

Table 4.13 shows that all respondents 30 (100%) agreed that the electronic records management system improves their ability to make decisions quickly, while no respondent disagreed.

The findings indicate that electronic records management contributes to faster access to information, which supports timely decision-making within the organization. Although the organization mainly uses the e-Office system rather than a fully implemented Electronic Records Management System (ERMS), the electronic processing and retrieval of documents have improved the availability of information needed for administrative decisions.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the study, conclusions, recommendations, and suggested areas for further research. The chapter summarizes the major findings obtained from the study on the assessment of managing electronic records in enhancing data retrieval processes at Bagamoyo District Council. It also presents conclusions drawn from the findings and provides recommendations aimed at improving electronic records management practices and data retrieval processes within the organization.

5.1 Summary of the Study

The main objective of this study was to assess the management of electronic records in enhancing data retrieval processes in organizations, using Bagamoyo District Council as a case study. The study was guided by three specific objectives: to examine the current practices of electronic records management, to assess the effectiveness of electronic records management in enhancing data retrieval processes, and to identify challenges affecting electronic records management.

The study employed a mixed research approach involving both quantitative and qualitative methods. Data were collected through questionnaires administered to respondents and interviews conducted with records officers. A total of 30 respondents participated in the study. Quantitative data were analyzed using descriptive statistics, including frequencies and percentages, while qualitative data from interviews were analyzed thematically.

5.1.1Age of Respondents

The findings indicate that most respondents were young and middle-aged employees, suggesting that the organization has a workforce that is generally active and capable of adapting to electronic records management technologies. The absence of respondents

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

aged 45–54 years implies that the study findings mainly reflect the experiences and perceptions of younger employees.

5.1.2Work Experience of Respondents

The findings indicate that most respondents had considerable work experience within the organization, that they were familiar with electronic records management practices and the procedures used in retrieving organizational information. Where by majority who were participated in study were having enough experince by showed that 14 (46.7%) has enough experience as it were required

5.1.3 Current Practices of Electronic Records Management

The study found that the organization has adopted electronic methods for managing records, particularly through the use of the e-Office system for creating, processing, circulating, and accessing official documents. The findings showed that electronic records management practices such as record creation, storage, retrieval, disposal, and classification are being implemented within the organization.

However, the study revealed that a fully integrated Electronic Records Management System (ERMS) has not yet been completely implemented. This indicates that although the organization has started digital transformation, some records management processes still require further improvement to ensure effective control, preservation, and accessibility of electronic records.

5.1.4 Effectiveness of Electronic Records Management in Data Retrieval Processes

The study found that electronic records management has contributed to improving data retrieval processes within the organization. The findings showed that most respondents were able to retrieve information easily through available electronic systems.

Furthermore, all respondents agreed that electronic records management improves their ability to make decisions quickly. The findings indicate that electronic systems, including the e-Office platform, have reduced delays in accessing official information, improved information availability, and supported timely decision-making and administrative operations.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

5.1.5 Challenges Affecting Electronic Records Management

indicates that all respondents 30 (100%) identified lack of training and inadequate technological infrastructure as major challenges affecting the management of electronic records. Furthermore, 20 (66.7%) respondents reported that lack of clear policies and procedures and poor classification of records were among the challenges experienced in managing electronic records. None of the respondents identified limited management support as a challenge.

The findings indicate that the major barriers affecting electronic records management are related to human capacity, technological resources, and records management practices. The high response on lack of training indicates that employees require continuous skills development to effectively use electronic systems. Similarly, inadequate technological infrastructure affects the effective operation of electronic document management processes.

5.1.6 Suggestions for Improving Electronic Records Management

The findings showed that 27 (90.0%) respondents suggested providing staff training on new technology, 15 (50.0%) respondents recommended enhancing staff capacity building, 7 (23.3%) respondents suggested ensuring availability of adequate resources, while 5 (16.7%) respondents recommended updating the electronic system whenever necessary.

5.2 Conclusions

Based on the findings of the study, it can be concluded that electronic records management plays an important role in improving data retrieval processes within organizations. The use of electronic systems has enhanced access to information, reduced the time required to locate records, and supported faster decision-making.

The study also concludes that although Bagamoyo District Council has adopted electronic document processing through the e-Office system, there is still a need to establish a fully functional Electronic Records Management System to strengthen records lifecycle management, including classification, storage, retrieval, retention, and disposal.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Furthermore, the study concludes that effective electronic records management depends on adequate ICT infrastructure, availability of resources, continuous staff training, and strong awareness among users. Addressing these challenges will improve the efficiency, reliability, and sustainability of electronic records management practices.

5.3 Recommendations

Based on the findings of this study, has the following recommendations :

5.3.1 Implementation of a Comprehensive Electronic Records Management System

The organization should consider implementing a fully integrated Electronic Records Management System (ERMS) to support proper management of electronic records throughout their lifecycle, including creation, classification, storage, retrieval, retention, and disposal.

5.3.2 Provision of Staff Training and Awareness Programs

The organization should provide continuous training and awareness programs to employees on the use, importance, and management of electronic records. This will improve staff knowledge, skills, and confidence in using digital records management systems.

5.3.3 Improvement of ICT Infrastructure and Resources

The organization should invest in adequate ICT infrastructure, including reliable computers, software, internet connectivity, backup facilities, and other technological resources necessary for effective electronic records management.

5.3.4 Development and Strengthening of Electronic Records Management Policies

The organization should establish and implement clear policies, procedures, and guidelines for managing electronic records. These policies should guide employees on issues such as records classification, access control, security, retention, and disposal.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

5.3.5 Government Support and Awareness Creation

The government should strengthen awareness and provide education on the importance and effective use of digital records management systems in public institutions. This will encourage successful adoption and sustainability of electronic records management initiatives.

5.4 Areas for Further Research

Based on the findings of this study, has the following areas suggested for further research:

- . A study on the effectiveness of fully integrated Electronic Records Management Systems in improving public service delivery.
- . A study on factors influencing employee acceptance and utilization of digital records management systems in government institutions.
- . A comparative study of electronic records management practices between local government authorities and other public organizations in Tanzania.
- .A study on the role of cybersecurity measures in protecting electronic records within public institutions

REFERECENS

Adams, C., & Raeside, R. (2017). Research methods for business and management students (2nd ed.). London: SAGE Publications.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Asogwa, B. E. (2012). The challenges of managing electronic records in developing countries: Implications for records managers in sub-Saharan Africa. Records Management Journal, 22(3), 198–211. https://doi.org/10.1108/09565691211283156

Asongwa, S. (2012). Electronic records management in public organizations in Africa. Records Management Journal, 22(1), 32–46. https://doi.org/10.1108/09565691211205678

Babbie, E. (2015). The practice of social research (14th ed.). Boston: Cengage Learning.

Cameron, K. S., & Whetten, D. A. (2011). Organizational effectiveness: A comparison of multipmodels. Academic Press.

Chigada, J., & Ngoepe, M. (2014). Electronic records management in the public sector of South Africa: A case study of the Department of Provincial and Local Government. ESARBICA Journal, 33, 1–14.

Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Thousand Oaks, CA: SAGE Publications.

Gill, S. (2018). Electronic records management: A practical guide. Chandos Publishing.

International Organization for Standardization (ISO). (2016). Information and documentation—Records management (ISO 15489-1:2016). Geneva: ISO.

Katuu, S. (2015). Managing electronic records in developing countries: Lessons from empirical studies. Information Development, 31(3), 198–211.

Kemoni, H. (2009). Review of electronic records management practices in Eastern and Southern Africa. Records Management Journal, 19(3), 160–175. https://doi.org/10.1108/09565690910991811

Kemoni, H. (2016). Electronic records management in African public sector institutions: Challenges and opportunities. African Journal of Library, Archives and Information Science, 26(2), 143–154.

Khan, H. (2011). Ethical considerations in research. New York: Springer.

Kombo, D. K., & Tromp, D. L. A. (2016). Proposal and thesis writing: An introduction (4th ed.). Nairobi: Paulines Publications Africa.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

Kothari, C. R. (2004). Research methodology: Methods and techniques (2nd ed.). New Delhi: New Age International Publishers.

Mojapelo, S., & Marutha, N. (2023). Challenges in implementing electronic records management in African public institutions. African Journal of Library, Archives & Information Science, 33(1), 12–27.

Mosweu, R., & Kenosi, L. (2018). ICT infrastructure and its impact on electronic records management in developing countries. International Journal of Information Management, 38(5), 101–110. https://doi.org/10.1016/j.ijinfomgt.2017.12.005

Ngulube, P. (2018). Managing digital records in government institutions in Africa: Challenges and prospects. Journal of the South African Society of Archivists, 51, 1–16.

Ngulube, P. (2020). Handbook of research on records and information management strategies for enhanced knowledge coordination. IGI Global.

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2019). Measuring organizational performance: Towards methodological best practice. Journal of Management, 35(3), 718–804.

Uma Sekaran, & Bougie, R. (2016). Research methods for business: A skill-building approach (7th ed.). Chichester: Wiley.

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

APPENDEX I

RESEARCH TIME TABLE

ACTIVITIES PROGRAM	**DECEMBER 2025**	**JANUARY – FEBRUARY 2026**	**MARCH 2026**	**ARPIL 2026**	**MAY - JUNY 2026**	**JULY – AUGUST 2026**
Preparation ofsynopsis a presentation						
Preparation of research proposaland submission						
Reporting at the Centre where the research isconducted						
Preparation of questionnaires and interview and distributing to Respondents						
Collection of the data for the field through questionnaires and interview and analyzes the data						
Preparation of report summary ,conclusion and submission of research report						

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

APPENDIX II

A DETAILED RESEARCH BUDGET

ACTIVITIES	COST ANALYSIS	TOTAL COT
1. TRANSPORT		
Home to the study area	2000 X 14	28,000
2. Breakfast and meal allowance	4000 x30	120,000
3. SECTRETARIAL SERVICES • Computer typing 70 pages.	1000 x70	70,000
• Photocopying services 4 copies	70 x1000=7000x4 copies	28,000
• Telephone and internet service	30,000	30,000
• Photocopying questions	30x5 x 100	15,000
• Binding 2 copies	20000x2	40,000
	TOTAL	**321,000**

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

APPENDIX III

QUESTIONNAIRES FOR STAFF MEMBERS

Dear respondent

I am student at school of library archives and documentation studies (SLADS) Dar es Salaam campus. I am conducting a research to assess the management of electronic records in enhancing data retrieval processes in organizations The as part of the fulfillment of diploma studies. You kindly assist by filling this form by putting a chooses letter in the bracket to provide the best knowledge. After filling this form please land it over to researcher.

1. What is your gender?

a) Male

b) Female ( )

2. What is your age?

a) 15 – 24

b) 25 – 34 ( )

c) 35 – 44

d) 45 – 54

3. Years of experience in the organization:

a) 0–2 years

b) 3–5 years

c) 6–10 years ( )

d) Above 10 years

4. Does your department use electronic records management systems?

a) Yes

b) No ( )

5. How often do you create or update electronic records?

a) Daily

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

b) Weekly

c) Monthly ( )

d) Rarely

6. How easy is it to retrieve information from the electronic records system

a) Very easy

b) Easy

c) Moderate ( )

d) Difficult

7. Does the electronic records management system improves your ability to make decisions quickly

a) Yes

b) No ( )

8. What challenges do you face in managing electronic records?

a) Lack of training

b) Inadequate technological infrastructure

c) Lack of clear policies and procedures ( )

d) Poor classification of records

e) Limited management support

9. Suggest ways to improve electronic records management in your department:

a) To employ training to staff on the new technology

b) Enhecing staff on the capacity building ( )

c) Updating the system once needed

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

APPENDIX IV

INTERVIEW QUESTIONS FOR RECORDS OFFICERS

Dear respondent

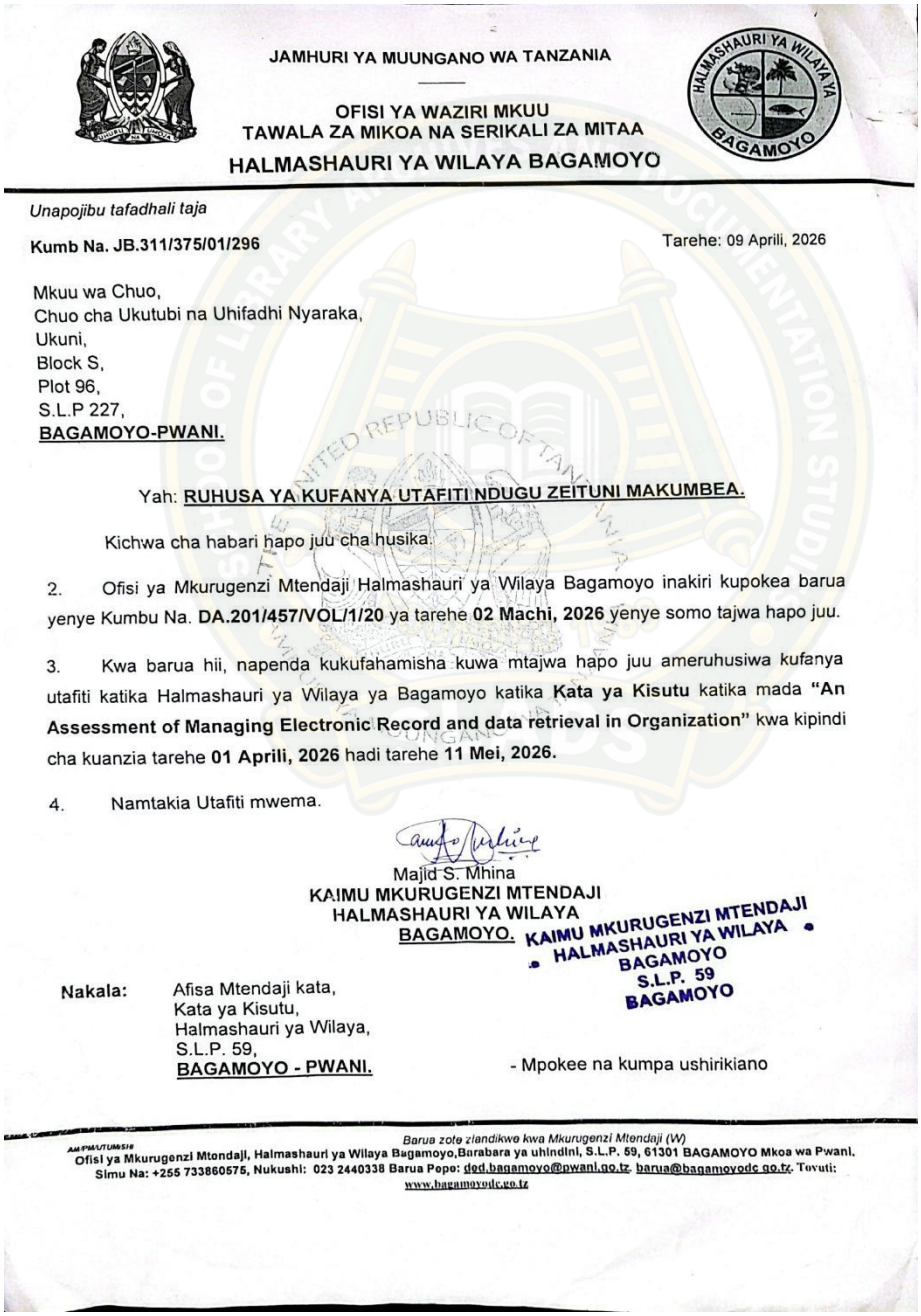
I am student at school of library archives and documentation studies (SLADS) Dar es Salaam campus. I am conducting a research to assess the management of electronic records in enhancing data retrieval processes in organizations The as part of the fulfillment of diploma studies. You kindly assist by filling this form to provide the best knowledge. After filling this form please land it over to researcher.

1. Gender?
2. Age group?
3. Education level?
4. Can you describe how electronic records are created, stored, and organized in your department?
5. How do staff members access and retrieve electronic records?
6. How effective are the electronic records management systems in supporting quick and accurate information retrieval?
7. What challenges does your department face in managing electronic records?
8. What strategies have been implemented to overcome these challenges?
9. What improvements would you recommend to enhance electronic records management and data retrieval processes?

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

APPENDEX V

APPROVED LETTER



JAMHURI YA MUUNGANO WA TANZANIA

OFISI YA WAZIRI MKUU
TAWALA ZA MIKOA NA SERIKALI ZA MITAA

HALMASHAURI YA WILAYA BAGAMOYO

Unapojibu tafadhali taja

Kumb Na. JB.311/375/01/296

Tarehe: 09 Aprili, 2026

Mkuu wa Chuo,
Chuo cha Ukutubi na Uhifadhi Nyaraka,
Ukuni,
Block S,
Plot 96,
S.L.P 227,
BAGAMOYO-PWANI.

Yah: **RUHUSA YA KUFANYA UTAFITI NDUGU ZEITUNI MAKUMBEA.**

Kichwa cha habari hapo juu cha husika.

2. Ofisi ya Mkurugenzi Mtendaji Halmashauri ya Wilaya Bagamoyo inakiri kupokea barua yenye Kumbu Na. **DA.201/457/VOL/1/20** ya tarehe **02 Machi, 2026** yenye somo tajwa hapo juu.

3. Kwa barua hii, napenda kukufahamisha kuwa mtajwa hapo juu ameruhusiwa kufanya utafiti katika Halmashauri ya Wilaya ya Bagamoyo katika **Kata ya Kisutu** katika mada **"An Assessment of Managing Electronic Record and data retrieval in Organization"** kwa kipindi cha kuanzia tarehe **01 Aprili, 2026** hadi tarehe **11 Mei, 2026.**

4. Namtakia Utafiti mwema.

Majid S. Mhina
KAIMU MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO.

KAIMU MKURUGENZI MTENDAJI
HALMASHAURI YA WILAYA
BAGAMOYO
S.L.P. 59
BAGAMOYO

Nakala: Afisa Mtendaji kata,
Kata ya Kisutu,
Halmashauri ya Wilaya,
S.L.P. 59,
BAGAMOYO - PWANI.

- Mpokee na kumpa ushirikiano

Barua zote zlandikwe kwa Mkurugenzi Mtendaji (W)
Ofisi ya Mkurugenzi Mtendaji, Halmashauri ya Wilaya Bagamoyo,Barabara ya uhindini, S.L.P. 59, 61301 BAGAMOYO Mkoa wa Pwani.
Simu Na: +255 733860575, Nukushi: 023 2440338 Barua Pepe: ded.bagamoyo@pwani.go.tz. barua@bagamoyodc.go.tz. Tovuti: www.bagamoyodc.go.tz

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz

SLADS Research Hub · SLADS/2026/00043 · repository.slads.sc.tz