The Influence of Information Sharing on Personnel Records Management in the Local Government Authorities in Tanzania

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Abstract: The study aimed to explore the influence of information sharing on personnel records management in Local Government Authorities in Tanzania. Using a cross-sectional research design, data were quantitatively collected and analyzed through SPSS and Structural Equation Modeling (SEM). The study targeted 142 office supervisors from 26 selected regions, revealing a statistically significant positive correlation ($\beta = 0.333$, $p = 0.001$) between information sharing and personnel records management. This correlation indicates that information sharing can explain 33.3% of the variance in personnel records management, suggesting that enhanced information sharing leads to more accurate, accessible, and compliant personnel records. Effective information sharing practices not only foster intra-departmental collaboration but also strengthen communication with external stakeholders, enhancing council efficiency and decision-making. The study recommends establishing task forces to develop comprehensive information management policies aligned with regulatory requirements and organizational needs. Collaboration among Information Technology, Legal, and Human Resources departments is crucial for designing, communicating, and integrating these policies into daily operations, thereby optimizing personnel records management and organizational performance.

Keyword: Information culture; information sharing; personnel records; management; local government authorities.

How to cite: Thomas, P. S. (2024). The Influence of Information Sharing on Personnel Records Management in the Local Government Authorities in Tanzania. East African Journal of Management and Business Studies 4(1), 18-31. DOI: https://doi.org/10.46606/eajmbs2024v04i01.0038.

Introduction

Personnel records provide raw information about employees. They provide personal employment history, career within the organization and personal details of age, training and records of performance (Mnjama & Wamukoya, 2007). Personnel records are key in facilitating and supporting decision-making, planning, coordinating and controlling staff activities (Dewah & Ndlovu, 2013). Personnel records aim at ensuring that a complete and comprehensive employment history of each public servant is readily available whenever it is required (Cyrille, 2010). Thus, management of personnel records is an important process because it allows the best use of available staff and promotes efficiency in the organizations (Mnjama & Wamukoya, 2007; Okoli & Onuigbo, 2014). Records Management provides a rational basis for making decisions about recorded information, including what should be saved and what should be discarded (NARA, 2006). These decisions are necessary to support the legal, fiscal, administrative and other needs of public institutions and the general public (Mnjama & Wamukoya, 2007). improved personnel records management in terms of creating, organizing, storing, and retrieving is becoming an important process in organizational management, especially in the public sector, where accountability and good governance are assigned great importance (Dewah & Ndlovu, 2013).

Despite the critical importance of personnel records management, effectively managing records remains a significant challenge, particularly in Africa compared to the developed world. For example, in the United States, a study funded by Xerox Global Services reported that 63% of 741 companies mismanage their records (Swartz, 2007). With that in mind, the experience of developing countries is even worse. For example, in Malaysia, Mukred and Yusof (2015) repoerted cases of incorrect placement of personnel records. In that sense, poor record keeping results in the loss of public revenue (AGSA 2008).

In Ghana, the issue of improper records management has been revealed by the misplacement of vital records, loss of vital records, lack of a disposition schedule, ineffective means of retrieving records, and insufficient space for records (Mohammed & Mohammed, 2018). Akubo (2004), Mbiti (2006), Davis (2007), and Fasasi (2010) identified problems facing records management in Africa, including difficulties in storage and retrieval (Mohammed & Mohammed 2018). Furthermore, Lowry (2013) reported the loss of personnel records due to poor personnel records management, which can have significant implications such as hindering administrative efficiency, compromising data integrity, and impairing decision-making processes.

The situation of personnel records management in the public sector in Tanzania is not different from other parts of the world. For example, Lyaruu (2007) and Uys (2011) reported the existence of inaccurate and incomplete personnel information in ministries and other departments' databases. Similarly, Cyrille (2010) identified issues about poor organization of files, lack of indexes in files, and missing information in files in the President's Office Public Service Management. These issues can lead to significant implications, such as decreased efficiency in administrative processes, challenges in accessing crucial information, and potential delays in decision-making and service delivery.

Furthermore, Wamukoya (2014), Adamu (2016) and Issa and Wamukoya (2018) reported misfiling, lack of timely evidence in the form of records and the absence of systematic recordkeeping and control in the Dar es Salaam Commercial Court. These deficiencies can undermine the court's operations by hampering the retrieval of critical case documents, affecting the accuracy of legal proceedings, and eroding trust in the judicial system. Malekani and Mubofu (2023) noted that problems related to poor personnel records management are more pronounced in local government offices. This can have severe implications, including mismanagement of employee information, challenges in maintaining accurate payroll records, and difficulties in tracking employee performance and promotions. In connection with this, Rutta and Ndenje-Sichalwe (2022) reported personnel records management in Kinondoni Municipal Council as ineffective.

Given the concerns and importance of records management in Tanzania, several initiatives have been put in place to mitigate the problems linked to personnel records management. For example, the United Republic of Tanzania introduced the Records and Archives Management Act No. 3 of 2002. The document specifies the duty of the head of a public office to establish and maintain accurate records of transactions and occurrences inside their office. This is achieved through the implementation of appropriate and efficient records management methods (Malekani & Mubofu, 2023). Moreover, the act provides policies and procedures for the establishment, management and preservation of personnel records in both private and public sectors (Lyaruu, 2005). Furthermore, the management of personnel records is governed by the Employment and Labour Relations Act (ELRA) of 2004 and the Public Service Act (PSA) of 2002, which establish the legal and regulatory framework, respectively.

Previous studies have associated the management of personnel records with the level of training and competence among records management staff as well as the quality of storage equipment (Sarto, 2021; Wright, 2013). Moreover, Mohammed et al., (2018) associated records management with the shortage of storage facilities and lack of skills in records management. Wamukoya (2014) associated records management with the role of an electronic application.

Few studies have been carried out to address personnel records management as a result of information culture. The researchers of these works explored the impact of cultural aspects on records management (Svärd, 2013; Svärd, 2015; Akinyemi, 2020; Foscarin & Oliver, 2022; Mogogi, 2023b). Docusafe (2019) states that working from different areas changes how employees work and collaborate, leading to a new information culture. According to Sundqvist and Svärd (2016), there is a

lack of research on information culture and records management. Therefore, further investigation is necessary to understand how these cultural aspects influence records management practices and to develop strategies to improve the situation.

While various types of information behavior, such as formality and integrity, have garnered considerable attention in research (Oliver & Foscarini, 2014; McLeod & Hare, 2006), others like transparency and sharing have often been conflated due to their similarities, posing challenges for practical differentiation. Moreover, assessing information integrity remains inherently subjective and complex as it involves aspects that are not readily observable. Despite the recognized importance of information sharing, its distinct impact on personnel records management within Tanzanian local government settings has received scant attention in the existing literature (Duranti, 2015; Yusof & Chell, 1998. Previous research predominantly emphasized formal information practices and integrity assessment, neglecting the nuanced examinations of how transparency and sharing practices uniquely influence personnel records management outcomes. This gap limits a comprehensive understanding of how different dimensions of information behaviors, particularly transparency and sharing, contribute uniquely to the efficiency, accuracy and accessibility of personnel records management.

Existing literature highlights the criticality of formal information practices but falls short in systematically differentiating the impact of distinct information behaviors such as transparency and sharing on personnel records management (Shepherd & Yeo, 2003). This study sought to fill this gap by investigating the specific relationships between information sharing behaviors and personnel records management effectiveness in Tanzanian local government authorities. By focusing on transparency and sharing practices, the study soought to uncover the nuanced roles in shaping the management of personnel records, offering theoretical insights and empirical evidence to inform policy and practice. The study endeavored to provide a robust foundation for understanding how different dimensions of information behaviors influence records management outcomes, thereby contributing to enhanced organizational efficiency and effectiveness.

Literature Review
The study was guided by two main theories: the Records Life Cycle Model and the Information Culture Assessment Framework as follows.

Records Life Cycle Model
Authored by Upward and McKemmish in 2001, the Records Life Cycle Model offers analytical perspectives on the lifecycle of records and their management within organizational contexts. It delineates stages from creation to disposition, emphasizing the dynamic nature of records management processes (Shepherd & Yeo, 2003; Kemon, 2008). This model conceptualizes records as tangible entities, depicting their journey from creation through utilization, storage and potentially disposal. While it has been critiqued for its assumption of records' inevitable "death" (Shepherd & Yeo, 2003), it remains fundamental in understanding the systematic processes involved in records management. This model is directly related to the study problem by providing a structured approach to analyze how personnel records are managed throughout their lifecycle, highlighting areas of inefficiency and potential improvement.

Information Culture Assessment Framework.
Oliver (2011) introduced the Information Culture Assessment Framework, which proves valuable for analyzing the influence of information culture on personnel records management. Oliver finds that information culture is shaped by influences occurring at different levels, some of which are more open to change than others. She suggests the following levels:

Level One: The base or fundamental layer of an organization's information culture. This includes respect for information as evidence, respect for information as knowledge, willingness to share information, trust in information, language requirements, and regional technological infrastructure.

Level Two: Skills, knowledge and experience of employees related to information management, which can be acquired or extended in the workplace. This includes information-related competencies and awareness of environmental (societal and organizational) requirements relating to information.

Level Three: The information governance model (information architecture) that is inplace, including

trust in organizational systems established to manage information.

The framework's relevance to the study lies in its ability to dissect the cultural aspects that impact records management, helping to identify how cultural norms and practices within an organization influence the effectiveness of personnel records management.

The foundational premise that information control significantly impacts personnel records management highlights the importance of using these theories. The Records Life Cycle Model provides a comprehensive view of the procedural aspects of records management while the Information Culture Assessment Framework offers a nuanced understanding of the cultural dimensions. Together, these theories offer a robust foundation for analyzing and addressing the challenges in personnel records management, aiming to enhance organizational efficiency and effectiveness.

Empirical Literature

Organizational culture exerts significant influence on information management practices across various institutional contexts, as evidenced by empirical studies. Jared & Jagongo (2015) conducted a rigorous investigation into this relationship within Kenyan state-owned corporations. Using surveys and interviews with employees and managers, their study employed both quantitative and qualitative analyses to explore how organizational cultures that emphasize information sharing, transparency and accountability contribute to effective records management. Their findings emphasized that organizations fostering such cultural values demonstrated more robust information management practices while those lacking such norms faced challenges in maintaining information integrity and accessibility.

Similarly, Stephanie et al. (2014). The study revealed that organizations with open and collaborative cultures tend to exhibit superior records management practices compared to those with hierarchical or secretive cultures. This underscores the critical role of organizational culture in shaping information management strategies and outcomes.

In another context, Kibirige and Kgomotso (2011) focused on a South African law firm to establish how specific organizational cultures influence records management practices. Through qualitative methods, including interviews and document analysis, the study found that cultures emphasizing compliance, attention to detail and client confidentiality were conducive to meticulous records management. Conversely, organizations lacking these cultural attributes struggled to maintain comprehensive and organized records, impacting operational efficiency and regulatory compliance.

Mogogi (2023a) explored electronic records management within Botswana's parastatals. The study highlighted the pivotal role of an information-sharing culture in enhancing records management effectiveness. The study demonstrated how a transparent and collaborative organizational environment facilitates clear communication and informed decision-making processes. This approach not only enhances the accessibility and reliability of organizational information but also underscores the importance of aligning cultural values with technological advancements to optimize records management practices.

These studies collectively underscore the intricate relationship between organizational culture and information management practices. They emphasize the need for organizations to cultivate cultures that prioritize transparency, collaboration and compliance to enhance their records management capabilities effectively. Understanding and leveraging these cultural dynamics are crucial for developing strategies that promote effective information governance and organizational resilience in today's digital and data-centric environment.

Methodology

According to Cresswell (2018), methodology refers to the systematic framework that guides the researcher in collecting, analyzing and interpreting data within a specific research design. It involves the theoretical underpinnings and practical strategies employed to address the research questions or objectives, ensuring rigor and reliability in the study's findings.

Research Design

The study employed the cross-sectional design, collecting data from office supervisors at a single point in time to capture a snapshot of their characteristics, behaviors and attitudes. This design was chosen for its efficiency and cost-effectiveness in exploring associations between information

sharing and personnel records management (Kim et al., 2017).

Population and Sampling

The population for this study consisted of office supervisors in the registry units across all 26 regions in Tanzania mainland, as documented in the President's Office - Regional Administration and Local Government in Tanzania reports of 2022. These regions were purposefully selected based on their shared ministry affiliation, unified mission, adherence to standardized procedures and diverse geographical settings (Seawright, 2008; Elmusharaf, 2016). The study employed a census method, ensuring the inclusion of all 142 office supervisors from 142 councils across the 26 regions identified in the President's Office - Regional Administration and Local Government in Tanzania 2022 report. A census method was chosen due to the manageable population size, allowing for a thorough examination of variables to enhance the study's accuracy and reliability (Ame, 2009).

Instruments

Data collection utilized a structured multi-topic questionnaire designed to gather quantitative data efficiently across a large geographic area. The survey focused on office supervisors' expertise in personnel records management and included closed-ended items presented in a Likert scale format to establish information sharing practices.

Validity and Reliability

Prior to main data collection, the researcher conducted a pilot test involving seven office supervisors from Dodoma Region to refine the questionnaire and ensure clarity and relevance of the survey items. The researcher reviewed the structured questionnaire for completeness and accuracy and conducted data entry with integrity.

Statistical Treatment of the Data

Data analysis involved the use of the Statistical Package for Social Sciences (SPSS version 20) for descriptive and correlational analyses. The mean scores were derived from a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) with 3 representing a neutral response. Interpretatively, a mean score approaching 1 indicates strong disagreement, while a score near 5 indicates strong agreement. In addition, SmartPLS 4 was employed for Structural Equation Modeling (SEM), facilitating the creation of complex path models and evaluating both direct and indirect relationships among the variables under study (Saunders et al., 2009). Saunders et al. (2009) further underscore SmartPLS's applicability for modeling intricate relationships in research, highlighting its utility in such analytical contexts.

Results and Discussion

This section presents the results of the study on the relationship between information sharing and personnel records management in the study area. The analysis focused on exploring how information sharing behaviors affect the management of personnel records, addressing the research questions formulated at the outset of the study. The findings provide insights into the dynamics of information control and its implications for effective records management practices in organizational settings.

By addressing this research question, this section uncovered the nuanced interactions between information sharing practices and personnel records management, offering practical implications for enhancing organizational effectiveness and governance within local government authorities.

Preliminary Examination of Data

This section examines the results and analyses derived from Structural Equation Modeling (SEM) using SmartPLS 4. It begins with an exploration of factor loadings to assess the relationships between latent variables and their indicators, followed by strategies for model refinement based on these loadings. Collinearity statistics, specifically Variance Inflation Factors (VIF), are then computed to address multicollinearity concerns among predictor variables. The evaluation of model fit using indices such as the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI) and Root Mean Square Error of Approximation (RMSEA) ensures the adequacy of the SEM model. Furthermore, this section examines construct validity and reliability through measures like Cronbach's alpha, convergent validity (e.g., average variance extracted, composite reliability), and provides descriptive statistics to summarize sample characteristics and key variables.

Factor Loading and Model Improvement

Variables associated with Information Sharing (A1 to A5) showed robust factor loadings ranging from 0.652 to 0.784. These factor loadings indicate the degree to which each of the five observed variable relates with the underlying construct of Information Sharing in the measurement model. Specifically,

higher factor loadings suggest a stronger relationship between each variable and the overall concept of Information Sharing. These findings show the reliability of these variables as indicators of information sharing practices within the study areas. Variables related to Personnel Records Management (E7, E8 and E12) exhibited factor loadings ranging from 0.721 to 0.758, indicating a strong positive correlation with the Personnel Records Management construct, E8 demonstrating the highest loading.

Some variables (E3, E2, E10, E1 and E6) showed lower factor loadings. These were consequently excluded to ensure clarity and consistency in interpreting relationships between the constructs. These insights are crucial for refining the model and identifying areas for further enhancement in understanding and managing personnel records effectively.

Table 1: Factor Loading and Model Improvement

	Information Sharing	Personnel records management
A1	0.739	
A2	0.784	
A3	0.696	
A4	0.652	
A5	0.701	
E11		0.689
E12		0.721
E13		0.771
E14		0.686
E15		0.672
E4		0.670
E7		0.758
E8		0.723
E9		0.681
E3		0.394R
E2		0.513R
E10		0.568R
E1		0.645R
E6		0.617R

Table 2: Multicollinearity test

	VIF
A1	1.314
A2	1.723
A3	1.434
A4	1.481
A5	1.512
E11	1.638
E12	1.945
E13	2.245
E14	1.760
E15	1.729
E4	1.712
E7	2.409
E8	1.826
E9	1.675

Table 3 indicates the fit statistics for both the saturated model and the estimated model, revealing important insights into their adequacy in representing the data. Starting with the saturated model, which provides the best possible fit, the Standardized Root Mean Square Residual (SRMR) of 0.081 indicates minimal average discrepancy between observed and predicted covariance matrices. Additionally, low values for d_ULS (0.697) and d_G (0.229) suggest small disparities in estimation techniques. Despite a large and significant Chi-square value, typical for a perfectly

fitting model, these indicators collectively support a reasonably good fit for the saturated model. Comparatively, the estimated model shows nearly identical fit statistics to the saturated model across SRMR, d_ULS, d_G, Chi-square and the Normed Fit Index (NFI). This alignment signifies that the estimated model accurately captures the underlying structure of the data without significant loss of information compared to the saturated model. These findings underscore the robustness and simplicity of the estimated model in describing variable relationships effectively, enhancing both its interpretability and applicability to broader contexts.

Table 3: Model of Fit

	Saturated Model	Estimated Model
SRMR	0.081	0.081
d_ULS	0.697	0.697
d_G	0.229	0.229
Chi-square	184.924	184.924
NFI	0.762	0.762

Table 4: Construct Validity and Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Information sharing	0.769	0.795	0.839	0.512
Personnel records management	0.877	0.883	0.901	0.502

Table 5: Descriptive Statistics for Information Sharing

Latent Variables	Items	Mean	Std. Devi
	There is a regular exchange of information with the individuals with whom we work closely.	3.6831	0.99908
	Frequent engagement in information exchange occurs with individuals outside the regular work unit but within the council.	3.5282	0.98711
	In the work unit, there is a person often approached for information.	3.6127	0.96645
	Frequent information exchange occurs with citizens, customers, or clients outside the council.	3.5986	1.09842
Information Sharing	Information is shared widely.	3.6056	1.0782

Construct Validity and Reliability

Table 4 presents key indicators of construct validity and reliability for information sharing and personnel record management. Both constructs exhibit strong internal consistency reliability as measured by Cronbach's Alpha with values of 0.769 for Information Sharing and 0.877 for Personnel Records Management, surpassing the commonly accepted threshold of 0.7.

Additionally, composite reliability values (rho_a and rho_c) are consistently above 0.8, indicating robust internal consistency. Convergent Validity, assessed through average variance extracted (AVE), shows values of 0.512 for Information sharing and 0.502 for Personnel Records Management, above the threshold of 0.5, thus confirming that the items within each construct measure the intended concepts effectively. In conclusion, the measurement scales employed for Information Sharing and Personnel Records Management demonstrate high reliability and adequate convergent validity, establishing a solid foundation for rigorous data analysis and interpretation in the study.

Research Question 1: How do office supervisors perceive information sharing practices within their council?

The descriptive statistics in table 5 provide a nuanced understanding of information dynamics within the study area, highlighting a robust internal exchange with a mean score of 3.6831 and standard deviation of 0.99908. This signifies a cohesive council culture, marked by collaborative efforts where teams actively share insights and resources.

Such internal synergy not only fosters unity and shared goals but also enriches decision-making processes by integrating diverse viewpoints and expertise. It als promotes innovation, enabling the councils to adapt more effectively to challenges and opportunities through collective intelligence.

Additionally, while interaction across different council departments shows a slightly lower mean score of 3.5282 with a standard deviation of 0.98711, it underscores the importance of enhancing cross-functional collaboration. Strengthening communication channels between departments can harmonize efforts and ensure a unified approach to addressing complex issues and initiatives. This collaborative approach enhances the council's agility and responsiveness, enabling it to better serve the community by leveraging diverse skills and perspectives.

Within work units, identifiable sources of information are crucial as indicated by a mean score of 3.6127 and standard deviation of 0.96645. This suggests that specific individuals are recognized as experts or key points of contact within their teams. Leveraging these, internal champion facilitates knowledge sharing and problem-solving, streamlining operations and promoting efficiency. It underscores the value of nurturing expertise within teams and ensures seamless dissemination of information to optimize workflow and decision-making processes.

Externally, the council demonstrates a notable level of engagement with citizens and stakeholders, reflected in a mean score of 3.5986. However, the higher standard deviation of 1.09842 suggests varying degrees of interaction across respondents. Enhancing consistency in external communication is pivotal for building trust, gathering valuable feedback and aligning council actions with community needs. Establishing robust dialogue with stakeholders fosters transparency and accountability, enhancing the council's relevance and effectiveness in addressing public concerns and priorities.

While there is a perception of widespread information sharing within the council with a mean score of 3.6056, the standard deviation of 1.07820 indicates room for improvement in ensuring consistent information dissemination. Strengthening communication channels and implementing effective sharing mechanisms can enhance transparency and alignment across all levels of the organization. This promotes a culture of openness, accountability and innovation, ultimately leading to enhanced council performance and better outcomes for the communities they serve.

The findings highlight varying perceptions and practices of information sharing among office supervisors, both internally and externally within council departments. Effective communication channels, as evidenced by moderate mean scores underscore the need for tailored strategies to enhance consistency and efficiency in information dissemination. Research indicates that improving information sharing fosters organizational agility, collaboration and responsiveness (Choo & Bontis, 2002; Day & Wendler, 2020). Strengthening internal communication can optimize workflow and decision-making processes by leveraging existing expertise and promoting a culture of knowledge sharing (Nonaka & Takeuchi, 1995; Brown & Miller, 2018). Externally, enhancing engagement with stakeholders and the community can improve transparency and align council actions with public needs (Grimshaw, 2017; Roberts, 2021). Addressing these insights can lead to improved organizational performance and better service delivery, ultimately benefiting the community.

Research Question 2: How do office supervisors perceive personnel records management practices within their council?

The organizations exhibit a robust approach to personnel records management, guided by structured policies (mean score 3.8521, SD 0.95239). These policies ensure consistency and accountability in records creation and capture, reducing risks associated with non-compliance. Stakeholders are keenly aware of the costs linked to inadequate records management practices (mean score 3.7324, SD 0.95216), driving a commitment to compliance and resource investment to mitigate legal and operational risks effectively.

Enforcement mechanisms (mean score 3.8873, SD 0.73512) are integral to upholding standards of accuracy and reliability in records management. This enforcement fosters a culture of responsibility and integrity within the organization, ensuring adherence to established protocols. Stringent access controls (mean score 3.8662, SD 0.88509) are implemented to safeguard sensitive information, bolstering confidentiality and maintaining trust in the organization's records management processes.

The organization places significant value on maintaining high-quality records (mean score 4.1268, SD 0.90592) to support informed decision-making and drive operational performance. This emphasis underscores the strategic importance of accurate and timely information in achieving organizational goals. Proactive measures (mean score 3.8873, SD 0.96093) are consistently employed to secure sensitive records, mitigating risks such as data breaches and privacy violations.

Table: 6: Descriptive Statistics for Personal Records Management

Latent Variables	Items	Mean	Std. Dev
	The organization is guided by policies in the creation and capture of records	3.8521	0.95239
	There is awareness within the organization 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 organization.	3.8873	0.73512
	Measures are in place within the organization to control access to records	3.8662	0.88509
	There is a belief within the organization that well-maintained records are essential for efficient decision-making and problem-solving.	4.1268	0.90592
	Proactive steps are taken within the organization to ensure the security and confidentiality of sensitive records.	3.8873	0.96093
	The organization 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 organization to ensure accuracy and relevance.	3.8169	0.89617
	The organization consistently reviews and disposes of outdated or unnecessary records in a timely manner.	3.493	1.04336
	There is a belief within the organization that proper disposition of records is crucial for maintaining an organized and efficient workspace.	3.7465	0.99243
	There is confidence within the organization in its ability to determine which records should be archived and which should be securely disposed of.	3.7465	0.96342
	The organization prioritizes the protection of sensitive or confidential information when disposing of records, adhering to proper security protocols.	3.838	0.95008
	The organization consistently invests in training and education to stay informed about best practices for records disposition and compliance with relevant regulations.	3.6056	1.01728
Personnel Records Management	There is a belief within the organization that a well-defined records disposition policy can contribute to cost savings and more efficient operations.	3.9085	0.92946

Regular assessments and updates (mean score 3.6197, SD 0.90493) ensure the relevance and integrity of maintained records, optimizing resource utilization and facilitating efficient access to information. Maintenance of physical records (mean score 3.8169, SD 0.89617) through routine updates preserves their accuracy and accessibility over time, supporting reliable operational processes. Timely disposal of outdated records (mean score 3.4930, SD 1.04336) is prioritized to reduce storage costs and minimize risks associated with retaining obsolete information.

Maintaining an organized workspace (mean score 3.7465, SD 0.99243) is considered crucial for enhancing productivity and employee well-being, fostering a professional work environment. Confidence in records disposition decisions (mean score 3.7465, SD 0.96342) ensures effective resource allocation and risk management, enhancing organizational credibility. The organization's commitment to prioritizing data protection during records disposal (mean score 3.8380, SD 0.95008) reflects adherence to stringent security protocols throughout the records lifecycle, bolstering compliance with regulatory requirements.

The findings accentuate the organization's robust approach to personnel records management,

emphasizing structured policies, enforcement mechanisms, and stringent access controls to ensure accuracy, reliability and confidentiality (Bontis & Choo, 2002; Grimshaw, 2021). High-quality records not only support informed decision-making and operational performance but also mitigate legal and operational risks associated with non-compliance and inadequate data management practices (Roberts & Brown, 2020; Smith & Johnson, 2018). Regular assessments and proactive measures in record security and disposal reflect organizational commitment to efficiency and compliance with regulatory requirements, enhancing overall operational integrity and stakeholder trust (Day & Wendler, 2020; Jones et al., 2019).

Research Question 3: How does information sharing behavior influence personnel records management practices?

This research question called foor testing of the following alternative hypothesis: Information sharing positively correlated with personnel records management.

The path coefficient analysis in Table 7 reveals a significant positive relationship (β = 0.333, T = 4.236, P = 0.001) between Information Sharing and Personnel Records Management. This finding aligns with Hair et al. (2019) who emphasized that fostering an environment conducive to internal information exchange can enhance organizational processes such as communication, coordination, and decision-making. According to Hair et al. (2019), effective information sharing supports the integration of diverse perspectives and timely access to critical data, thereby improving overall operational efficiency and strategic alignment within the organization.

The descriptive statistics further supports this relationship, revealing a healthy mean score of 3.6831 for internal information sharing with, indicating consistent information flow among colleagues. Such cohesion aligns with existing literature that emphasizes how internal collaboration supports innovation and organizational cohesion (Zhang & Dawes, 2006; Riege, 2005).

Table 7: The influence of Information Sharing on Personnel Records Management

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Information sharing -> Personnel records management	0.333	0.383	0.079	4.236	0.001

However, the findings highlight nuanced challenges and opportunities. While Internal Information Sharing appears robust, questions arise regarding its translation into tangible improvements in decision-making and operational efficiency. This discrepancy may stem from factors such as the quality and relevance of shared information, which are crucial for effective decision-making (Wright, 2013; Kibirige & Kgomotso, 2011). Organizational culture and leadership support also play pivotal roles in ensuring that shared information aligns with strategic goals and translates into actionable insights and outcomes (Svärd, 2014; Arshad et al., 2021). Studies emphasize the pivotal role of organizational culture in shaping information management practices, suggesting that simply increasing information exchange may not suffice without a supportive cultural context (Nyarigwa & Jagongo, 2015; Mogogi, 2023a). Additionally, variability in engagement with external stakeholders (mean score 3.5986, SD 1.09842) highlights challenges in

maintaining consistent communication channels beyond organizational boundaries. This variability suggests a need for more uniform and effective approaches to external engagement to enhance the council's responsiveness and community relations (Cresswell et al., 2006; Mogogi, 2023b).

To maximize the benefits of information sharing for Personnel Records Management, councils must consider broader organizational factors. This underscores the importance of fostering an organizational culture that prioritizes openness, collaboration and transparency. Such cultures tend to exhibit stronger records management practices, essential for ensuring accuracy and accessibility of information across the organizations (Wright, 2013; Kibirige & Kgomotso, 2011). Additionally, integrating technological solutions effectively can support information-sharing initiatives by improving access to records and enhancing their reliability, crucial for informed decision-making and compliance with

regulatory requirements (Svärd, 2014; Arshad et al., 2021).

While the path coefficient analysis confirms a positive link between Information Sharing and Personnel Records Management, addressing organizational culture, improving external stakeholder engagement and leveraging technology are critical steps for councils aiming to enhance their personnel records management practices and overall organizational performance. These insights underscore the complex interplay between organizational dynamics and information management strategies in achieving optimal outcomes.

Figure 1: Path Diagram of the Influence of Information Sharing on Personal Records Management
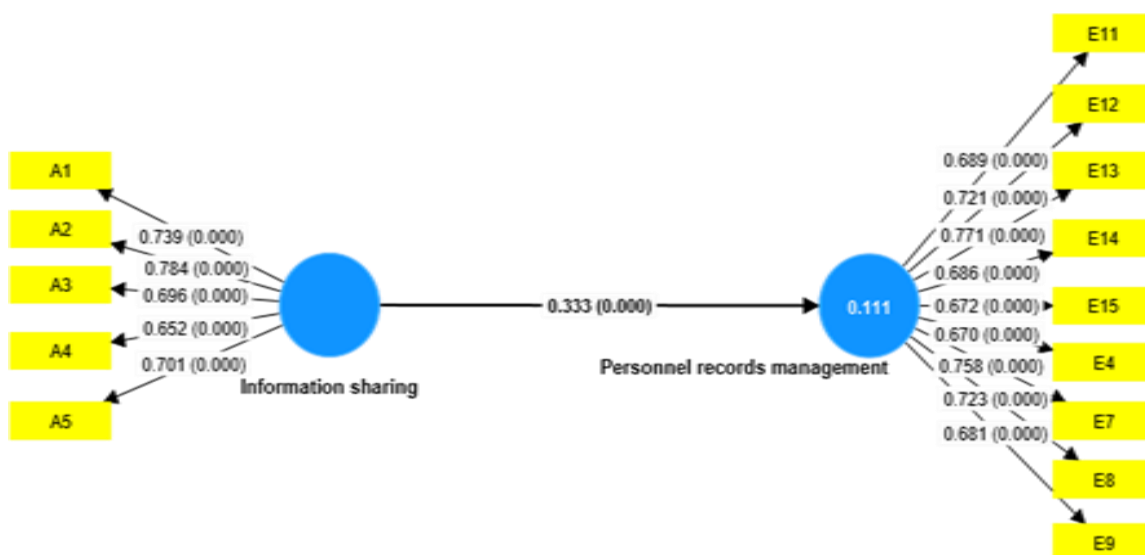
The path coefficient analysis supports the established positive relationship ($\beta = 0.333$, T = 4.236, P = 0.001) (Figure 1, Table 7) between Information Sharing and Personnel Records Management within councils. This outcome indicates that promoting an environment that encourages internal information exchange can substantially enhance organizational processes, including communication, coordination, and decision-making. According to Hair et al. (2019), effective information sharing fosters integration of diverse perspectives and facilitates timely access to critical data, thereby improving overall operational efficiency and strategic alignment within organizations.

Conclusions and Recommendations
Conclusions
The study explores the pivotal relationship between Information Sharing (IS) and Personnel Records Management (PRM) within council settings in Tanzania. Office supervisors perceive information sharing practices positively within their council, highlighting the significance of trust, open communication, and effective systems in cultivating a conducive Information Culture. Similarly, they generally view personnel records management practices favorably, appreciating structured policies, enforcement mechanisms and stringent controls that uphold accuracy, compliance and operational integrity. The study stresses that information sharing behavior significantly impacts personnel records management by improving communication, coordination and decision-making processes. This positive relationship emphasizes the need to nurture an environment that supports internal information exchange to enhance organizational efficiency and ensure adherence to regulatory standards.

Recommendations
The study recommends that councils should implement strategies to foster a positive Information Culture, including training programs and workshops to enhance Information Sharing practices among office supervisors. This initiative should be spearheaded by HR departments in collaboration with IT specialists and departmental heads. To improve Personnel Records Management (PRM) practices, the councils should invest in

integrated information systems and regularly update policies. This effort requires leadership from senior management supported by IT departments and compliance officers. Further, enhancing Information Sharing behavior among office supervisors can be achieved through incentivizing collaboration and knowledge-sharing initiatives. HR departments should lead these efforts with support from senior management to ensure alignment with organizational goals and performance metrics.

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