



The Effect of Training on Personnel Records Management among Office Supervisors in the Local Government Authorities in Tanzania.

Peter S. Thomas<sup>1</sup>, Ajali Mustafa<sup>2</sup> and Richard Jaffu<sup>3</sup>

**Abstract**

This study examines the effect of training on personnel records management (PRM) among office supervisors in Tanzania's Local Government Authorities (LGAs). Effective management of personnel records is critical for organisational performance, yet many LGAs face challenges due to limited skills and inconsistent practices among supervisors. The study is guided by Human Capital Theory, which highlights the role of employee training in enhancing organisational effectiveness, and the Records Life Cycle Model, which emphasises systematic management of records throughout their lifecycle. Using a quantitative research approach, data were collected from 184 supervisors across all LGAs, providing a comprehensive view of supervisory practices nationwide. Analysis revealed a strong positive relationship between training and personnel records management, showing that structured and continuous training significantly improves the organisation, accuracy, and accessibility of personnel records. Findings indicate that LGAs should prioritise regular capacity-building initiatives for office supervisors and consider adopting digital records systems to enhance operational efficiency. Additionally, the results highlight the importance of clear policies and ongoing support to ensure training translates into improved practices. The study offers practical insights for administrators and policymakers seeking to strengthen organisational performance, improve compliance with records management standards, and enhance decision-making.

**Keywords:** *Personnel records management, records training, office supervisors, local government authorities, Human Capital Theory, Records Life Cycle Model, and Tanzania.*

1. Business department, Institute of Accountancy Arusha
2. Development studies unit, University of Dodoma
3. Business department, University of Dodoma

\*Correspondent email: peter.thomas@iaa.ac.tz



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## 1. Introduction

Personnel records management (PRM) provides a structured framework for deciding which records should be retained and which can be discarded. These decisions are essential for supporting both the legal and administrative functions of public institutions and for meeting public expectations (Saffady, 2021; Rosenbloom et al., 2022). Effective personnel records management involves creating, organising, storing, and retrieving records, and it is a key factor in ensuring accountability and good governance, particularly within the public sector, where transparency is critical (Dewah & Ndlovu, 2013; Thabakgolo, 2023).

Across Africa, challenges with personnel records management are common. In countries such as Ghana, South Africa, and Malaysia, studies have highlighted problems including misplacement of records, incomplete information, inadequate indexing, inadequate storage, and inefficient retrieval processes (Mahmud, 2023; Zuma, 2023; Mukred et al., 2021). These issues reflect systemic weaknesses in record-keeping practices, which can undermine decision-making, reduce operational efficiency, and compromise accountability. Similar patterns are observed in Tanzania, where local government offices frequently face challenges such as disorganised files, missing information, and inaccurate personnel data, which affect timely and informed decision-making (Matimbwa et al., 2020; Rutta & Ndenje-Sichalwe, 2022; Issa & Wamukoya, 2018; Mubofu and Malekani, 2023).

The Tanzanian government has taken several initiatives to improve personnel records management. These include the Records and Archives Management Act No. 3 of 2002, the Public Service Act of 2002, the Employment and Labor Relations Act of 2004, and the implementation of the Human Capital Management Information System (HCMIS) in 2010 (Makwae, 2021; Nsenga, 2022; Mubofu & Malekani, 2023). These interventions aim to enhance the accuracy, accessibility, and reliability of personnel records while reducing the risk of errors. However, despite these measures, persistent issues indicate that structural solutions alone are not sufficient to achieve effective records management.

Previous research has linked the effectiveness of personnel records management to the skills and



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competence of records management staff, as well as the quality of storage and technological infrastructure (Sarto, 2021; Wright, 2013; Amin et al., 2020; Mnjama & Wamukoya, 2007). Training is a critical factor in improving these skills, enabling employees to maintain accurate, secure, and accessible records. Studies have shown that organisations with structured training programs experience fewer errors, greater efficiency, and higher compliance with established procedures (Abdulkareem et al., 2022; Aladejebi & Oladimeji, 2019).

Although prior research has explored challenges in personnel records management in Tanzania and across Africa, most studies have focused broadly on issues such as poor storage, disorganised files, incomplete records, and inefficient retrieval systems (Matimbwa et al., 2020; Rutta & Ndenje-Sichalwe, 2022; Mubofu and Malekani, 2023). While these studies highlight systemic weaknesses, few have specifically examined the role of training in enhancing the effectiveness of personnel records management.

This gap is significant because the skills, knowledge, and competencies of office supervisors are critical for maintaining accurate, secure, and accessible personnel records, which underpin decision-making, compliance, and service delivery. To address this gap, the present study examines whether and to what extent records training influences personnel records management among office supervisors in Tanzanian Local Government Authorities. Using a quantitative approach, the study examines how structured and continuous training affect record accuracy, accessibility, security, and adherence to established procedures.

## **2. Literature Review**

### **2.1 Theoretical Foundation**

The relationship between training and Personnel Records Management (PRM) was studied using two key theories: Human Capital Theory and Records Life Cycle Model. These theories provide a conceptual foundation for understanding how training influences Personnel Records Management practices within Local Government Authorities (LGAs).

The Human Capital Theory, developed by Becker (1964), posits that investment in employee

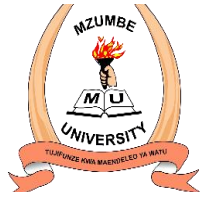


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training and development enhances productivity and organizational efficiency. According to this theory, employees acquire knowledge, skills, and competencies through training, which in turn improves their ability to perform job-related tasks effectively. In the context of personnel records management, training equips employees with essential skills in records classification, storage, retrieval, and security, leading to improved accuracy, accessibility, and compliance with records management policies. Without adequate training, employees may lack the necessary competencies to manage personnel records efficiently, resulting in errors, delays, and security breaches. This theory justifies the need for continuous training programs within LGAs to ensure that personnel responsible for records management have the requisite knowledge and expertise to maintain accurate and secure records.

On the other side, the Records Life Cycle Model, introduced by Schellenberg (1956), provides a structured approach to understanding how records are created, maintained, used, and disposed of over time. The model emphasises that effective records management requires trained personnel who understand the different stages of the records life cycle: creation, active use, storage, and final disposition. Training ensures that records management staff can correctly classify and store personnel records, retrieve them when needed, and dispose of outdated records in compliance with regulatory guidelines. Poorly trained personnel may fail to adhere to the structured management of records, leading to inefficiencies, misfiling, and security risks. By applying this model, organisations can develop training programs tailored to different stages of personnel records management, ensuring systematic and efficient handling of personnel records.

Both the Human Capital Theory and the Records Life Cycle Model emphasize the importance of training in enhancing personnel records management practices. The Human Capital Theory highlights the role of training in improving employee skills and efficiency. At the same time, the Records Life Cycle Model provides a structured framework for understanding how trained personnel can effectively manage records throughout their lifecycle. Together, these theories support the argument that continuous and well-structured training programs are essential for improving Personnel records management in LGAs.



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## 2.2 Empirical review

The relationship between training and Personnel Records Management (PRM) has been the focus of several empirical studies, particularly in the context of Local Government Authorities (LGAs). Effective Personnel records management is essential for the efficient operation of public institutions, as it ensures the proper maintenance, security, and accessibility of employee records. However, many LGAs continue to face challenges in managing personnel records due to inadequate staff training. Recent studies have examined the extent to which training influences personnel records management practices, with findings indicating that structured and continuous training programs significantly enhance record-keeping accuracy, accessibility, and compliance with policies.

A study conducted by Omole & Adebayo (2019) investigated the impact of teamwork on health records management practices in the local government areas of Osun State, Nigeria. The study revealed that teamwork, when facilitated by adequate training, significantly improved health records management. The researchers found that employees who underwent training in teamwork and records handling demonstrated better efficiency in managing personnel records. They concluded that training in collaborative work practices is essential for improving records management efficiency within LGAs. Their findings highlight the importance of designing training programs that focus not only on technical records management skills but also on teamwork and communication strategies.

Similarly, Adusei and Senyah (2022), examined staff knowledge of records management within the Local Government Service of Ghana. The study found that factors such as management support, resource allocation, and continuous training were crucial in reducing challenges associated with personnel records management. Adusei's findings highlight the importance of structured training programs in equipping records management personnel with the skills needed to maintain accurate and secure personnel records. The study also emphasized that training must be an ongoing process, as employees require regular updates on best practices and emerging technologies in records management. This aligns with the argument that capacity-building initiatives play a fundamental role in enhancing personnel records management in LGAs.

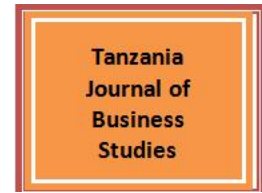


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In the Tanzanian context, Thomas (2024) investigated the influence of information-sharing practices on PRM within LGAs. The study established a statistically significant positive correlation between effective information sharing and personnel records management outcomes. The findings suggested that training programs that focus on improving information-sharing mechanisms among records personnel contribute to increased records accuracy and accessibility. This study reinforces the argument that personnel records management training should incorporate components of information management, ensuring that personnel can effectively communicate and retrieve records when needed. The study's findings further suggest that inadequate training on information-sharing protocols may hinder the efficiency of personnel records management, leading to errors, delays, and non-compliance with regulatory requirements.

A study conducted in the Ilala Municipal Council, Tanzania, further examined factors contributing to poor personnel records management among LGA staff (Mero, 2020). The findings indicated that insufficient training was a significant factor leading to ineffective personnel records management. The study found that employees who lacked formal training in personnel records management often faced challenges related to document retrieval, classification, and security. The researchers concluded that both on-the-job training and formal capacity-building programs are essential in addressing gaps in personnel records management. The study recommended that LGAs invest in tailored training initiatives to equip personnel with the knowledge and skills required to manage records effectively. These findings align with previous studies that have emphasised the role of continuous learning in improving personnel records management efficiency.

Additionally, the International Records Management Trust conducted a study on the strategies adopted by developing countries in managing personnel information systems as part of public service reform (Thurston, 2009). The study highlighted the importance of training in strengthening personnel records management systems and recommended investing in capacity-building initiatives to enhance records management in the public sector. Although this study was conducted over two decades ago, its findings remain relevant in today's context, as many LGAs still struggle with personnel records mismanagement due to insufficient training. The report



emphasized that training should not only focus on technical records management skills but also incorporate aspects of policy compliance, security measures, and the use of digital records management systems.

Although prior research has examined challenges in personnel records management in Tanzania and across Africa, most studies have focused broadly on issues such as poor storage, disorganized files, incomplete records, and inefficient retrieval systems (Matimbwa et al., 2020; Rutta and Ndenje-Sichalwe, 2022; Mubofu and Malekani, 2023). These studies have several gaps. First, few have specifically investigated the role of training in enhancing personnel records management. Second, existing research has largely used qualitative or mixed methods rather than quantitative approaches. Third, most studies have focused on records officers or IT personnel rather than office supervisors, who are directly responsible for maintaining accurate and accessible records. To address these gaps, the present study examines whether and to what extent structured and continuous records training influences personnel records management among office supervisors in Tanzanian Local Government Authorities, focusing on record accuracy, accessibility, security, and adherence to established procedures.

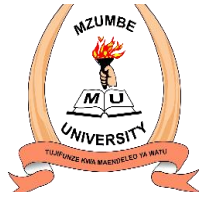


**Figure 1:** Conceptual Framework

**Source:** Reviewed Literature (2025)

### 3. Methodology

The study was conducted across all 184 Local Government Authorities (LGAs) in mainland

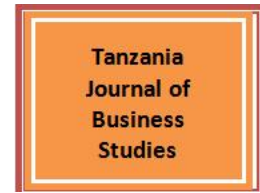
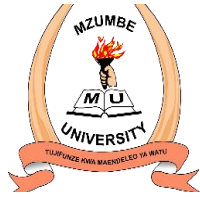


Tanzania to examine challenges in personnel records management, including mishandling, loss, and missing information (Manyeke & Joshua, 2023; Newa & Mwantimwa, 2019). A quantitative research approach using a cross-sectional design was adopted, collecting data at a single point in time from one office supervisor per LGA. This approach ensured broad representation of supervisors and records management practices nationwide (Cohen et al., 2017; Williamson, 2002). A census approach was used, inviting all supervisors to participate.

Data were collected using a structured questionnaire designed to capture quantitative information systematically (De Leeuw, 2012; Rahi, 2017; Sutherland, 2006). The questionnaire consisted of Likert-type scales ranging from 1 (strongly disagree) to 5 (strongly agree), with clearly defined anchors for each item to measure training practices and personnel records management effectiveness. Questionnaires were administered in person by trained research assistants to ensure clarity and consistency. To address potential response bias, participants were assured of anonymity and confidentiality, and incomplete or inconsistent responses were flagged and addressed during data cleaning. Minimal missing data were handled using pairwise deletion to avoid distortion in the analysis.

Prior to full-scale data collection, a pilot test was conducted with 15 supervisors from Dodoma and Singida regions, identifying language comprehension challenges that were addressed by translating the questionnaire from English to Kiswahili with assistance from a Kiswahili expert at the Institute of Accountancy Arusha (MA, 2018; Saunders, 2009). Following data collection, responses were cleaned, coded, and analysed using SPSS version 20 (Mehta & Patel, 2011). Regression analysis was employed to examine the relationship between training and personnel records management, with controls included for potential confounders such as supervisor experience and LGA size. Reliability tests using Cronbach's Alpha indicated strong internal consistency, with values of 0.761 for training and 0.877 for personnel records management, confirming the robustness of the measurement scales.

Of the 184 questionnaires distributed, 179 were returned, yielding a response rate of 97.28%. This exceptionally high return rate exceeds the 50% threshold suggested by Wanyonyi et al. Thomas, P. S, Mustafa, A & Jaffu, R (2025), TJBS Volume 1 Issue 1, pp. 77-100, <https://tjbs.mzumbe.ac.tz/index.php/tjbs>



(2023) and reflects participants' high engagement and commitment, providing a strong foundation for reliable and valid data analysis.

**Table 1: Results of the Reliability Test**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Training	0.761	0.776	0.828

#### 4. Results and Discussion

##### Descriptive Statistics

The descriptive statistics for the training latent variable reveal patterns in perceptions and experiences of office supervisors regarding personnel records management training. The mean scores for all ten items fall above the midpoint of the scale, indicating generally positive responses toward training participation, content relevance, delivery, and satisfaction. For instance, supervisors reported moderately high agreement with statements such as regularly attending scheduled training sessions (Mean = 3.63, SD = 1.345) and completing required training programs (Mean = 3.78, SD = 1.321), suggesting a fair level of engagement with training activities across the Local Government Authorities (LGAs). These findings reflect a relatively strong training attendance and completion culture among supervisors, which is essential for building capacity in records management.



*Table 2: Descriptive Statistics for Training*

Latent Variable	Items	Mean	Std. Deviation
Training	I regularly attend all scheduled training sessions related to personnel records management.	3.63	1.345
	I have completed all the required training programs provided by my LGA	3.78	1.321
	The training content is relevant to my daily tasks in managing personnel records.	3.61	1.443
	The topics covered in the training address the actual challenges I face in records management.	3.69	1.395
	The trainers deliver the training material clearly and effectively.	3.93	1.234
	Training sessions are well-organised and easy to follow.	3.95	1.186
	I am satisfied with the overall quality of the training I received.	4.01	1.151
	The training met my expectations in improving my skills for records management.	4.09	1.067
	The training materials provided were useful and easy to understand.	3.87	1.233
	I feel motivated to apply what I learned from the training in my work.	3.96	1.293

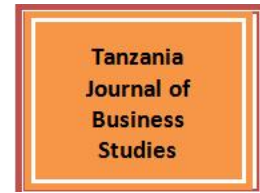
Regarding the quality and relevance of the training, participants rated the clarity and effectiveness of trainers (Mean = 3.93, SD = 1.234) and the organization of the training sessions (Mean = 3.95, SD = 1.186) highly. Similarly, the content's relevance to daily tasks (Mean = 3.61,



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SD = 1.443) and its alignment with real challenges in records management (Mean = 3.69, SD = 1.395) received positive responses, though with slightly greater variation. These statistics highlight that, while the training delivery is perceived as well-structured and clear, there remains some variability in the uniformity of the content across different supervisory roles or LGAs. It points to a possible need for further customization or contextualization of training materials to address diverse operational environments more effectively.

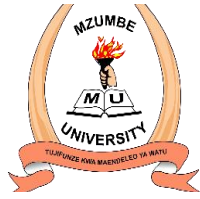
Satisfaction with the overall training experience was notably high, with supervisors expressing strong agreement that the training met their expectations in improving skills (Mean = 4.09, SD = 1.067) and that they felt motivated to apply what they learned in their work (Mean = 3.96, SD = 1.293). Participants also found the training materials helpful and easy to understand (Mean = 3.87, SD = 1.233). These outcomes underscore the success of the training programs in enhancing participants' confidence and readiness to improve personnel records management practices. However, the moderate standard deviations indicate some differences in individual experiences, suggesting opportunities for ongoing feedback and adaptation to maximize training effectiveness and impact across all LGAs.



**Table 3: Descriptive Statistics for Personnel Records Management**

Latent Variable	Items	Mean	Std. Deviation
Personnel Records Management	Our LGA has well-defined procedures for creating records that are consistently followed.	4.15	1.008
	The records created by our LGA contain all the necessary information required for efficient operations.	4.07	1.089
	Our LGA employs secure, organised methods for storing records.	3.98	1.109
	Records in our LGA are regularly reviewed to ensure they are stored efficiently and are easily accessible.	3.95	1.228
	Our LGA effectively utilises stored records to enhance operational decision-making.	3.96	1.109
	Employees in our LGA can quickly access the records necessary for their job functions.	4.02	1.127
	Our LGA routinely maintains to ensure their accuracy and relevance over time.	4.10	1.233
	Our LGA follows clear procedures for updating and correcting records as needed.	4.19	1.064
	Our LGA adheres to established guidelines for the proper disposal of records that are no longer required.	4.07	1.132
	Our LGA recognises the importance of maintaining confidentiality and compliance when disposing of records.	3.92	1.119

The descriptive statistics for personnel records management reflect strong positive perceptions among office supervisors regarding their Local Government Authorities' (LGAs) records management practices. The mean scores for most items are consistently high, all above 3.9, indicating general agreement that well-defined procedures and standards are in place. Notably, the item related to adherence to clear procedures for updating and correcting records received the Thomas, P. S, Mustafa, A & Jaffu, R (2025), TJBS Volume 1 Issue 1, pp. 77-100, 88 <https://tjbs.mzumbe.ac.tz/index.php/tjbs>



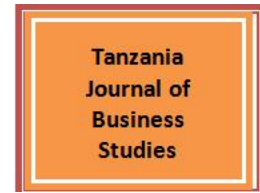
highest mean score of 4.19 (SD = 1.064), suggesting that LGAs emphasise maintaining accuracy and relevance in their records. This demonstrates a systematic approach towards ensuring records are both current and reliable, which is vital for effective organisational functioning.

Furthermore, the results highlight robust practices concerning record creation and accessibility. Supervisors agreed strongly that LGAs have established procedures for creating records which are consistently followed (Mean = 4.15, SD = 1.008) and that these records contain necessary information for efficient operations (Mean = 4.07, SD = 1.089). Additionally, quick access to required records was rated positively (Mean = 4.02, SD = 1.127), alongside the secure and organised storage of records (Mean = 3.98, SD = 1.109). These findings reflect a well-organised records management system that supports timely information retrieval while safeguarding data integrity and security.

Finally, the data reveal LGAs' commitment to compliance and confidentiality, especially in the disposal of obsolete records. The items on adherence to guidelines for proper disposal (Mean = 4.07, SD = 1.132) and recognising confidentiality in disposal practices (Mean = 3.92, SD = 1.119) received strong agreement, underscoring the importance placed on legal and ethical standards. Although the standard deviations indicate some variability in responses, the overall high means suggest that most LGAs maintain comprehensive and effective records management frameworks, enhancing operational decision-making and organisational accountability.

### **Model Prediction Summary**

The model prediction summary indicates strong predictive performance for personnel records management based on the Partial Least Squares (PLS) approach (Danks & Ray, 2018). The  $Q^2$  predictive value of 0.671 signifies that approximately 67.1% of the variance in personnel records management can be predicted from the independent variables in the model. This demonstrates the model's robustness in forecasting outcomes. Additionally, the Root Mean Square Error (RMSE) of 0.578 suggests a relatively low level of error in the model's predictions, indicating that the predicted values are close to the actual observed values. Furthermore, the Mean Absolute



Error (MAE) of 0.428 indicates the average absolute difference between the predicted and actual values, further confirming the model's reliability in estimating personnel records management practices. Collectively, these metrics accentuate the model's effectiveness in accurately predicting personnel records management outcomes within Local Government Authorities (LGAs).

**Table 4: Model Prediction Summary**

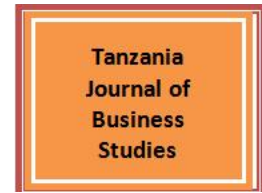
PLSpredict LV summary	Q <sup>2</sup> predict	RMSE	MAE
Personnel Records Management	0.671	0.578	0.428

**Correlation Analysis**

The correlation analysis presented in Table 5 demonstrates a strong positive relationship between training and personnel records management. The Pearson correlation coefficient ( $r = 0.759, p < 0.001$ ) indicates a statistically significant and substantial association between the two variables. This finding implies that improvements in personnel records management are closely linked to the provision and quality of records training. The p-value of less than 0.001 confirms that the observed relationship is highly unlikely to have occurred by chance, thereby affirming the robustness of the association. With a sample size of 179 supervisors, the results are supported by an adequate and representative dataset, enhancing the reliability and generalizability of the findings.

**Table 5: Correlations Analysis**

		training	Personnel Records Management
Pearson Correlation	Training	1.000	.759
	Personnel Records Management	.759	1.000
Sig. (1-tailed)	Training	.	.000
	Personnel Records Management	.000	.
N	Training	179	179
	Personnel Records Management	179	179



The strong positive correlation highlights the critical role of structured training programs in enhancing the efficiency and effectiveness of personnel records management within Local Government Authorities. It provides empirical support for the theoretical premise that investing in human capital through training substantially improves organizational records management outcomes.

### Regression Analysis

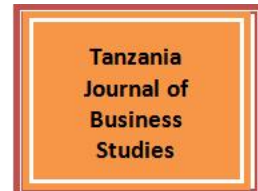
The regression results presented in Table 4 indicate a strong and statistically significant relationship between training and personnel records management within Local Government Authorities (LGAs). The R-value of 0.759 reflects a robust positive correlation, suggesting that enhanced training is closely associated with improvements in personnel records management practices. This highlights the pivotal role of structured training programs in shaping the competencies of supervisory staff responsible for maintaining accurate and reliable records.

The R Square value of 0.577 demonstrates that training alone explains approximately 57.7% of the variance in personnel records management, highlighting its substantial effect on the quality of record-keeping practices. The Adjusted R Square value of 0.574, which accounts for the number of predictors in the model, confirms the robustness and reliability of the regression model, indicating that the results are not inflated by sample characteristics or model complexity.

The standard error of the estimate (4.92644) suggests moderate variability in personnel records management outcomes across LGAs, reflecting that while training has a significant effect, contextual factors such as resource availability, staff experience, or organizational culture may influence its effectiveness. The F-change statistic of 241.246 with a p-value of 0.000 confirms the statistical significance of the model, providing strong empirical evidence that training is a key determinant of personnel records management.

**Table 4: Regression Results**

Model	R	R Square	Adjusted	Std. Error of	Change Statistics
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			R Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.759 <sup>a</sup>	.577	.574	4.92644	.577	241.246	1	178	.000

Predictors: (Constant), Training

Dependent Variable: Personnel Records Management

**ANOVA Results**

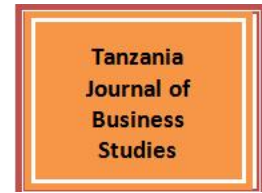
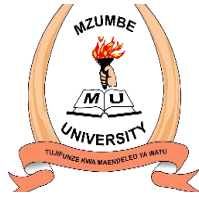
The ANOVA results presented in Table 5 indicate that the regression model is statistically significant in explaining variations in personnel records management within Local Government Authorities (LGAs). The total sum of squares is 10,150.737, of which the regression sum of squares accounts for 5,854.986, while the residual sum of squares is 4,295.752. This distribution demonstrates that a substantial portion of the variation in personnel records management can be attributed to training.

The mean square for the regression model is 5,854.986, compared to a residual mean square of 24.270, reflecting the strength of the relationship between training and personnel records management. The F-statistic of 241.246, with a significance level of 0.000, confirms that the model is highly significant. This provides strong empirical evidence that training is a key predictor of personnel records management performance across LGAs.

These results highlights the critical role of structured training programs in enhancing the efficiency and effectiveness of personnel records management. The statistical significance of the model validates the theoretical expectation that investment in employee skills translates into measurable improvements in organizational practices, consistent with Human Capital Theory.

**Table 5: ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5854.986	1	5854.986	241.246	.000 <sup>b</sup>
	Residual	4295.752	177	24.270		



Total	10150.737	178			
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Dependent Variable: Personnel Records Management

Predictors: (Constant), Training

### Discussion

The findings of this study reveal a strong positive correlation ( $R = 0.759$ ) between personnel records management and training within Local Government Authorities (LGAs). The  $R^2$  value of 0.577 indicates that training accounts for approximately 57.7% of the variance in personnel records management, highlighting training as a key determinant of effective record-keeping practices. The adjusted  $R^2$  value (0.574) further confirms the robustness of the model. These results demonstrate not only that training is important but also suggest that well-structured and continuous training equips supervisors with practical skills to improve record accuracy, accessibility, and compliance.

Empirical studies support the notion that structured training enhances personnel records management, but the present study adds depth by considering how this occurs. For example, Adusei and Senyah (2022) found that management support, resource allocation, and continuous training reduce personnel records management challenges in Ghana. This aligns with our findings and illustrates that training works effectively when it is supported by organisational structures that allow supervisors to apply new skills in practice. Similarly, Omole and Adebayo (2019) showed that teamwork-focused training improved health records management in Nigerian LGAs, suggesting that training enhances not only technical competence but also collaboration, communication, and problem-solving among personnel, which in turn strengthens personnel records management outcomes.

In Tanzania, Mero's research in Ilala Municipal Council highlighted that inadequate training leads to difficulties in document retrieval, classification, and security. This study reinforces that finding, showing that structured training improves supervisors' ability to implement systematic procedures, minimise errors, and ensure timely access to records. Thomas (2024) further demonstrates that training in information-sharing mechanisms enhances record accuracy and



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accessibility, indicating that training facilitates both the technical and relational aspects of records management, helping employees integrate procedures into everyday practices rather than treating them as isolated tasks.

The theoretical implications align with Becker's Human Capital Theory (1964), which asserts that investment in employee training enhances skills, productivity, and job performance. This study shows that personnel records training translates into observable improvements in personnel records management, confirming that skilled employees are critical assets for organisational efficiency. Guthrie (2001) extends this by emphasising that knowledge and competencies are central to organisational success, highlighting why continuous training, rather than one-off sessions, is necessary to sustain improvements in records management.

The findings also resonate with the Records Life Cycle Model (Choo, 2008), which emphasises the importance of systematic management of records from creation to disposal. Training enhances employees' ability to apply these lifecycle principles effectively, ensuring compliance, facilitating decision-making, and improving operational efficiency. Boyatzis et al. (2024) note that personnel records management should be continuous, and this study illustrates that structured, ongoing training reinforces this cycle by equipping supervisors to maintain, organise, and retrieve records efficiently. Practically, the results suggest that LGAs should implement targeted training programs supported by supervisory guidance and digital tools to maximize personnel records management outcomes (Chen et al., 2023). Future research could explore how organisational culture, technological adoption, and workflow integration moderate the relationship between training and personnel records management.

## 5. Conclusion

The study affirms that investing in structured and continuous training is essential for enhancing personnel records management in Local Government Authorities (LGAs). Effective training strengthens employees' competencies, fosters adherence to proper records management practices, and ensures organizational efficiency. Aligning with established theoretical frameworks such as Human Capital Theory and the Records Life Cycle Model, the study highlights that capacity-

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building initiatives are not merely procedural but strategic tools for improving public sector performance. Consequently, LGAs should institutionalize systematic training programs, integrate modern technologies, and cultivate a culture that values skill development to sustain and advance personnel records management effectiveness. Furthermore, attention to complementary factors such as organizational culture and technological adoption is crucial in maximizing the impact of training on records management outcomes.

### **Recommendations**

Local Government Authorities (LGAs) should take the lead in integrating personnel records management into their governance and administrative systems. This involves developing and enforcing standardized procedures for managing records, assigning officers to monitor compliance, and conducting regular audits to identify gaps and improve efficiency. LGAs should also institutionalize ongoing training programs that equip staff with skills in legal compliance, emerging trends, and digital records management. Mentorship programs and professional networks should be established within LGAs to promote peer learning and knowledge sharing among records management personnel.

Records management officers within LGAs are responsible for implementing the transition from manual to digital systems. They should ensure staff receive hands-on training in using electronic platforms and that these systems are user-friendly, accurate, and efficient. Senior management and executives in LGAs should monitor the adoption of these systems, allocate budgets for technology upgrades, and support continuous staff development to ensure sustainability.

National and regional policymakers should provide oversight and support by allocating financial and technical resources to strengthen records management across LGAs. They should develop standardized training curricula, provide incentives such as certification or career advancement for trained personnel, and establish partnerships with academic institutions and professional associations to ensure consistent training quality and best practices across the public sector.



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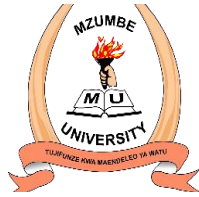
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