Influence of Information and Communication Technology Usage on the Performance of Office Management Practices: A Case of the Tanzania Automotive Technology Centre, Tanzania

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ABSTRACT

This research aimed to assess how using Information and Communication Technology (ICT) affects the implementation of office management practices, at the Tanzania Automotive Technology Centre (TATC). The study focused on understanding ICTs impact on planning and decision-making processes and its contribution to service delivery, within the organization. By following a research positivist philosophy, Technology Acceptance Model (TAM) anchored this study. The study employed a descriptive research design. In order to collect numerical data, a structured survey was administered. The study population comprised 200 staff from the Tanzania Automotive Technology Centre. These included accounts technicians, mechanical engineers, electrical engineers, human resource office, supplier clerks and store department, duty officers, site managers/attendants, and operational staff. Both purposive and simple random samples were used to sample 134 staff from the study population. Purposive sampling was the most preferred one because it has been revealed to be efficient when only a few workers from particular population groups are available to provide primary data. The researchers analysed the data using software called SPSS for descriptive statistics and inferential analyses including linear regression. Results of the study found that ICT plays a significant role in improving planning decision-making and service delivery leading to better efficiency accuracy and speed. The regression analysis showed a strong positive connection between the use of ICT tools and enhanced performance in office operations accounting for 50.% of the variations The study concludes that ICT is crucial, in supporting efficient office administration at TATC by fostering transparency cooperation and innovation The suggestions propose improving information and communication technology (ICT) infrastructure while integrating data analysis tools and introducing platforms to boost productivity and enhance service quality even further. Additionally highlighted in the research is the importance of developing policies to endorse ICT integration and enhance data management and digital skills among staff to fully leverage the advantages of these technologies.

Keywords: Decision-Making, ICT Usage, Office Management, Service Delivery

I. INTRODUCTION

The use of Information and Communication Technology (ICT) in office management has changed how organizations strategize and provide their services effectively. Office management involves organizing and overseeing office operations (Atoke & Emmanuel, 2022). As experienced progress through the adoption of ICT solutions, and utilization of advancements, like computers and the internet has allowed organizations to optimize their processes and improve effectiveness (Adeolu-Akande & Atoke, 2022; Driscoll et al., 2022). The significance of information and communication technology (ICT) in transforming office management techniques underlines its contribution, to helping organizations achieve their objectives efficiently by modernizing tasks (Rathore et al., 2023). It has become increasingly important for both researchers and professionals to evaluate the impact of information and communication technology (ICT) on the performance of office management tasks such, as planning processes decision-making, and service delivery.

In the field of office management, a key area influenced greatly by ICT is the aspect of planning and decision making. In countries across different stages of development, ICT has been utilized to support the analysis of data enabling managers to promptly and efficiently make well-informed decisions according to studies (Mishna et al., 2021; Yang et al., 2022). Germany and Tanzania have seen a boost, in decision-making efficiency due to the adoption of ICT systems. These technologies have helped organizations, in both countries streamline their processes and enhance government administration effectiveness (Taamneh et al., 2022). While advancements have been achieved in this area there is still a necessity to methodically evaluate how the utilization of information and communication technology (ICT) impacts the performance of office management through planning and decision-making processes within developing economies (Babapour Chafi et al., 2022).

In service delivery areas too, ICT plays a role that cannot be overlooked. Developed nations, like Japan and the United States, have seen a transformation in service provision thanks to the implementation of ICT which has led to service times and increased customer satisfaction (Vahdat, 2022; Yang et al., 2022). In countries such as South

Africa and Ghana ICT has played an essential part in enhancing service delivery, especially in sectors, like tourism and agriculture (Ayim et al., 2022). In Ghana as instance, the use of ICT has expanded the reach of agricultural extension services resulting in productivity, for farmers. Nonetheless, obstacles like infrastructure and limited digital knowledge still hinder the implementation of ICT in offering services, especially in developing countries impact of ICT on enhancing service delivery continues to be a subject for examination to grasp its influence, on the effectiveness of office management (Ayisi Nyarko & Kozári, 2021).

The impact of ICT, on planning and decision-making has been recognized; however, there is no knowledge about how it influences office management practices performance overall notably within frameworks of Tanzania. The Tanzanian government has made significant strides towards incorporating ICT into public administration through initiatives like the National e-Government Strategy to enhance internal operations efficiency and facilitate better coordination among governmental bodies (Warioba et al., 2022). Despite these progressions, in technology and innovation; little research has been conducted on the impact of these ICT integrations on enhancing office management operations across nongovernmental entities alike. To bridge this gap in knowledge; this research endeavors to evaluate how ICT influences productivity levels; transparency measures; and overall effectiveness of office management methodologies, within Tanzania. This study will help us grasp better how ICT blending boosts office management efficiency and tackle the hurdles encountered in deploying these technologies in regions, with tech-savvy folks.

1.1 Statement of the Problem

While many acknowledge the importance of Information and Communication Technology (ICT) its precise influence, on office management tasks like effective service delivery, planning, and decision-making, in organizations is not been thoroughly investigated yet. The current research emphasizes how office automation boosts abilities and technological innovation while enhancing skills (Kouton, 2019). However, the literature often falls short in providing context, for addressing the socio-economic and infrastructural hurdles encountered by Tanzanian workplaces (Kimaro & Njihia, 2022). Furthermore, studies have not extensively delved into the impact of ICT on enhancing effective decision-making procedures and service provision. Research, in the field of ICT, mostly views it as a versatile management tool without exploring its impact on office procedures. Additionally, challenges hindering the utilization of ICT include employee attitudes and skills well, as resistance to change. This study seeks to close this difference by examining how ICT can be improved to enhance office management procedures specifically in planning and decision-making processes as well, as service provision at the Tanzania Automotive Technology Centre (TATC) aiming to provide relevant knowledge relevant, to comparable organizational environments.

1.2 Research Objectives

This study was directed by the following objectives:

i. To evaluate the effect of ICT usage in planning and decision-making at the Tanzania Automotive Technology Centre (TATC).
ii. To determine the role of ICT usage in service delivery at the Tanzania Automotive Technology Centre (TATC)

1.3 Research Questions

i. How does ICT usage affect planning and decision-making at the Tanzania Automotive Technology Centre (TATC)?
ii. What is the role of ICT usage in service delivery at the Tanzania Automotive Technology Centre (TATC)?

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Technology Acceptance Model (TAM)

The study adopted the Technology Acceptance Model (TAM) by Davis in 1989. It suggests that the acceptance or rejection of a technology is based on two factors; perceived usefulness and perceived ease of use (Davis, 1989). Perceived usefulness relates to the idea that a technology will improve performance levels while perceived ease of use focuses on the belief that using the technology will be simple (Chau, 2016). The model also indicates that these views impact the decision to utilize technology and eventually affect user behavior (Venkatesh et al., 2012).

In this study's setting and scope of analysis, TAM serves as a framework to evaluate the effects of ICT, on office management practices at the Tanzania Automotive Technology Centre. It examines how staff attitudes and intentions towards ICT are influenced by their perceived usefulness and ease of use in areas including internal administration planning decision-making and service delivery (Venkatesh et al., 2012). This correlation emphasizes the potential, for ICT adoption to facilitate office performance by streamlining tasks and enhancing efficiency.

Nevertheless, TAM has its shortcomings in not considering the impact of culture and individual behaviors, on technology adoption fully. Factors like policy and infrastructure play a role too. However, TAM is still valuable for assessing how elements such as perceived ease and value of technology influence ICT usage specifically in areas, like planning, decision-making, and service provision.

2.2 Empirical Review

In a study, by Zamlynskyi et al. (2022) the focus was on how Ukrainian businesses utilize Information and Communication Technology (ICT) in their decision-making processes. The researchers utilized critical and comparative analysis methods alongside systems analysis to create a framework, for integrating ICT within enterprises. The findings shed light on the customized approach taken by enterprises based on their varying levels of ICT implementation. The researchers determined that fundamental principles play a role, in transformation strategies and suggested specific frameworks for applying ICT to guarantee high data quality and effective decision-making processes.

Agboola et al. (2023) explored how information and communication technology (ICT) contributes to the promotion of development, in Lagos city in Nigeria amidst the rapid growth of urban areas and the implementation of smart city projects by utilizing equation modeling through Smart PLS 3. The results indicated a correlation between ICT implementation and both urban sustainability and stakeholder engagement. In summary; the study highlighted the role of ICT infrastructure in creating resilient urban spaces and suggested that prioritizing ICT projects, in urban planning can effectively tackle challenges stemming from rapid urbanization.

In the study conducted by Komba (2024a) on the enhancement of governance and planning, in Tanzania through ICT usage highlighted issues such as skills and constrained technology access challenges faced in the region. A research survey involving 384 government employees was utilized to analyze the impact of ICT using statistical analysis methods like statistics and models such as probit and ordinary least squares (OLS). The results revealed that mobile and internet services play a role in improving public service availability and citizen participation; however, opinions vary regarding its influence, on accountability. The research suggested implementing plans to fully utilize the potential of ICT, in governance.

Huque and Ferdous (2024) investigated the implementation of services, within Bangladesh by studying e-service hubs at the administrative levels: district level as well as sub-district and union levels. The study relied on information from sources like research and governmental publications to highlight the hurdles faced by e-service delivery such as communication channels, limited resources, and insufficient backing, from political entities. The study ultimately determined that e-service delivery fell short of projected outcomes and suggested implementing targeted improvements to enhance the effectiveness of public service provision.

Nguru et al. (2024) examined how technology has influenced labor productivity in the system of Nyeri, in Kenya. By utilizing a design and regression analysis approach the research revealed a positive connection between embracing technology and heightened productivity levels. The study emphasized the significance of education suggestive of incorporating case management tools and digital filing systems to streamline operations and minimize delays. In essence, the findings suggested that enhancing resources could result in enhancements, in the delivery of judicial services.

Mlimbila and Mbamba (2018) analyzed the effects of information systems on port logistics at the Port of Dar es Salaam, Tanzania. Their research took an approach and utilized canonical correlation analysis to uncover connections between information systems and key performance metrics like cost reduction and faster delivery times. The study highlighted the importance of employee training and technological advancements to boost port efficiency. It recommended implementing real-time tracking systems and fostering collaboration, among stakeholders to enhance logistics operations and drive growth in the region.

III. METHODOLOGY

3.1 Research Philosophy

According to Kivunja et al. (2017), a research paradigm is a method of looking at social phenomena that allows for a specific interpretation of the same phenomenon to be provided. It encompasses strategy selection, problem determination, data collection, processing, and analysis. The positivist research philosophy was chosen for this study as it aligns with the researcher's research on the influence of ICT usage on the performance of office management practices (Saunders *et al.*, 2015). Positivist thinking holds that accurate, value-free information is conceivable. The positivist philosophical premise was used in this study since it was believed that research is a precise science and that measurements can improve knowledge.

3.2 Research Approach and Design

The study employed a quantitative research approach due to its suitability for collecting numerical data and aligning with its objectives. Quantitative research was widely utilized across scientific and social sciences, including biology, psychology, economics, sociology, and marketing. This approach facilitates the collection of large datasets from various survey areas relevant to the study objectives and allows researchers to disregard unreliable data based on respondent responses (Saunders *et al.*, 2015). This study employed a descriptive research design. A descriptive research design is a scientific method that is employed to describe the characteristics of a phenomenon or group without influencing the outcome or manipulating any variables. (Cohen et al., 2018). The objective was to present a comprehensive overview of the current state of affairs and to describe the existing variables or conditions related to the impact of ICT usage on the performance of office management practices.

3.3 Study Population

The study was conducted at the Tanzania Automotive Technology Centre (TATC), which is situated within the Kibaha Town Council. The study population comprised 200 staff from the Tanzania Automotive Technology Centre. These included accounts technicians, mechanical engineers, electrical engineers, human resource office, supplier clerks and store department, duty officers, site managers/attendants, and operational staff.

3.4 Sample Size and Techniques of Sampling

Both purposive and simple random samples were used to sample 134 staff from the study population. Purposive sampling was the most preferred one because it has been revealed to be efficient when only a few workers from particular population groups are available to provide primary data (Shete et al., 2020). The researcher uncovered the sample from several target groups such as accounts technicians, mechanical engineers, electrical engineers, human resource officers, supplier clerk and store department staff, duty officers and attendants/site managers and operational staff. Moreover, this researcher used a simple random technique, which provides an equal probability of selecting each member of the population to form the sample. Simple random sampling is important in first pulling out the respondents from a large population (Elmnifi & Moria, 2020). In this study, a random sampling method was used as the researcher selected the respondents at random and an equal chance of being selected from the targeted population groups that were purposely reached.

3.5 Data Collection Tools

The research tool employed in the study was a survey questionnaire. As stated by Creswell and Sinley (2017), a questionnaire is a structured set of written questions presented to a specific sample of participants where the subjects are expected to provide written answers based on their assessments. Through the suggested structured questionnaire, the survey collected 134 respondents' knowledge and experience. The questionnaire was self-administered and respondents were requested to fill one and forward it to the researcher without delay. Since the researcher intended to use questionnaires to gather quantitative data via a five-point Likert scale, the study involved closed-ended questions (Taherdoost, 2021). The application of questionnaires in this study was important because it enabled the researcher to elicit responses from the respondents and answer the research questions.

3.6 Data processing and analysis

As per Taherdoost, (2020) data analysis in a research study is an analytical approach that looks into data employing logical procedures. The researcher used methods of quantitative methods to study the data set. The quantitative data collected from the direct respondents was then cleaned, organized, and analyzed using the statistical software package for social sciences (SPSS) version 26. The data collected in the descriptive part of this study was analyzed and presented in tabular form using words, numbers, and percentages. The results relating to the study objectives were expressed in terms of mean and standard deviation hence revealing the extent of the respondents' agreement. However, regarding the respondents' demographic information, descriptive statistics of frequency and percentages were used. In the study, inferential statistics were used to help the researcher come up with conclusions and predict the populations based on samples they conducted. To determine the relationship between the dependent and independent variables, a linear multiple regression analysis was conducted. This was realised through using a significance level (p-value less or equal to 0. 05), the strength of relations, and the direction of influence with a 95% confidence interval.

IV. FINDINGS & DISCUSSIONS

4.1 Demographic Characteristics of the Respondents

In terms of demographics, the study presented information on gender, age, education level, and respondent titles/positions. The demographic data was used to estimate the overall number of participants that were involved in this study and their characteristics.

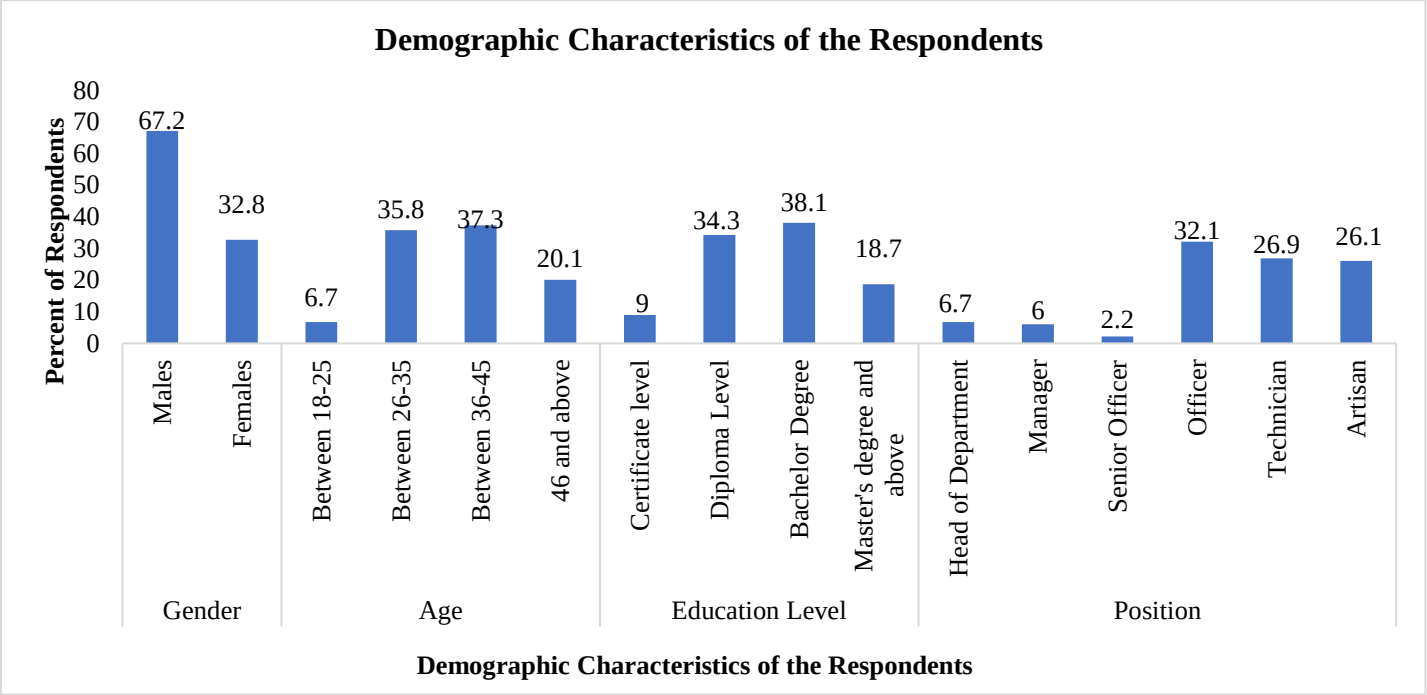

Figure 1

Demographic Characteristics of Respondents

The study population included 90 male respondents, which accounted to 67. 2%, while 44 respondents were female (32. 8%). This distribution indicates a skewed number of male respondents as compared to female respondents, which may bring in a bias in the perception of ICT usage among the two genders. Regarding age, 9 (6. 7%) were aged 18 to 25, 48 (35. 8%) were aged 26 to 35, 50 (37. 3%) were in the age bracket of 36 to 45 years and 27 (20. 1%) were 46 years and above. This age distribution suggests that respondents are in their productive years of employment and therefore may be familiar and adaptable to ICT tools. Regarding respondent education level, 12 respondents (9. 0%) had received a certificate, 46 (34. 3%) had a diploma, 51 (38. 1%) had a Bachelor's degree, and 25 (18. 7%) had Master degree or above. This diversity in educational levels gives a clue on how education may influence the use and efficiency of ICT in the management of offices. Regarding the job position, nine (6. 7%) of the respondents were heads of the department, eight (6. 0%) were managers, three (2. 2%) were senior officers, 43 (32. 1%) were officers, 36 (26. 9%) were technicians and 35 (26. 1%) were artisans. In the current survey, the authors selected numerous roles to obtain extensive coverage of how ICT influences various positions connected with office management.

4.1.1 Effect of ICT Usage in Planning and Decision Making

This first objective focused on assessing the impact of ICT usage in planning and decision-making on the performance of office management practices. Respondents were presented with six statements and asked to rate their level of agreement with each statement, ranging from strongly disagree to strongly agree. The results, including the mean and standard deviation for each item, are presented in Table 1.

Table 1

Effect of ICT Usage in Planning and Decision Making

n=134	Mean	Std. Deviation	Interpretation
Timely access to accurate data	3.86	1.196	Agree
Forecasting and predictive analysis capabilities	4.29	1.032	Strongly Agree
Scenario planning and strategic thinking	4.18	.908	Agree
Transparency of decision-making processes	4.35	.878	Strongly Agree
More informed and effective planning	3.90	1.035	Agree

Results show that within TATC, ICT in planning and decision-making processes has revolutionized and enhanced efficiency, accuracy, and agility within office practices. ICT tools such as data analytics, predictive modeling, and simulation software enable organizations to gather, analyze, and interpret vast amounts of data to inform planning and decision-making, thus increasing the performance of office management practices. Findings indicate that study respondents with a mean value of 3.86 have agreed that ICT usage in planning and decision-making has influenced timely access to accurate data. Respondents with a mean value of 4.29 strongly agreed on the effect of ICT usage in Forecasting and predictive analysis capabilities through planning and decision-making, hence increasing the performance of office management practices. Respondents with a mean value of 4.18 agreed that ICT affects scenario planning and strategic thinking, and respondents with a mean value of 4.35 strongly agreed that ICT usage facilitates Transparency of decision-making processes. Findings also indicate that more informed and effective planning has been achieved with ICT, leading to better performance as agreed by respondents, with a mean value of 3.90 of the total respondents.

The results of the research carried out at the Tanzania Automotive Technology Centre (TATC) show that the use of information and communication technology (ICT), in planning and decision-making influences the effectiveness of office administration practices especially employees from departments. Including accounting technicians, mechanical and electrical engineers, human resources personnel, supplier clerks, and operational staff. Overwhelmingly acknowledge that ICT tools, like data analysis, predictive modeling, and simulation programs have transformed their job procedures. A mean score of 4.35 indicates consensus regarding the benefits of ICT, in improving decision-making transparency and providing access to reliable data for managers and stakeholders alike· Furthermore· participants noted the impact of ICT in facilitating scenario planning and promoting thinking· crucial components, for enhancing organizational productivity and success·

These results are consistent, with research studies that have been conducted on the topic. For instance, Rahayu et al. (2022) illustrated how ICT can significantly enhance the process of planning and decision-making by ensuring the collection of data. Their findings suggest that ICT encourages an approach to managing tasks rather than merely focusing on tactical aspects. Moreover Wahid et al. (2021) highlighted the importance of ICT in facilitating communication, such as through emails and collaborative tools which ultimately improves decision making by encouraging involvement, from all parties. The results of both studies support the conclusions of the TATC research by indicating that the use of information and communication technology results, in cooperative planning endeavors.

Further studies, like the one conducted by Zamlynskyi et al., (2022) reinforce these findings by highlighting the impact of ICT on decision-making within business settings. The research underscores the role of maintaining high-quality data and a robust ICT framework. A sentiment echoed by participants in the survey who believe that ICT enhances decision making effectiveness. Additionally, Agboola et al., (2023) demonstrated how ICT fosters engagement, with stakeholders and promotes governance. In the TAT context mentioned here in this study report, information and communication technology (ICT) tools enable managers to analyze data and predict trends accurately. Take proactive steps that improve office operations significantly. On the side, certain writings bring up concerns. Komba (2024a) pointed out obstacles, like restricted technology availability and regulatory limitations in ICT involvement in governance. This indicates that although ICT can improve decision-making procedures issues like literacy and infrastructure constraints might impede its success, in some situations. However, the TATC research demonstrates that in establishments furnished with the resources and expertise ICT considerably enhances transparency, strategic decision making, and overall organizational effectiveness.

4.1.2 Role of ICT Usage in Service Delivery

The second objective of this study was to ascertain the impact of information and communication technology (ICT) usage on the delivery of services and its subsequent effect on the efficacy of office management practices. A series of statements was presented to the respondents, who were then asked to rate their level of agreement with each statement. Table 2 presents the mean and standard deviation for each item.

Table 2

Role of ICT Usage in Service Delivery

n=134	Mean	Std. Deviation	Interpretation
Accessibility of services	3.54	1.260	Agree
Speed of service delivery	3.54	1.236	Agree
Customization and personalization of services offered	3.97	1.143	Agree
Improved feedback mechanisms	4.05	.928	Agree
Better satisfaction levels	4.05	.960	Agree

Findings in Table 2 reveal that ICT has achieved service delivery in the administration in providing services or fulfilling the needs and expectations of customers, clients, or stakeholders efficiently and effectively, thus increasing

the performance of office management practices. Findings reveal that respondents with an average mean value of 3.54 have agreed that ICT usage has facilitated accessibility of services and speed of service delivery with a standard deviation of 1.260 and 1.236, respectively. Respondents with an average mean value of 3.97 have agreed that ICT usage has improved the performance of office management practices through customization and personalization of services offered.

The findings of the study also indicate that ICT usage in service delivery has improved feedback mechanisms and has facilitated better satisfaction levels, as respondents with a mean value of 4.05 agreed to both statements with a deviation of 0.928 and 0.960, respectively.

The results on how ICT influences the improvement of service delivery within an organizational setting. Considering that the population includes engineers, accounts technicians, and other operational staff, the study's goal was to examine the effect of ICT on office management and service delivery. The study confirms the assertion that ICT usage has enhanced service delivery accessibility and speed as respondents agreed to it. The findings also underscore the aspects of ICT customization and personalization of services in enhancing organizational productivity and efficiency of service delivery and it can be strongly concluded that technology is a key secretion to systems improvement and increased organizational effectiveness of offices. These findings conform with the previous related research works like Huque and Ferdous (2024) and Ahmed (2024) that also highlight the role of ICT as a catalyst for change to service delivery. However, the study done by Huque and Ferdous in Bangladesh also points out the problems with ICT adoption like communication constraints and political drawbacks combined which led to the absence of the mentioned improvements in e-service centres. Conversely, the findings of the TATC study imply that good ICT implementation results in better service delivery due to organizational internal efficiency and external client relations. Ahmed's study on libraries in Nigeria aligns with these findings in that it reveals new ways in which ICT makes a difference by accessing global resources and organizing clerical work while at the same time mentioning issues like infrastructure that need to be fixed to harness the full advantages of ICT.

The study supports the findings of Nguru et al. (2024) who examined the impact of technology on labor productivity in the justice sector. Similar to the TATC case, their study found that the use of technology significantly improved productivity through better process management and decision-making capabilities. Both studies emphasize the importance of continuous technological development and staff training, suggesting that these factors are essential to ensure that ICT systems are used effectively. In addition, the TATC study suggests that the integration of ICT not only improves feedback mechanisms but also increases customer satisfaction, which echoes Nguru et al.'s emphasis on the role of ICT in streamlining operations and reducing time wastage in judicial processes.

Finally, Mlimbila and Mbamba (2018) study of the port of Dar es Salaam further supports the TATC findings by showing how information systems and continuous training improve logistics performance and reduce costs. The TATC findings, when compared with the port study, reinforce the idea that effective ICT integration can lead to significant organizational benefits, such as improved efficiency, reduced errors, and increased competitiveness. Both studies suggest that investment in advanced information systems and the development of a skilled workforce are key to sustaining these improvements and ensuring that service-based organizations, whether in logistics or automotive engineering, can succeed in a competitive environment by using ICT to optimize their operations.

4.2 Performance of Office Management Practices

Five criteria were selected to assess the dependent variable, which is the performance of office management techniques. These parameters aim to encapsulate many aspects of how ICT utilization affects office management performance. A survey was administered to 134 participants, who evaluated the subsequent elements using a 5-point Likert scale, with 1 denoting Strongly Disagree and 5 denoting Strongly Agree.

Table 3

Performance of Office Management Practices

n=134	Mean	Std. Deviation	Interpretation
Efficiency in Task Execution	4.12	0.894	Agree
Quality of Decision-Making	3.98	1.045	Agree
Effective Communication	4.25	0.813	Strongly Agree
Time Management and Scheduling	4.07	0.921	Agree
Service Delivery Improvement	4.18	0.864	Agree

Results in Table 3 demonstrate that ICT utilization positively impacts the performance of office management practices across all five categories.

Participants mostly concurred that the utilization of ICT improves the efficacy of task performance in office management procedures. The data indicate that, with a mean score of 4.12, the majority of workers perceive ICT tools as enhancing work processes and facilitating task management. The mean score of this aspect was 3.98, signifying that

respondent concurred that ICT usage contributes to improving the quality of decision-making in office administration. Nonetheless, the replies exhibited more heterogeneity (SD = 1.045), indicating that some individuals may not quite concur. Effective communication had a mean rating of 4.25. Participants unanimously concurred that ICT substantially improves interdepartmental collaboration, resulting in enhanced office performance. The minimal standard deviation (0.813) signifies uniform consensus. Participants concurred (Mean = 4.07) that the utilization of ICT enhances time management and scheduling. The evidence indicates that ICT facilitates the effective planning, prioritization, and organization of work. Respondents concurred that ICT technologies enhance service delivery in office administration, evidenced by a mean score of 4.18. The considerable consensus indicates that ICT utilization enhances service responsiveness and quality. The research indicates that the utilization of ICT positively influences the efficacy of office management techniques. The average ratings for all five categories range from 3.98 to 4.25, suggesting that respondents mostly concur that ICT utilization improves efficiency, decision-making, communication, time management, and service delivery.

The findings of the present study align closely with those of Adeolu-Akande & Atoke, (2022), who indicated that enhancements in ICT within office management correlate directly with the organization and structuring of tasks, thereby optimizing processes for improved overall performance. The data indicate that, as stated by Babapour Chafi et al., (2022), ICT significantly improves decision-making and planning in an office setting. These two literatures substantiate the premise that ICT undoubtedly exerts a transformational influence on office management by optimizing processes, enhancing decision quality, and promoting a culture of time management.

4.3 Inferential Statistical Analysis

The study utilized inferential statistical analysis to derive significant conclusions and predictions about populations based on data collected from a sample. The study employed a Multiple Linear Regression model to evaluate the impact of ICT usage on the performance of office management practices among staff at the Tanzania Automotive Technology Centre. This approach assessed the relationship between the dependent variable (performance of office management practices) and several independent variables (planning and decision-making, and service delivery). Regression analysis was conducted following verification that the study met all regression assumptions. A significance level of 0.05, with a 95% confidence interval, was utilized in the analysis.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717[a]	.513	.502	.28233

Predictors: (Planning and decision making, Service delivery)
Dependent: Performance of office management practices

The regression model (Table 3) presents how much of the variance in performance of office management practices among staff from the TATC is explained by the underlying factors. The predictor variables have accounted for 0.502 of adjusted R square, which indicates that 50.2% of TATC staff's Performance of office management practices was explained by the variation of the three predictor variables. In contrast, the remaining 49.8% are explained by other variables not described in this model. It also indicates that the value of R (0.712) implies that the independent variables have a strong positive correlation with the dependent variable. The increased predator variables will improve the performance of office management practices among TATC staff.

Generally, the findings of the study were done by conducting multiple linear regression analyses of coefficients, which consisted of looking into the impact of each of the predictor variables on the dependent variable individually in terms of the measurement of the predictor variable about the dependent variable. With this analysis, we could weigh the effect of one predictor variable at a time and be able to arrive at conclusions about different hypotheses developed for the study.

Table 4

Multiple Regression Analysis Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	2.063	.177		11.651	.000
Planning and decision-making	.133	.028	.302	4.750	.000
Service delivery	.202	.022	.577	9.230	.000

The study findings in Table 4 show that the usage of ICT positively influences the performance of office management practices among TATC staff. Keeping all factors affecting the performance of office management practices among TATC staff, office management practices' performance will have a value of 2.063. This shows that planning and decision-making, and service delivery significantly contribute to the performance of office management practices. In this model, other factors are not accessed, hence more performance.

Results show that Planning and decision-making have an influence on staff performance in office management practices at TATC; the beta value is 0.133, which is statistically significant with a p-value of 0.000 and a t-value of 4.750. Findings also establish that service delivery impacts TATC staff performance of office management practices since the beta coefficient is 0.202, showing a statistically significant effect at 0.000 and a t-value of 9.230. This implies that a unit increase in beta value in planning and decision-making, and service delivery due to ICT use will positively influence office management practice performance among TATC employees by the factors 0.133, and 0.202, respectively.

The findings of the study reveal ICT usage has a positive effect on the performance of office management practices among the staff at Tanzania Automotive Technology Centre (TATC). Through the multiple linear regression model, it can be noted that 50.2% It was also revealed that planning and decision-making assistance and services delivery independently accounted for 2 percent of the total variation of the office management performance and therefore are strongly related to the overall performance. The high R-value of 0. 712 also presses on the positive significant relationship between ICT usage and office management practices indicating that as ICT is used more efficiently in planning, decision making, and service delivery, then there will be the corresponding enhancement of the practices in those offices. This speaks volumes about the importance of ICT in improving organizational performance and effectiveness in managing offices. Furthermore, the individual values of the predictor variables show that ICT usage has a positive and significant effect on both planning decision-making and service delivery as indicated by the beta coefficients for the two variables at 0. These values, accompanied by statistically smaller p-values, prove that ICT tools contribute to more rational decision-making and enhance the quality and timeliness of the delivered services. This implies that incorporating ICT in these areas not only enhances organizational efficiency through desk organizing but also creates an ideal office management environment hence improving the organizational performance of TATC employees. The implications of the research promote the perpetuation of the investment in ICT infrastructure to enhance the productivity and efficiency of the practices of office management.

The study's results correspond with current research regarding the beneficial impact of ICT on office management practices, especially in planning, decision-making, and service delivery. Atoke and Emmanuel, (2022) emphasize that ICT utilization has transformed office administration, enabling firms to enhance operational efficiency. The study's findings at TATC indicate that ICT significantly improves decision-making (beta = 0.133, p = 0.000) and service delivery (beta = 0.202, p = 0.000). Adeolu-Akande and Atoke, (2022) highlight the critical influence of ICT on planning and decision-making, a perspective corroborated by the TATC research, which indicates that these elements substantially enhance office management performance. Rathore et al., (2023) contend that ICT modernizes tasks and enhances organizational efficiency, aligning with the study's finding that ICT facilitates improved service delivery at TATC. Ultimately, Vahdat, (2022) designates ICT as a catalyst for enhanced service delivery, characterized by expedited response times and increased customer satisfaction, mirroring the findings of improved service delivery at TATC. These correspondences validate the essential function of ICT in revolutionizing office management methods, substantiating the study’s results.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusion

The study at the Tanzania Automotive Technology Centre (TATC) highlights the substantial influence of Information and Communication Technology (ICT) on office management, particularly in communication, decision-making, and service delivery. The incorporation of ICT has optimized internal processes by facilitating interdepartmental communication and refining data management. This has cultivated a culture of transparency and cooperation, enhancing productivity and innovation. Information and Communication Technology (ICT) has revolutionized decision-making at TATC, facilitating more precise and informed strategic planning via sophisticated data analysis and stakeholder involvement. Moreover, ICT has enhanced resource allocation and allowed TATC to respond to market fluctuations effectively.

The incorporation of ICT has broadened TATC's outreach and enhanced service standards via web portals, online training, and diagnostic tools. Automated procedures have diminished response times and enhanced productivity, resulting in elevated client satisfaction and bolstering TATC’s competitive stance in the automotive technology industry. The research underscores that ICT is crucial in fostering creativity and efficiency in office

administration and service delivery, establishing TATC as a frontrunner in technology integration and organizational advancement.

5.2 Recommendations

The suggestions highlight the importance, for TATC to upgrade its ICT infrastructure and incorporate cutting edge technologies to enhance productivity and service provision quality. Administrators should introduce enterprise resource planning (ERP) systems and digital documentation platforms to simplify procedures and enhance efficiency. It's essential to deliver training to employees for the utilization of these technological advancements. The ICT departments must utilize data analytics tools along with simulation models and forecasting techniques, for making decisions based on evidence and strategic planning purposes. Furthermore, it is advisable to invest in, up-to-date infrastructure that can gather data in time and analyze and present it visually. Service Delivery Teams are encouraged to improve their processes by integrating portals, remote diagnostics, and virtual training platforms. This will enhance accessibility, responsiveness, and service quality through automation and digitization.

The suggestions, for policy development focus on creating ICT integration policies that align with TATCs objectives. They should encompass strategies and directives for incorporating ICT in administration tasks such as planning and decision-making processes, as service delivery procedures. They also recommend implementing a data governance policy to safeguard data integrity and confidentiality while ensuring availability. This should be complemented by an ICT-enabled service delivery policy that establishes service benchmarks and accountability measures. A digital literacy policy is crucial, for providing employees with the ICT skills and knowledge they need to make the most of these tools and improve their job performance effectively.

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