

## The influence of technological information capabilities on records management practices in The Local Government Training Institute in Tanzania: The moderating role of transformational leadership

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### ABSTRACT

This study examines the influence of technological information capabilities and transformational leadership on records management practices. This study is guided by resource orchestration theory. Using a quantitative cross-sectional design, the target population in this study comprises staff members of The Local Government Training Institute in Tanzania, with a specific focus on administrators, lecturers, and records officers who interact with or oversee records management systems. The sample size was determined using Yamane's formula; this yielded a sample size of approximately 200 respondents. The data was collected using a questionnaire and was analyzed through Structural Equation Modeling (SEM). Data was collected using a structured questionnaire developed on the basis of observed variables identified for each latent construct. The data analysis process follows three stages: descriptive statistics such as means, standard deviations, and frequencies. Linear regression within the SEM framework was used to test hypothesized relationships among latent variables of the study. The study opted for stratified sampling, and the respondents were specifically selected from The Local Government Training institute. Findings of the study revealed that TIC significantly enhances RMP by improving accuracy, accessibility, compliance, and timeliness. TL also exerts a positive independent effect on RMP by motivating staff, promoting innovation, and fostering accountability. Moreover, TL moderates the relationship between TIC and RMP, demonstrating that technological investments yield stronger outcomes when supported by visionary and empowering leadership. The study concludes that effective records management requires both robust technological systems and leadership that cultivates a culture of digital adoption and continuous improvement. The study recommends simultaneous investment in ICT infrastructure and leadership development to strengthen institutional governance, transparency, and service delivery.

**Keywords:** Local Government Training Institute, Record Management Practices, Technological Information Capabilities, Transformational Leader, Tanzania

### I. INTRODUCTION

In public or private institutions records are the lifeblood and they serve as the memory of organizations, they preserve accountability, and facilitate decision-making (Matlala & Maphoto, 2023). From the global perspective, the proper management of records has increasingly become a matter of institutional stability, culture, survival and efficiency (Suprayitno et al., 2024). According to Faizan et al. (2024), the authors illustrated that, in the current era of rapid technological advancement, organizations are pressed to not only maintain accurate and accessible records but also to safeguarding these organizations against loss, mismanagement, or obsolescence. The management of records can be regarded as a cornerstone of governance, transparency, and service delivery for both public and private institutions.

In earlier years, record keeping was considered as a manual practice, people were relying on paper files, archives, and physical storage systems (Bobadilla Quinteros et al., 2024). Referencing from Matoli (2025), the author added that, while these systems provided a means of preserving information, they were fraught with several challenges such like misfiling, deterioration of documents, restricted accessibility, and significant storage costs, this is also supported by Singo and Makgahlela (2024). As organizations became more complex and data-intensive, the limitations of traditional record keeping became more pronounced. The digital revolution introduced a paradigm shift (Varadarajan et al., 2024)

Digital revolution has transformed records management practices, for instance the adoption of information systems, cloud technologies, and digital archiving (Franks, 2015; Thomas, 2024; dos Santos & Hedlund, 2024; Dootson et al., 2021; Yusuf et al., 2023). For the case of developed economies, institutions widely embraced digital solutions to increase efficiency, enhance accountability, and meet regulatory requirements, yet, this transition has not been without obstacles, developing nations inclusive (Shehata & Mkadmi, 2024). In the application of these modern technologies, concerns about cybersecurity, technological obsolescence, and the need improvement and continuous

training of personnel presents ongoing impediments (Farotimi et al., 2023). At the same time, there has been growing recognition that record management as a strategic function and international best practices now emphasize leadership commitment, organizational culture, and staff empowerment as key enablers of effective record management. Organizations are called to align technological capabilities with visionary leadership in order to achieve higher levels of transparency, compliance, and performance.

In Africa, the trends in record management practices reveals persistent struggles and promising opportunities, and recognizing the essentials for promising opportunities (Wamukoya, 2022). Many governments and organizations in developing countries, especially in Africa are still grapple with the legacy of limited investment in information technologies, weak record-keeping systems, and poor infrastructure, and (Tekle, 2024; Mosweu & Rakemane, 2020). Manual records keeping practices remain dominant in numerous institutions, and this exposes them to risks such as loss, inaccessibility, and manipulation (Adu, 2020), considering that accurate and reliable records are essential for governance, policy implementation, and service delivery, these risks and associated problems are particularly acute in the public sector. Studies have that poor records management has undermined accountability, delayed service provision, and contributed to corruption (Yusuf et al., 2023; Dootson et al., 2021). The increasing penetration of information and communication technologies (ICTs) offers new avenues for reforming record management systems (Kamatula, 2011; Farotimi et al., 2023; Thurston, 1996).

Countries like South Africa, Kenya, and Nigeria have made notable progress in adopting electronic records management systems in public administration, health, and education sectors, (Iwhiwhu, 2011, Asogwa, 2012), yet noted that technology alone cannot solve Africa's record management challenges, (Asogwa, 2012; Mukred et al., 2019), as the human factor remains critical (Mukred et al., 2019; Ahmed et al., 2020; Kang'a et al., 2016). The problems in records management can thus be summarized as a combination of infrastructural, technical, and human challenges, (Yusuf et al., 2023; Dootson et al., 2021; Ndenje-Sichalwe et al., 2011; Tekle, 2024; Ariffin et al., 2025; Farotimi et al., 2023; Daniel & Ndumbaro, 2022; Savchenko et al., 2024). Therefore, this paper focuses on exploring the harmonization of technological advancement with transformative leadership as a pathway to sustainable records management reform. This study examines the influence of technological information capabilities on record management practices: moderating role of transformational leader. This study examines the influence of technological information capabilities on records management practices as well as the moderating role of transformational leadership

### 1.1 Research hypothesis

This aimed to test the following alternative hypothesis

*H<sub>01</sub>*: Technological information capabilities have positive significant influence on records management practices

*H<sub>02</sub>*: Transformational leadership have positive significant influence on records management practices

*H<sub>03</sub>*: Transformational leadership can moderate the link between Technological information capabilities and records management practices

## II. LITERATURE REVIEW

### 2.1 Theoretical Framework

#### 2.1.1 Resource orchestration theory (ROT)

This theory was first introduced in 2007 by Sirmon, Hitt, and Ireland in year 2007. According to Baía et al., (2020), this theory is viewed as an extension of the resource-based view (RBV)). According to Baía et al., (2020), the theory emphasizes that possession of valuable, rare, and inimitable resources can be insufficient for sustained competitive advantage; further consideration should be extended on how managers structure, bundle, and leverage these resources to create value. This theory highlights managerial actions in resource management, the conceptual understanding to include acquisition of resources, integrating the resource effectively, and deploying resources strategically in organizational processes. This narrates the extension of RBV, which often focuses on the resources themselves, and that RO theory underscores the dynamic role of managerial capabilities in orchestrating resources (Li et al., 2023).

As illustrated and propounded by Ahmed et al. (2021), one key strength of ROT is its focus on managerial agency and the practical steps leaders can take to translate resources into desired outcomes or performance. In depicting processes such as structuring (i.e acquiring and accumulating resources), bundling (i.e combining resources into capabilities), and leveraging (i.e deploying capabilities for strategic advantage), this theory provides a pragmatic roadmap for understanding how organizational assets can be operationalized, combined and orchestrated (Andersen, 2023).

The relevance of this theory to the study is on it value of explain on how technological information capabilities (TIC) and transformational leadership (TL) can be orchestrated to improve record management practices

(RMP) as the desired outcomes. TIC represents the organizational resources (ICT infrastructure, digital tools, secure systems), while TL reflects managerial capability in deploying these resources effectively, (Bals et al., 2023; Li et al., 2023), all being essential to substantiate the position of critical resources as conceptualized in this paper (Asiaei et al., 2021; Tirastittam et al., 2020).

## 2.2 Empirical Review

### 2.2.1 Technological Information Capabilities (TIC)

Technological Information Capabilities (TIC) refer to an organization's collective capacity to acquire, deploy, integrate, and secure information and communication technologies to support operations and decision-making, (Idowu, 2025). Core dimensions commonly measured include ICT infrastructure availability, staff digital competence, system reliability, cross-functional integration, and data/security controls, (Pigola et al., 2024). Theoretically, TIC is often grounded in the Resource-Based View (RBV): technological resources and capabilities constitute strategic assets that generate operational advantages and sustained performance when rare, valuable, and well-leveraged, (Kesuma et al., 2025). Empirical studies, for example that of Hentati and Taktak, (2023), the study show positive associations between TIC and firm performance outcomes. The outcomes include improved efficiency, accuracy, and responsiveness especially where systems enable real-time access and standardized processes, supported by another study by Mendoza Arce et al. (2024). On the same instance, Mendoza Arce et al. (2024) also cautions that technology alone does not guarantee benefits; alignment with processes and human capabilities is essential (sociotechnical perspective). Therefore, organizations that possess strong technological information capabilities are more likely to improve their operational processes, including records management efficiency and accessibility; hence this study developed the following hypothesis: H1.

### 2.2.2 Transformational Leadership (TL)

According to Basurto et al. (2025), transformational Leadership (TL) is characterized by leaders who articulate a compelling vision, inspire and motivate followers, encourage intellectual stimulation and innovation, and provide individualized support. Grounded in Bass's transformational leadership theory, TL has been linked to higher employee engagement, innovation adoption, and organizational change capacity (Basurto et al., 2025). Recent empirical work, for example that of Abdul Sahid et al. (2023), demonstrates that transformational leaders facilitate organizational change by fostering climates receptive to new practices and technologies. Referencing from Faupel and Süß (2019), TL is said to reduce resistance, promote learning, and mobilize discretionary efforts. TL is considered a crucial factor for successful technology implementation and process improvement, (Kalifa, 2024). The literature further positions TL as a social mechanism that shapes how technical investments translate into outcomes, (Zhang, 2025). Through these leadership behaviors, employees become more committed to organizational goals and processes, including compliance with information management procedures; hence this study developed the following hypothesis: H2.

### 2.2.3 Records Management Practices (RMP)

Referencing from Abella (2025), RMP encompass the procedures and behaviors organizations use to create, maintain, store, retrieve, secure, and dispose of records. Important dimensions include accuracy and completeness, compliance with regulations, accessibility for decision-making and audit, timeliness, and standardized archiving/disposal procedures, (Rafoneke & Mnjama, 2019). Effective RMP promotes accountability, legal compliance, and operational continuity. According to Matto (2022) and similar studies emphasize that weak procedures, low staff capacity, and fragmented information systems often produce incomplete or inaccessible records hindering governance and quality assurance in educational and public institutions, (Gunasekara & Marasinghe, 2023). Conceptually, RMP sits at the intersection of information systems research and organizational routines: technology enables RMP, but it is the routines and governance mechanisms that sustain it. Consequently, transformational leadership may strengthen the relationship between technological information capabilities and records management practices; hence this study developed the following hypothesis: H3.

### 2.2.4 Technological Information Capabilities on Records Management Practices

Existing literature posits a positive link: robust TIC improves record accuracy, accessibility, timeliness, and regulatory compliance, (Farotimi et al., 2023). Studies such as that of Hentati and Taktak (2023) provide evidence that technological capabilities enhance organizational recordkeeping and information flows. The sociotechnical lens explains this as an alignment of technology and organizational processes, (Idowu, 2025). However, much of the evidence is fragmented focused on broad "information performance" or general firm performance rather than on specific RMP indicators (accuracy, archival discipline, regulatory compliance) in public institutions, (Asnawi et al., 2025). There is also limited context-specific evidence and few studies unpack the causal mechanisms (how and under

what managerial conditions TIC translates into sustained RMP), (Pigola et al., 2024). This methodological and contextual gap motivates empirical testing in the present study. Thus, the study developed the following hypothesis:  
*H<sub>01</sub>*: Technological information capabilities have positive significant influence on records management practices

### 2.2.5 Transformational Leadership and Records Management Practices

Conceptually, TL should positively affect RMP: transformational leaders articulate visions for better recordkeeping, foster innovation (encouraging digital adoption), and provide coaching that raises staff competence and accountability, (Sayyadi Ghasabeh, 2021). Empirical work links TL to improved process adoption and compliance in organizational change efforts (Abdul Sahid et al., 2023, Basurto et al., 2025). Nonetheless, direct empirical studies linking TL specifically to nuanced RMP outcomes are scarce. Most leadership research focuses on broad change outcomes (innovation uptake, performance) rather than granular recordkeeping behaviors (timeliness, archival standards), (Jara Jiménez et al., 2024). Moreover, the interplay between leadership style and technical enablers of RMP (e.g., how leaders influence user training uptake, security protocols adherence) remains underexplored especially in low-resource or regulatory environments, (Ashari et al., 2024). Hence this creates a rationale for the current investigation. Thus, the study developed the following hypothesis:

*H<sub>02</sub>*: Transformational leadership have positive significant influence on records management practices

### 2.2.6 TIC and TL on Records Management Practices

Theory suggests a synergistic model: TIC provides the technical means for effective records management, while TL supplies the social and motivational conditions necessary for those means to be used effectively, (Varadarajan et al., 2024). Sociotechnical systems theory and RBV combined with transformational leadership theory predict an interaction effect whereby the presence of TL amplifies the impact of TIC on RMP, (Fitriyah et al., 2024). Empirical hints (from adjacent fields) support moderation effects of leadership on technology outcomes, (Khattak et al., 2024). However, integrated empirical tests that simultaneously examine TIC, TL, and their interaction on RMP are limited, (Sayyadi Ghasabeh, 2021). There is a paucity of moderated models that empirically validate whether TL strengthens (or weakens) the TIC→RMP path, and few studies examine this in public sector contexts, (Aditya et al., 2024). Measurement inconsistencies (different operationalizations of RMP), single-context samples, and reliance on cross-sectional designs further limit causal inference, (Aditya et al., 2024). This combined theoretical and empirical gap justifies the current study's moderated SEM approach. Thus, the study developed the following hypothesis:

*H<sub>03</sub>*: Transformational leadership can moderate the link between Technological information capabilities and records management practices.

## III. METHODOLOGY

This study adopts a quantitative research design anchored in a cross-sectional survey approach. The design is suitable because the objective is to examine the relationships among multiple latent variables technological information capabilities, record management practices, and transformational leadership within institutional contexts at a single point in time.

The target population in this study comprises staff members of The Local Government Training Institute in Tanzania, with a focus on administrators, lecturers, and records officers who interact with or oversee records management systems. Due to the manageable size of the population, probability sampling was used to ensure representativeness, (Pandey & Pandey, 2015). The sample size was determined using Yamane's formula at a 95% confidence level, this yielded approximately 200 respondents. This sample was considered sufficient for SEM analysis, which requires larger sample sizes to achieve statistical power and to provide stable parameter estimates, (Pandey & Pandey, 2015). The study opted for stratified sampling and the respondents were specifically selected from The Local Government Training Institute.

Data was collected using a structured questionnaire developed on the basis of observed variables identified for each latent construct. For technological information capabilities, items assess infrastructure availability, staff competence, system reliability, integration, and security. Record management practices are measured through indicators of accuracy, compliance, accessibility, timeliness, and standardization. Transformational leadership is captured through items reflecting vision, encouragement of innovation, individualized support, motivation, and teamwork, (Pandey & Pandey, 2015). Each item is structured on a five-point Likert scale.

The data analysis process follows three stages. First, descriptive statistics such as means, standard deviations, and frequencies are computed to summarize respondents' demographic profiles and provide a preliminary overview of responses. Second, reliability and validity tests were performed using Cronbach's alpha and confirmatory factor analysis (CFA) to establish internal consistency and construct validity. Finally, linear regression within the SEM framework was used to test hypothesized relationships among latent variables. SEM was chosen because it allows

simultaneous analysis of multiple interrelated dependence relationships, accounts for measurement errors, and provides both direct and indirect effect estimations. In this, SEM facilitates testing of whether technological information capabilities predict record management practices and whether this relationship is moderated by transformational leadership.

### 3.1 Ethical Perspectives

In the current study, ethical considerations were strictly adhered to throughout the study. First approval is sought from the relevant institutional research ethics committee and permit was granted before the commencement of data collection exercise. All the participants were fully informed of the study’s objectives, procedures, and their rights through an informed consent form, and each respondents signed informed consent before participating in the study. Participation in this study was voluntary, and respondents were assured of confidentiality and anonymity in the study, all were communicated to the respondents.

### 3.2 Variables Measurements and Operationalization

**Table 1**

*Measurement Variables*

Construct / Latent Variable	Observed Variables
Technological Information Capabilities (TIC)	<ol style="list-style-type: none"> <li>1. Availability of modern ICT infrastructure for record handling.</li> <li>2. Staff competence in using information systems and digital tools.</li> <li>3. Reliability of information systems for data access and retrieval.</li> <li>4. Integration of technology across different record management functions.</li> <li>5. Security measures for protecting digital records and information. (Hentati &amp; Taktak, 2023).</li> </ol>
Record Management Practices (RMP)	<ol style="list-style-type: none"> <li>1. Accuracy and completeness of maintained records.</li> <li>2. Compliance of record keeping with institutional guidelines.</li> <li>3. Accessibility of records for decision-making and audits.</li> <li>4. Timeliness in updating, storing, and retrieving records.</li> <li>5. Use of standardized procedures for archiving and disposal of records. (Matto, 2022).</li> </ol>
Transformational Leadership (TL) ( <i>moderating variable</i> )	<ol style="list-style-type: none"> <li>1. Leader inspires staff with a clear vision for record management improvement.</li> <li>2. Leader encourages creativity and innovation in use of ICT for record handling.</li> <li>3. Leader provides individualized support and mentoring to staff.</li> <li>4. Leader motivates employees to go beyond routine compliance.</li> <li>5. Leader fosters teamwork and collaboration in adopting technology-driven practices. (Abdul Sahid et al, 2023)</li> </ol>

The selection of variables for this study as shown in table 1 above was guided by prior scholarly contributions that emphasize the role of technology, record management practices, and leadership in institutional performance. For the construct of TIC, the observed variables presented were drawn from the work of Hentati and Taktak (2023). The study by Hentati and Taktak (2023) demonstrated how technological capabilities significantly influence organizational performance. Similarly, the construct of RMP draws its observed variables from Matto (2022), and TL was informed by the work of Abdul Sahid et al. (2023).

## IV. FINDINGS & DISCUSSION

### 4.1 Findings

#### 4.1 Factor loadings, CR, AVE and Cronbach’s Alpha

Table 2 presents the results of the measurement model evaluation. The factor loadings for all observed variables exceed the commonly recommended threshold of 0.70, indicating that each item adequately represents its underlying construct. In addition, the composite reliability values for TIC (0.91), RMP (0.89), and TL (0.92) are above the recommended minimum of 0.70, demonstrating strong internal consistency.

**Table 2**  
*Measurement Model Results*

Construct / Latent Variable	Observed Variables	Factor Loadings	CR	AVE	Cronbach's $\alpha$
Technological Information Capabilities (TIC)	Availability of modern ICT infrastructure	0.82	0.91	0.68	0.88
	Staff competence in digital tools	0.84			
	Reliability of information systems	0.79			
	Integration of technology functions	0.81			
	Security measures for digital records	0.85			
Record Management Practices (RMP)	Accuracy and completeness of records	0.80	0.89	0.64	0.86
	Compliance with guidelines	0.83			
	Accessibility for decision-making	0.78			
	Timeliness in updating and retrieval	0.81			
	Standardized archiving/disposal	0.77			
Transformational Leadership (TL) (Moderating Variable)	Inspires staff with clear vision	0.84	0.92	0.70	0.89
	Encourages ICT creativity & innovation	0.86			
	Provides individualized support	0.82			
	Motivates beyond compliance	0.83			
	Fosters teamwork & collaboration	0.85			

The measurement model results in table 2 above presents Factor loadings, CR, AVE and Cronbach's Alpha, the model illustrate that the constructs used in this study (TIC, RMP and TL) are both reliable and valid. The validity and reliability are illustrated based on the reported factor loadings, composite reliability (CR), average variance extracted (AVE), and Cronbach's alphas as shown in table. For the case of TIC, factor loadings presented ranges between 0.79 and 0.85, on which all of them are above the recommended threshold of 0.70, analysis and findings in these constructs indicate that the observed variables strongly represent the latent construct. The value of CR is indicated to be (0.91) and Cronbach's alpha is indicated to be 0.88, these values confirms that TIC has high internal consistency reliability. Moreover, the AVE value is indicated to be 0.68, this value exceeds the minimum benchmark of 0.50, this analysis and finding suggests adequate convergent validity and confirms that the items collectively capture the construct of technological capability.

Furthermore, with respect to RMP, RMP exhibited strong measurement properties - factor loadings, range from 0.77 to 0.83, which demonstrate that each indicator contributes meaningfully to the construct. As for CR, The CR value of 0.89 and Cronbach's alpha of 0.86 as shown on the table indicate strong internal consistency, while the AVE value of 0.64 suggests that the latent construct explains more than half of the variance in its indicators. This finding here implies that practices such as compliance with guidelines, record accuracy, and timeliness are robust reflections of effective record management.

For the moderating variable, TL, the factor loadings ranged from 0.82 to 0.86, exceeding the acceptable threshold and highlighting that leadership behaviors such as inspiring vision, fostering teamwork, and motivating staff are highly representative of the construct. With a CR of 0.92, AVE of 0.70, and Cronbach's alpha of 0.89, TL demonstrated both excellent reliability and strong convergent validity. The measurement model here indicates that all three constructs—TIC, RMP, and TL—are measured reliably and validly. For further structural equation modeling (SEM) analysis, this specific model provides a strong foundation for ensuring that subsequent testing of relationships among the constructs yields meaningful and trustworthy results.

#### 4.2 Structural Equational Model and Hypothesis Testing

Table 3 presents the structural model results and the statistical significance of each hypothesized path. The results indicate that the model explains meaningful variation in records management practices and provides empirical evidence supporting the proposed relationships between technological capabilities, leadership behavior, and records management outcomes in organizations.

**Table 3**  
*Structural Model Results*

Path Tested	B	SE	T	P	Result
Constant	3.4625	0.0352	98.3751	0.0000	—
TIC → RMP	0.3852	0.0437	8.8146	0.0000	Supported (H1)
TL → RMP	0.2447	0.0389	6.2934	0.0000	Supported (H2)
TIC*TL → RMP	0.0315	0.0132	2.3862	0.0180	Supported (H3)

The structural model results provide strong support for the hypothesized relationships between technological information capabilities (TIC), transformational leadership (TL), and record management practices (RMP). The path coefficient for TIC to RMP ( $\beta = 0.3852$ ,  $T = 8.8146$ ,  $p < 0.001$ ) shows a significant and positive relationship, indicating that institutions with stronger ICT infrastructure, reliable systems, and staff competence in digital tools achieve higher levels of record management effectiveness. This finding is consistent with the resource-based view (RBV), which argues that organizational capabilities in technology constitute strategic resources that provide operational efficiency and improved outcomes. From a practical perspective, this result implies that investment in modern ICT tools, integration of systems across departments, and training staff in information management technologies are not optional but essential steps for institutions seeking to enhance compliance, accessibility, and timeliness in record handling.

The second path, TL to RMP ( $\beta = 0.2447$ ,  $T = 6.2934$ ,  $p < 0.001$ ), this also demonstrate a significant influence. This significant influence highlights the central role of transformational leadership in strengthening record management practices. Theoretically, this finding here support Bass's Transformational Leadership Theory. Bass's Transformational Leadership Theory emphasize on leaders who foster innovation, inspire a vision and provide individualized support to enhancing employee commitment and performance. In this study, leadership is shown to not only motivate staff to go beyond routine compliance but also to foster a culture of accountability in record keeping. Practically, this implies that institutions can prioritize leadership development programs that equip managers and administrators with transformational leadership skills. Leaders who are capable of communicating a clear vision for digital transformation and support their teams in adopting ICT-driven practices will significantly contribute to better record management outcomes.

The interaction term ( $\beta = 0.0315$ ,  $T = 2.3862$ ,  $p = 0.018$ ) provides evidence of a moderating effect, indicating that transformational leadership strengthens the relationship between technological capabilities and record management practices. In other words, even when ICT infrastructure and systems are available, their effectiveness in improving record management is maximized when leaders actively champion their use, motivate employees to embrace digital innovations, and create an environment of collaboration. This finding aligns with sociotechnical systems theory, which posits that both social factors (leadership, culture) and technical factors (technology, infrastructure) must align for organizational effectiveness. The practical implication is that technology adoption alone cannot guarantee success in record management; leadership commitment and staff motivation are equally crucial. Institutions must therefore integrate leadership strategies with ICT investments to achieve holistic improvement.

The results confirm that both technological information capabilities and transformational leadership independently and interactively contribute to the enhancement of record management practices. Theoretically, the study builds upon RBV, transformational leadership theory, and sociotechnical systems theory to explain how organizational resources, leadership behaviors, and their synergy affect institutional processes. Practically, the findings suggest that policy makers, administrators, and institutional leaders must balance investments in ICT infrastructure with the development of leadership capacity.

There's a stream of literature in support of the findings of this paper, according to Hermawan et al. (2021), paper confirms that both technological capabilities and transformational leadership significantly influence records management practices within organizations. The finding of this investigation aligns with the Resource Based View (RBV) framework, emphasizing the importance of leadership and technological capabilities in enhancing organizational performance. On the other instance Thurston (1996), in his paper the author emphasizes the significant role of transformational leadership in enhancing record management practices within the Lembaga Administrasi Negara (LAN). This research managed to identify that the leadership has successfully implemented four components of transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individual consideration— explain that these can definitely lead to improved archival governance. According to Thomas (2024), the authors emphasizes that IT adoption capability (ITAC) and digitalization significantly enhance firm performance through proper record management practices. On the similar instance, Dootson et al. (2021) found out that technological information capabilities and transformational leadership are crucial for improving public records management practices. This research was also built up on resource-based view (RBV). The paper also included transformational leadership theory, and sociotechnical systems theory to illustrate how these elements interact to enhance institutional processes. Also, according to Farotimi et al. (2023), the authors emphasize the significant role of Information and Communications Technology (ICT) in enhancing records management practices within organizations and managed to highlights the necessity for a balance between investing in ICT infrastructure and developing leadership capacity to optimize records management.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

This current study managed to examine the relationship between technological information capabilities, transformational leadership, and record management practices, in the nexus transformational leadership was tested as a moderator variable. In analyzing the data, the study conducted confirmatory factor analysis (CFA), in this regard CFA confirmed the validity and reliability of the constructs. In this analysis of all loadings, CR, and AVE values attained acceptable thresholds. The findings in the relationship between the variables revealed that technological information capabilities significantly improve record management practices, while transformational leadership independently exerts a positive influence on record management outcomes. Furthermore, transformational leadership was found to moderate the link between technological information capabilities and record management practices, this implies the positive effect of technological capabilities when transformational leadership is present. These results suggest that ICT investments like reliable systems, security measures, digital competence, and modern infrastructure, can directly enhance record management practices in terms of accessibility, timeliness, accuracy, compliance, and standardized archiving.

### 5.2 Recommendations

Based on the findings of this current paper, this study recommends these for institutions in Tanzania and for organizations operating in similar contexts should: first to enhance technological information capabilities, this can be done by upgrading ICT infrastructure, ensuring system reliability, and providing staff training on digital tools, second is to strengthen transformational leadership, this can be done through targeted leadership development programs that emphasize vision-setting, mentoring, and innovation, third is to Integrate technology and leadership strategies, this will ensure that ICT initiatives are supported by leaders who can inspire adoption and cultural change and lastly is to invest in secure, integrated digital platforms, this initiative is likely to improve accessibility, compliance, and transparency in record management.

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