SCHOOL OF LIBRARY, ARCHIVE AND DOCUMENTATION STUDIES
(SLADS) - BAGAMOYO.

A RESEARCH REPORT

AN ASSESSMENT ON THE INFLUENCE OF ELECTRONIC RECORDS MANAGEMENT SYSTEMS (ERMS) ADOPTION IN THE PUBLIC SECTOR ORGANIZATION: A CASE STUDY AT TEMEKE MUNICIPAL COUNCIL

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A Research Report to be Submitted at the School to Library, Archives and Documentation Studies as a Partial Fulfillment for the Requirement of the Award of Ordinary Diploma in Record Management.

2026

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CERTIFICATION

The undersigned certify that he has read and hereby recommend for the acceptance by the School of Library, Archives and Documentation studies a research report entitled **"An Assessment on the Influence of Electronic Records Management Systems (ERMS) Adoption in the Public Sector Organization: A Case Study at Temeke Municipal Council"** as a partial fulfillment of requirements for the Award of Ordinary Diploma in Records and archive management.

Signature……

(Supervisor)

Date……

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I, **ERICK KIZITO** declare that this research report is my own original work and that it has not been presented and was not be presented to any other university/ college for a similar or any other award.

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To all who contributed in one way or another towards the successful completion of this study, I say thank you and God bless you.

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DEDICATION

I dedicate this work or research report to my loved parents for their advice, support of materials and prayers during the whole process of pursuing my Diploma. Thank you, so much may God be with you always.

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LIST OF ABBREVIATION

ERMS - Electronic Records Management Systems

TMC - Temeke Municipal Council

SLADS - School of Library, Archives and Documentation Studies

IT - Information Technology

ICT - Information and Communication Technology

HR - Human Resources

EG - Electronic Governance

UK - United Kingdom

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ABSTRACT

This study investigated the influence of Electronic Records Management System (ERMS) adoption on the operational efficiency and service delivery of public sector organizations, focusing on Temeke Municipal Council in Tanzania. The research examined the current state of ERMS availability, contributions, and challenges faced during implementation. Using a mixed-method approach involving questionnaires, interviews, and document analysis, data was collected from 30 respondents including records managers, IT personnel, human resources officers, and users interacting with ERMS. Findings indicated that ERMS significantly enhanced accessibility, security, and workflow efficiency; however, resistance to change, infrastructural limitations, and data security concerns posed major challenges. The study recommended strategic change management, capacity building, and infrastructural investments to optimize ERMS benefits and support sustainable digital transformation in public organizations.

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TABLE OF CONTENTS

CERTIFICATION i
DECRARATION AND COPYRIGHT ii
ACKNOWLEDGEMENT iii
DEDICATION iv
ABSTRACT vi
CHAPTER ONE 1
INTRODUCTION AND BACKGROUND OF THE STUDY 1
1.0 Introduction 1
1.1 Background of the Study 1
1.2 Statement of the problem 2
1.3 Objective of the study 3
1.3.1 General objectives 3
1.3.2 Specific Objectives 3
1.4 Research Questions 3
1.5 Significance of the Study 3
1.6 Scope of the Study 4
1.7 Limitations of the Study 4
1.8 Definition of Key Terms 5
1.8.1 Records 5
1.8.2 Record management 5
1.8.3 Electronic Records Management Systems (ERMS) 5
1.8.4 Adoption 5
1.8.5 Influence 6
1.8.6 Public Sector Organizations 6
1.8.7 Assessment 6
CHAPTER TWO 7
LITERATURE REVIEW 7

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2.0 Introduction 7
2.1 The Availability of Electronic Records Management Systems in Public Sector Organizations. 7
2.2 The Contributions of Electronic Records Management System in Public Sector Organizations 8
2.3 The Challenges Facing Electronic Records Management System in Public Sector Organizations. 9
2.4 The Possible Solutions on the Challenges Facing Electronic Records Management System in Public Sector Organizations. 11
2.5 Research Gap. 11
CHAPTER THREE 13
RESEARCH METHODOLOGY 13
3.0 Introduction 13
3.1 Research Design 13
3.2 Research Approach / Type 13
3.3 Area of the Study 13
3.4 Population of the Study 13
3.5 Sample Size 14
3.5.1 Sampling Techniques 14
3.5.2 Simple Random Sampling Technique 14
3.5.3 Purposive Sampling Technique 14
3.6 Data Collection Methods 15
3.6.1 Primary Data 15
3.6.2 Secondary Data 15
3.7 Data Collection Instruments 16
3.7.1 Questionnaire Guide 16
3.7.2 Interview guides 16
3.7.3 Data Quality Control 17
3.8 Ethical Considerations 17
3.9 Data Analysis and Presentation 17

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CHAPTER FOUR 19
DATA PRESENTATION, ANALYSIS AND DISCUSSION 19
4.0 Introduction 19
4.1 Response Rates 19
4.2 Demographic Characteristics of Respondents 19
4.2.1 Age of Respondents 19
Table 4.1: Age of Respondents 20
4.2.2 Gender of Respondents 20
Table 4.2: Gender Distribution of Respondents 21
4.2.3 Education Level of Respondents 21
Table: 4.3: Education Level of Respondents 22
4.3: Availability of Electronic Records Management System (ERMS) in public sector organization. 22
Table 4.4: Availability of Electronic Records Management System (ERMS) in public sector organization. 23
4.4 Contributions of Electronic Records Management System in Public sector organization. 24
Figure 4.1: Contributions of Electronic Records Management System ERMS in Public sector organization. 25
4.5: The Challenges Facing Electronic Records Management System in Public sector organization. 26
Figure 4.2: The Challenges Facing Electronic Records Management System ERMS in Public sector organization. 27
Final Summary 29
CHAPTER FIVE 30
SUMMARY, CONCLUSION AND RECOMMENDATIONS 30
5.0 Summary 30
5.1 Summary of the Study 30
5.2 Conclusion 31

SLADS Research Hub · SLADS/2026/00089 · repository.slads.sc.tz

5.3 Recommendations 32
5.4 Areas for Further Study 33
REFERENCES 34
APPENDEX I 37
RESEARCH WORK PLAN SCHEDULE/TIME FRAME 37
APPENDEX II 38
RESEARCH REPORT BUDGET 38
APPENDIX III 39
QUESTIONNAIRES GUIDE FOR RESPONDENTS. 39
APPENDIX IV 41
INTERVIEW GUIDE FOR RESPONDENTS. 41
APPENDIX V 42
DATA COLLECTION LETTER FOR APPROVED 42

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LIST OF TABLES

Table 4.1: Age of Respondents……20
Table 4.2: Gender Distribution of Respondents……21
Table: 4.3: Education Level of Respondents……22
Table 4.4: Availability of Electronic Records Management System ERMS in Public sector Organization……23

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LIST OF FIGURES

Figure 4.1: Contributions of Electronic Records Management System ERMS in Public sector organization.....23

Figure 4.2: The Challenges Facing Electronic Records Management System ERMS in Public sector organization.....25

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

This section provides the background of the study an assessment of the influence of electronic records management systems adoption on public sector organization. It covers introduction and background of the study, statement of the problem, objectives of the study, research questions, significant of the study and definition of the key terms and limitation of the study.

1.1 Background of the Study

The global shift from paper-based to digital information management is driven by rapid data growth, advanced technologies, and demands for efficiency, accessibility, and accountability. Physical records were prone to damage, loss, and slow retrieval, creating challenges for organizations (Smith, 2018). Electronic Records Management Systems (ERMS) evolved with computing advancements, emerging in the late 1980s and early 1990s during personal computing and networking booms. Early vendors adapted document systems for records management (Johnson, 2020). First ERMS appeared around 1985-1995, gaining traction in the US, Canada, Australia, and UK due to strong IT and regulations (Thompson, 2019).

Modern trends like cloud computing, mobile tech, and data analytics accelerate ERMS adoption, enabling efficient record handling, collaboration, and global access (Patel et al., 2022). E-governance initiatives worldwide boost ERMS value for long-term digital preservation, ensuring authenticity and usability for research, law, and accountability (Nwafor, 2023).

ERMS provides lifecycle management, offering better efficiency, access, security, and compliance than physical records (Schellenberg, 2017). Benefits include faster retrieval, streamlined workflows, cost savings from reduced paper storage, and audit trails for

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transparency and accountability (Cox, 2021).

In Africa, ERMS addressed governance issued like corruption and weak institutions in countries such as South Africa, Implements ERMS in government agencied to digitize records, reducing corruption through audit trails and improving service delivery in sectors like health and education, (Khumalo, 2021). Nigeria, and Botswana by enhancing transparency, accountability, and public trust (United Nations Economic Commission for Africa, 2020). Challenges include digital divides, poor infrastructure, funding gaps, and skill shortages, requiring planning and stakeholder involvement (Masenya, 2023).

Tanzania prioritizes e-governance to modernize public services, with ERMS reducing corruption and improving efficiency. The Public Records and Archives Act (2022) supports record management, digitization, and capacity-building (United Republic of Tanzania, 2023).Alignment with E-Governance, ERMS supports broader goals like reducing corruption through audit trails and version control, fostering public trust and enabling data-driven decision-making in sectors such as health, education, and infrastructure (Masenya, 2023) .At local levels like Temeke Municipal Council, ERMS streamlines administration, aids decision-making, and enhances services in health, education, and infrastructure, serving as a model for other regions (Ngaiza, 2022).

1.2 Statement of the problem

The effective management of records was crucial for the efficient and transparent operation of any organization, especially in the public sector. Public records serve as the institutional memory, supporting decision-making, accountability, and the delivery of public services. Temeke Municipal Council, like many public sector organizations in Tanzania, likely faces challenges associated with traditional paper-based records management, the traditional paper-based records management systems are often plagued by inefficiencies, including: difficulties in retrieval, loss or misplacement of documents, security concerns, and space constraints. The adoption of Electronic Records Management Systems (ERMS) offers a potential solution by digitizing records, streamlining workflows, and improving accessibility (Williams, 2022). This research aims to investigate the impact of ERMS adoption on the operational efficiency, service

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delivery, and overall performance of Temeke Municipal Council (TMC) in Tanzania.

The adoption of an ERMS was hypothesized to address these problems and improve TMC's performance (Smith, 2018).However, the success of ERMS implementation depends on factors such as adequate planning, staff training, and organizational change management. This research investigated the extent to which these factors were present at TMC and how they affected the impacts of the implemented ERMS.

1.3 Objective of the study

1.3.1 General objectives

To assess the influence of electronic records management system adoption on the efficiency and service delivery of public sector organizations.

1.3.2 Specific Objectives

To evaluate the current availability and extent of electronic records management system adoption in public sector organizations.

To examine the contributions of electronic records management systems within organization.

To identify the challenges in utilizing electronic records management systems within an organization.

1.4 Research Questions

i. What was the current availability and extent of electronic records management system adoption in public sector organizations?

ii. How does electronic records management systems contribute to organizational operations?

iii. What were the challenges in utilizing electronic records management systems within an organization?

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1.5 Significance of the Study

Enhanced efficiency and accessibility, transitioning from manual to electronic records management systems ERMS in public sector organizations can significantly improve operational efficiency and ease of access to organizational records. Electronic systems facilitate rapid retrieval, updating, and sharing of information across departments, leading to better service delivery and decision-making processes (Zeng & Qin, 2012). Improved data security and privacy, electronic records management systems ERMS incorporate advanced security measures such as encryption, user authentication, and access controls, which are essential for protecting sensitive organizational data. This study contributed to identifying best practices for maintaining data security and privacy in the digital environment of public sector organizations (Fisher & Bemis, 2014). Compliance with regulatory standards, implementing electronic records management systems help organizations adhere to legal and regulatory requirements related to data handling and records retention. Understanding how digital transformation impacts compliance can aid organizations in avoiding legal issues and enhancing the integrity of their records management practices (Hovenga et al., 2018). Cost efficiency and organizational sustainability, moving to electronic records management can result in cost reductions by minimizing paper use, storage needs, and administrative workload. This study can highlight the economic advantages and sustainability benefits associated with digital transformation, contributing to the long-term resilience and efficiency of public sector organizations (Fried & Wiseman, 2010).

1.6 Scope of the Study

This research focused on the adoption and implementation of electronic records management systems within public sector organizations. The study specifically examined the processes, challenges, and benefits associated with transitioning from manual to electronic records Management systems in public institutions. The study was conducted at Temeke municipal council.

1.7 Limitations of the Study

In conducting this study on the adoption and implementation of digital records

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management systems in public sector organizations, the researcher encountered several limitations, including:

Financial Constraints, the researcher faced challenges related to limited funding, which affected expenses such as transportation, printing materials, and communication with respondents. Insufficient funds also impacted the ability to cover additional costs like airtime for interviews or data collection activities. To address this, the researcher sought financial support from relatives to ensure the successful completion of the study (Kusek & Rist, 2015).Time Constraints, the allocated time for data collection, analysis, and report preparation was limited, which may have affected the depth and breadth of the research. To mitigate this, the researcher worked extended hours, including weekends, to meet deadlines and fulfill all research activities effectively (Creswell & Poth, 2018).Lack of experience, as this was the researcher's first attempt at conducting a comprehensive research study on electronic records management systems within the public sector, a lack of extensive experience posed a challenge. To overcome this, the researcher relied on guidance from a supervisor and consulted experienced colleagues to ensure accuracy and quality in research design, data collection, and analysis (Yin, 2018).

1.8 Definition of Key Terms

1.8.1 Records

Referred to any information, data, or documents that are created, received, maintained, and used by an organization or individual in the course of their business activities (Choi & Lee, 2018). Records can take various forms, including paper documents, electronic files, emails, photographs, videos, and more.

1.8.2 Record management

Were the systematic control and administration of records throughout their lifecycle, including creation, storage, retrieval, preservation and disposal (Choi & Lee, 2018). Effective record management practices ensure the integrity, authenticity, and accessibility of records, supporting decision-making, accountability, and compliance

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with regulations.

1.8.3 Electronic Records Management Systems (ERMS)

Referred to digital platforms or software used by organizations to create, store, manage, and preserve electronic records throughout their lifecycle. ERMS facilitates efficient retrieval, security, and compliance with legal and organizational policies regarding recordkeeping (Deloitte, 2017). In this study, ERMS is the primary technological tool whose adoption is being assessed.

1.8.4 Adoption

The process by which an organization begins to use and integrate a new technology or system, such as ERMS, into its daily operations. It involves acceptance, implementation, and regular use of the system (Venkatesh et al., 2016). The study examines factors influencing the adoption of ERMS within public sector organizations.

1.8.5 Influence

The effect or impact that the adoption of ERMS has on organizational processes, efficiency, compliance, and overall performance. It assesses whether ERMS leads to improvements or challenges within public sector organizations (Al-Qirim, 2015).

1.8.6 Public Sector Organizations

Governmental agencies, ministries, departments, and other entities operated and funded by the government to provide public services. These organizations are subject to specific regulations and policies concerning recordkeeping and information management (OECD, 2018).

1.8.7 Assessment

A systematic evaluation or analysis of the extent, effectiveness, and impact of ERMS adoption in public sector organizations. It involves measuring various factors such as benefits, challenges, and organizational readiness (Patton, 2015).

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

A literature review involves examining available documents both published and unpublished that contain information, ideas, data, and evidence related to a specific topic. It aims to understand how these sources interpret the subject matter, to evaluate their relevance and credibility, and to synthesize insights that inform the research objectives. According to Kothari (2014), this process also involves critically analyzing the existing body of knowledge to identify gaps and guide the research focus.

2.1 The Availability of Electronic Records Management Systems in Public Sector Organizations.

The transition to digital or electronic environments within public sector organizations has gained significant momentum in recent years. The adoption of digital records management systems (DRMS), including electronic records management systems (ERMS), has become pivotal in enhancing administrative efficiency, transparency, and service delivery. These systems facilitate the systematic capture, storage, and retrieval

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of organizational records, supporting better management of information resources (Hupalowska , 2021).

In the public sector, ERMS typically incorporate functionalities such as document archiving, workflow automation, access control, and compliance tracking. These features streamline administrative processes, reduce paper-based documentation, and improve organizational productivity (Huang 2018). Moreover, electronic records systems contribute to improved data accuracy and facilitate compliance with regulatory standards, ensuring accountability and transparency in public administration (Smith, 2020).

The availability and effective implementation of ERMS in public organizations have the potential to influence organizational performance significantly. They enable seamless data sharing across departments, enhance decision-making processes through timely access to information, and support strategic planning (Kierkegaard, 2019). Additionally, the adoption of ERMS can improve record security and preservation, thereby safeguard sensitive information and ensure continuity of operations.

Overall, the integration of electronic records management systems in public sector organizations marks a shift towards more efficient, transparent, and data-driven governance models. Understanding the extent of ERMS adoption and its influence on organizational performance is critical for assessing their role in modern public administration.

2.2 The Contributions of Electronic Records Management System in Public Sector Organizations

The transformation from paper-based to electronic records management systems in public sector organizations has been a pivotal shift that has brought about numerous contributions and benefits. One significant advantage is the enhanced accessibility and availability of organizational information. Electronic records allow staff and management to access information quickly and efficiently, leading to improved decision -making and operational quality. This accessibility also enables seamless coordination among different departments and teams, as multiple users can easily access and

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update records in real-time, ensuring that accurate and current information is always available (Hsiao et al., 2015). This increased accessibility has been particularly crucial in emergency situations where timely access to critical information can be life-saving or operationally vital.

Electronic records systems improve data management and retrieval processes. They enable organizations to efficiently organize and store records electronically, reducing errors associated with paper-based documentation and enhancing the ability to retrieve and share information across various departments and external agencies (Sittig et al., 2016). This leads to higher overall efficiency and better organizational performance by providing staff with timely access to accurate, up-to-date information, which supports more informed decision-making and improved coordination.

Furthermore, the implementation of electronic records management systems has resulted in increased efficiency and cost-effectiveness within public sector organizations. Automation of administrative tasks, such as scheduling, reporting, and resource management, reduces manual workload and streamlines operations. This allows staff to dedicate more time to core functions and enhances overall productivity. Additionally, electronic records systems facilitate data analytics and reporting capabilities, enabling organizations to track and analyze trends related to service delivery, resource utilization, and operational performance. Such data-driven insights support evidence-based decision-making and better resource allocation, ultimately improving organizational outcomes (McDonald et al., 2018).

Moreover, these systems foster better communication and collaboration both internally and externally. Electronic records can be easily shared with other departments and external agencies, enabling seamless coordination and information exchange. This has led to improved continuity of services and reduced errors, as personnel have access to comprehensive and current information (McDonald et al., 2018). The interoperability of electronic records management systems further allows integration of data from various sources, supporting holistic and comprehensive organizational analysis. This integration enhances overall organizational effectiveness and service quality, leading to higher stakeholder satisfaction and improved public service delivery (Kierkegaard et al.,

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2020).

Overall, the shift to electronic records management systems in public sector organizations has brought about a transformative impact on administrative efficiency, service quality, and organizational performance.

2.3 The Challenges Facing Electronic Records Management System in Public Sector Organizations.

The public sector organization was increasingly embracing electronic systems to improve service delivery, enhance administrative efficiency, and optimize resource management. However, the implementation of electronic records management systems (ERMS) in public sector organizations is not without challenges. Several issues must be addressed to ensure a successful transition and sustainable operation.

One of the primary concerns was data security and privacy. Electronic records in public organizations contain sensitive information, and there was a heightened risk of data breaches and unauthorized access. Protecting this data was critical, as these organizations are responsible for maintaining confidentiality and safeguarding public trust. Implementing secure encryption protocols, access controls, and regular security audits was essential to prevent breaches and ensure compliance with privacy regulations (Jones, 2017). With the increasing prevalence of cyber-attacks and data breaches, public sector organizations must ensure their ERMS are secure and compliant with relevant standards and regulations, such as the General Data Protection Regulation (GDPR) or other applicable laws.

Another significant challenge was interoperability. Public sector organizations often utilize diverse software systems for various functions such as record-keeping, financial management, and service delivery. To manage records effectively in an electronic environment, these systems need to communicate and share information seamlessly. Achieving interoperability across systems from different vendors can be difficult due to variations in data formats, standards, and protocols. This fragmentation can lead to data silos, making it difficult to access, exchange, and utilize information efficiently (Hersh, 2016).

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Furthermore, the interoperability between systems within the organization and with external agencies or service providers poses additional challenges. Disparate systems may not be compatible, hampering seamless data sharing and collaborative efforts (Kaila, 2019). Staff training and cultural change are also critical factors. Transitioning from paper-based records to electronic systems requires comprehensive training programs for staff to learn new technologies and workflows. Resistance to change, lack of familiarity with new systems, and inadequate training can hinder successful implementation. Public organizations need to invest in ongoing training and support to facilitate a smooth transition and foster a culture receptive to technological change (McGinnis, 2018).

Lastly, the infrastructure and resource requirements pose significant hurdles. Public sector organizations must invest in the necessary hardware, , software, and network infrastructure to support ERMS. This includes acquiring reliable data storage solutions, secure servers, and network connectivity. Additionally, funds must be allocated for ongoing system maintenance, upgrades, and technical support to ensure system reliability and performance. Limited budgets and resource constraints can impede the deployment and sustainability of electronic records management systems (Raghavan, 2017).

2.4 The Possible Solutions on the Challenges Facing Electronic Records Management System in Public Sector Organizations.

An electronic records management system within public sector organizations faces several challenges which may hinder the efficiency and effectiveness of service delivery. Some of these challenges need to be addressed. One solution is to implement comprehensive training programs to educate employees on the benefits of electronic records management, as well as the new tools and technologies that will be utilized. Training should be ongoing to ensure continuous support and understanding among staff members (Jones & Cook, 2016).

Another challenge is the initial investment required for transitioning to an electronic environment. Public sector organizations may face budget constraints and limited resources, making it difficult to afford the necessary hardware and software for an

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electronic records management system. One potential solution is to seek out grants or funding opportunities specifically aimed at supporting digital transformation initiatives in the public sector. Collaborating with government agencies, non-profit organizations, or private sector partners can also provide additional resources and financial support to facilitate the transition (Damanpour et al., 2019).

Additionally, public sector organizations often rely on multiple information systems and databases, which may not be compatible with each other. By prioritizing interoperability and standardization when selecting electronic records management solutions, organizations can ensure that systems can seamlessly communicate and share data across different platforms. Establishing data exchange agreements and protocols with external stakeholders, such as other government agencies or service providers, can also facilitate information sharing and integration for improved coordination of services and public initiatives .

2.5 Research Gap.

The research gap in the study on adoption of electronic records management systems (ERMS) on public sector organizations can be identified by reviewing existing literature on electronic records management systems (ERMS) in organizational settings. Numerous scholars have examined the benefits of ERMS, such as improved efficiency, reduced errors, and enhanced decision-making in various sectors (Lluch, 2011, who highlighted these advantages in public sector contexts). However, much of the prior research has concentrated on private sector entities or larger private institutions, with insufficient attention to the unique dynamics of public sector organizations. Public sector organizations often operate under resource constraints, regulatory frameworks, and the need to serve diverse populations, which introduces distinct challenges and opportunities for ERMS adoption that have not been thoroughly explored.

The proposed study aims to assess the influence of ERMS adoption on public sector organizations, filling this gap by investigating how factors such as organizational culture, funding limitations, technological infrastructure, and stakeholder engagement impact implementation and outcomes. While some studies touch on ERMS in

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government or public services, they lack a comprehensive analysis of its broader influence on performance, compliance, and service delivery in public sector contexts. By addressing this gap, the research will provide empirical insights into the facilitators and barriers specific to public sector organizations, contributing to a more nuanced understanding of ERMS adoption and its implications for public administration and policy. This will help bridge the divide between general ERMS literature and sector-specific applications, offering actionable recommendations for enhancing digital transformation in public sector organizations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Kothari (2019) defined research methodology as a way to systematically solving the research problem. The methodology in this study involved research design, area of the study, methods and techniques of data collection, research instruments, sampling techniques, data presentation and analysis. The methodology assists the researcher systematically investigating the problem.

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3.1 Research Design

According to Kothari, (2019) defined a research design as a detail blueprint used to guide a researcher study toward its objectives for research design is plan on work to be done to archive the research objective. The researcher used a case study design. A case study design generally calls for a researcher to make choice from among a number of possible events, people and organization in order to analyze, evaluate and interpret data that collected from the respondents.

3.2 Research Approach / Type

Kothari (2019) defined research approach was concerned with subjective assessments of altitudes, opinion and behavior. This research used mixed approach including qualitative and quantitative data because it develops a profound of time the understanding as claimed for ground theory studies and able to formulate conceptually rich theory explaining the phenomenon under investigation.

3.3 Area of the Study

The study conducted at Temeke Municipal Council; researcher chooses the area due to the fact that there are representatives that are supportive to get related information about the study.

3.4 Population of the Study

Population referred to the entire group of individuals or unit that study aims to understand or draw conclusions about. Population sample involves selecting a subset of individuals from the larger population that accurately represents the whole group (Huck 2012).this process is essential because it was often impractical or impossible to study every member of the population directly.The estimated population size for this study was not less than 100 individuals which may include Record Manager's, administrative staff IT personally and Human resources HR .

3.5 Sample Size

Sample size was a number of sampling units which included in a sample (Denzin, &

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Lincoln, (2018). The sample size of this study was 30 respondents representing the whole population 10 respondents were records Manager involved in implementing and managing electronic records, 10 Human resources HR, 10 administrative staff from IT.

3.5.1 Sampling Techniques

Sample technique was the process of selecting items from the population so that the sample characteristics can be generalized to the whole population. Sample technique has been defined as the way that researcher was select respondents as sample size of the study (Renu 2023). In adding sampling technique was the process of drawing a sample from a larger population. The researcher used Simple Random Technique to select 10 records Manager,10 Human resources HR, 10 administrative staff IT personally.

3.5.2 Simple Random Sampling Technique

Simple random sampling was a procedure in which every individual in the defined population has an equal and independent chance of being selected as part of the sample. It was considered the most straightforward sampling method because it avoids complexities and ensures fairness in representation (Kothari, 2014). The researcher employed the simple random technique to select respondents. This approach was chosen because the target groups were believed to possess reliable and key information relevant to the study. Consequently, the researcher obtained a representative sample consisting of 10 records managers, 10 human resources (HR) officers, 10 administrative staff from IT.

3.5.3 Purposive Sampling Technique

Purposive sampling, also referred to as judgmental or selective sampling, was a non-probability sampling method in which the researcher relies on expert judgment to select specific participants who were most relevant to the research objectives. These participants may include individuals, organizations, events, or data sources that provide critical insights into the study focus (Creswell, 2019).

purposive sampling was employed to select respondents who were directly involved in

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or impacted by ERMS adoption. Specifically, the researcher targeted 10 records managers, 10 human resources (HR) officers, 10 administrative staff from IT. This targeted selection ensured that participants possessed relevant professional backgrounds and experiences, thereby enhancing the depth and quality of the data collected. By focusing on these groups, the study aimed to capture expert knowledge and practical experiences essential for understanding the influence of electronic records management systems ERMS within the municipal council.

3.6 Data Collection Methods

Methods of collecting data shortly referred to the means used by the researcher to get data from the respondents (Mugenda 2019). For the purposes of this study, a variety of methods used to collect data. These include primary and primary sources as follows.

3.6.1 Primary Data

Patton (2020) state that the primary data were those which were collected a fresh and for the first time and thus happen to be original in character. Primary data collected directly by the researcher through methods such questionnaires, interviewing and observation. In this study the researcher involved physically visits the area of study interviews and record details that related the study; questionnaire was used, also observation was used.

3.6.2 Secondary Data

Secondary data were data or information which was obtained by research from other people's finding for example data from text books, newspapers, magazines, reports, journals, paper articles and internet sources. Secondary data was used because can be obtained quickly and cheaply and the use of secondary data can be used to verify the findings based on primary data, (Kothari, 2014).

3.7 Data Collection Instruments

Data collection instrument defined to the device used to collect data, such as a paper questionnaire or interviewing system (Babbie 2015). These Data Collection Instruments

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are explained below.

3.7.1 Questionnaire Guide

According to Kothari (2019), a questionnaire was structured form consisting of a series of printed or typed questions that respondents are required to answer and return to the researcher within a specified period of time. Questionnaires are advantageous because respondents can complete them at their own convenience, without the presence of the researcher, which encourages openness and reduces bias. Both open-ended and closed -ended questionnaires were prepared by the researchers and administered respondents participated, comprising 10 records managers, 10 human resources (HR) officers. Respondents were required to fill in the questionnaires and return them to the researcher within the given timeframe. The use of questionnaires offered several advantages; Respondents had the freedom to answer openly without fear, since the researcher was not physically present, it allowed access to individuals who might otherwise be difficult to approach directly, Participants had sufficient time to reflect and provide thoughtful responses and the method was cost-effective for collecting data from a relatively large group.

3.7.2 Interview guides

Babbie (2015) defined interview as a method of obtaining data by talking directly to the respondents. The researcher used interview to get records from respondents. The instruments contain structure and unstructured questions which carefully applied to respondents. The interviewer efficiently collects the data from the informants by cross examining them. The interviewer must be very efficient and tactful to get the accurate and relevant data from the informants. Interviews like personal interview/depth interview or telephone interview can be conducted as per the need of the study in conducting this study interview method was used to collected data from 10 administrative staff from IT.

3.7.3 Data Quality Control

For the purpose of ensuring corrected of the data for the study researcher use different

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techniques such as pretesting (pilot study) and triangulation for ensuring validity and reliability of the data collected and the study as a whole.

Validity; referred to the extent to which the instrument measures what it is intended to measure and performs as designed (Mugenda, 2019). To ensure validity in this study, a pilot test was conducted by randomly selecting 10 users who interact directly with the electronic records management systems.The questionnaires were administered, and feedback revealed that the instrument successfully captured the information targeted by the study and research.

Reliability; referred to the degree to which the instrument items were free from measurement errors and produce consistent results (Kothari, 2015). In this study, reliability was tested through a pretest of the questionnaire items administered to a group of respondents from a college not involved in the main study. This process helped identify and remove possible errors, ensuring that the instrument would yield dependable and consistent data.

3.8 Ethical Considerations

Ethical principles were strictly observed throughout the study to protect the rights and dignity of participants. Therefore, information obtained from this study was treated as confidential information and was used for academic purpose only. Research ethics can be defined as the application of moral riles and professional codes of conduct to the collection, analysis, reporting, and publication of information about research subjects, in particular active acceptance of subjects' right to privacy, confidentiality, and informed consent. By adhering to these ethical standards, the study-maintained credibility, safeguarded participants, and ensured that findings on electronic records management systems ERMS adoption in Temeke Municipal Council.

3.9 Data Analysis and Presentation

Data analysis referred to the computation of certain measures along with searching for patterns of relationship that exist among data group (Kothari, 2019). To analyze data coding was done. Coding is an analytical process in which data in both quantitative

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form such as questionnaire or qualitative such as interview is categorized to facilitate analysis. The qualitative and quantitative data was generated from the study. The quantitative data was analyzed through Microsoft excel and SPSS (version 22) and was then analyzed by the use of descriptive statistics. Qualitative data obtained was analyzed basing on the matter of response with grouping of similar pattern into coherent categorie

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CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The study assessed the adoption of electronic records management systems (ERMS) in public sector organization. Therefore, this section presents the data analysis and discusses the findings from the field study. Tables and figures were used to present the findings; also, the discussion of those findings is made in this chapter.

4.1 Response Rates

A total of 30 responses were received from the targeted 30 respondents, constituting a 100% response rate for the study. This was achieved because the researcher made a very close follow-up to ensure that all the proposed respondents participated in the study.

4.2 Demographic Characteristics of Respondents

Personnel characteristics of respondents play a significant role in social science research. In this study, personal characteristics such as age, gender, and education level of respondents were examined and are presented as follows.

4.2.1 Age of Respondents

The age of respondents was a critical feature in research to ensure inclusiveness and diversity among participants. The age distribution of respondents is shown in Table 4.1 below.

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Table 4.1: Age of Respondents (N=30)

Age Range	Human resources N = 10		IT Staff N = 10		Records manager N=10	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
18 – 28	3	30%	-	-	4	40%
29 – 39	2	20%	4	40%	3	30%
40- above	5	50%	6	60%	3	30%
Total	10	**100%**	10	**100%**	10	100%

Source Field Data (2026)

The findings show that 3(30%) of Human resources were aged between 18-28 years, 2(20%) between 29-39 years and 5(50%) were 40 years above. To the side of IT staff, 4 (40%) were age 29-39 years, 6(60%) aged between 40 years and above. Among the records managers 4 (40%) were aged between 18-28 years, 3(30%) were aged between 29-39 years and 3(30%) were aged 40-above.

This demographic distribution suggests that younger personnel may be more adaptable and open to new systems, whereas older staff might approach implementation with caution or skepticism. In public sector organizations, the effective deployment of an Electronic Records Management System (ERMS) relies on understanding these age-related differences. Providing targeted training and support for all age groups is essential to ensure successful adoption. Recognizing the age demographics of human resources, records managers, and IT staff can help tailor communication strategies, foster engagement, and promote a smooth transition to efficient electronic records management within the organization.

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4.2.2 Gender of Respondents

Gender was considered as an important variable in this research because the researcher wanted to include both gender in the study in order get gender balance and therefore avoid gender bias. Hence the variable gender was investigated for this study as presented in table 4.2 below:-

Table 4.2: Gender Distribution of Respondents (N=30)

Gender	Human resources N = 10		IT Personnel N = 10		Records manager N=10	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	4	40%	6	60%	5	50%
Female	6	60%	4	40%	5	50%
Total	**10**	**100%**	**10**	**100%**	10	100%

Source: Field Data (2026)

The findings show that 4(40%) of Human resources were male and 6(60%) were female. To the side of IT Personnel, 6(60%) were male and 4(40%) were female and to the records manager,5(50%) was male and 5(50%) were female.

This implies that the balanced gender representation among human resources, IT staff and records manager suggests that the adoption of electronic records management systems ERMS in public sector organization benefits from diverse perspectives and insights from both male and female. This diversity can lead to a more comprehensive and inclusive approach to implementing digital or electronic solutions.

4.2.3 Education Level of Respondents

Education was one of the most important characteristics that affect the study because education level of individual determines his/her level of responding to questioners. Therefore, the variable educational level was investigated by the researcher and the data pertaining to education was presented in the table 4.3 below: -

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Table: 4.3: Education Level of Respondents

(N=30)

Education Level	Human resources N =10		IT Staff N = 10		Records manager N=10	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Undergraduate	4	40%	3	30%	1	10%
Diploma	-	-	3	30%	5	50%
Degree	6	60%	4	40%	4	40%
Total	**10**	**100%**	**10**	**100%**	10	100%

Source: Field Data (2026)

The findings show that 4(40%) of Human resources (HR) were undergraduate, 6(60%) were Degree. To the side of IT Staff, 3(30%) were undergraduate and 3(30%) were Diploma and 4(40%) were degree. To the side of Records manager,1(10%) was undergraduate, 5(50%) were diploma and 4(40%) were degree.

The presence of a high number of individuals with bachelor's degrees among both human resources, IT staff, and records managers suggests that the implementation process could be more efficient and effective. Their advanced education may enable them to collaborate more effectively and address any technical or operational challenges that arise during the adoption process.

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4.3: Availability of Electronic Records Management System (ERMS) in public sector organization.

The researcher explored the availability of electronic records management system (ERMS) in public sector organization. Therefore, respondents were asked to identify that availability of electronic records management system in public sector organization and answers given are presented in Table 4.4 below: -

Table 4.4: Availability of Electronic Records Management System (ERMS) in public sector organization.
(N=30)

Responses	Frequency	Percent
Improved efficiency and Accessibility	6	20%
Enhance security and compliance	5	17%
Streamline workflow and collaboration	11	37%
Cost saving and resource optimization	8	26%
Total	**30**	**100%**

Sources: Field Data (2026)

The findings show that 6(20%) said Improved efficiency and Accessibility, 5(17%) said Enhance security and compliance, 11(37%) said Streamline workflow and collaboration and 8(26%) said Cost saving and resource optimization.

This suggests that by transitioning from manual record-keeping to electronic records management systems, organizations in the public sector can significantly improve their

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ability to access, retrieve, and share records seamlessly. This increased accessibility allows records managers and staff to make informed decisions quickly and accurately (Duhon, 2018).The efficiency gains associated with digital systems streamline administrative processes, reducing the time and effort required to manage records.

Moreover, the digitization of records enables public sector organizations to implement robust security measures, such as encryption and access controls, to safeguard sensitive information. Compliance with relevant regulations and standards is essential for protecting data privacy and ensuring data integrity (Lee, 2020). By utilizing digital systems, public sector organizations can ensure compliance with regulatory requirements, thereby mitigating the risks of data breaches and unauthorized access.

As well, these systems facilitate seamless communication and data exchange among records manager, human resources and departments, maximizing collaboration and coordination within the organization. Through real-time access to records, teams can make timely decisions, reduce errors, and improve overall operational efficiency. The streamlining of workflow processes enhances productivity and allows staff to focus more on delivering high-quality services.

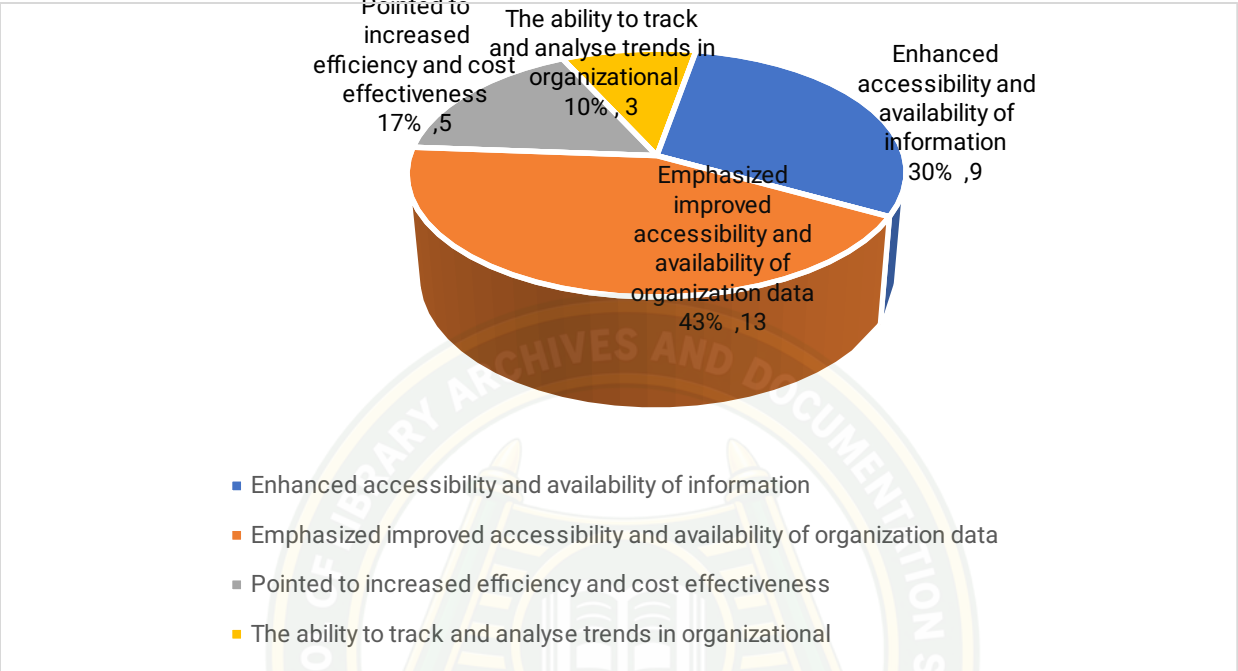
Furthermore, by reducing reliance on paper-based records and streamlining administrative tasks, public sector organizations can achieve substantial cost savings and optimize resource allocation. The transition to electronic systems eliminates the need for physical storage space, minimizes printing and paper costs, and improves operational efficiency(Ojo & Adeyemi, 2021). These cost-saving measures enable organizations to redirect resources towards critical areas such as service delivery, technology upgrades, and staff training.

> *Through an interview, one IT staff member mentioned, “the adoption of electronic records management systems in public sector organizations can significantly improve operational performance and service delivery. Embracing digital innovation is essential for driving continuous improvement and ensuring the efficient management of information to meet organizational goals.”*

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4.4 Contributions of Electronic Records Management System in Public sector organization.

The study explored the contributions of electronic records management system in



public sector organization. Therefore, respondents were asked to identify that impact and the responses shown in table 4.5 below: -

Figure 4.1: Contributions of Electronic Records Management System ERMS in Public sector organization. N=30

Sources: Field Data (2026)

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The findings revealed that 9 (30%) respondents highlighted enhanced accessibility and availability of information, 13 (43%) emphasized improved accessibility and availability of organizational data, 5 (17%) pointed to increased efficiency and cost-effectiveness, and 3 (10%) noted the ability to track and analyze trends in organizational processes.

This indicates that by transitioning from traditional paper-based records to electronic records management systems, public sector organizations can access information quickly, accurately, and securely. Digitalization enables staff to retrieve and share critical data in real-time, facilitating informed decision-making, transparency, and improved service delivery. Moreover, enhanced accessibility empowers teams to collaborate effectively, ensuring continuity of operations and seamless coordination across departments and facilities (Duhon, 2018).

Also, the adoption of ERMS streamlines administrative processes, reduces manual tasks, and eliminates inefficiencies associated with paper-based record-keeping. Automating workflows, data entry, and document retrieval enables organizations to optimize resource utilization, enhance operational efficiency, and reduce overall costs (Duhon, 2018). Digitization also minimizes the need for physical storage space, printing, and stationery expenses, resulting in significant savings over time (Lee, 2020). These efficiency gains allow public institutions to allocate resources more effectively, focus on service priorities, and promote sustainable practices (Kahn & McClure, 2019).

Furthermore, by capturing and storing organizational data electronically, public sector bodies can track changes in performance, compliance, and service delivery over time. The analysis of trends allows institutions to identify patterns, monitor operational indicators, and implement evidence-based interventions to improve governance. Digital systems also facilitate data-driven decision-making, performance monitoring, and quality improvement initiatives, enhancing the overall effectiveness and responsiveness of public services.

> *One IT staff member emphasized that "the adoption of electronic records management systems (ERMS) in public sector organizations highlights the transformative contributions of electronic solutions to service delivery. The*

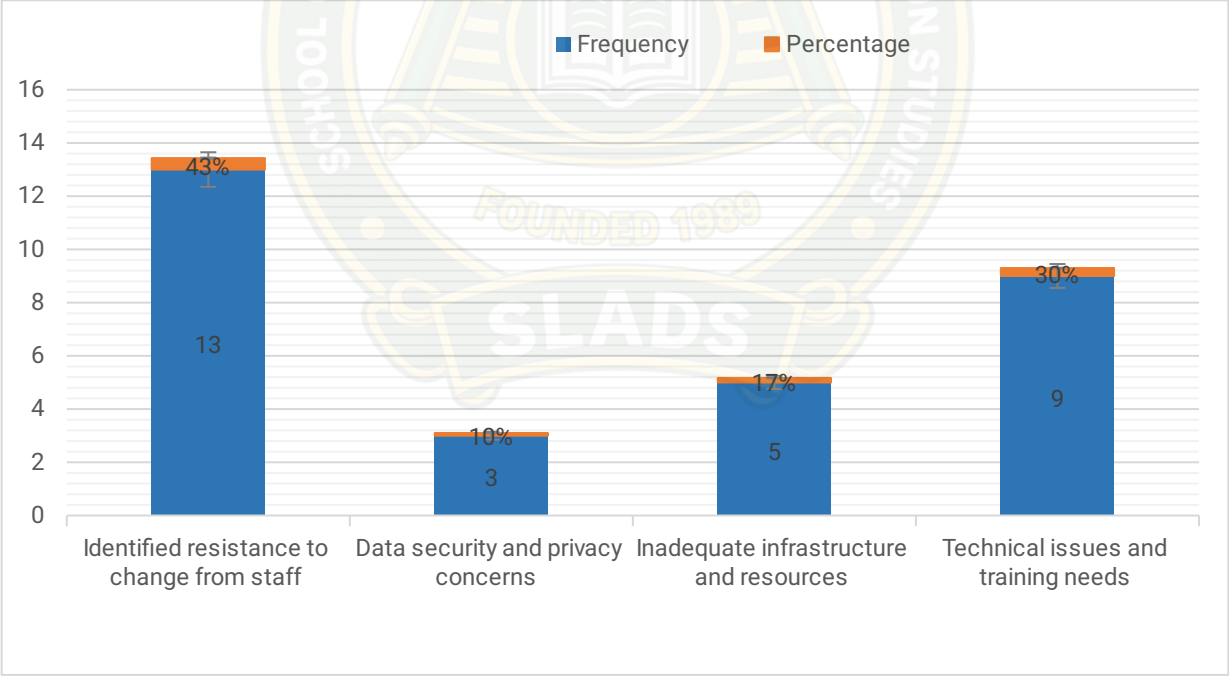
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enhanced accessibility and availability of organizational information, increased efficiency and cost effectiveness, and the ability to track and analyze trends in operations demonstrate the significant impact of electronic records management systems on improving outcomes, operational performance, and data-driven decision-making in public institutions."

4.5: The Challenges Facing Electronic Records Management System in Public sector organization.

The study explored the challenges facing electronic records management system ERMS in public sector organization. Respondents were asked to identify those challenges and the responses given are presented below;

Figure 4.2: The Challenges Facing Electronic Records Management System ERMS in Public sector organization.



(N=30)

Source; Field Data (2026)

The findings revealed that 13 (43%) respondents identified resistance to change from staff, 3 (10%) said data security and privacy concerns, 5 (17%) pointed to inadequate

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infrastructure and resources, and 9 (30%) mentioned technical issues and training needs.

This indicates that the implementation of new electronic records management system (ERMS) can disrupt established routines, workflows, and communication patterns within public sector organizations, leading to resistance and reluctance to adopt change. Staff members may perceive electronic records management system (ERMS) as intimidating, time-consuming, or difficult to use, resulting in hesitation to transition from manual or paper-based records to digital systems. Overcoming resistance to change requires effective change management strategies, clear communication, targeted training programs, and engagement activities to educate, empower, and motivate staff to embrace electronic transformation (Dlamini & Ngcobo, 2020). Highlighting the benefits of electronic records management system (ERMS), such as improved efficiency, easier access to records, and enhanced data management.

Moreover, safeguarding sensitive information, maintaining confidentiality, and ensuring compliance with data protection regulations are critical considerations for public sector organizations utilizing electronic records management systems (ERMS). The digitization of records introduces new risks, including data breaches, unauthorized access, malware attacks, and privacy violations, which can undermine public trust, damage organizational reputation, and lead to legal repercussions (Alharkan & Aslam, 2019). Addressing data security and privacy concerns necessitates implementing robust cybersecurity measures, encryption protocols, access controls, audit trails, and ongoing monitoring to protect records, mitigate risks, and ensure compliance with relevant regulations. Providing staff with training on data security best practices, policies, and procedures is vital for fostering a culture of data protection and cybersecurity awareness.

Also, limited funding, outdated technology infrastructure, insufficient IT support, and resource constraints can hinder the capacity of public sector organizations to effectively invest in and maintain electronic records management systems (ERMS). Inadequate infrastructure may lead to system downtime, performance issues, data loss, and operational inefficiencies, obstructing the seamless adoption and integration of

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digital record-keeping solutions. Securing necessary resources including funding for technology upgrades, training programs, technical support, and infrastructure enhancements is essential to overcoming these barriers and ensuring the sustainable success of electronic records management systems (ERMS).

Additionally, technical challenges such as complex software interfaces, interoperability issues, system integration hurdles, and limited user training can impede effective use of electronic records management systems (ERMS) by staff. System errors, data inconsistencies, and software limitations may reduce workflow efficiency, compromise data accuracy, and diminish user satisfaction, affecting the overall usability of the system. Providing comprehensive training, technical support, user guides, and continuous education opportunities help address these issues. Tailoring training initiatives to improve user confidence and competence promotes better engagement with electronic records management systems (ERMS), enabling staff to utilize the system effectively, optimize performance, and realize the full benefits of digital records management within public sector organizations.

> *During an interview, One IT staff member stated: "The challenges facing electronic records management systems (ERMS) in public sector organizations such as resistance to change from staff, data security and privacy concerns, inadequate infrastructure and resources, and technical issues and training needs, represent key obstacles that organizations must address to successfully transition to digital record-keeping solutions.*

Final Summary

This chapter critically examined the adoption and impact of Electronic Records Management Systems (ERMS) in public sector organizations, with particular emphasis on Temeke Municipal Council. The findings reveal a generally positive perception of ERMS benefits, including improved efficiency, accessibility, security, and cost savings, aligning with global best practices. However, the level of implementation and realization of these benefits is moderated by significant challenges such as resistance to change, infrastructural deficiencies, and security concerns, which reflect broader issues faced in

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resource-constrained environments.

The comparison with literature underscores that successful electronic records management systems ERMS adoption requires not only technological deployment but also strategic change management, capacity building, and infrastructural investments. Addressing these barriers is essential for maximizing ERMS's potential to transform public sector record-keeping, enhance transparency, and improve service delivery.

In conclusion, Electronic records management systems (ERMS) presents substantial opportunities for improving public administration, realizing these benefits demands concerted efforts to overcome contextual challenges. Future initiatives should focus on fostering organizational change, upgrading infrastructure, and enhancing staff competencies to ensure sustainable digital transformation in public sector organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Summary

This section summarizes the findings of the study. It also provided conclusion of what has been revealed in the study as well as provides recommendations on the strategies to solve the problems revealed in this study. The study focused on the adoption of electronic records management systems ERMS in public sector organization. Specifically, it determines the availability of electronic records management system(ERMS)in public sector organization, to examine on contributions of electronic records management system in public sector organization and to find out the challenges facing electronic records management system ERMS in public sector organization at Temeke municipal council.

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5.1 Summary of the Study

The study reveals that the adoption of electronic records management systems plays a crucial role in enhancing the efficiency and effectiveness of services provided in public sector organizations. By transitioning from traditional paper-based systems to electronic records management systems, public sector organizations at Temeke municipal council can streamline administrative processes, improve data accuracy, ensure confidentiality, and facilitate collaboration among professionals.

The adoption of electronic records management systems in public sector organizations offers various benefits. Firstly, it enhances the accuracy and accessibility of records, leading to improved decision-making and better outcomes. Electronic records can be easily retrieved, updated, and shared among providers, enabling seamless communication and coordination. Additionally, ERMS can automate administrative tasks, reducing the time and effort required for record-keeping and allowing professionals to focus on providing quality service. Furthermore, electronic records are less prone to loss or damage compared to paper records, ensuring the preservation of vital information.

However, despite the numerous benefits associated with the adoption of electronic records management systems, there are several challenges and obstacles that public sector organizations may encounter. One of the primary challenges is the initial cost of implementing ERMS. The transition from paper-based systems to electronic records management requires investments in software, hardware, training, and infrastructure, which may pose financial constraints for public sector organizations with limited budgets. Securing funding for the adoption of ERMS and ensuring the sustainability of these systems can be a significant challenge for organizations.

Another obstacle to the adoption of electronic records management systems is resistance to change among professionals. Some staff members may be accustomed to working with paper records and may be hesitant to switch to electronic systems. Overcoming resistance to change requires effective change management strategies, training programs, and clear communication about the benefits of ERMS adoption. Service providers need to be engaged and educated about the advantages of electronic

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records management to encourage their acceptance and adoption of these systems. Data security and privacy concerns also pose challenges to the adoption of electronic records management systems in public sector organizations at Temeke municipal council. Organizations must ensure that data stored in electronic records remains confidential, secure, and protected from unauthorized access. Implementing robust encryption measures, access controls, and data backup procedures is essential to safeguard information and comply with privacy regulations.

5.2 Conclusion

The study revealed that the adoption of electronic records management systems in public sector organizations is still at a relatively low level. While some organizations have implemented electronic systems, there are still many that rely on traditional paper-based record-keeping methods. This lack of adoption poses several challenges to the effective management of records and service delivery.

One of the main findings of the study is that the adoption of electronic records management systems in public sector organizations is hindered by a lack of resources and infrastructure. Many organizations, especially in rural or underserved areas, do not have access to the necessary technology or funding to implement electronic systems. This leads to a reliance on paper records, which are often prone to loss, damage, or inaccuracies. Without proper electronic systems in place, the efficiency and quality of service in these organizations may be compromised.

Additionally, the study found that there is a resistance to change among staff members in public sector organizations when it comes to adopting electronic records management systems. Some professionals may be accustomed to the traditional paper -based methods and may be hesitant to transition to an electronic system. This resistance to change can impede the successful implementation of electronic records management systems and hinder the overall effectiveness of record-keeping in organizations.

Furthermore, the study revealed that there are concerns about data security and privacy when it comes to electronic records management systems. Organizations must ensure

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that data was protected and secure to comply with privacy regulations. Many organizations may lack the necessary knowledge or expertise to implement secure electronic systems, leading to potential data breaches or leaks.

5.3 Recommendations

For the adoption of electronic records management systems ERMS in public sector organization, the researcher recommends the following to be done

- **Training and Capacity Building;** Providing comprehensive training programs will help staff understand the new system, its functionalities, and how to use it efficiently. This will ensure smoother implementation and enhance the overall effectiveness of the electronic records management system in public sector organizations.
- **Regular Monitoring and Evaluation;** Regular monitoring will help identify any challenges or issues that may arise during the implementation process, allowing for timely intervention and corrective measures. Evaluation of the system's performance will also help in understanding its impact on improving data management and decision-making in public sector organizations.
- **Integration with Existing Systems;** Seamless integration will ensure interoperability between systems, enable efficient data sharing, reduce duplication of effort, and enhance overall data quality and accuracy. Integration will also facilitate the exchange of information between different departments within the organization, leading to improved collaboration and coordination.
- **Continuous Support and Maintenance;** Providing ongoing support will help address any technical issues that may arise, ensure the system's smooth functioning, and promote user confidence and satisfaction. Regular maintenance activities such as software updates, data backups, and system upgrades are essential to keep the system up-to-date, secure, and optimized for performance. This will help maximize the benefits of the electronic records management system and ensure its long-term sustainability in public sector organizations.

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5.4 Areas for Further Study

Upcoming researchers should focus on the following areas:

i. The impact of training and education on the successful adoption of electronic records management systems in public sector organizations.

ii. Understanding the factors that influence user satisfaction and engagement with electronic records management systems in public sector organizations.

iii. The integration of electronic records management systems with other digital systems in public sector organizations.

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APPENDEX I

RESEARCH WORK PLAN SCHEDULE/TIME FRAME

ACTIVITIES	1st MONTH	2nd MONTH	3rd MONTH	4th & 5th MONTH	6th MONTH
Develop questionnaires and Interviews guides					
Data collection,(Interviews,survey)					
Data Analysis					
Write research report (drafts and revisions)					
Finalize and submit research report					

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APPENDEX II

RESEARCH REPORT BUDGET

The study will require money in order to achieve the goal for the data collection. It includes stationary, computer typing, printing, photocopying and transport expenses as well as daily expenses for the researcher survival. The expenditure will be as follows;

S/N	DETAILS	AMOUNT IN TSH.
01.	A ream paper	20000/=
02.	Transport expenses	50000/=
03.	Printing and copies	90000/=
04.	Communication	30000/=
05.	Binding	50000/=
	TOTAL	240,000/=

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APPENDIX III

QUESTIONNAIRES GUIDE FOR RESPONDENTS.

The researcher is a Student of School of Library, Archives and Documentation studies (SLADS), conducting study based on "The **assessment on the Influence of Electronic Records Management systems (ERMS) adoption in the public sector organization".**

Dear respondent, please you're requested to respond the questionnaire by fill in the appropriate information according to your knowledge. Be free because the information you provide will be used for academic purpose only.

1.What was your gender?

a) Male { }

b) Female

2.What was your age?

a)20-25

b)26-35 { }

c)36-45

d)46 and above

3.Education level?

a) certificate

b) Diploma

c) Bachelor's degree { }

d) Master's

4.Are electronic records management systems ERMS available in public sector organization?

a) Yes ( )

b) No

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5. If yes in question above, what are the contributions of transforming to electronic environment records management system in public sector organization?

a) Enhanced accessibility and availability of customers information

b) Enhancement of data management and retrieval processes ( )

c) Increased efficiency and cost-effectiveness

d) Facilitate better communication and collaboration

6.What are the types of records of management system found in public sector organization?

a) Electronic Health Record (EHR) system

b) Document Management System (DMS)

c) Electronic records management systems (ERMS) ( )

d) Database management systems (DMS)

7. Are there any challenges facing electronic records management system in public sector organization?

a) Yes

b) No ( )

8. If yes in question above, what the challenges facing electronic records management system ERMS in public sector organization?

a) Resistance to change from staff

b) Data security and privacy

c) Adequate infrastructure and resources ( )

d) Technical issues and training needs

9. What are the possible solutions on the challenges facing transformation of electronic environment records management system in public sector organization?

a) Seek out grants or funding opportunities

b) Providing comprehensive training programs

c) Implementing robust cybersecurity measures ( )

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d) Prioritize interoperability and standardization

THANKS FOR YOUR COOPERATION

APPENDIX IV

INTERVIEW GUIDE FOR RESPONDENTS.

1. Are electronic records management systems ERMS available in public sector organization?

2. What are the contributions of electronic records management system ERMS in public sector organization?

3. What are the types of electronic records of management system found in public sector organization?

4. What the challenges facing electronic records management system ERMS in public sector organization?

5. What are the possible solutions on the challenges facing electronic records management system ERMS in public sector organization?

6. What are the long-term benefits of electronic records management system for public sector organization?

7. What are the potential risks associated with the electronic records management systems ERMS in public sector organization?

8. What the main reasons for implementing electronic records management system in public sector organization?

THANKS FOR YOUR COOPERATION

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APPENDIX V

DATA COLLECTION LETTER FOR APPROVED



ADMINISTRATION AND LOCAL GOVERNMENT

TEMEKE MUNICIPAL COUNCIL



In reply, please indicate

13/04/2026

OS-MASJALA
(HQ)
TEMEKE MUNICIPAL COUNCIL

RE: RESEARCH PERMIT: Erick E. Kizito

Please refer to the heading above.

This is to inform you that, permission is granted to the above mentioned student/researcher from SCHOOL OF LIBRARY, ARCHIVES & DOCUMENTATION STUDIES conduct researcher on AN ASSESSMENT ON THE INFLUENCE OF ELECTRONIC RECORDS MANAGEMENT SYSTEM (ERMS) ADOPTION IN THE PUBLIC SECTOR ORGANIZATION A CASE STUDY AT TEMEKE.

The study will be conducted from 13/4/2026 to 24/04/2026

Please give with necessary assistance.

For: MUNICIPAL DIRECTOR

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