

## Impact of Information Control Culture and Supervisory Competence on Personnel Records Management in Tanzania's Local Government Authorities

Peter S. Thomas<sup>1</sup>

Ajali Mustafa<sup>2</sup>

Richard Jaffu<sup>3</sup>

Received: 10 February 2025

Revised: 05 June 2025

Accepted: 25 June 2025

Published: 25 July 2025

### ABSTRACT

*Proper personnel record management enhances the efficiency, integrity, and governance of the government sector. However, local government authorities (LGAs) in Tanzania continue to face significant challenges in this area, including inaccurate personnel information, improper filing, missing records, and inadequate file indexing. Therefore, this study examined the dynamic interplay between office supervisor competence, information control culture practices, and personnel records management within local government authorities in Tanzania mainland. A quantitative research approach was employed, with data collected from 179 office supervisors using structured surveys. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to evaluate the hypothesised relationships. The findings revealed that information control culture had a significant positive influence on personnel records management ( $\beta = 0.332$ ,  $p = 0.001$ ). Furthermore, office supervisor competence significantly moderated this relationship ( $\beta = 0.133$ ,  $p = 0.049$ ). The results emphasise the importance of leadership and robust information governance in enhancing organisational efficiency and regulatory compliance. The study recommends implementing targeted leadership training and enhancing information control strategies to improve personnel records management in Tanzania's local government authorities.*

**Keywords:** *office supervisor's competence, information control culture, leadership, personnel records management, local government authorities (LGAs), structural equation modelling*

---

<sup>1</sup> Institute of Accountancy Arusha, peter.thomas@iaa.ac.tz

<sup>2</sup> University Of Dodoma, ajali.mustafa@udom.ac.tz

<sup>3</sup> University Of Dodoma, richardjaffu2@gmail.com

## 1. INTRODUCTION

Employee records within organisations serve an essential role because such documents contain vital information about the employee's personal employment, career development, and training, among others (Saffady, 2021). These records are crucial for the reasonable management of decision-making, planning, coordination, and controlling of staff activities in a way that ensures that relevant employment inhibitions are available whenever needed (Luyombya & Ndagire, 2020). Maintenance of such records, like an account of their receipt, sorting, cataloguing, and placing, is also very fundamental for increasing efficiency, especially within the government sector, where it is imperative to maintain integrity and good governance on performance (Matto, 2022).

In the developed world, personnel records management is typically more structured, supported by advanced technologies and strict data protection regulations (Svärd, 2014). Despite challenges like privacy concerns and integrating legacy systems, the management of personnel records in developed countries is generally more efficient and reliable compared to developing nations, where issues like inadequate infrastructure and limited training persist (Mahapa et al., 2023). Unfortunately, in many developing countries, the management of personnel records remains quite a daunting aspect (Rani & Furrer, 2021). In South Africa, government units often fail to recognise records as critical assets for serving the public interest, leading to persistent mismanagement of records (Saffady, 2021). Similarly, in Ghana, improper record-keeping practices have resulted in issues such as misplaced files, inefficient retrieval systems, and inadequate storage space (Asamoah et al., 2018).

In Tanzania, the challenge is marked by ineffective performance in managing personnel records, resulting in inefficiencies and ongoing difficulties in ensuring proper record-keeping practices. For instance, Matimbwa and Masue (2020) highlighted the failure to maintain accurate and complete personal details of staff within ministries and other government departments, contributing to the inefficiencies in personnel records management. Rutta and Ndenje-Sichalwe (2022) reported that wrong filing and missing records were prevalent in the President's Office and Public Service Management. In consequence, these problems are more serious in local governments (LGAs), whereby Mubofu and Malekani (2023) observed gross incompetence in the management of personnel records concerning the appointment and confirmation of employees in the Liwale District Council.

Moreover, the Kigamboni Health Centre was also found to be extremely dysfunctional in storing personnel records (Rutta & Ndenje-Sichalwe, 2022). In response to these problems, the Government of Tanzania has undertaken such measures as the Records and Archives Management Act No. 3 of 2002, which outlines the legal framework for the management

and retention of personnel (The Records and Archives Management Act, 2002). Another milestone in addressing data accuracy and administrative tasks, which will help in improving decisions, was the adoption of Human Capital Management Information Systems (HCMIS) in the year 2010 (President's Office Public Service Management Report, 2014). However, despite these efforts, issues such as missing files, poor indexing of files, inadequate storage of files, and the loss of relevant information persist, highlighting ongoing challenges in the effective implementation of these measures (Touray, 2021).

Proper records management requires a strong culture of information control, which refers to the practices, policies, and behaviours that ensure the accurate handling, security, and accessibility of information within an organization (Lian et al., 2022). Information control culture emphasizes the importance of maintaining strict protocols for file security, reliable data indexing, and organized storage systems (Thabakgolo, 2023). Kautto and Henttonen (2020) observed that cultural barriers and differing attitudes among various employee groups hindered efficient records management in Swedish municipalities. Similarly, Touray (2021) noted that while a strong information culture theoretically holds the potential to improve records management, issues such as inadequate training and non-compliance often diminish this potential, preventing significant improvements in records management practices.

Ahmad et al. (2022) found that cultural and philosophical attitudes toward records management significantly impact effectiveness and very often pose problems of much greater challenge than technical problems. The other mixed results of doctoral research were reported by Sundqvist and Svärd (2016). Information culture impacted some, but was not the only factor for success in records management and in some cases did not even result in better records management. Therefore, lay bare the complexity inherent in the relationship between information control culture and personnel records management, indicating that more must be done to probe further into the underlying dynamics.

Furthermore, there is a prevailing concern that the information control culture alone may not provide everything required to ensure proper management of personnel records within organizations (Svärd, 2014). According to Saihu (2020), the quality of supervisors is closely linked to the effectiveness of workplace management, particularly in the area of personnel records management. The involvement of skilled supervisors plays a crucial role in ensuring efficient and accurate management of personnel records. Supervisors bring the necessary skills, knowledge, and attributes that, by all means, raise the effectiveness of any activity carried out within the organization (Kauppila et al., 2022). Therefore, in the context of personnel records management, the missing factor to explain how information control culture influences personnel records management is the office supervisor's competency. This is in line with the Competency Theory of David McClelland (1973) which espouses

that individual and organisational success is dependent on supervisory competency, which includes knowledge, skills, abilities, and personal attributes. Within the frame, the competence of an office supervisor can be considered vital in managing the records and, as such, can be examined as a moderating factor (Acquah et al., 2021).

The Competency factor has been applied in a few past studies as a moderating variable. For instance, Wanta and Augustine (2021) studied the moderation effect of leadership competencies between personal values and job satisfaction and found that leadership competencies moderated the relationship. Furthermore, Potnuru et al., (2021) conducted a study in which they looked at how competencies moderate the influence of human resource practices on employee outcomes. The role of office supervisors, who oversee records management, is crucial in ensuring adherence to best practices and legal frameworks. While previous research has explored the direct relationship between information control culture and records management, existing findings remain inconsistent. Additionally, the moderating effect of office supervisor competence has been largely overlooked. Therefore, this study examined the influence of information control culture on personnel records management in Tanzanian local government authorities, with the moderating role of office supervisor competence.

### **Information Culture Assessment Framework**

Pearlson et al., (2024) have schematically characterized an organisation as a social system of human and technical actors, where the way information is managed to be created, valued, classified, distributed, manipulated, used, sustained, and deployed significantly affects the effectiveness with which that organisation can perform its component tasks. This theory is important because the cultural components of an organisation, the norms, values, and information control ingredients, do matter when it comes to shaping employee behaviours regarding records management (Choo, 2013). From the perspective of local government authorities in Tanzania, this framework is important because it explains how the existing information control culture influences personnel records management. It suggests that organisations with a strong information culture where an emphasis is placed on the importance of data integrity, transparency, and access to information in general are more likely to have effective records management practices (Svärd, 2014). For example, when an organisation values the correctness and protection of information, its employees are likely influenced to maintain human records meticulously following standards (Choo, 2013). This framework applies to this study as it illustrates how essential the current information culture in local governments can be identified and evaluated. In so doing, LGAs gain an understanding of the strengths and weaknesses of their cultural profiles against which they can set specific interventions to improve their information management (Lian et al., 2022). This framework has been used to explain the current relationship

between information control culture and personnel records management; hence, other theories Records Life Cycle Model and Competency theory, were employed in providing theoretical meaning on personnel records management and supervisor competency respectively.

### **Competency theory**

The Theory of Competency was developed by David McClelland in the 1970s (Wong, 2020). This theory posits that an individual's competencies, which include a combination of knowledge, skills, abilities, and personal attributes, are critical predictors of their effectiveness in job roles. Central to McClelland's Competency Model is the idea that different organisational roles require distinct competencies. Identifying and defining these competencies is essential for aligning roles with the necessary skills for success, thus encompassing both technical skills and behavioural attributes such as communication, leadership, problem-solving, and adaptability. In the context of this study, the Competency Model was used to explain how specific competencies can moderate the impact of information control culture on personnel records management. Office supervisors' competencies are instrumental in ensuring that personnel involved in records management possess the requisite competencies, such as proficiency in recordkeeping systems, knowledge of regulations, and interpersonal skills. Aligning personnel practices with these competencies, organisations can enhance the effectiveness of records management within their prevailing information control culture. This model is relevant to the study as it provides a framework for understanding how competencies influence the relationship between information control culture and the overall management of personnel records.

### **Records life cycle model**

The Records Life Cycle Model, developed by Schellenberg in the 1930s (Lappin, 2023), outlines the management of records through their various aspects. This model provides a structured approach by dividing the record's journey into five phases: creation, capture, storage, use, and disposal. Focusing on three critical phases- creation, use, and disposal can give valuable insights into records management, particularly for personnel records within local government authorities. In the context of personnel records management, the Records Life Cycle Model is highly relevant. It provides a detailed framework for managing employee records from their creation during recruitment to their eventual disposition or archiving. This study, particularly focused on the phases of creation, storage, use, maintenance, and disposal. However, while the Records Life Cycle Model emphasises procedural aspects such as creation, storage, use, maintenance, and disposal, this study focused on the overall management of records rather than the specific procedural stages.

Additionally, it did not deeply explore how information culture impacts personnel records management. To address this limitation, the study integrated the Information Culture Assessment Framework, which offers an understanding of the cultural factors influencing records management. This holistic approach was critical to realising the ultimate objective of this study, which, as indicated above, sought to improve management of personnel records within Tanzanian local government authorities.

### **Information control culture and personnel records management**

While there has been considerable focus on the relationship between information control culture and personnel records management, a gap in understanding leadership competencies emerges. This intersection is investigated by Lian et al. (2022) using qualitative empirical methods to explore how able leaders affect the implementation of information control policies. Through a comprehensive analysis of case studies and interviews (documented in their ground-breaking work, *Records Management and Information Culture: Tackling the People Problem*), they found that information culture leadership is crucial to enforcing policies ensuring records are accurate, accessible, and reliable. While their work does highlight the importance of leadership, it relies more on qualitative understandings, which have resulted in a lack of detail around how different kinds or levels of leader competencies impact records management. Whilst Touray (2021) attempted to close this gap by discussing strategies for the control of electronic records, he emphasised that leadership competencies are important features of effective information controls. Touray conducted empirical research as part of the study, *Managing Electronic Records*, which spanned organisations through surveys and interviews. The findings showed that leaders with technical experience and management acumen were more likely to gain approval for electronic record initiatives and follow through on commitments. However, the research focused primarily on digital records, leaving a gap in understanding how these competencies apply to other types of records.

Moreover, Kakemam et al. (2020) examined how leadership competencies in a governance framework can lead to improved records management practice. Their study was grounded in theory, but they also did important policy work, arguing to competent leaders that they ought to build strong governance structures and limit the information flow. Equally, this research aligns information management practices with organisational goals and regulatory requirements, but does not speak to the functioning of governance structures in differing organisational contexts or their effect on personnel records management. Practical understandings were provided in Yeo (2012), *Managing Records: A Handbook of Principles and Practice*. Specifically, the analysis of best practices was framed to demonstrate how records management leadership competencies can operationalise policies promoting accurate, reliable, and accessible records throughout their lifecycle. Although

this mixed-methods approach provides some practical direction, implying that such competencies may not naturally start being implemented simply by the function of policy, it proposes exploration into the everyday enactment and impact on information culture.

Furthermore, Berdik et al. (2021) highlighted leadership in records lifecycle management and corporate information control. Using an organisational-based case study methodology based on contexts of best practices in life cycle management, Fennelly et al. (2020) emphasised the importance of addressing compliance effectiveness at the most impactful level, recognising that individuals often consider the depth of information when formulating titles or postings. They provided examples that highlighted the significance of comprehensive, "entire-of-life" knowledge about records, enabling consistent application of information control from creation to destruction. However, their focus on specific case studies may limit the generalizability of their findings to a wider range of organisational contexts. The competence of office supervisors is pivotal in translating information control culture into effective personnel records management. Ngudungi (2023) has highlighted challenges in business records management within Tanzania, pointing to the critical role of skilled supervision in ensuring compliance with records policies. Manase et al. (2025) highlight the continued reliance on paper-based systems in Tanzanian public sector organisations, suggesting that the effectiveness of these systems is heavily influenced by the proficiency of supervisory personnel. This study aims to assess how office supervisor competence moderates the relationship between information control culture and personnel records management in Tanzanian local government authorities

Despite these understandings, previous studies on the relationship between information control culture and personnel records management provide useful findings but remain inconclusive. While existing research has explored aspects of this relationship, much of it relies on qualitative case studies, limiting generalizability. Additionally, prior studies have often examined direct relationships. To address these gaps, this study introduced office supervisor competence (OSC) as a moderating factor and employed a quantitative research design tailored to Tanzanian local government authorities. It provides a more comprehensive and generalizable understanding of how information control culture influences records management. Thus, it was hypothesised that:

*H<sup>1</sup>: Information culture control has a significant positive influence on personnel records management.*

*H<sub>2</sub>: Office supervisor's competence has a moderating effect on the relationship between information control culture and personnel records management.*

## 2. METHODOLOGY

The chapter describes the research methodology that has been used in this study concerning personnel records management across all 184 local governments in Tanzania mainland (PO-RALG, 2024). The LGAs were selected due to greater difficulties in managing personnel records and their representation of both urban and rural settings, allowing for better generalisation (PO-RALG, 2024). The homogeneity and concentration of records management work within these sectors ensure that analysis findings are universally applicable (Malekani & Mubofu, 2023). The study adopted a cross-sectional research design, and data were gathered through self-report questionnaires administered to 184 office supervisors at one point in time using the census method, which guarantees high accuracy (De Leeuw, 2012). While this design has limitations, such as the inability to establish causality, it was valuable for establishing and quantifying the relationship between variables in this context. The response rate was 179 out of 184 returned questionnaires, representing a high level of participation.

The quantitative approach was used to establish the relationship among the variables and quantify the extent of the relationship (Bloomfield & Fisher, 2019). A pilot test was conducted with 15 office supervisors from the Dodoma and Singida regions to validate the questionnaire for clarity and comprehensiveness that preceded the main data collection. Cronbach's alpha, composite reliability ( $\rho_a$  and  $\rho_c$ ), and average variance extracted (AVE) were used to confirm the validity and reliability of the research instrument. The scores were: 0.743 for office supervisor competence, 0.718 for information control culture, and 0.838 for personnel record management survey scale;  $\rho_c$  values of .838, .809, and .881, respectively (Tonžetić, 2022).

The study used Partial Least Squares Structural Equation Modelling (PLS-SEM) to analyse the data model, and for statistical analysis of results; this method allowed us to study both direct impacts as well as indirect relationships between information control culture and personnel records management. As a supplemental analysis, we examined the moderating role of office supervisor competence. Moreover, the use of the PLS-SEM model helped model a complex relationship, and it provided more accurate path models, consequently making findings more robust as well as reliable than other SEM techniques (Sarstedt et al., 2020). This methodology enables the research to yield meaningful findings regarding personnel records management in local government authorities in Tanzania (Hassan Dotto & Mwantimwa, 2024).

### **3. RESULTS**

#### **Preliminary examination of data**

This section presents the results and analysis performed using SmartPLS 4 Partial Least Squares Structural Equation Modeling (PLS-SEM). It starts by looking at factor loadings (first-order & higher-order) to investigate the relationships between latent variables and their indicators, then it gives understandings into model refinement according to these factor loadings. This is followed by computing collinearity statistics (Variance Inflation Factors, VIF) along various predictor variables to address multicollinearity. Finally, the quality of the SEM model was assessed by testing a good fit index such as the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI) and Root Mean Square Error of Approximation (RMSEA). Also, this section presents descriptive statistics to describe the description of the variables that measure theoretical concepts from variable items.

#### **Factor Loading and Model Improvement**

Factor loadings are the coefficients or weights which give us how much importance is given to each observed variable in representing an underlying latent construct. In other words, they tell you how reliable each 'observed' variable is as it relates to the factor that it should be a sign of (Cronbach, 1951). Larger factor loadings indicate a stronger relationship, i.e., the observed variable is better suited to representing the latent construct in question. Commonly, loadings of 0.7 or greater indicate strong saturation, although this threshold is contingent on the research field and analysis (Sarstedt et al., 2021). Factor loadings can be either positive or negative. Positive loadings would signify a direct relationship, while negative loadings imply an inverse relationship. When loadings are reversed concerning their constructs (signified by "R"), it is indicative of an item whose validity might be in question, and therefore, this indicates a construct-level factor or any need for further scrutiny (Bound et al., 2001).

**Table 1: Factor Loadings and Model Improvement**

Information control culture	Factor Loading	Office supervisor competence	Factor Loading
C1	0.915	D1	0.934
C2	0.903	D2	0.906
C3	0.930	D3	0.622R
C4	0.914	D4	0.891
		D5	0.740
Personnel records management	Factor loading		
E11	0.893		
E13	0.888		
E15	0.903		
E7	0.919		
E8	0.903		
E10	0.879		
E3	0.419R		
E12	0.893		
E10	0.569R		
E5	0.622R		
E1	0.624R		
E6	0.654R		
E4	0.660R		
E14	0.691R		

**Source:** Field data (2024)

The factor loadings of Information Control Culture are high (all above 0.9), meaning items C1, C2, C3, and C4 are good measurement indicators, to the construct level framework for information control culture is strong enough, so it fits well with this area. For instance, the factor loadings for most items (as well as D1 and D2 in Table 1) were found to be strong with one another under the office supervisor competence construct, which indicates that these factors are important dimensions of an office supervisor’s competence. Nonetheless, the relatively low factor loading in D3 (D3 at.622R) was removed to improve the model. In personnel records management, most of the items demonstrate strong loadings with few showing medium ones, as follows: E3. Both lines are represented by 'R'. Thus, these smaller values were removed to improve the model. The findings have implications for bridging the research model development and refinement. However, the consistently high loadings on most of the items in information control culture and office supervisor competence suggest that these constructs were sufficiently close to what is being modelled to be able, with a fair degree of confidence, to predict outcomes related to personnel records management.

## Validity and Reliability

**Table 2: Construct Validity and Reliability**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Office supervisor competence	0.743	0.743	0.838	0.564
Information control culture	0.718	0.719	0.809	0.586
Personnel records management	0.838	0.839	0.881	0.552

**Source:** Field data (2024)

The validity and reliability of the constructs in the study are presented in Table 2, which shows the Cronbach's alpha, composite reliability (rho\_a), composite reliability (rho\_c), and average variance extracted (AVE) for each construct. For office supervisor competence, the Cronbach's alpha is 0.743, with a composite reliability (rho\_a) of 0.743, rho\_c of 0.838, and AVE of 0.564. For information control culture, the Cronbach's alpha is 0.718, with rho\_a of 0.719, rho\_c of 0.809, and AVE of 0.586. Lastly, for personnel records management, the Cronbach's alpha is 0.838, with rho\_a of 0.839, rho\_c of 0.881, and AVE of 0.552. These values indicate acceptable levels of reliability and validity for the constructs in the study

**Research Question 1:** How do office supervisors respond to the information control culture within their local government authorities?

**Table 3: Descriptive statistics for information control culture**

Latent Variables	Items	Mean	Std. Dev
Information control culture	In the LGA, there is a sense of control over the information received and shared.	3.9085	0.85804
	There is a belief within the LGA that access to accurate and reliable information is easily attainable when needed.	3.8592	0.87997
	The LGA possesses the ability to effectively filter out unwanted or irrelevant information.	3.5704	0.88645
	There is confidence in the LGA's ability to protect personnel information and privacy.	4.0423	0.84108
	There is a belief within the LGA that it can control the flow of information in its digital and offline environment.	3.6831	0.93300

**Source:** Field data (2024)

Table 3 gives an overview of how office supervisors generally perceive the degree to which different information control tactics exist within their Local Government Authorities (LGAs). The results revealed that supervisors believe they have significant control over incoming and outgoing information across their organisation (mean = 3.9085, standard deviation = 0.85804). This could be because LGA supervisors perceive their organisations as having strong oversight over information flow, making essential and relevant information readily accessible. The perception of access to truthful and trustworthy information also scored well, with an average rating of 3.8592, which is still relatively high and consistent (standard deviation approximately  $\pm 0.88$ ). These results imply supportive views on information control, although there may be challenges with real-time delivery and consistency in quality across availability.

Supervisors' confidence in LGAs' ability to filter out unnecessary information or less desirable data (LDs) scored a mean of 3.5704 (standard deviation = 0.88645), indicating a moderate level of confidence among supervisors. This suggests that while there is some functionality in information filtering, it may not be as robust as other aspects of information control. This could create challenges for LGA-based information management systems, as unnecessary information might crowd out valuable content, complicating decision-making processes. On the other hand, the highest mean score (4.0423) was related to supervisors' confidence that their organization effectively safeguards personal information and privacy. The low standard deviation of 0.84108 suggests that this perception is consistent, indicating that privacy and information security are well-regarded within the organisation's information control culture.

These findings have broad implications for how LGAs are managed and planned strategically. While there is a strong foundation for effective information handling practices, particularly concerning privacy and accuracy, there may be opportunities to improve in areas like filtering out irrelevant information. Strengthening these aspects could significantly streamline decision-making processes. Overall, the high mean scores suggest a robust information control culture that could lead to improved governance and service delivery in LGAs, while also building personnel confidence and trust in the organisation's information management practices.

**Research Question 2:** How do office supervisors respond to the office supervisor's competence within their local government authorities?

**Table 4: Descriptive statistics for the office supervisor’s competence**

Latent Variables	Items	Mean	Std. Dev
Office supervisor competence	I strive to empower and support my team members to reach their full potential.	4.4789	0.52886
	I demonstrate excellent verbal and written communication skills, fostering a clear understanding among team members.	4.3521	0.52182
	I view myself as a mentor and role model for my team, leading by example and inspiring others to excel.	4.2817	0.52412
	I possess a comprehensive understanding of office management principles and best practices.	4.3380	0.51762
	I demonstrate strategic planning abilities, setting clear objectives and implementing actionable plans to achieve office goals.	4.4014	0.51995

**Source:** Field data (2024)

Table 4 presents the descriptive statistics reflecting how office supervisors in Local Government Authorities (LGAs) perceive their own competencies. The results indicate overwhelmingly positive self-assessments across all measured items, with mean scores significantly above 4.0. Among these, the highest-rated dimension was the effort toward employee empowerment and supporting team members in achieving self-actualisation, with a mean score of 4.4789 and a standard deviation of 0.52886. This high mean, coupled with a low standard deviation, suggests strong agreement among supervisors that they view themselves as responsible leaders who prioritize the growth and advancement of their subordinates. Such a perception is indicative of a leadership culture that values mentorship, capacity building, and the personal development of staff attributes that are fundamental in driving organizational effectiveness within the public sector, particularly in the context of LGAs.

Communication competence emerged as another area where supervisors rated themselves highly, with a mean score of 4.3521 and a low standard deviation of 0.52182. These results imply that supervisors believe they possess strong verbal and written communication skills, enabling them to convey ideas clearly and effectively. Effective communication is widely recognized as a cornerstone of successful management and team coordination. Notably, the second-highest rated item reveals that supervisors also exhibit confidence when articulating information and ideas to individuals or teams, regardless of hierarchical levels. This level of confidence is essential for reducing workplace misunderstandings, enhancing clarity, and fostering a harmonious organizational environment. Within LGAs where interdepartmental collaboration and the flow of accurate information are crucial such communication skills are indispensable.

In addition to empowerment and communication, supervisors also expressed confidence in their strategic planning and office management abilities. The mean score for strategic

planning was 4.4014 (SD = 0.51995), while the score for understanding and applying office management principles was 4.3380 (SD = 0.51762). The relatively low standard deviations here point to a consistent belief among supervisors that they are capable of setting realistic goals, developing practical implementation plans, and running administrative operations efficiently. Strategic planning allows leaders to think beyond day-to-day tasks and align departmental activities with broader organizational goals. Office management competence, on the other hand, ensures that workflows, human resources, and logistical operations are handled effectively to avoid bottlenecks and enhance productivity. These self-perceived competencies suggest that supervisors see themselves not only as administrators but as strategic actors who contribute meaningfully to institutional success.

Supervisors' strong self-ratings in empowerment, communication, strategic planning, and office management indicate a leadership profile that is well-equipped to manage both people and processes within LGAs. Such supervisors are likely to support the development of high-performing teams capable of making informed, goal-oriented decisions. Their emphasis on empowerment fosters intrinsic motivation and accountability among employees, while effective communication ensures coherence and transparency across organizational units. Additionally, the demonstrated ability to think strategically and manage offices efficiently positions these supervisors to handle both immediate operational demands and long-term developmental goals. This dual capacity is particularly valuable within LGAs, where efficient service delivery and prudent resource use are critical to achieving sustainable local governance and public satisfaction.

**Research Question 3:** How do office supervisors respond to the personnel records management practices within their council?

Table 5 presents a comprehensive analysis of how office supervisors perceive personnel records management practices within their respective Local Government Authorities (LGAs). The mean scores for the 14 measured items range from 3.4930 to 4.1268, reflecting an overall positive perception of records management, albeit with notable variations across specific dimensions. The highest-rated item (M = 4.1268, SD = 0.90592) pertains to the belief that well-maintained records are vital for effective decision-making and problem-solving. This suggests that supervisors recognise the strategic importance of accurate, accessible records in enabling efficient administrative operations and sound governance decisions. The relatively high scores on items related to the enforcement of proper records creation and capture (M = 3.8873, SD = 0.73512) and access control measures (M = 3.8662, SD = 0.88509) further indicate that many LGAs place significant emphasis on compliance, accountability, and security within their daily records management routines.

**Table 5: Descriptive Statistics for Personal Records Management**

Latent Variables	Items	Mean	Std. Dev
Personnel Records Management	The LGA is guided by policies in the creation and capture of records	3.8521	0.95239
	There is awareness within the LGA of the costs associated with a lack of adherence to proper records creation and capture.	3.7324	0.95216
	Proper records creation and capture are enforced by the LGA.	3.8873	0.73512
	Measures are in place within the LGA to control access to records	3.8662	0.88509
	There is a belief within the LGA that well-maintained records are essential for efficient decision-making and problem-solving.	4.1268	0.90592
	Proactive steps are taken within the LGA to ensure the security and confidentiality of sensitive records.	3.8873	0.96093
	The LGA regularly assesses and updates the relevance of the maintained records, eliminating unnecessary information.	3.6197	0.90493
	Regular updates and maintenance of physical records (e.g., paper files) are consistently carried out within the LGA to ensure accuracy and relevance.	3.8169	0.89617
	The LGA consistently reviews and disposes of outdated or unnecessary records on time.	3.4930	1.04336
	There is a belief within the LGA that the proper disposition of records is crucial for maintaining an organised and efficient workspace.	3.7465	0.99243
	There is confidence within the LGA in its ability to determine which records should be archived and which should be securely disposed of.	3.7465	0.96342
	The LGA prioritises the protection of sensitive or confidential information when disposing of records, adhering to proper security protocols.	3.8380	0.95008
	The LGA consistently invests in training and education to stay informed about best practices for records disposition and compliance with relevant regulations.	3.6056	1.01728
	There is a belief within the LGA that a well-defined records disposition policy can contribute to cost savings and more efficient operations.	3.9085	0.92946

**Source:** Field data (2024)

However, while the general outlook is favourable, the data also exposes important weaknesses in the areas of records maintenance and disposal. The lowest mean score ( $M = 3.4930$ ,  $SD = 1.04336$ ) was recorded for the consistent review and timely disposal of outdated or unnecessary records. This points to a potential lapse in ensuring that stored records remain relevant, current, and useful. Related concerns are reflected in other relatively low-scoring items, such as the regular assessment of maintained records to eliminate redundant information ( $M = 3.6197$ ,  $SD = 0.90493$ ) and the investment in

training to support effective records disposition ( $M = 3.6056$ ,  $SD = 1.01728$ ). These results suggest that although there is a solid foundation in records creation and protection, the processes related to ongoing review, updating, and secure disposal may not be implemented consistently or systematically across all departments.

Moreover, the variations in standard deviation among the items, ranging from 0.73512 to 1.04336, highlight differing perceptions among office supervisors, which may stem from disparities in policy enforcement, resource allocation, or awareness levels between units. These inconsistencies can hinder the effectiveness of the overall records management system by introducing fragmentation in how policies are interpreted and operationalised. Consequently, the reliability and accuracy of organisational memory may be compromised, affecting the quality of services and limiting the ability of decision-makers to rely on complete and updated information.

Inadequate or inconsistent records disposition practices not only result in inefficient use of storage resources but also increase the risk of retaining obsolete or irrelevant data. Such practices may expose organisations to security breaches, particularly when sensitive information is not disposed of securely. Moreover, poor records management can delay access to critical information, disrupt workflows, and weaken the evidentiary basis for policy decisions. Addressing these gaps through enhanced training, regular audits, and stricter enforcement of records retention and disposal policies would contribute to improving the overall efficiency, transparency, and accountability within LGAs. Ultimately, a more holistic and well-integrated records management system is essential for ensuring sustainable administrative excellence and compliance with regulatory standards.

## Results of Hypothesis Testing

**Table 6: Path Coefficients Results**

	Beta ( $\beta$ )	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Information Control Culture -> Personnel Records Management	0.332	0.334	0.099	3.362	0.001
Office Supervisor's Competence x Information Control Culture -> Personnel Records Management	0.133	0.126	0.068	1.967	0.049

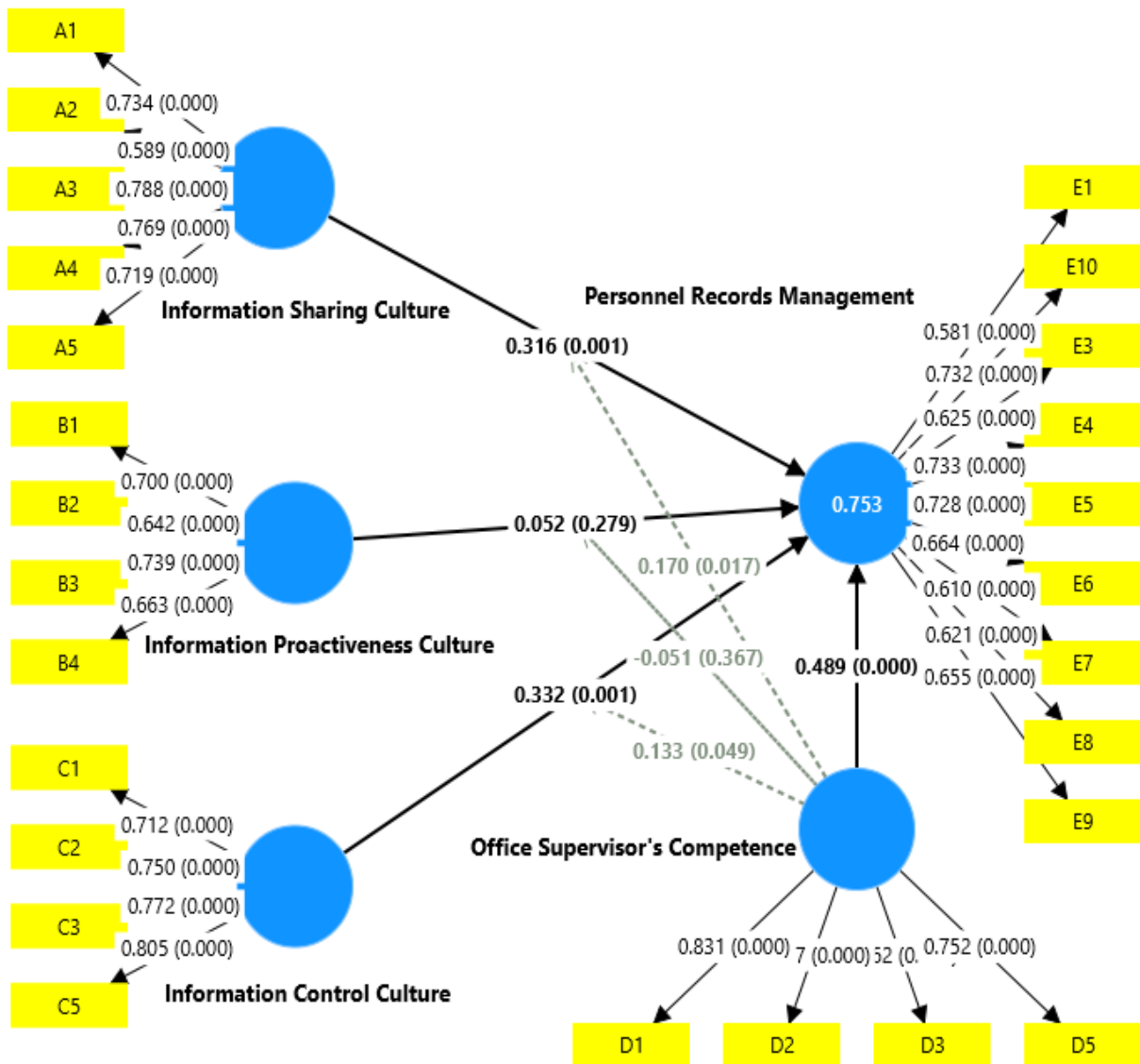
**Source:** Field data (2024)

Table 6 and Figure 1 reveal that information control culture has a statistically significant and positive influence on personnel records management. The path coefficient ( $\beta = 0.332$ )

indicates a strong and direct relationship, suggesting that improvements in the culture of information control lead to substantial gains in the effectiveness of records management practices. This is further supported by the low p-value (0.001), which confirms that the relationship is statistically significant. This result answers the first research question, which aimed to examine whether information control culture affects personnel records management practices. It shows that organisations that promote strict compliance with information policies, enforce systematic documentation, and ensure regulatory adherence tend to achieve higher levels of effectiveness in managing personnel records.

In addition to the direct effect, the analysis also examined the moderating role of the office supervisor's competence on the relationship between information control culture and personnel records management. The interaction term yielded a path coefficient of 0.133 with a p-value of 0.049, indicating that the interaction is statistically significant. This finding addresses the second hypothesis, which sought to determine whether the competence of office supervisors influences the strength of the relationship between information control culture and records management. The results indicate that supervisor competence does indeed enhance the positive effects of information control culture. Specifically, as supervisors become more competent, the positive impact of information control practices on records management becomes more pronounced.

The findings imply that while a strong information control culture forms the foundation for effective personnel records management, its successful implementation heavily depends on the capabilities of office supervisors. Supervisor competence plays a vital role in operationalising control policies by ensuring adherence to standards, monitoring compliance, and maintaining the integrity of records. This confirms that organisational culture and human capital must work hand in hand to achieve optimal records management outcomes.



**Figure 1: Structural Model Results**

**Source:** Field data (2024)

*Figure 1 illustrates multiple relationships; however, the focus here is on the direct relationship between information control culture and personnel records management, as well as the moderating effect of the office supervisor's competence on this relationship*

#### 4. DISCUSSION

This study examined the influence of information control culture on personnel records management in Tanzania's Local Government Authorities (LGAs), with particular attention to the moderating role of office supervisors' competence. The findings reveal that office supervisors generally perceive a strong information control culture within their LGAs, especially regarding privacy protection and compliance with governance protocols. Notably, the highest mean score was observed on the item assessing the organisation's ability to protect the privacy of personnel records (mean = 4.0423), suggesting that confidentiality is deeply embedded as an organisational value. This observation aligns with Choo et al. (2008), who argue through the Information Culture Assessment Framework that control-oriented cultures typically emphasise data security, legal compliance, and structured documentation practices. Thabakgolo (2023) similarly maintains that institutions with dominant control cultures are more likely to enforce information integrity and reliability through formalised procedures.

Despite these positive indicators, the study identifies a challenge related to information overload, as evidenced by the relatively low mean score (3.5704) for filtering out irrelevant information. This supports Kettinger et al. (2021), who warn that excessive emphasis on control without complementary dynamic filtering mechanisms may hinder efficiency, leading to delays in accessing critical records. Thus, while control culture contributes positively to personnel records management, the lack of effective filtering systems may create bottlenecks and reduce organisational agility.

The findings also indicate a generally favourable perception of personnel records management across Tanzanian LGAs. High mean scores were reported on the use of records for decision-making (mean = 4.1268), enforcement of records creation (mean = 3.8873), and access control (mean = 3.8662), reflecting strong adherence to principles embedded in the Records Life Cycle Model. These outcomes are consistent with Chikomba et al. (2021), who argue that consistent access control and documentation enforcement are essential for promoting accountability and transparency in public sector institutions. Nevertheless, one notable area of concern is the relatively low score on timely review and disposal of records (mean = 3.493), which highlights a persistent weakness in enforcing retention schedules. This finding echoes concerns raised by Mnjama and Wamukoya (2007), who report that many African local governments continue to struggle with the disposal phase, resulting in record congestion, inefficiencies, and potential risks related to information leakage. Penn and Pennix (2017) similarly argue that outdated records that are not disposed of on time can compromise operational effectiveness and create legal vulnerabilities.

Moreover, statistical analysis confirms a significant and positive relationship between information control culture and personnel records management ( $\beta = 0.332$ ,  $p = 0.001$ ), suggesting that a strong control culture supports improved personnel records management. This is consistent with Oliver and Foscarini (2014), who report similar findings from public institutions in China, Italy, and the Netherlands. In the African context, Katuu (2020) also contends that control culture forms an essential institutional backbone for fostering compliance and accountability in records management. However, as Kołodziej (2022) cautions, an overreliance on control mechanisms can suppress innovation and flexibility, two attributes necessary for managing records in dynamic and digital environments. Therefore, while the bureaucratic embeddedness of control culture within Tanzanian LGAs has benefits, its effectiveness could be significantly enhanced by integrating adaptive information systems and promoting flexible documentation standards, especially in rapidly evolving or decentralised service environments.

In addition to examining information control culture, the study also assessed the office supervisors' competence and found that they rate themselves highly on critical dimensions such as empowering team members (mean = 4.4789), strategic planning (mean = 4.4014), and communication skills (mean = 4.3521). These competencies resonate with the Competency Model, which emphasises that a supervisor's knowledge, skills, and attributes are pivotal for effective performance. Supervisors' competence not only ensures compliance with technical standards but also serves as a change agents who foster a supportive organisational culture. In the context of LGAs, the office supervisors' competence emerges as a significant enabler in translating cultural values into actionable records management practices.

Furthermore, the moderating effect of office supervisor competence on the relationship between information control culture and personnel records management ( $\beta = 0.133$ ,  $p = 0.049$ ) emphasizes the need for capable individuals who can transform policies into practical outcomes. This supports Choo's (2008) argument that organisational values alone are insufficient unless supported by human capabilities. It also aligns with findings by Thabakgolo (2023), who demonstrated that competent supervisors in Botswana's public institutions enhanced trust in digital recordkeeping systems. Similarly, Saffady (2021) found that training supervisors significantly reduced records mismanagement in Canadian provincial agencies. Nonetheless, supervisor competence is not without limitations. As Atisa et al. (2021) observe, decentralised institutions often face structural barriers such as political interference and limited decision-making autonomy, which can hinder the effectiveness of even the most skilled supervisors.

In Tanzania's hierarchical and centralised administrative context, the effectiveness of office supervisors may be constrained by unclear mandates or limited institutional support.

Therefore, enhancing their influence requires structural empowerment, clear policy directives, and alignment between national-level governance frameworks and local-level administrative authority. The findings suggest that supervisor competence yields the most substantial benefits when accompanied by information control culture and managing personnel records in a manner that is both compliant and responsive to organisational needs.

## **5. CONCLUSION**

The study concludes that both information control culture and office supervisors' competence significantly influence the effectiveness of personnel records management in Local Government Authorities (LGAs) in Tanzania. The findings reveal that LGAs generally maintain a strong control culture, particularly in protecting the privacy of personnel information and enforcing governance protocols. However, challenges such as ineffective filtering of irrelevant information and delays in the review and disposal of records persist. Supervisors demonstrate high levels of competence, especially in strategic planning, communication, and empowering teams, which strongly contributes to the enforcement of records management practices. The study confirms that information control culture positively affects personnel records management and that this relationship is strengthened when supervisors possess the necessary competencies. Therefore, the effective management of personnel records in LGAs depends on the integration of a strong information control culture with the supervisor's competence.

It is recommended that the Government of Tanzania, in collaboration with the President's Office – Regional Administration and Local Government (PO-RALG), develop and implement a centralised digital records governance framework. This framework should align with the Tanzania Records Management Act (2002), the Electronic Transactions Act (2015), and the Records and Archives Management Policy (2011). Its primary purpose should be to standardise records management procedures across all Local Government Authorities (LGAs), ensuring secure digitisation, efficient retrieval, and effective lifecycle management of personnel records. Such standardisation will promote compliance with legal standards, support long-term preservation, and enhance transparency and accountability within LGAs.

Furthermore, the study recommends the introduction of a nationally coordinated certification programme for LGAs, focusing on competency-based training. This programme should cover essential areas such as digital recordkeeping, data protection laws, and professional ethics. It should be managed by the Tanzania Public Service College in collaboration with the Records and Archives Management Department, local academic

institutions, and international archival organisations. This programme will contribute to the standardisation of records management practices across LGAs, ensuring a high level of competence in personnel records management.

The study also highlights the need for LGAs to prioritise investment in modern, secure records management systems that are cloud-enabled and supported by artificial intelligence. These systems should facilitate automation of routine tasks, ensure real-time access to records, and provide analytical tools for monitoring performance. They must also comply with data protection provisions outlined in the Electronic Transactions Act (2015). A national regulatory body should be designated to regularly audit these systems, assess their performance, and ensure they align with evolving national standards and policies.

To address the practical challenges identified in the study, it is recommended that a national capacity-building programme be established to strengthen personnel records management in LGAs. This programme should specifically target supervisors, providing them with training in leadership, information governance, policy enforcement, change management, and digital records handling. A parallel training programme for general staff should ensure that all employees have a consistent understanding of records management responsibilities, promoting a uniform approach to records handling across departments.

In addition, the study recommends that LGAs adopt and implement Electronic Document and Records Management Systems (EDRMS) or secure cloud-based platforms in a phased manner. These systems should be chosen based on their scalability, legal compliance, and ability to enhance the security and efficiency of managing personnel records. A structured training programme should accompany the deployment of these systems to ensure staff are proficient in their use. The National Records and Archives Management Department, in collaboration with the Ministry of Information, should provide technical guidance and oversight throughout the process.

Finally, the study recommends that LGAs institutionalise routine audit and verification processes as part of their internal control systems. Supervisors should conduct quarterly internal audits, complemented by annual external audits, to ensure compliance with legal frameworks, maintain data integrity, and verify the completeness of records. To support this, the National Records and Archives Management Department should develop and enforce a national records audit framework, monitor its implementation, and offer ongoing technical assistance to LGAs, ensuring continuous improvement in personnel records management practices.

## REFERENCES

- Acquah, A., Nsiah, T. K., Antie, E. N. A., & Otoo, B. (2021). Literature review on theories of motivation. *EPRA International Journal of Economic and Business Review*, 9(5), 25–29.
- Ahmad, K., Maabreh, M., Ghaly, M., Khan, K., Qadir, J., & Al-Fuqaha, A. (2022). Developing future human-centred smart cities: Critical analysis of smart city security, Data management, and Ethical challenges. *Computer Science Review*, 43, 100452.
- Asamoah, C., Akussah, H., & Musah, A. (2018). Recordkeeping and disaster management in public sector institutions in Ghana. *Records Management Journal*, 28(3), 218–233.
- Atisa, G., Zemrani, A., & Weiss, M. (2021). Decentralised governments: local empowerment and sustainable development challenges in Africa. *Environment, Development and Sustainability*, 23, 3349–3367.
- Berdik, D., Otoum, S., Schmidt, N., Porter, D., & Jararweh, Y. (2021). A survey on blockchain for information systems management and security. *Information Processing & Management*, 58(1), 102397.
- Bloomfield, J., & Fisher, M. J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), 27–30.
- Bound, J., Brown, C., & Mathiowetz, N. (2001). Measurement error in survey data. In *Handbook of econometrics* (Vol. 5, pp. 3705–3843). Elsevier.
- Chikomba, A., Rodrigues, A., & Ngoepe, M. (2021). Management of digital records in selected financial services parastatals in Zimbabwe. *Information Development*, 37(2), 245–257.
- Choo, C. W. (2013). Information culture and organisational effectiveness. *International Journal of Information Management*, 33(5), 775–779. <https://doi.org/10.1016/j.ijinfomgt.2013.05.009>
- De Leeuw, E. D. (2012). Choosing the method of data collection. In *International handbook of survey methodology* (pp. 113–135). Routledge.
- Fennelly, O., Cunningham, C., Grogan, L., Cronin, H., O’Shea, C., Roche, M., Lawlor, F., & O’Hare, N. (2020). Successfully implementing a national electronic health record: a rapid umbrella review. *International Journal of Medical Informatics*, 144,

104281.

- Hassan Dotto, M., & Mwantimwa, K. (2024). Electronic records management in Tanzanian courts. *Information Development*, 40(1), 131–146.
- Kakemam, E., Liang, Z., Janati, A., Arab-Zozani, M., Mohaghegh, B., & Gholizadeh, M. (2020). Leadership and management competencies for hospital managers: a systematic review and best-fit framework synthesis. *Journal of Healthcare Leadership*, 59–68.
- Katuu, S. (2020). Exploring the challenges facing archives and records management professionals in Africa: Historical influences, current developments and opportunities. *The UNESCO Memory of the World Programme: Key Aspects and Recent Developments*, 275–292.
- Kauppi, O.-P., Ehrnrooth, M., Mäkelä, K., Smale, A., Sumelius, J., & Vuorenmaa, H. (2022). Serving to help and helping to serve: Using servant leadership to influence beyond supervisory relationships. *Journal of Management*, 48(3), 764–790.
- Kautto, T., & Henttonen, P. (2020). Records management as invisible work: A study of Finnish municipalities. *Government Information Quarterly*, 37(4), 101460.
- Kettinger, W. J., Ryoo, S. Y., & Marchand, D. A. (2021). We're engaged! Following the path to a successful information management capability. *The Journal of Strategic Information Systems*, 30(3), 101681.
- Lappin, J. (2023). *The science of recordkeeping systems-a realist perspective*. Loughborough University.
- Lian, Z., Wang, N., & Oliver, G. (2022). Information culture and recordkeeping: a case of Chinese enterprises. *Journal of Documentation*, 78(5), 973–995.
- Luyombya, D., & Ndagire, S. (2020). Records management procedures and service delivery in private universities: a case study of the Islamic University in Uganda. *Journal of the South African Society of Archivists*, 53, 1–19.
- Mahapa, M., Alina Mahao, M., & Lillian Tilo, N. (2023). Clues, Cues and Complexities: Unpacking the digitalisation of the Human Resource Function in the banking sector. *International Journal of Economics, Business and Management Research*, 07(03), 141–156. <https://doi.org/10.51505/ijebmr.2023.7311>
- Malekani, A., & Mubofu, C. (2023). Personnel Records Management In Tanzania. *Record and Library Journal*, 9(1), 1–12. <https://doi.org/10.20473/rlj.v9-i1.2023.1-12>
- Manase, J., Mwantimwa, K., & Ndimbwa, T. (2025). Use of records management systems

- in Tanzania public sector organisations. *Records Management Journal*, 35(1), 35–58.
- Matimbwa, H., & Masue, O. S. (2020). The Influence of Organisational Factors on Human Resource Information System Effectiveness In The Tanzanian Local Government Authorities. *ICTACT Journal on Management Studies*, 1263–1272.
- Matto, M. C. (2022). Records management and performance of procurement management units in Tanzania: a case study. *Records Management Journal*, 32(1), 75–95.
- Mnjama, N., & Wamukoya, J. (2007). E-government and records management: An assessment tool for e-records readiness in government. *Electronic Library*, 25(3), 274–284. <https://doi.org/10.1108/02640470710754797>
- Mubofu, C., & Malekani, A. (2023). *Personnel Records Management in Tanzania*.
- Ngudungi, C. C. (2023). *Assessment on the use of Keyword file Classification Scheme in Managing Local Government Records in Tanzania: A Case Study of the Singida Regional Administrative Secretary Office*. The Open University of Tanzania.
- Oliver, G., & Foscarini, F. (2014). *Records management and information culture: Tackling the people problem*. Facet Publishing.
- Pearlson, K. E., Saunders, C. S., & Galletta, D. F. (2024). *Managing and using information systems: A strategic approach*. John Wiley & Sons.
- Penn, I. A., & Pennix, G. B. (2017). *Records management handbook*. Routledge.
- Potnuru, R. K. G., Sahoo, C. K., & Parle, K. C. (2021). HRD practices, employee competencies and organisational effectiveness: role of organisational learning culture. *Journal of Asia Business Studies*, 15(3), 401–419.
- Rani, U., & Furrer, M. (2021). Digital labour platforms and new forms of flexible work in developing countries: Algorithmic management of work and workers. *Competition & Change*, 25(2), 212–236.
- Rutta, M., & Ndenje-Sichalwe, E. (2022). The State of Records Management Practices in Public Offices: A Case of Kinondoni Municipal Council in Dar es Salaam, Tanzania. *University of Dar Es Salaam Library Journal*, 16(2), 223–238. <https://doi.org/10.4314/udslj.v16i2.15>
- Saffady, W. (2021). *Records and information management: fundamentals of professional practice*. Rowman & Littlefield.
- Saihu, S. (2020). The urgency of total quality management in academic supervision to

- improve the competency of teachers. *Edukasi Islami: Jurnal Pendidikan Islam*, 9(02), 297–323.
- Sarstedt, M., Ringle, C. M., Cheah, J.-H., Ting, H., Moisescu, O. I., & Radomir, L. (2020). Structural model robustness checks in PLS-SEM. *Tourism Economics*, 26(4), 531–554.
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2021). Partial least squares structural equation modeling. In *Handbook of market research* (pp. 587–632). Springer.
- Sundqvist, A., & Svärd, P. (2016). Information culture and records management: A suitable match? Conceptualizations of information culture and their application on records management. *International Journal of Information Management*, 36(1), 9–15. <https://doi.org/10.1016/j.ijinfomgt.2015.08.004>
- Svärd, P. (2014). The impact of information culture on information/records management: A case study of a municipality in Belgium. *Records Management Journal*, 24(1), 5–21. <https://doi.org/10.1108/RMJ-04-2013-0007>
- Thabakgolo, M. (2023). *Electronic records management and information culture in Botswana's parastatals*.
- Tonžetić, I. Ž. (2022). Quantitative analysis of iron ore using SEM-based technologies. In *Iron Ore* (pp. 179–208). Elsevier.
- Touray, R. (2021). A review of records management in organisations. *Open Access Library Journal*, 8(12), 1–23.
- Wanta, D., & Augustine, Y. (2021). The effect of servant leadership, job satisfaction and organisational culture on employee performance, moderated by good governance in women's cooperative institutions. *Technium Sustainability*, 1(2), 45–58.
- Wong, S.-C. (2020). Competency definitions, development and assessment: A brief review. *International Journal of Academic Research in Progressive Education and Development*, 9(3), 95–114.
- Yeo, G. (2012). The conceptual fonds and the physical collection. *Archivaria*, 43–80.