ORGANIZATIONAL CULTURE AND THE ADOPTION OF DIGITAL RECORDS MANAGEMENT SYSTEMS IN PRIVATE UNIVERSITIES IN UGANDA

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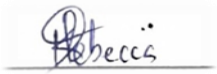
DECLARATION

I, **KEMIGISHA REBECCA** hereby declare that this is my original work, is not plagiarized, and has not been submitted to any other institution for any award.

Signature: 

Date: 7th May 2025

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APPROVAL

This is to certify that this research titled "Organizational Culture and the Adoption of Digital Records Management Systems in Private Universities in Uganda" has been done under my supervision and is approved for submission to the School of Business, Uganda Christian University.

Dr Godwin Awio
Supervisor

DEDICATION

I dedicate this work to my family, whose unwavering support and encouragement have been my source of strength throughout this journey. Your sacrifices and guidance have been a cornerstone of my success.

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I would like to express my heartfelt gratitude to several individuals and institutions who have made significant contributions to the completion of this study. First, my sincere thanks to Dr. Godwin Awio, my school supervisor, whose expertise, guidance, and continuous support have been invaluable throughout the research process. His insightful advice and encouragement have greatly enhanced the quality of this work.

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LIST ACRONYMS AND ABBREVIATIONS

EDMS - Electronic Document Management System

EDRMS - Electronic Document Records Management System

ERM - Electronic Records Management

ERMS - Electronic Records Management System

FERPA - Family Educational Rights and Privacy Act

ICT - Information and Communication Technology

IT - Information Technology

RM - Records Management

SPSS - Statistical Package for the Social Sciences

UCU - Uganda Christian University

ABSTRACT

This study examines the influence of organizational culture on the adoption of digital records management systems in private universities in Kampala, Uganda. The specific objectives are assessing the impact of leadership styles, communication patterns, employee attitudes, and organizational norms on system adoption.

A cross-sectional survey design was used, targeting administrative staff, IT personnel, and department heads from two private universities. Data were collected using structured questionnaires and analyzed using descriptive statistics.

Findings suggest that leadership support, clear communication, positive employee attitudes, and a culture of compliance significantly influenced the successful adoption of digital records management systems. Resistance to change, inadequate training, and inconsistent leadership engagement were key challenges.

The study concluded that fostering a supportive organizational culture enhances digital records adoption. It recommends leadership development, improved communication, continuous training, and a collaborative work environment to facilitate system integration.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides an overview of the study by introducing the background, problem statement, objectives, research questions, and hypotheses that guided the research. It also outlines the rationale and significance of the study, as well as the scope within which the research was conducted. The chapter further explains the conceptual and theoretical framework that underpins the research approach, offering insights into the core themes and variables that influenced the investigation. Finally, a summary of the chapters in the research report is provided to give readers a clear understanding of the structure and progression of the study.

1.2 Background to the Study

It is held that sound records management is fundamental for good governance and effective and efficient administration. As highlighted in The National Archives' Records Management Policy Manual (2003:iv) (thereafter referred to as Procedure Manual), a sound records management forms the basis for formulating policies, managing resources and the delivery of services to the public. It also enables an organization to find information easily and the orderly and efficient flow of information enables the organization to perform its functions successfully and efficiently.

Over time, technological advancements have significantly transformed organizational processes, offering new opportunities for improvement and innovation (Quan – Haase, 2013).

An activity that has proved beneficial is the Records Management (RM) and the Electronic Records Management (ERM). According to Shepard and Yeo (2003, p. 1) Records Management focuses on systematically overseeing the lifecycle of records – from their creation to their

eventual disposal- to enhance organizational efficiency. The integration of information technology into records management practices has significantly expanded the scope of the field, enabling organizations to manage both paper and electronic records remotely and efficiently. While the medium of records has shifted towards digital formats over time, the core objectives of records management which is supporting organizational processes and enhancing operational efficiency have remained consistent. However, successful adoption is not without challenges. Beyond financial and technical barriers such as infrastructure gaps, data migration, and training costs (Garcia et al., 2020; Kim & Martinez, 2022), cultural barriers within institutions often determine the success or failure of EDRMS adoption.

Employees may resist change, preferring traditional paper records, while weak leadership support or poor communication can hinder implementation. Organizational norms, shared beliefs, and attitudes toward innovation shape how staff interact with digital records systems (Ngulube, 2019).

Universities face unique challenges in managing vast amounts of administrative, academic, and research records while ensuring compliance with regulatory requirements. The adoption of digital records management systems presents an opportunity for these institutions to streamline recordkeeping processes, enhance information accessibility, and improve overall efficiency. In Uganda, the government has created a favourable environment for digital transformation through initiatives such as the National Digital Transformation Roadmap (2021–2025) and the Education Digital Agenda, which encourage ICT integration in universities, including records management (Ministry of ICT & National Guidance, 2021). Some universities have already taken significant steps. For example, Makerere University launched the Digitalization of Academic Records and Processes (DARP) project to convert decades of academic records into digital form, signaling

progress toward comprehensive electronic records management (Makerere University, 2020). Despite such initiatives, adoption across Ugandan universities remains uneven. Public universities have made visible strides, but many private universities continue to rely heavily on manual or partially automated systems due to financial constraints, inadequate ICT infrastructure, limited staff capacity, and fragmented digital strategies (Kakai, 2022; Nalukwago, 2021).

Studies on higher education in Uganda further show that while some institutions use digital platforms for student information systems, e-filing, or departmental record keeping, full institution-wide EDRMS adoption remains rare. Challenges such as staff resistance to new technology, inadequate training, concerns over data security, and the absence of strong organizational support structures hinder sustainability (Katuu, 2018; Luyombya, 2019).

These issues point to the role of organizational culture in shaping the success of digital transformation. However, the adoption of digital records management in universities is not without challenges. Limited financial resources, legacy systems, and institutional resistance to change may hinder implementation efforts (Garcia et al., 2020). Additionally, universities must address issues related to data migration, staff training, and cultural barriers to ensure the successful adoption and integration of digital records management systems (Kim & Martinez, 2022).

1.3 Problem Statement

In today's digital era, effective records management is crucial for organizations to maintain operational efficiency, ensure regulatory compliance, and support strategic decision-making. The shift from traditional paper-based recordkeeping to digital formats has become essential, yet

many organizations often face significant challenges in the successfully adopting digital records management systems. Despite technological advancements, the implementation of these systems is often impeded by a lack of alignment between organizational culture and the requirements of digital transformation initiatives (Lee & Kim, 2017; Hu et al., 2016).

Research underscores the profound influence of organizational culture on technology adoption and project outcomes. Lee and Kim (2017) demonstrate the impact of organizational culture on employee attitudes and behaviors towards technology adoption, particularly in the context of electronic records management systems. Similarly, Hu et al. (2016) emphasize the critical role of cultural alignment in determining the success of information technology projects.

In Uganda, the adoption of digital records management systems in universities presents a mixed picture. A study conducted in Eastern Uganda revealed that while the level of ICT adoption among university staff was generally high ($M = 47.42$, $SD = 4.74$), the effectiveness of digitalized students' records management was moderate. This indicates that while technology is being adopted, its application in records management is not yet fully optimized (Ochwo et al., 2018). Furthermore, challenges such as manual records handling, inadequate storage space, and lack of a system to streamline records management have been identified at institutions like Makerere University (Mak DARP Project Launch, 2024).

However, while organizational culture's role in technology adoption is well-documented, its specific impact on the adoption of digital records management systems remains underexplored. Most studies focus on general IT adoption, overlooking the unique challenges of managing records digitally. This gap highlights the need for a deeper exploration of the relationship

between organizational culture and digital records management adoption to provide valuable insights for both practitioners and researchers addressing this critical issue.

1.4 Overall Research Objective

To investigate the role of organizational culture on adoption of digital records management in universities in Kampala.

1.5 Specific Research Objectives

i. To examine the influence of leadership styles on adoption of digital records management system.
ii. To examine the effect of communication patterns in adoption of digital records management system.
iii. To assess the role of employee attitudes and behavior towards digital records management system.
iv. To evaluate the role of organizational norms and shared beliefs on the adoption of digital records management system.

1.6 Research Questions

i. How do leadership styles influence the adoption of digital records management system within organizations?
ii. To what extent does communication affect the adoption of digital records management system?
iii. What is the impact of employee attitudes and behavior regarding digital records management system?

iv. What is the role of organizational norms and shared beliefs in the adoption of digital records management system?

1.7 Justification of the Study

The rapid advancement of digital technologies has transformed the way organizations manage their operations, with higher education institutions increasingly adopting digital records management systems (DRMS) to streamline administrative processes. Despite the potential benefits, the successful adoption of these systems is often hindered by several challenges, such as resistance to change, inadequate communication, and a lack of employee engagement. Understanding the factors that influence the adoption of digital records management systems, particularly within the context of universities, is crucial for improving the implementation process and ensuring long-term success.

This study is justified by the need to explore the role of leadership, communication patterns, employee attitudes, and organizational culture in the adoption of digital records management systems within universities. The findings will provide valuable insights into the factors that contribute to the successful implementation of such systems, helping university management identify key areas for improvement and better support their staff during digital transitions.

1.8 Significance of the Study

The significance of this study lies in its potential to provide university administrators and policymakers with a deeper understanding of the dynamics that affect the adoption of digital records management systems. Identifying and analyzing the challenges and enablers of successful adoption, the research will offer practical recommendations for enhancing leadership, communication, and employee engagement. Furthermore, the study will highlight the importance

of aligning organizational culture with technological change, ensuring that universities are better equipped to foster innovation and adaptability.

This research will also contribute to the broader body of knowledge on digital transformation in higher education institutions, offering insights that can be applied to other sectors facing similar challenges. Ultimately, the findings of this study will aid in improving the efficiency, effectiveness, and security of digital records management in universities, leading to enhanced administrative processes and better service delivery to students and staff.

1.9 Scope of the Study

1.9.1 Content Scope

The scope of this study was limited to the adoption of digital records management systems within a specific university. The research focused on key factors that influence the adoption process, including leadership styles, communication patterns, employee attitudes and behaviours, and organizational culture.

1.9.2 Geographical Scope

The study focused on Uganda Christian University (UCU) and the Uganda Martyrs' University, both of which are located in Uganda. These institutions represent a cross-section of the higher education sector in the country, making them suitable cases for understanding the challenges and successes related to the adoption of digital records management systems.

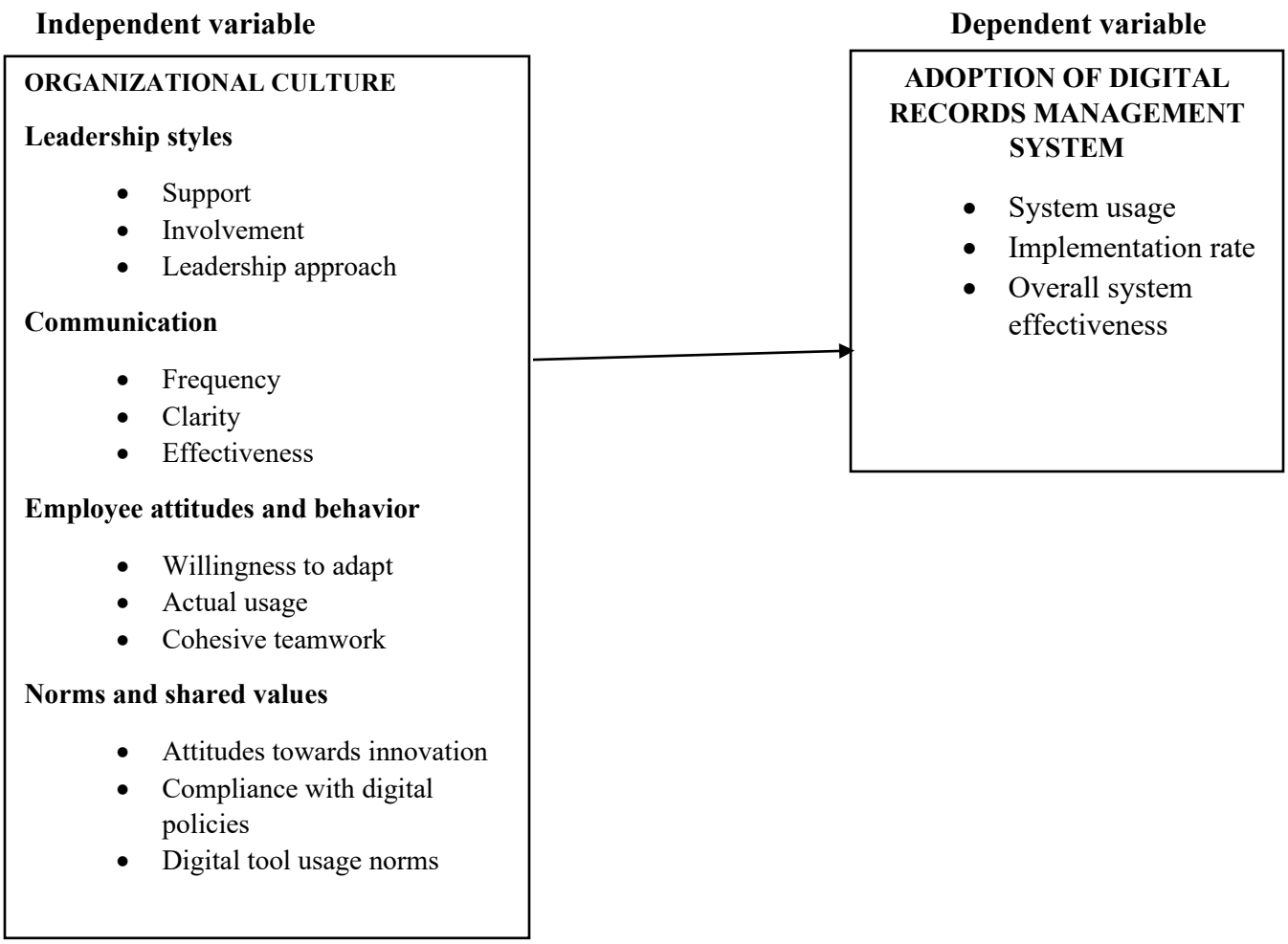
1.9.3 Time Scope

The study focuses on the adoption of digital records management systems over the past 10 years (from 2015 to 2025). This time period allows the study to capture significant changes in digital

technology adoption and the challenges institutions have faced during this period. It also provides a clear understanding of the factors influencing the adoption process, such as leadership, communication, employee attitudes, and organizational culture, within the context of long-term digital transformation

1.10 Conceptual Framework

Figure 1. 1 Conceptual Framework



Source: Adopted from Jones et al., (2020 and modified by the researcher

The conceptual framework of this study centres on the relationship between organizational culture and the adoption of digital records management systems in higher education institutions. In this framework, organizational culture is considered an independent variable that influences various factors within the institution, such as leadership styles, communication patterns, employee attitudes and behaviours, and shared norms and values. These factors collectively shape the adoption of digital records management systems, which is the dependent variable.

Organizational culture plays a pivotal role in determining how institutions embrace digital transformation. Leadership styles, such as support, involvement, and the overall leadership approach, influence how digital tools and systems are introduced and supported. Leadership's ability to provide guidance and actively engage with employees fosters a conducive environment for technological adoption. Effective leadership ensures that there is an atmosphere of trust and openness, where employees feel supported in their journey of adapting to new digital systems. The culture of an institution also influences communication patterns, which encompass the frequency, clarity, and effectiveness of messages about digital transformation. Clear, frequent, and effective communication is critical for reducing resistance to change, addressing concerns, and ensuring that all stakeholders are informed and on the same page during the transition to digital systems.

Employee attitudes and behaviours are shaped by the organizational culture, particularly in terms of their willingness to adopt the new system, the frequency of use, and the degree of collaboration among teams. Positive attitudes toward digital records management systems are often a result of strong leadership and clear communication, which lead to higher levels of employee engagement and system usage. Willingness to adapt, actual usage of the system, and cohesive teamwork all play a part in ensuring the digital system is implemented effectively. When employees are motivated, open to change, and work together, the system is more likely to be fully integrated and utilized effectively.

Furthermore, norms and shared values within the organization influence employees' adherence to the policies and guidelines established for the management of digital records. Positive attitudes towards innovation, compliance with digital records management policies, and the shared norms around using digital tools significantly affect the overall success of the adoption

process. When employees value and understand the importance of following set norms, they are more likely to adopt the system and use it efficiently.

The adoption of digital records management systems is the dependent variable in this framework. The success of the adoption process can be assessed through various indicators, including system usage, implementation rate, and overall system effectiveness. High system usage reflects the extent to which employees engage with the system in their daily operations. The implementation rate indicates how effectively the system has been integrated into the institution's operations. Finally, the overall system effectiveness reflects how well the system meets the needs of the institution, providing efficient and secure management of digital records.

1.11 Summary of Chapters of the Research Report

Chapter One: Introduction – This chapter introduces the study, including the background, problem statement, research objectives, research questions, rationale, significance, scope, and the conceptual framework that guides the research.

Chapter Two: Literature Review – This chapter reviews relevant literature on digital records management systems, focusing on the factors influencing their adoption in higher education institutions, including leadership, communication, employee attitudes, and organizational culture.

Chapter Three: Research Methodology – This chapter outlines the research design, methodology, data collection methods, sampling techniques, and analytical approaches used in the study.

Chapter Four: Results and Discussion – This chapter presents the findings from the data analysis, offering a detailed discussion of the results in relation to the research objectives and existing literature.

Chapter five Summary, Conclusion and Recommendations – This final chapter summarizes the key findings of the study, provides conclusions, and offers recommendations for improving the adoption of digital records management systems within the university.

1.12 Conclusion

In conclusion, this chapter has set the foundation for the study by outlining the key components that drive the research process. The rationale for the study, its significance, and the scope have been clearly established, providing a comprehensive understanding of the context in which the research is situated. The following chapters will build on this foundation, providing a thorough investigation into the factors that influence the adoption of digital records management systems within the university setting.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In today's rapidly evolving digital landscape, the effective management of organizational records has become paramount for ensuring operational efficiency, regulatory compliance, and strategic decision-making. The transition from traditional paper-based recordkeeping to digital formats has emerged as a strategic imperative for organizations seeking to thrive in the digital age. However, the successful implementation of digital records management systems is not solely reliant on technological capabilities; rather, it is profoundly influenced by organizational culture, as highlighted by Lee and Kim (2017).

2.2 Influence Of Organizational Culture on Digital Records Management Adoption

The influence of organizational culture on technology adoption has been widely acknowledged in the literature (Lee & Kim, 2017). Cultures resistant to change may struggle with adopting new technologies, as employees may perceive them as threats to established norms. Conversely, cultures that value innovation and experimentation are more adaptable and willing to invest in cutting-edge solutions. Leadership support is paramount, as leaders who champion technological initiatives can motivate employees and provide necessary resources. Open communication and collaboration foster seamless integration of new technologies, while a learning-oriented culture encourages continuous skill development and mastery of new tools. Moreover, organizations with high risk tolerance are more likely to experiment with innovative solutions, despite potential setbacks. Aligning technological implementations with organizational culture is crucial for

successful adoption, facilitating smoother transitions and maximizing the benefits of new technologies.

Organizational culture encompasses shared values, beliefs, and norms that shape employee behaviors and perceptions towards technology adoption (Hu et al., 2016). Organizational culture, as described by Hu et al. (2016), encompasses shared values, beliefs, and norms that profoundly influence employee behaviors and perceptions towards technology adoption. These cultural elements create a foundation upon which attitudes towards technology are formed and decisions regarding its adoption are made. For instance, if a culture values tradition and stability, there may be resistance to adopting new technologies perceived as disruptive. Conversely, a culture that values innovation and collaboration may embrace technological advancements more readily. Understanding and leveraging these cultural dynamics are essential for effectively implementing and integrating new technologies with organizations.

Lee and Kim (2017) emphasize that organizations with a strong cultural fit between their existing norms and the requirements of digital records management systems are more likely to experience smooth implementation processes and higher levels of employee acceptance.

Organizational culture encompasses shared values, beliefs, and norms that shape employee behaviors and perceptions towards technology adoption. In the context of digital records management, cultural dimensions such as leadership styles, communication patterns, and organizational values play a crucial role in determining the success of adoption efforts (Kim & Park, 2021) Organizational culture encompasses shared values, beliefs, and norms that significantly influence employee behaviors and perceptions towards technology adoption, particularly in the context of digital records management. Within this domain, cultural

dimensions such as leadership styles, communication patterns, and organizational values are pivotal in determining the success of adoption efforts. For instance, a hierarchical leadership style may hinder open communication and collaboration, thereby impeding the adoption of digital records management systems that rely on shared access and collaboration. Conversely, an organizational culture that values transparency and information sharing may facilitate smoother adoption processes by encouraging employee buy-in and participation. Understanding and addressing these cultural dimensions are critical for organizations seeking to effectively implement digital records management technologies and maximize their benefits.

2.3 Influence of leadership styles on the adoption of digital records management systems

Leadership styles play a critical role in shaping the adoption and successful implementation of digital records management systems within organizations. Research consistently underscores the importance of effective leadership in navigating organizational change, particularly during digital transformation initiatives. Leaders influence organizational culture, employee perceptions, and the overall strategic direction, which are all pivotal in the adoption of new technologies (Bass & Avolio, 1994; Yukl, 2013).

2.3.1 Transformational Leadership and Technology Adoption

Transformational leadership is characterized by the ability to inspire and motivate employees to exceed expectations by fostering a shared vision, encouraging innovation, and addressing individual employee needs. Transformational leaders are particularly effective in digital transformation efforts as they promote a culture of openness, innovation, and adaptability (Burns, 1978; Bass, 1985).

For instance, leaders with transformational traits can articulate the benefits of digital records management systems, align them with organizational goals, and inspire employees to embrace the change. Research by Hu et al. (2016) highlights that transformational leaders play a crucial role in overcoming resistance, fostering collaboration, and ensuring that employees are adequately trained and supported throughout the transition.

2.3.2 Transactional Leadership and System Implementation

Transactional leadership, on the other hand, emphasizes structured processes, clear goals, and performance-based rewards. This leadership style can be beneficial in the implementation phase of digital records management systems, where adherence to timelines, compliance with guidelines, and achieving specific milestones are critical (Bass, 1985). Leaders employing this style can establish clear policies, allocate necessary resources, and monitor progress to ensure the successful rollout of the technology (Wang & Chen, 2022). However, transactional leadership may fall short in addressing the broader cultural and motivational aspects needed for long-term adoption and integration.

2.3.3 Servant Leadership and Employee Engagement

Servant leadership prioritizes the needs of employees, fostering a supportive environment that emphasizes personal and professional development (Greenleaf, 1977). In the context of digital records management systems, servant leaders can build trust and collaboration by involving employees in decision-making processes and addressing their concerns. This leadership style enhances employee engagement and reduces resistance to change, which are critical for successful technology adoption (Choy, Loo, & Lee, 2018).

2.3.4 Leadership's Role in Addressing Resistance to Change

Resistance to change is a common challenge in the adoption of digital records management systems. Leaders play a vital role in addressing this resistance by fostering a culture of trust, communication, and inclusivity. Research by Kotter (1996) highlights that effective leaders proactively identify and address barriers to change, such as fear of job displacement, skill gaps, or skepticism about the new technology's benefits. They achieve this by engaging employees in open dialogues, providing training, and celebrating early successes to build momentum.

2.3.5 Leadership as a Driver of Cultural Alignment

Effective leadership is integral to aligning organizational culture with the requirements of digital records management systems. Leaders who recognize the significance of cultural alignment can bridge the gap between existing values and the demands of the new technology. By promoting transparency, collaboration, and a shared vision, leaders can ensure that the adoption process aligns with the organization's long-term strategic goals (Brown & Williams, 2019).

2.3.6 Empirical Evidence on Leadership Styles and Technology Adoption

Studies across various sectors have demonstrated the impact of leadership styles on technology adoption. For example, a study by Garcia and Martinez (2020) found that transformational leadership significantly increased the likelihood of successful implementation and integration of electronic records management systems in educational institutions. Similarly, research by Smith and Jones (2018) emphasized the importance of servant leadership in creating an inclusive environment that encouraged employee buy-in during digital transformation initiatives in healthcare organizations.

2.4 Communication Patterns on the Adoption of Digital Records Management Systems

Effective communication is a critical enabler of digital transformation, particularly in the adoption of digital records management systems. Communication patterns within an organization significantly influence how information is disseminated, understood, and acted upon by employees and other stakeholders. Literature highlights that communication serves as a bridge between organizational culture and the technical aspects of implementing new systems, ensuring alignment with strategic goals and fostering employee engagement (Smith & Jones, 2018).

2.4.1 Role of Communication in Technology Adoption

Clear and transparent communication is essential for articulating the purpose, benefits, and goals of digital records management systems. Lee and Kim (2017) emphasize that effective communication reduces ambiguity and fosters a shared understanding of the technology among employees. This, in turn, facilitates smoother transitions and reduces resistance to change. Similarly, Hu et al. (2016) argue that poor communication can lead to misunderstandings, misaligned expectations, and low employee buy-in, which are among the primary reasons for the failure of digital transformation initiatives.

Effective communication patterns ensure that all stakeholders—leaders, employees, and external partners—are on the same page regarding the objectives, implementation processes, and expected outcomes of the digital records management system. This is particularly important in complex organizations, such as universities, where collaboration across departments is essential for the success of such initiatives (Brown & Williams, 2019).

2.4.2 Types of Communication Patterns and Their Impact

Communication patterns can be categorized into formal and informal, vertical and horizontal, and synchronous and asynchronous. Each type plays a unique role in the adoption of digital records management systems:

1. Formal Communication: This includes structured channels, such as memos, reports, and official announcements, which are essential for communicating the strategic importance of the initiative. Formal communication ensures that employees understand the objectives and policies governing the adoption process (Smith & Jones, 2018).

2. Informal Communication: Informal interactions, such as casual discussions and peer-to-peer conversations, are equally important as they provide employees with a platform to share experiences, ask questions, and express concerns. These interactions foster trust and reduce resistance to change (Choy, Loo, & Lee, 2018).

3. Vertical Communication: Communication that flows between different levels of the organizational hierarchy is critical for leadership to convey vision and for employees to provide feedback. Leaders must use upward communication channels to understand employee concerns and downward channels to provide guidance and support (Wang & Chen, 2022).

4. Horizontal Communication: Collaboration between departments or teams requires robust horizontal communication patterns. Cross-departmental communication helps to align goals, share resources, and address potential bottlenecks in implementing digital systems (Brown & Williams, 2019).

5. Synchronous vs. Asynchronous Communication: Real-time communication methods, such as meetings and instant messaging, allow for immediate feedback and collaboration.

Conversely, asynchronous methods, like emails and shared documents, provide flexibility and allow employees to engage at their own pace, which is particularly useful during training sessions (Garcia & Martinez, 2020).

2.4.3 Communication as a Tool to Overcome Resistance

Resistance to adopting digital records management systems often stems from uncertainty or fear of change. Effective communication patterns can address these challenges by providing clear, consistent, and frequent updates throughout the adoption process (Kotter, 1996). Leaders should use communication to explain the rationale behind the new system, highlight its benefits, and address any misconceptions. Empirical studies show that organizations with open and transparent communication are more likely to succeed in technology adoption initiatives than those with poor communication practices (Smith & Jones, 2018).

2.4.4 Communication's Role in Training and Capacity Building

The adoption of digital records management systems often requires significant training to build employee competence. Communication plays a key role in designing and delivering training programs. For instance, leaders and managers must communicate the availability of training resources, schedule sessions effectively, and encourage participation. Additionally, feedback loops established through effective communication ensure that training programs are tailored to meet employee needs, thus increasing the likelihood of successful adoption (Choy, Loo, & Lee, 2018).

2.4.5 Empirical Evidence on Communication Patterns and System Adoption

Research by Lee and Kim (2017) found that clear communication patterns significantly reduced resistance and improved employee engagement during the adoption of digital records management systems in South Korean universities. Similarly, a study by Brown and Williams

(2019) highlighted the importance of cross-departmental communication in aligning stakeholders and ensuring smooth implementation in corporate organizations. Furthermore, Garcia and Martinez (2020) emphasized that informal communication channels, such as employee forums, were critical in addressing concerns and fostering a sense of ownership among employees in educational institutions undergoing digital transformation.

2.5 The role of employee attitudes and behavior towards digital records management systems

The attitudes and behaviors of employees are critical determinants of the success of digital records management system (DRMS) adoption. Employees are the primary users of these systems, and their perceptions, willingness to adopt, and behavioral responses can significantly influence the overall implementation process and its outcomes. Positive employee attitudes and supportive behaviors enhance system adoption, while negative attitudes and resistance can hinder progress (Hu, Ding, Liu, & Wang, 2016).

2.5.1 Employee Attitudes and Their Influence on DRMS Adoption

Employee attitudes reflect their beliefs, feelings, and predispositions toward a given object or phenomenon—in this case, a DRMS. According to the Technology Acceptance Model (TAM) developed by Davis (1989), perceived usefulness and perceived ease of use are key factors influencing technology adoption. Employees who believe that a DRMS will enhance their job performance (usefulness) and is user-friendly (ease of use) are more likely to adopt and use the system effectively (Choy, Loo, & Lee, 2018).

Positive attitudes enable employees to embrace training opportunities, engage with the technology, and support its integration into their workflows. Conversely, negative attitudes, often

fueled by fear of job redundancy, lack of technical skills, or skepticism about the system's benefits, can lead to resistance and poor engagement (Lee & Kim, 2017).

2.5.2 Employee Behavior and DRMS Adoption

While attitudes influence behavior, the actual behaviors exhibited by employees during and after the adoption process are critical for the success of a DRMS. Behaviors can include active participation in training, willingness to learn, compliance with system protocols, and collaboration with colleagues. According to Ajzen's (1991) Theory of Planned Behavior, intention, shaped by attitudes, perceived norms, and perceived control, drives actual behavior.

Positive behaviors, such as initiative in exploring system functionalities and assisting peers, can accelerate adoption and optimize system utilization (Smith & Jones, 2018). Conversely, passive or resistant behaviors, such as avoiding system use or reverting to old practices, can undermine the effectiveness of the DRMS (Hu et al., 2016).

2.5.3 Overcoming Negative Employee Attitudes and Behaviors

Organizations must address employee concerns to foster positive attitudes and behaviors. Effective communication about the purpose and benefits of the DRMS, along with empathetic leadership and adequate training, can help overcome resistance and build trust in the system. By creating a supportive environment, organizations can encourage employees to engage actively and contribute to the successful implementation of the system (Garcia & Martinez, 2020).

2.5.4 Empirical Evidence on Employee Attitudes and Behavior

Research highlights a strong correlation between positive employee attitudes, supportive behaviors, and successful DRMS implementation. For example, Choy et al. (2018) found that healthcare organizations that prioritized employee engagement and provided extensive training reported higher adoption rates of electronic records management systems. Similarly, a study by

Smith and Jones (2018) demonstrated that organizations emphasizing collaboration and transparency saw reduced resistance among employees.

In contrast, Hu et al. (2016) documented cases where poor employee attitudes and resistance behaviors led to project delays and suboptimal system utilization. These findings emphasize the importance of addressing human factors to ensure successful DRMS adoption.

2.6 Organizational norms and shared beliefs on the adoption of digital records management

Organizational norms and shared beliefs significantly influence the adoption of digital records management systems (DRMS) by shaping employees' attitudes and behaviors. Norms, defined as the unwritten rules and expectations governing behavior, establish what is considered acceptable within an organization. Shared beliefs, on the other hand, reflect the collective values and assumptions that influence how employees perceive and approach change. Together, these cultural elements provide the foundation upon which organizational behaviors, including technology adoption, are built. Research indicates that supportive norms and positive shared beliefs create an environment conducive to adopting DRMS, while rigid norms and negative beliefs can lead to resistance and hinder implementation efforts (Lee & Kim, 2017).

Broader theoretical frameworks provide valuable insights into the role of norms and beliefs during technology adoption. Schein's Organizational Culture Model emphasizes how deeply embedded assumptions and values drive behavior, making it essential for organizations to align their cultural foundations with technological goals. Similarly, Rogers' Diffusion of Innovation Theory highlights the importance of social norms in influencing the rate and success of innovation adoption within organizations. These theories underscore the need to address

organizational norms and beliefs as part of strategic planning for DRMS adoption, ensuring alignment between cultural elements and technological objectives.

Empirical studies further illustrate the impact of norms and beliefs on DRMS adoption. For example, Hu et al. (2016) found that organizations with norms emphasizing compliance and accountability are more likely to successfully adopt digital systems that enhance recordkeeping and data security. In contrast, organizations with norms prioritizing traditional practices or minimizing risk-taking often face significant barriers to adoption. Research by Smith and Jones (2018) also highlights the role of shared beliefs in shaping perceptions of system usefulness and user-friendliness, which are critical for fostering employee buy-in and participation.

Leadership plays a crucial role in shaping and transforming organizational norms and beliefs to facilitate DRMS adoption. Transformational leaders, who inspire and motivate employees, are particularly effective in fostering cultural change. They use communication strategies to build trust, promote transparency, and align organizational values with technological goals. Leaders who champion innovation and actively address employee concerns can cultivate positive norms and beliefs that support the successful implementation of DRMS. Brown and Williams (2019) emphasize that leadership-driven initiatives, such as inclusive decision-making and collaborative problem-solving, can significantly enhance cultural alignment during digital transformation efforts.

Norms and beliefs also play a central role in addressing resistance to change, a common challenge during DRMS adoption. Resistance often stems from negative shared beliefs, such as fears of job displacement or skepticism about the technology's efficacy. Addressing these concerns requires intentional efforts to reshape organizational norms and foster a culture of

openness and adaptability. For instance, Lewin's Change Management Model highlights the importance of unfreezing existing norms, introducing new practices, and reinforcing positive behaviors to overcome resistance and ensure successful adoption.

Finally, the digital transformation era has brought new challenges and opportunities for organizations to reassess their norms and beliefs. As organizations increasingly prioritize innovation, collaboration, and agility, aligning cultural values with digital goals has become critical. Studies on global trends suggest that organizations with norms emphasizing continuous learning and adaptability are better positioned to embrace digital transformation. In regions like Africa, where cultural beliefs about hierarchy and decision-making can influence organizational behavior, tailored approaches to DRMS adoption are necessary to address contextual challenges and leverage local strengths.

2.7 Hofstede's cultural dimensions theory

Hofstede's cultural dimensions theory, developed by renowned social psychologist Geert Hofstede, is a foundational framework for understanding cultural differences among societies and organizations. Initially proposed in the late 1960s and further refined in subsequent research, Hofstede's theory emerged from a comprehensive study of IBM employees across multiple countries, aiming to identify common patterns in cultural values and behaviors within organizations (Hofstede, 1980).

Hofstede's theory has had a profound impact on the field of cross-cultural research, offering valuable insights into how cultural factors shape various aspects of organizational life, including leadership styles, communication patterns, decision-making processes, and organizational change efforts. By identifying and measuring key cultural dimensions, such as power distance,

individualism-collectivism, uncertainty avoidance, masculinity-femininity, long-term orientation, and indulgence-restraint, Hofstede provided a systematic framework for analyzing cultural differences and their implications for organizational behavior (Hofstede, 2001).

In the context of organizational culture and the adoption of digital records management practices, understanding cultural dimensions is essential for exploring how organizational culture influences technology adoption.

Hofstede's theory provides a valuable framework for understanding cultural differences in values, attitudes, and behaviors across societies and organizations. It helps explain how cultural dimensions influence various aspects of organizational life, including leadership styles, communication patterns, decision-making processes, and organizational change efforts.

Lee and Kim (2017) emphasize the significant influence of organizational culture on technology adoption, echoing Hofstede's focus on cultural dimensions. Similarly, Choy et al. (2018) highlight the multifaceted nature of organizational factors influencing technology adoption, which resonates with Hofstede's model of cultural dimensions. Furthermore, Hu et al. (2016) underscore the role of leadership in fostering a culture of innovation and adaptability, aligning with Hofstede's emphasis on leadership styles within different cultural contexts.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted for the study, detailing the approaches and techniques used for data collection, analysis, and presentation. It provides a description of the research design, study population, sample size, sampling methods, data collection instruments, data collection procedures, data quality control measures (reliability and validity), data analysis methods, ethical considerations, and anticipated study limitations.

These methodological components align with Creswell's (2012) perspective that research methodology is a systematic process through which an investigation collects, analyzes, and presents data to gain an in-depth understanding of a given phenomenon and effectively address the study objectives.

3.2 Research Design

According to Kothari (2004), a research design is a prearrangement of circumstances for the collection and analysis of data in a manner that combines relevance to the research. Amin (2005) defines it as a conceptual structure within which research is conducted.

A cross-sectional survey research design was employed in this study. According to Creswell (2014), a cross-sectional design allowed the researcher to collect data at a single point in time, providing a snapshot of the variables under investigation. This design was suitable for exploring the relationship between organizational culture factors—such as leadership styles, communication patterns, employee attitudes, and organizational norms—and the adoption of

digital records management Systems within private universities in Kampala, Uganda. By using this approach, the study captured the perspectives of participants at a specific moment, enabling the identification of patterns and relationships without manipulating variables.

3.3 Study Population

A study population, as defined by Babbie (2010) and Lavrakas (2021), was the universal combination of essentials or the set of all members from which a sample was drawn. Salkind (2018) viewed the population as a group of potential participants to whom the results of the study were generalized. For this study on the adoption of digital records management in universities, the target population included key stakeholders involved in the operation of digital records management systems.

The study population comprised approximately 100 employees from the administrative departments of two private universities in Kampala, Uganda. These universities were Uganda Martyrs' University and Uganda Christian University, with 50 employees selected from each institution. The population included administrative staff, IT personnel, and department heads who were directly involved in or impacted by the management and use of digital records management systems. The relatively smaller population reflected the focused scope of the study, targeting a manageable and relevant group within private universities. This population was ideal for exploring the organizational culture factors influencing digital records management adoption.

The selection of these categories was based on their roles and responsibilities in the overall operation of digital records management systems within universities. These stakeholders possessed relevant information and insights regarding the variables under investigation,

including organizational culture, leadership support, technology acceptance, and challenges and benefits associated with digital records management adoption. Sampling from this population ensured the representation of diverse perspectives and experiences related to digital records management adoption in universities.

3.4 Sample size

A sample size of 50 was selected from the population of 100. According Kothari (2004) for a small population (below 500), researchers are encouraged to take a relatively larger sample proportion of 30-50% to improve representativeness. The sample size is also justified by the study's manageable population size and the focus on achieving depth rather than breadth in understanding organisational culture and its influence.

The sample size of 50 also ensured sufficient representation while allowing the researcher to efficiently manage data collection and analysis within the constraints of time and resources. This decision also aligned with Amin (2005), who noted that smaller sample sizes were suitable for focused studies with narrowly defined populations.

3.5 Sampling Method

A stratified random sampling method was employed to ensure that various subgroups within the departments were adequately represented. This technique involved dividing the population into distinct strata (e.g., administrative staff, IT staff, and department heads, as well as different levels of management such as top management, middle management, and lower-level staff) based on relevant characteristics, such as job roles and departments. Random selection of participants from each subgroup ensured that the sample was representative of the diverse roles involved in

the adoption of digital records management systems. This approach improved the accuracy of the findings and minimized sampling bias (Fowler, 2014).

The population was divided into distinct subgroups (strata) based on specific characteristics, and participants were randomly selected from each stratum. This approach ensured that key subgroups within the population were adequately represented, reducing sampling bias and enhancing the generalizability of the findings (Fowler, 2014; Creswell, 2014). The population was divided into three strata based on job roles:

1. Administrative Staff: 60% of the population (30 employees per university).
2. IT Staff: 20% of the population (10 employees per university).
3. Department Heads: 20% of the population (10 employees per university).

From each stratum, participants was randomly selected in proportion to their representation in the population. This results in the following sample distribution:

- Administrative Staff: 60100×50=30\frac{60}{100} \times 50 = 3010060×50=30 respondents.
- IT Staff: 20100×50=10\frac{20}{100} \times 50 = 1010020×50=10 respondents.
- Department Heads: 20100×50=10\frac{20}{100} \times 50 = 1010020×50=10 respondents.

This stratified approach ensures that diverse perspectives are captured, reflecting the roles and responsibilities of each subgroup in adopting digital records management systems.

3.6 Data Collection Instruments

The primary data collection instrument was the structured questionnaire, designed to measure key aspects of organizational culture and its influence on the adoption of digital records management systems. The questionnaire utilized a Likert scale (1 to 5) to measure participants' perceptions and attitudes, allowing for quantitative analysis of responses (Likert, 1932). In addition, open-ended questions were included to capture participants' detailed experiences and insights, enriching the overall understanding of the adoption process.

A questionnaire is a reformulated written set of questions to which respondents record their answers, usually within closely defined alternatives (Kothari, 2004). A simple survey was particularly useful for gathering information from a relatively large number of respondents. This method allowed for the collection of substantial information from a broad sample, provided respondents with ample time to answer, ensured their anonymity, and helped reduce interviewer bias (Amin, 2005). The questionnaire survey was self-administered, with some respondents filling it out independently to enhance the quality of responses (Sekaran, 2003). Additionally, this method generated new insights for both the investigators and the respondents (Voss et al., 2021).

Selection of this method was based on its ease of administration, its ability to guarantee respondents' privacy, and its capacity to increase and expedite response rates from a larger sample, thereby enhancing the generalization of study results to the total population (Creswell, 2012). Furthermore, the questionnaire was developed to align with the specific objectives, research questions, and hypotheses of the study. This approach ensured that the collected data were relevant and facilitated a clearer analysis (Amin, 2005).

3.7 Data Collection Procedure

Participants were invited to complete the questionnaire in paper format. A data collection period of two weeks was allocated to maximize the response rate. Once completed, the questionnaires were collected for analysis.

3.8 Reliability Of Instruments

To assess the reliability of the questionnaire, Cronbach's Alpha coefficient was used to measure the internal consistency of the Likert-scale items. A value of 0.70 or higher is considered acceptable for ensuring that the instrument consistently measures the constructs it is intended to measure (Tavakol & Dennick, 2011). Reliability was also evaluated through the pilot study, where the questionnaire were administered to a small subset of the population to check for consistency in responses.

Table 3. 1: Reliability findings

Concept	**Alpha Value**
Leadership styles	0.741
Communication	0.771
Employee attitudes and behavior	0.784
Organizational norms and shared beliefs	0.710
Adoption of digital records management system	0.753

Source: Primary Data (2025)

3.9 Validity Of Instruments

Content validity was established through consultation with experts in organizational culture, records management, and higher education. These experts evaluated whether the questionnaire items appropriately covered the relevant aspects of organizational culture and digital records management. Their feedback ensured that the instrument adequately reflected the key dimensions under investigation, thereby enhancing its relevance and accuracy. The Content Validity Index (CVI) was arrived at using the following formula.

$$CVI = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The finding from the experts were used to establish CVI

Table 3. 2: Validity findings

	Relevant items	Not relevant items	Total
Rater 1	49	3	52
Rater 2	50	2	52
Total	99	5	104

Source: Primary Data (2025)

$$CVI = \frac{99}{104}$$

$$= 0.952$$

Hair et al., 2010). suggested a minimum CVI of 0.7 for high-quality research which was followed.

3.10 Data Analysis

Data analysis for this study was carried out using the Statistical Package for the Social Sciences (SPSS) version 23. Descriptive statistics, including frequencies and percentages, were used to summaries the characteristics of the respondents and the key study variables.

Descriptive statistics were used to capture overall patterns in the data, such as the extent of employee compliance with digital records management policies, the level of organizational culture's support for innovation, and employees' perceptions of leadership involvement in the adoption of digital systems. Tables, charts, and graphs were used to present these findings for clearer interpretation and easier comparison. The use of descriptive statistics ensured that the study was able to identify key trends and the distribution of responses, helping to draw relevant conclusions about the role of organizational culture in the adoption of digital records management in private universities (Pallant, 2016).

Additionally, correlation analysis was conducted to examine the strength and direction of the relationships between the independent variables (leadership styles, communication patterns, employee attitudes and behaviours, and organizational norms and shared beliefs) and the dependent variable, adoption of digital records management systems. The correlation results revealed significant positive relationships between all the independent variables and the adoption of digital records management systems, suggesting that each factor plays an important role in influencing the system's adoption.

Furthermore, multiple regression analysis was performed to identify the specific influence of each independent variable on the adoption of digital records management systems. The results of the regression analysis indicated that organizational norms and shared beliefs had the most significant impact on the adoption of the system, followed by employee attitudes and behaviours,

communication patterns, and leadership styles. All the independent variables were found to be statistically significant, with p-values below 0.01, confirming their positive influence on the adoption of digital records management systems. The regression coefficients provided detailed insight into the relative contribution of each factor, which is essential for developing strategies to promote digital records management adoption in private universities

3.11 Ethical Considerations

Ethical standards were strictly upheld throughout this research to ensure integrity and the protection of participants' rights. The following ethical principles were observed:

- Informed Consent: Participants were fully briefed on the study's purpose, objectives, and their role in the research. They were informed that participation was voluntary, and they had the right to withdraw at any stage without facing any consequences. Additionally, they were assured that their responses would remain confidential and used strictly for academic purposes (Bryman, 2016).
- Confidentiality: All collected data were anonymized, ensuring that no personal identifiers were included in the analysis. Data were securely stored and accessible only to the research team to prevent unauthorized access or misuse.
- Voluntary Participation: No participant was coerced or pressured into completing the questionnaire. Every individual had the freedom to participate or withdraw at any point without facing any form of penalty or disadvantage.
- Respect for Participants: Participants' dignity, privacy, and autonomy were safeguarded throughout the research process. The study findings were reported accurately and objectively, ensuring that participants' perspectives were fairly represented. Ethical

considerations were prioritized to uphold research integrity and protect the rights of all involved (Orb et al., 2001)

3.12 Limitations of the Study

While the findings of this study provide valuable insights into the factors influencing the adoption of digital records management systems in universities, there are several limitations that must be acknowledged. These limitations should be considered when interpreting the results and may offer directions for future research in this area.

Sample Size and Generalizability: One limitation of this study is the relatively limited sample size. While the sample may be representative of the specific universities involved, the results may not be generalizable to all higher education institutions. A larger and more diverse sample, including universities from different geographical regions or with varying levels of digital adoption, would provide a broader understanding of the factors influencing digital records management system adoption. Future studies could benefit from a larger sample size to enhance the generalizability of the findings.

Potential Biases in Responses: Another limitation is the potential for response bias. The data was collected through self-reported surveys, which are subject to the biases of the respondents. For example, respondents may have provided socially desirable answers, particularly in relation to attitudes towards digital technologies or leadership support. This could have led to overestimation of the positive aspects of leadership, communication, or employee enthusiasm. Additionally, employees who are more comfortable with technology may be more inclined to respond, potentially skewing the results towards a more positive view of the adoption process.

External Factors: The study does not account for external factors that may influence the adoption of digital records management systems. For instance, changes in government policies, technological advancements, or funding availability could all impact the pace and success of digital transformation initiatives in universities. Furthermore, regional differences in infrastructure, such as internet connectivity or access to reliable power sources, may affect the ability of universities to adopt and maintain digital systems. These external variables were not explored in this study but could play a significant role in shaping the adoption process.

Cross-Sectional Nature of the Study: The study was cross-sectional in nature, meaning it captured data at a single point in time. This approach does not allow for the examination of how the adoption process evolves over time. Longitudinal studies that track the progress of digital records management system adoption could provide deeper insights into how leadership, communication, employee attitudes, and organizational norms influence the system's adoption at different stages.

Survey Instrument Limitations: The survey instrument used in this study may also have its limitations. While it was designed to capture key variables related to the adoption of digital records management systems, the questions may not have fully captured the complexity of the factors involved. Some respondents may have interpreted questions differently, leading to inconsistencies in responses. Future research could benefit from using a more comprehensive set of measures or combining qualitative methods, such as interviews, to gain a deeper understanding of the factors at play.

Technological Familiarity: The study assumes that all respondents have a baseline understanding of digital records management systems. However, variations in the familiarity and comfort levels

of employees with digital technologies may affect their perceptions and attitudes towards system adoption. Employees with limited exposure to digital technologies may have different experiences compared to those who are more tech-savvy. This variability was not specifically controlled for in the analysis and could have influenced the results.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter examines the role of organizational culture on adoption of digital records management in universities in Kampala. It focuses on four key areas: the influence of leadership styles, the effect of communication patterns, the role of employee attitudes and behaviour, and the impact of organisational norms and shared beliefs. The findings provide insights into how these factors shape digital transformation within the institution.

4.1 Demographic Characteristics of the Respondents

Table 4. 1: Demographic Characteristics of the Respondents

Gender	**Frequency (n=50)**	**Percentage (%)**
Female	28	56
Male	22	44
Age		
25-34	7	14
35-45	24	48
45-54	17	34
Above 55	2	4
Educational Qualification		
O level,	0	0
A level	0	0
Bachelors	5	10.0
Masters	40	80.0
PHD	5	10.0
Years of service		
0-3 years	12	24.0
3-5 years	19	38.0
5-10 years	16	32.0
10 and above years	3	6.0

Source: Primary data (2025)

The findings provide insights into the demographic characteristics of the respondents. More than half of the participants (56%) are female, while 44% are male, indicating a fairly balanced gender distribution with a slight female majority. Regarding age distribution, the majority (48%) fall within the 35–45 age group, followed by 34% in the 45–54 age range. Only 14% are aged 25–34, and a small proportion (4%) are above 55, suggesting that most respondents are in their mid-career stages. With most employees in the mid-career stage, there may be a mix of openness and resistance to adopting digital records systems. Younger employees (25–34) might be more adaptable to digital solutions, while older employees may require additional training to bridge potential skill gaps.

Educational qualifications show that the majority (80%) hold a master's degree, while 10% each have a bachelor's degree or a PhD. There are no respondents with only O-level or A-level qualifications, indicating a highly educated workforce. A highly educated workforce implies a higher capacity to understand and implement digital records systems. However, resistance could arise from established professionals who may prefer traditional record-keeping methods, highlighting the need for awareness and engagement strategies

In terms of years of service, 38% have worked for 3–5 years, followed by 32% with 5–10 years of experience. Those with 0–3 years account for 24%, while only 6% have served for more than 10 years. This suggests that most employees have moderate work experience, with relatively few long-serving staff. A workforce with moderate experience suggests a balance between fresh perspectives and institutional knowledge.

4.2 Leadership styles and adoption of digital records management system.

The first specific objective was to examine the influence of leadership styles on adoption of digital records management system.

4.2.1 leadership style at the University

Table 4. 2: leadership style at the University

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Transformational	39	78.0	78.0	78.0
	Transactional	5	10.0	10.0	88.0
	Laissez-Faire	5	10.0	10.0	98.0
	Authoritarian	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The findings indicate that the predominant leadership style in the university is transformational, reported by 78% of respondents. This suggests that most leaders focus on inspiring and motivating employees, fostering innovation, and encouraging the adoption of digital records management systems. Transactional leadership accounts for 10%, implying that some leaders emphasise structured policies, rewards, and task-oriented management, which may support compliance but limit innovation. Another 10% perceive leadership as laissez-faire, indicating minimal guidance or involvement from leaders.

This could slow the adoption of digital records management systems due to a lack of clear di rection. Only 2% identified leadership as authoritarian, suggesting that strict, top-down decision-making is rare in the institution. The strong presence of transformational leadership is favourable

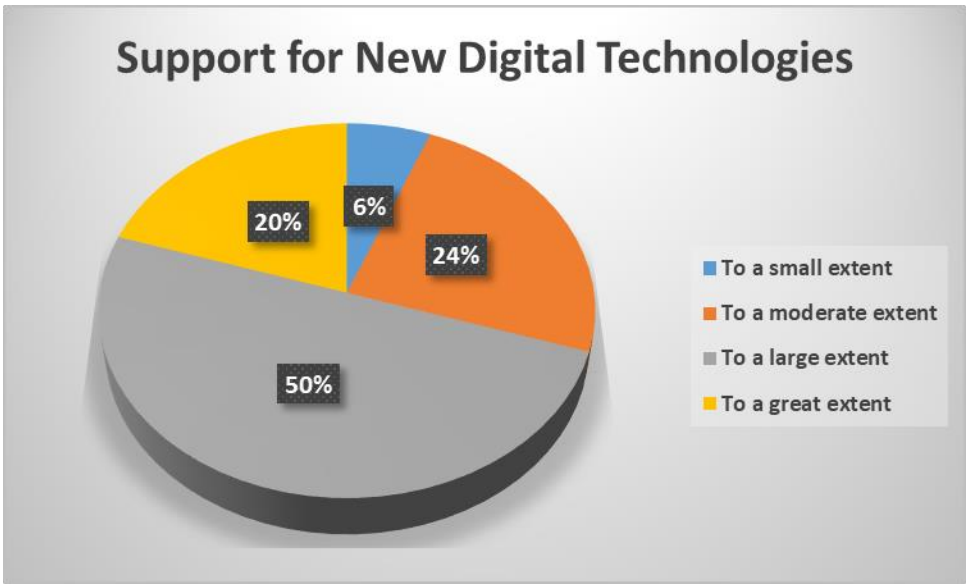
for digital transformation, as it encourages adaptability, innovation, and employee engagement. However, the presence of laissez-faire and transactional styles may indicate inconsistencies in leadership approaches that could impact the effectiveness of digital records management adoption.

The strong presence of transformational leadership is favourable for digital transformation, as it encourages adaptability, innovation, and employee engagement. This finding aligns with Haleem et al. (2022), who argue that transformational leaders create a supportive environment for technological change by promoting a shared vision and fostering motivation among staff. Similarly, Rippa and Secundo (2019) support the view that transformational leadership contributes significantly to digital innovation by encouraging proactive engagement and collaboration.

However, the presence of laissez-faire and transactional styles may indicate inconsistencies in leadership approaches that could impact the effectiveness of digital records management adoption. As noted by Bass and Avolio (1994), laissez-faire leadership often leads to weak direction and low accountability, which can hinder progress in digital transformation. Furthermore, while transactional leadership can ensure order and compliance, it may lack the visionary drive required for innovation (Rippa & Secundo, 2019).

4.2.2 Support for New Digital Technologies

Figure 4. 1: **Support for New Digital Technologies**



Source: Primary data (2025)

The findings indicate that 70% of respondents believe that leaders support the adoption of new digital technologies, including digital records management, to a large or great extent, while 30% perceive support as moderate or small. This suggests a generally positive leadership approach towards digital transformation, aligning with who argue that transformational leaders drive technological innovation by fostering a shared vision and motivating staff.

However, the presence of moderate or low support indicates gaps in leadership engagement, which could hinder full implementation. emphasise that successful digital transformation requires strong, consistent leadership commitment, suggesting that further reinforcement of strategic guidance and resource allocation is necessary to enhance adoption. This is consistent with Haleem et al. (2022), who state that visible leadership support is a major facilitator in driving organizational digital change. However, inconsistencies in perceived support, as seen in this study, reflect observations by Sambetbayeva et al. (2022), who suggest that partial or inconsistent leadership engagement may cause implementation delays or resistance from staff.

4.2.3 Clear and Consistent Support for Digital Transformation

Table 4. 3 Clear and Consistent Support for Digital Transformation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Neutral	9	18.0	18.0	20.0
	Agree	24	48.0	48.0	68.0
	Strongly Agree	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The findings reveal that a majority of respondents (48%) agree that leadership provides clear and consistent support for digital transformation efforts, with a further 32% strongly agreeing. This indicates a generally positive perception of leadership's role in supporting digital initiatives. However, 18% of respondents remain neutral, reflecting some uncertainty regarding the extent of leadership's commitment. Additionally, a small proportion of respondents (2%) strongly disagree with the statement.

These mixed responses suggest that while a significant number perceive leadership support as clear, there might be inconsistencies in communication or execution, as suggested by who highlight the importance of a clear vision in transformational leadership. This observation is supported by Mukred et al. (2019), who emphasize the importance of clarity and consistency from leadership in promoting technology adoption, particularly in record-keeping systems. In contrast, where communication is lacking or inconsistent, organizations face challenges in securing staff commitment (Shao, 2019).

4.2.4 Leaders Involve Staff in Digital Records Management Decisions

Table 4. 4 Leaders Involve Staff in Digital Records Management Decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Neutral	10	20.0	20.0	26.0
	Agree	28	56.0	56.0	82.0
	Strongly Agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

When asked about leadership's involvement of staff in decisions related to digital records management, the majority (56%) of respondents agreed, and 18% strongly agreed, indicating that staff involvement in decision-making is generally perceived positively. However, 20% of respondents were neutral, suggesting that some individuals may not fully recognize or experience this involvement. Additionally, 6% disagreed with the statement, highlighting that there might be gaps in leadership's efforts to engage staff across all areas.

This reflects the need for greater inclusivity in decision-making, which is essential for fostering successful digital transformation efforts. This supports the argument by Haleem et al. (2022) that inclusive leadership enhances employee ownership and encourages smoother adoption of new systems. El Sawy et al. (2020) also emphasize the significance of participatory decision-making in fostering alignment and reducing resistance to change during digital transformation initiatives.

4.2.5 Sufficient Training and Resources for Digital Records Management

Table 4. 5 Sufficient Training and Resources for Digital Records Management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	2	4.0	4.0	6.0
	Neutral	10	20.0	20.0	26.0

Agree	27	54.0	54.0	80.0
Strongly Agree	10	20.0	20.0	100.0
Total	50	100.0	100.0	

Source: Primary data (2025)

The responses to the question about leadership providing sufficient training and resources for the adoption of digital records management systems show that 54% of respondents agree, and 20% strongly agree, indicating that the majority feel adequately supported in terms of training and resources. However, there is a significant portion (20%) who remain neutral, and 6% disagree, suggesting that there may be some inconsistencies in how resources and training are provided. The 2% who strongly disagree with the statement point to potential gaps in leadership's efforts to ensure that all staff have the necessary support.

These findings suggest that while a majority are satisfied with the current provisions, continuous investment in training is necessary for sustained success in digital transformation. This is consistent with findings by Pinho et al. (2018), who state that sufficient training and availability of tools are essential to enabling staff to effectively implement and utilize digital systems. Conversely, where training is inadequate, staff confidence and system usage remain low, negatively affecting adoption (Sambetbayeva et al., 2022)

4.3. Communication patterns in adoption of digital records management system.

The second specific objective was to establish the influence of Communication patterns in adoption of digital records management system.

4.3.1 Frequency of Communication about Digital Records Management

Table 4. 6: **Frequency of Communication about Digital Records Management**

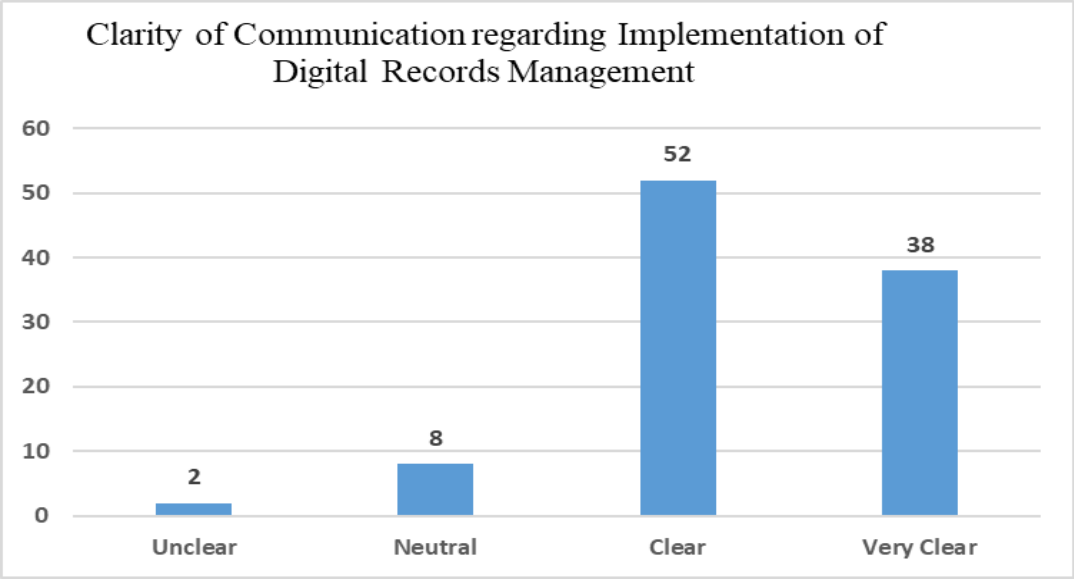
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	rarely	2	4.0	4.0	4.0
	Occasionally	14	28.0	28.0	32.0
	Frequently	19	38.0	38.0	70.0
	Very frequently	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The responses regarding the frequency of communication about digital records management initiatives indicate that most respondents (38%) report receiving communication frequently, followed closely by 30% who say it is very frequent. A smaller proportion, 28%, state that communication occurs occasionally, while only 4% report that communication is rare. These findings suggest that communication about digital records management is relatively consistent, with the majority of respondents being regularly informed. This aligns with Ayaz and Yanartaş (2020), who argue that regular communication plays a central role in maintaining staff engagement and minimizing uncertainty during digital transitions. Frequent communication ensures that staff remain informed, which supports smoother adoption processes.

4.3.2 Clarity of Communication regarding Implementation of Digital Records Management

Figure 4. 2: Clarity of Communication regarding Implementation of Digital Records Management



Source: Primary data (2025)

Regarding the clarity of communication about the implementation of digital records management systems, the majority of respondents find the communication either clear (52%) or very clear (38%), which reflects positively on the effectiveness of the information being shared. Only a small proportion (2%) found the communication unclear, and 8% remained neutral. This suggests that the information provided to staff regarding the implementation of digital records management is generally well articulated. Mukred et al. (2019) affirm that clear communication improves understanding, reduces confusion, and increases the likelihood of successful adoption of digital technologies. However, where clarity is lacking, implementation can be undermined by misunderstandings and resistance.

4.3.3 Effectiveness of Communication between Departments

Table 4. 7 Effectiveness of Communication between Departments?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ineffective	1	2.0	2.0	2.0

	Neutral	10	20.0	20.0	22.0
	Effective	23	46.0	46.0	68.0
	Very Effective	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The effectiveness of communication between departments regarding digital records management shows a positive trend, with 46% of respondents indicating that communication is effective and 32% considering it very effective. A smaller proportion (20%) were neutral, while only 2% found the communication ineffective. These results suggest that interdepartmental communication regarding digital records management is generally strong. This supports the view of Shao (2019), who asserts that interdepartmental communication is essential in coordinating activities and ensuring the integration of digital systems is coherent across institutional units. Inadequate communication between departments often leads to delays and inefficiencies in digital transformation efforts.

4.3.4 Communication Channels for Addressing Staff Concerns

Table 4. 8: Communication Channels for Addressing Staff Concerns

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Neutral	1	2.0	2.0	6.0
	Agree	31	62.0	62.0	68.0

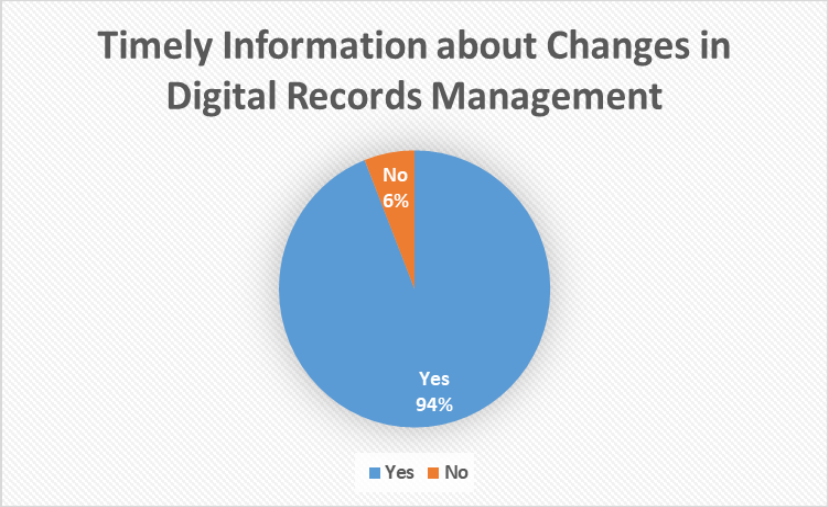
Strongly Agree	16	32.0	32.0	100.0
Total	50	100.0	100.0	

Source: Primary data (2025)

Most respondents (62%) agree that communication channels are effective in addressing staff concerns about digital records management, with 32% strongly agreeing. Only 4% disagreed, and 2% remained neutral. These findings indicate that the communication channels in place are successful in addressing staff concerns, which is crucial for maintaining employee engagement and support during digital transitions. These findings correspond with Pinho et al. (2018), who argue that open and responsive communication channels play an essential role in managing concerns and reducing resistance to change. Without such channels, employees may feel excluded from the transformation process, which can negatively affect adoption.

4.3.5 Timely Information about Changes in Digital Records Management

Figure 4. 3 Timely Information about Changes in Digital Records Management



Source: Primary data (2025)

From the study findings, majority 94% of respondents indicated that they receive timely information about changes or developments in digital records management processes, suggesting that the leadership is efficient in keeping staff informed. Only 6% of respondents reported not receiving timely information. This indicates a high level of responsiveness, which is critical in ensuring that employees are prepared for changes and can adapt to new systems without delays. Timely communication contributes to reducing resistance to change and enhances the smooth adoption of digital technologies. This suggests that the leadership is efficient in keeping staff informed. Sambetbayeva et al. (2022) note that timely communication enables employees to prepare for and respond effectively to change, thereby supporting a smoother implementation process. Where communication is delayed, confusion and reduced morale may occur, hindering progress.

4.4 Employee attitudes and behavior towards digital records management system

The third specific objective was to assess the role of employee attitudes and behavior towards digital records management system.

4.4.1 Willingness of Employees to Adopt Digital Records Management Systems

Table 4.9: **Willingness of Employees to Adopt Digital Records Management Systems**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly willing	8	16.0	16.0	16.0
	Moderately willing	17	34.0	34.0	50.0
	Very willing	18	36.0	36.0	86.0
	Extremely willing	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The findings regarding employees' willingness to adopt digital records management systems reveal that the majority of respondents (36%) are very willing to adopt the system, with 34% moderately willing and 16% slightly willing. A smaller proportion (14%) are extremely willing. This shows that a significant number of employees have a positive disposition towards the adoption of digital records management, which is essential for the success of digital transformation initiatives. Employees' willingness to adopt new technologies is crucial, as positive attitudes towards digital systems lead to higher acceptance rates and smoother implementation. This observation supports the views of Ayaz and Yanartaş (2020), who state that employee willingness is a critical factor in the successful implementation of new technologies. When staff demonstrate readiness to adopt digital systems, the likelihood of long-term success increases.

4.4.2 Frequency of Use of Digital Records Management System in Daily Work

Table 4. 10 Frequency of Use of Digital Records Management System in Daily Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	6	12.0	12.0	12.0
	Occasionally	2	4.0	4.0	16.0
	Sometimes	27	54.0	54.0	70.0
	Always	15	30.0	30.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

In terms of actual usage, 54% of respondents report using the digital records management system sometimes, 30% always use it, 12% rarely use it, and only 4% use it occasionally. This suggests that while a considerable portion of employees use the system regularly, there is still a segment that either uses it infrequently or not at all. Regular usage of the digital records management system is essential for maximizing its benefits, as consistent engagement with the system helps employees become more proficient and comfortable with its features, driving efficiency in records management. Sambetbayeva et al. (2022) stress that consistent use of digital systems enhances proficiency and builds confidence among employees, which contributes to improved system performance. The variation in usage patterns suggests that further training and encouragement may be needed to promote consistent use.

4.4.3 Teamwork in Adopting Digital Records Management Systems

Table 4. 11: Teamwork in Adopting Digital Records Management Systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	1	2.0	2.0	2.0
	Neutral	10	20.0	20.0	22.0
	Good	29	58.0	58.0	80.0
	Excellent	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

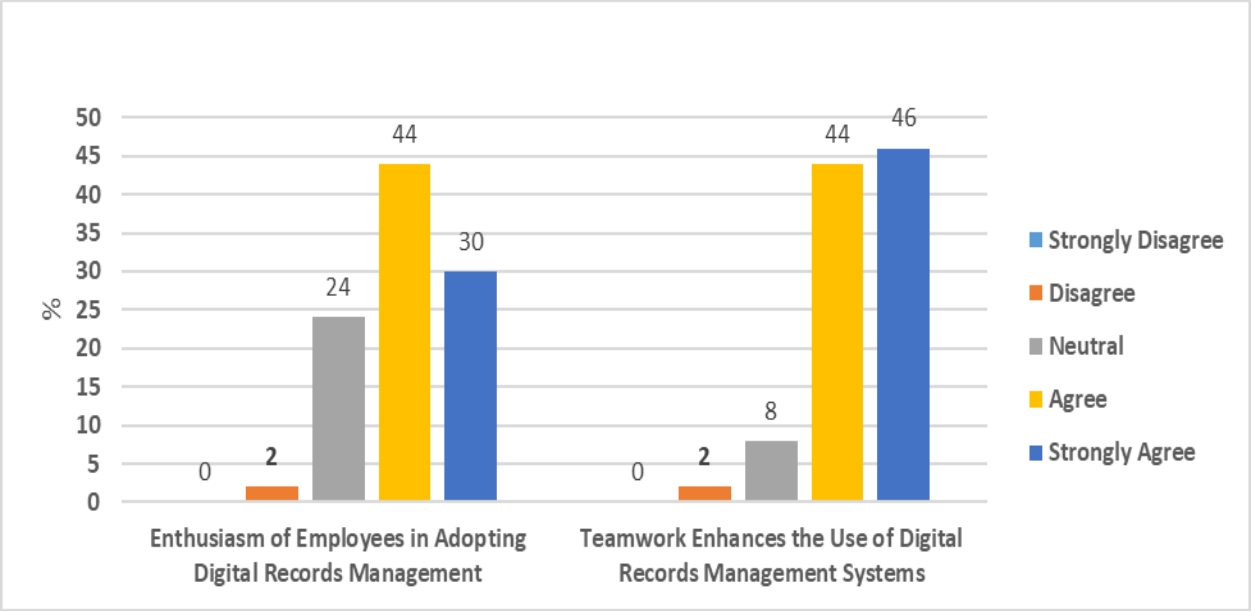
Source: Primary data (2025)

Regarding teamwork in adopting the system, 58% of respondents believe that teamwork is good, and 20% think it is excellent, while 20% were neutral, and only 2% considered teamwork poor. This indicates that the majority of employees view collaboration positively during the adoption

of the digital records management system. Effective teamwork is a key factor in successful digital transformations as it encourages knowledge sharing, problem-solving, and a collective approach to overcoming challenges, thus facilitating smoother transitions. This finding aligns with Kalkan et al. (2020), who emphasize that collaboration among employees plays a critical role in overcoming challenges during the digital transformation process. Strong teamwork fosters information sharing, mutual support, and a sense of shared responsibility, all of which support the effective adoption of digital records management systems.

4.4.4 Enthusiasm and Teamwork of Employees in Adopting Digital Records Management

Figure 4. 4: Enthusiasm and Teamwork of Employees in Adopting Digital Records Management



Source: Primary data (2025)

The level of enthusiasm for adopting digital records management systems is generally positive, with 44% agreeing and 30% strongly agreeing that employees show enthusiasm for the adoption of digital systems. Only 24% were neutral, and 2% disagreed. This indicates that the majority of

employees are enthusiastic about the transition to digital records management, which is a vital factor in driving the success of digital adoption. Enthusiastic employees are more likely to embrace change, contribute positively to the implementation process, and influence others to adopt new systems. Pinho et al. (2018) support the idea that enthusiasm contributes to faster acceptance of digital innovations and encourages a positive organizational climate during change. Low enthusiasm, in contrast, can undermine motivation and delay adoption.

In addition, most respondents (46%) strongly agree and 44% agree that teamwork enhances the effective use of digital records management systems, while only 8% were neutral and 2% disagreed. This suggests that the collaborative efforts of employees significantly contribute to the effective use of digital records management systems. Effective teamwork can enhance system utilization by ensuring that all employees are on the same page, supporting each other through the learning process, and sharing best practices for using the system. This observation reinforces the conclusions of Kalkan et al. (2020), who argue that collaborative environments improve the implementation and use of new technologies through shared learning and support.

4.5 Role of organizational norms and shared beliefs on the adoption of digital records management system

The fourth specific objective was to evaluate the role of organizational norms and shared beliefs on the adoption of digital records management system.

4.5.1 University's Culture Encourages Innovation and Adoption of Digital Technologies

Table 4.12 University's Culture Encourages Innovation and Adoption of Digital Technologies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	To a small extent	4	8.0	8.0	8.0
	To a moderate extent	8	16.0	16.0	24.0
	To a large extent	18	36.0	36.0	60.0
	To a great extent	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The findings reveals that the majority of respondents (40%) believe that the university's culture encourages innovation and the adoption of digital technologies to a great extent, while 36% say it does so to a large extent. Only 16% feel the culture supports innovation to a moderate extent, and 8% say it encourages innovation to a small extent. These findings indicate that a significant portion of the university's staff perceives the institutional culture as supportive of digital transformation. This is consistent with the view of Shao (2019), who maintains that a culture that encourages innovation plays a central role in supporting digital transformation. When organizational values promote openness to change, employees are more likely to embrace new systems. Similarly, Alharthi and Abdullah (2021) argue that institutional culture significantly shapes staff attitudes towards technology.

4.5.2 Employee Compliance with Digital Records Management Policies

Table 4. 13: **Employee Compliance with Digital Records Management Policies**

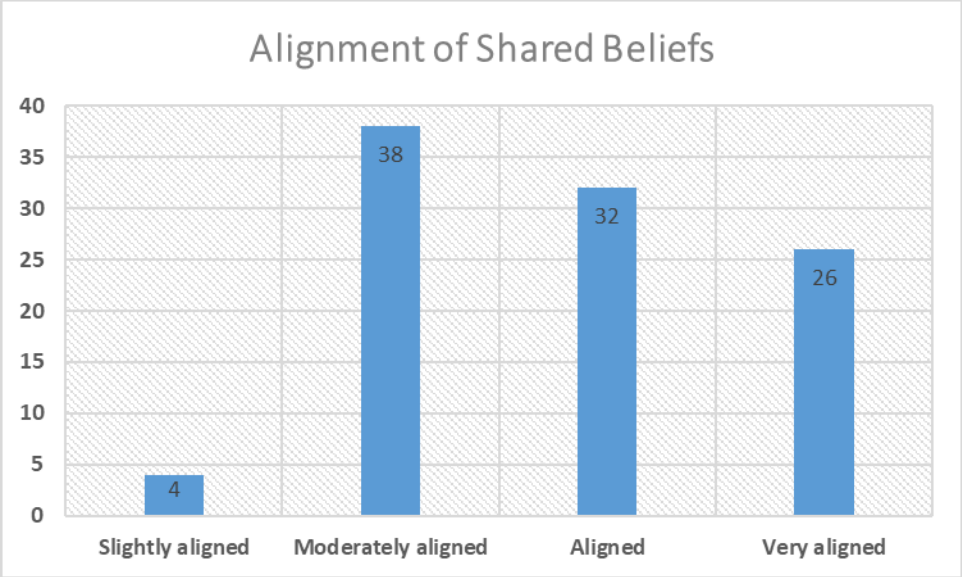
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly compliant	6	12.0	12.0	12.0
	Moderately compliant	10	20.0	20.0	32.0
	Mostly compliant	23	46.0	46.0	78.0
	Fully compliant	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

Regarding employee compliance with digital records management policies, 46% of respondents report being mostly compliant, while 22% are fully compliant. A smaller proportion, 20%, are moderately compliant, and 12% are slightly compliant. This suggests that while most employees adhere to digital records management policies, there is still a minority that may not be fully committed to the policies. These findings align with Mukred et al. (2019), who highlight that compliance is influenced by both the clarity of institutional policy and the consistency with which norms are applied. Where policy enforcement is weak or inconsistent, compliance tends to decline.

4.5.3 Alignment of Shared Beliefs with Use of Digital Records Management Systems

Figure 4. 5: Alignment of Shared Beliefs with Use of Digital Records Management Systems



Source: Primary data (2025)

When asked about the alignment of shared beliefs within the university with the use of digital records management systems, 38% of respondents indicated that the shared beliefs are moderately aligned, 32% believe they are aligned, and 26% feel that they are very aligned with

the use of the system. Only 4% reported that the shared beliefs are slightly aligned. This shows that most employees perceive the values and beliefs of the university to be in line with the adoption and use of digital records management systems. This supports the observation made by Pinho et al. (2018), who explain that alignment of shared values with organizational goals enhances acceptance and proper utilization of digital systems. Where beliefs are misaligned, employees may resist changes, even when the systems are technically sound.

4.5.4 Innovation Embraced as Part of the Organizational Culture

Table 4. 14 Innovation Embraced as Part of the Organizational Culture

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	10	20.0	20.0	22.0
	Agree	29	58.0	58.0	80.0
	Strongly Agree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The results reveal that 58% of respondents agree that innovation is embraced as part of the university's organizational culture, and 20% strongly agree. Only 20% were neutral, and 2% disagreed with this statement. This indicates that the majority of employees feel that innovation is a valued part of the university's culture. An organizational culture that embraces innovation fosters an environment where employees are encouraged to explore new ideas and implement novel solutions. This is in line with Ayaz and Yanartaş (2020), who argue that organizations that value innovation are more likely to succeed in implementing digital systems, as their staff tend to be more receptive and adaptive.

4.5.5 Employees Follow Established Norms and Policies for Digital Records Management

Table 4. 15: **Employees Follow Established Norms and Policies for Digital Records Management**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Neutral	15	30.0	30.0	36.0
	Agree	16	32.0	32.0	68.0
	Strongly Agree	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

When it comes to employees following established norms and policies for digital records management, 32% strongly agree and another 32% agree, while 30% were neutral, and 6% disagreed. This suggests that most employees do adhere to the established norms and policies, which is critical for the success of digital records management systems. This partially reflects findings by Kalkan et al. (2020), who point out that while formal rules support implementation, informal practices and existing habits often have a stronger influence on actual behaviour. Therefore, alignment between formal policies and shared beliefs is essential for consistency in adoption.

4.6 Adoption of Digital Records Management System

The study also investigated the adoption of Digital Records Management System in the universities

4.6.1 Current Stage of Adoption of Digital Records Management System

Table 4. 16: **Current Stage of Adoption of Digital Records Management System**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Initial adoption	2	4.0	4.0	4.0
	Partial adoption	8	16.0	16.0	20.0
	Significant adoption	28	56.0	56.0	76.0
	Full adoption	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The survey reveals that 56% of respondents believe the university has reached a significant stage in the adoption of the digital records management system, while 24% feel it has achieved full adoption. However, 16% consider the adoption to be partial, and only 4% view it as being in the initial adoption phase. This suggests that most employees perceive the university to have moved past the early stages of adoption, with the majority indicating significant or full implementation of the system. These results support Mukred et al. (2019), who found that gradual and sustained efforts are often required for full adoption in institutions with complex administrative structures. Sudden or partial implementations tend to produce fragmented results.

4.6.2 Usefulness of Digital Records Management System

Table 4. 17: **Usefulness of Digital Records Management System**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly useful	4	8.0	8.0	8.0
	Moderately useful	8	16.0	16.0	24.0
	Useful	20	40.0	40.0	64.0
	Highly useful	18	36.0	36.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

Regarding the perceived usefulness of the digital records management system, 40% of employees find the system useful, and 36% consider it highly useful. Only 16% rate the system as moderately useful, and 8% find it slightly useful. These results indicate that the majority of employees recognise the positive impact of the digital system, appreciating its utility in handling and managing records. This observation is supported by the Technology Acceptance Model (TAM) as discussed in Davis (1989), which emphasises perceived usefulness as a key factor influencing the intention to use and actual usage of new system.

4.6.3 Success of Digital Records Management System Implementation

Table 4. 18: **Success of Digital Records Management System Implementation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly successful	3	6.0	6.0	6.0
	Moderately successful	9	18.0	18.0	24.0
	Very successful	24	48.0	48.0	72.0
	Highly successful	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

The success of the digital records management system implementation is viewed positively by most respondents, with 48% rating it as very successful and 28% as highly successful. On the other hand, 18% consider the implementation moderately successful, and 6% view it as slightly successful. These results suggest that the implementation of the system has largely been a success, with significant positive outcomes in terms of system integration and user adoption. However, there is still a small percentage of employees who do not perceive the implementation

as entirely successful, which may point to areas that require further improvement, such as system reliability and user support. This is consistent with the findings of Alharthi and Abdullah (2021), who note that success in digital systems implementation is often determined by leadership involvement, availability of resources, and ongoing support.

4.6.4 Frequency of Use of Digital Records Management System in Daily Tasks

Table 4. 19: **Frequency of Use of Digital Records Management System in Daily Tasks**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Rarely	4	8.0	8.0	8.0
	Occasionally	6	12.0	12.0	20.0
	Frequently	28	56.0	56.0	76.0
	Very frequently	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

In terms of frequency, 56% of employees use the digital records management system frequently in their daily tasks, while 24% use it very frequently. However, 12% use it occasionally, and 8% rarely use it. The data reveals that a significant portion of the staff is actively engaged with the system on a daily basis, highlighting its central role in everyday work tasks. Frequent use of the system suggests that it has become an integral tool for many employees. These patterns reflect the conclusions of Sambetbayeva et al. (2022), who found that regular use of digital systems improves efficiency and accuracy in institutional processes, but adoption may remain uneven if training or motivation is lacking.

4.6.5 Improvement of Overall Institutional Efficiency Due to Digital Records Management System

Table 4. 20: **Improvement of Overall Institutional Efficiency Due to Digital Records Management System**

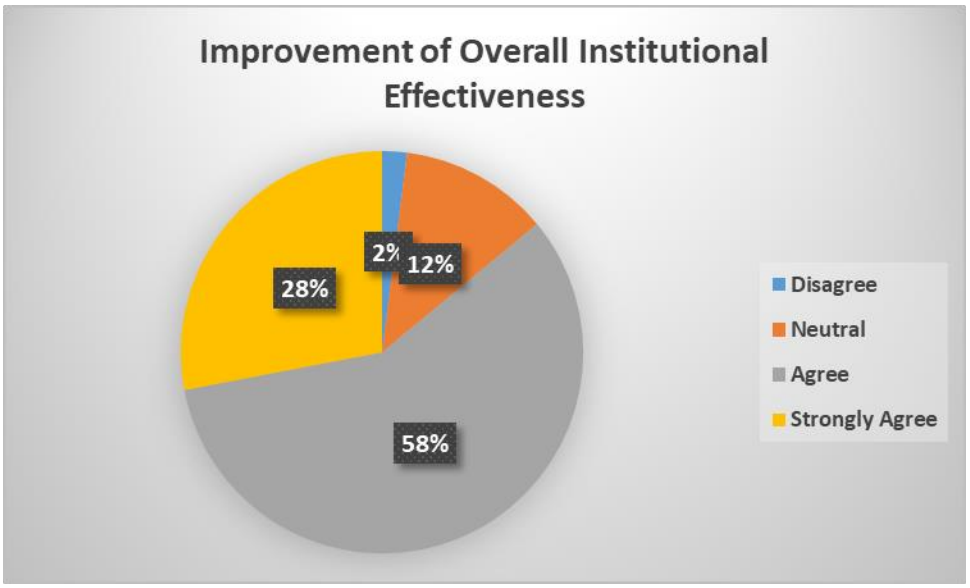
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	4	8.0	8.0	10.0
	Agree	28	56.0	56.0	66.0
	Strongly Agree	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

Source: Primary data (2025)

When evaluating the impact of the digital records management system on overall institutional efficiency, 56% of employees agree that it has significantly improved efficiency, and 34% strongly agree. Only 8% were neutral, and 2% disagreed. These results show that the majority of staff recognize the positive effects of the system on institutional efficiency. Efficient records management can enhance operational performance by facilitating quicker access to information, reducing physical storage requirements, and supporting data accuracy. These findings are in line with Pinho et al. (2018), who argue that digital systems streamline workflows, reduce delays, and contribute to better organizational performance when properly adopted.

4.6.6 Improvement of Overall Institutional Effectiveness Due to Digital Records Management System

Figure 4. 6 Improvement of Overall Institutional Effectiveness Due to Digital Records Management System



Source: Primary data (2025)

A similar trend is observed when respondents were asked about the impact of the digital records management system on institutional effectiveness. 58% agreed that the system has significantly improved effectiveness, and 28% strongly agreed. While 12% were neutral and 2% disagreed, the majority view suggests that the system has contributed to enhancing the effectiveness of institutional processes. These findings are in line with Pinho et al. (2018), who argue that digital systems streamline workflows, reduce delays, and contribute to better organizational performance when properly adopted.

4.6.7 Effectiveness of Training in Helping Staff Adopt Digital Records Management System

Table 4. 21: **Effectiveness of Training in Helping Staff Adopt Digital Records Management System**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Neutral	9	18.0	18.0	20.0
	Agree	28	56.0	56.0	76.0

Strongly Agree	12	24.0	24.0	100.0
Total	50	100.0	100.0	

Source: Primary data (2025)

Training plays a crucial role in the adoption of digital systems. In this case, 56% of respondents agreed that training programs have improved their ability to adopt the digital records management system, and 24% strongly agreed. Only 18% were neutral, and 2% disagreed. This suggests that the training programmers provided have been effective in enhancing staff competency in using the system. This is supported by Ayaz and Yanartaş (2020), who highlight that training is essential to build competence and confidence among users. Without sufficient training, even the most well-designed systems may not be fully utilized.

4.6.8 Challenges Encountered in adopting and using digital records management system

The adoption of the digital records management system has been accompanied by several challenges, as reported by staff. These range from resistance to change and limited technical infrastructure to concerns over data security and inadequate training. Such challenges have affected the pace and consistency of adoption across the institution.

One major barrier identified is resistance to change, particularly among older employees who are less familiar with digital technologies. This group often expresses concern over job security, fearing that increased automation and reliance on digital systems could render certain roles redundant. This finding is consistent with the observations of Cetindamar and Abedin (2021), who note that resistance to change is often rooted in fear of the unknown, discomfort with learning new skills, and concerns over job displacement. As highlighted by Ayaz and Yanartaş

(2020), such resistance can be mitigated through inclusive communication, reassurance, and tailored training programmers.

In addition to behavioral resistance, technical challenges remain a significant obstacle. Respondents pointed to issues such as limited cloud storage, poor internet connectivity, irregular power supply, and insufficient technical support. These constraints reduce the system's reliability and hinder staff from using it consistently. Mukred et al. (2019) note that inadequate infrastructure is a critical barrier in digital system implementation, especially in institutions located in areas with unstable electricity and internet coverage. Without dependable technical resources, user confidence in the system remains low

The findings also indicate that training and support services were insufficient for many employees. A number of respondents stated that they had not received adequate training, which affected their ability to use the system effectively. This echoes the conclusions of Sambetbayeva et al. (2022), who stress that lack of training leads to underutilization of systems and reduces the overall return on digital investments. El Sawy et al. (2020) further argue that well-structured training not only enhances technical competence but also increases acceptance and user satisfaction.

Concerns about data security and privacy were also widely reported. As records are digitized and stored online, employees expressed anxiety about data breaches, system failures, and the general safety of sensitive institutional information. These concerns are valid, particularly in contexts where cybersecurity infrastructure may be limited. Pinho et al. (2018) warn that institutions must proactively address these concerns through clear policies, encryption technologies, and regular audits, as perceived insecurity can undermine system adoption.

Integration issues were also cited, particularly difficulties in migrating records from legacy systems to the new digital platform. Problems such as software incompatibility and a lack of standardization led to data inconsistencies and delays. These findings are supported by Kalkan et al. (2020), who found that system integration challenges often result in duplicate entries, loss of information, and confusion among users. Smooth integration requires thorough planning, testing, and support from technical experts.

These challenges demonstrate the need for a strategic and inclusive approach to digital transformation. Addressing staff fears through communication, offering continuous training, and strengthening infrastructure are essential steps. As suggested by Haleem et al. (2022), institutional leadership must actively support these measures to build trust, improve system uptake, and ensure sustainability. A comprehensive adoption strategy should also prioritize secure data handling, system compatibility, and responsive technical support to overcome barriers and promote long-term success.

4.7 Correlation Analysis

4.7.1 Correlation between Leadership Styles and adoption of digital records management system

The table below presents result of the correlation analysis conducted between leadership Styles and adoption of digital records management system

Table 4. 22: Pearson's correlation between leadership Styles and adoption of digital records management system

		Leadership Styles	Adoption of digital records management system
Leadership Styles	Pearson Correlation	1	.419**
	Sig. (2-tailed)		.002
	N	50	50
Adoption of digital records management system	Pearson Correlation	.419**	1
	Sig. (2-tailed)	.002	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, (2025)

The Pearson correlation coefficient for leadership styles and adoption of the digital records management system is r = 0.419, with a significance level of p = 0.002. This result indicates a moderate positive correlation, suggesting that more effective or supportive leadership styles are associated with increased adoption of the digital system. The statistical significance of this result ($p < 0.01$) means that the likelihood of observing this correlation by chance is extremely low, and therefore the relationship is statistically valid. In terms of practical significance, while the correlation is not strong, it still suggests that leadership plays a meaningful role in shaping digital transformation efforts. This finding supports earlier studies by Chen, & Wang, (2021), who

emphasized the influence of transformational leadership on innovation and technological adoption.

4.7.2 Correlation between Communication Patterns and adoption of digital records management system

The table below presents result of the correlation analysis conducted between Communication Patterns and adoption of digital records management system

Table 4. 23: Pearson's correlation between Communication Patterns and adoption of digital records management system

		Communication Patterns	Adoption of digital records management system
Communication Patterns	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	50	50
Adoption of digital records management system	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, (2025)

The Pearson correlation coefficient for communication patterns and adoption of the system is r = 0.572, with p = 0.000. This represents a moderate to strong positive correlation, indicating that clear, frequent, and effective communication is associated with higher levels of adoption of digital records systems. The statistical significance ($p < 0.01$) confirms that the relationship is not due to random chance. Practically, this finding implies that enhancing internal communication can directly support adoption efforts. It aligns with the findings of Cetindamar & Abedin, (2021)

who stressed that transparent and consistent communication fosters trust and facilitates change in organizations undergoing digital transformation

4.7.3 Correlation between Employee attitudes and behavior and adoption of digital records management system

The table below presents result of the correlation analysis conducted between Employee attitudes and behavior and adoption of digital records management system

Table 4. 24: Pearson's correlation between Employee attitudes and behavior and adoption of digital records management system

		Employee attitudes and behavior	Adoption of digital records management system
Employee attitudes and behavior	Pearson Correlation	1	.791**
	Sig. (2-tailed)		.000
	N	50	50
Adoption of digital records management system	Pearson Correlation	.791**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, (2025)

The correlation between employee attitudes and behaviour and adoption of the digital records management system is r = 0.791, with a significance level of p = 0.000. This shows a strong positive correlation, suggesting that positive employee attitudes and supportive behaviours are strongly associated with the adoption of the digital system.

The result is statistically highly significant, and its practical significance is considerable. This means that employees' readiness, willingness, and collaborative behaviour are crucial to the successful implementation of digital systems. This finding is supported by the Antonopoulou et al., (2020) who cited the Technology Acceptance Model that which shows that perceived usefulness and positive user attitudes are major determinants of technology acceptance.

4.7.4 Correlation between Organizational norms and shared beliefs and adoption of digital records management system

The table below presents result of the correlation analysis conducted between Organizational norms and shared beliefs and adoption of digital records management system

Table 4.25: Pearson's correlation between Organizational norms and shared beliefs and adoption of digital records management system

		Organizational norms and shared beliefs	Adoption of digital records management system
Organizational norms and shared beliefs	Pearson Correlation	1	.785**
	Sig. (2-tailed)		.000
	N	50	50
Adoption of digital records management system	Pearson Correlation	.785**	1
	Sig. (2-tailed)	.000	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, (2025)

The correlation coefficient for organizational norms and shared beliefs with system adoption is r = 0.785, with p = 0.000. This again represents a strong positive correlation, indicating that

institutions with a culture that supports innovation and shared digital values tend to have higher rates of adoption.

The statistical significance confirms the robustness of this relationship. From a practical perspective, this suggests that when institutional values and practices encourage the use of digital tools, employees are more likely to integrate such systems into their daily work. This result resonates with Choy, et al., (2018) organizational culture theory, which explains that deeply rooted norms and shared beliefs guide behaviour and facilitate or hinder institutional change.

4.8 Regression Analysis

The table below shows the regression model summary

Table 4.26: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875[a]	.766	.745	.292

a. Predictors: (Constant), Organizational norms and shared beliefs , Communication Patterns, Leadership Styles, Employee attitudes and behavior

Source: Primary Data, (2025)

The regression analysis was conducted to assess how well organizational norms and shared beliefs, communication patterns, leadership styles, and employee attitudes and behaviour predict the adoption of digital records management systems within universities. The adjusted R square value of 0.745 indicates that these four independent variables collectively explain 74.5% of the variance in the adoption of digital records management systems. This reflects a strong model fit and suggests that these factors are critical in shaping how digital records systems are embraced and utilized. The adjusted R square is particularly valuable because it adjusts for the number of

predictors, offering a more realistic measure of how well the model generalizes beyond the data sample.

The practical implications of these findings are substantial. An adjusted R square of 0.745 means that nearly three-quarters of the variation in how universities adopt digital records management systems can be attributed to internal organizational factors. This supports the argument by Ayaz and Yanartaş (2020), who note that the internal environment, including leadership and employee readiness, plays a critical role in digital technology integration. Similarly, Choy et al. (2018) highlight the importance of effective communication and organizational culture in facilitating the transition to digital systems. Institutions that promote innovation, provide clear guidance, and involve staff in decision-making are more likely to achieve successful digital transformation.

Table 4.27: Regression analysis for Organizational norms and shared beliefs, Communication Patterns, Leadership Styles, Employee attitudes and behavior; and adoption of digital records management system.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.642	.339		1.895	.064
	Leadership Styles	.189	.095	.205	1.987	.003
	Communication Patterns	.386	.129	.309	3.004	.004
	Employee attitudes and behavior	.320	.095	.376	3.368	.002
	Organizational norms and shared beliefs	.389	.089	.481	4.368	.000

a. Dependent Variable: Adoption of digital records management system

Source: Primary Data, (2025)

Leadership styles demonstrate a moderate positive influence on the adoption of digital records management systems. The standardized coefficient (Beta = 0.205) shows that leadership styles contribute positively but to a lesser extent compared to other variables. The p-value of 0.003 confirms that this relationship is statistically significant at the 0.05 level, meaning that leadership approaches, especially transformational leadership, significantly impact how the adoption process unfolds. Previous studies, including Rippa and Secundo (2019), suggest that effective leadership, particularly in the form of clear vision and engagement, fosters a supportive environment for digital adoption. This aligns with the notion that leadership not only provides direction but also motivates employees to embrace change, particularly in complex processes such as digital records management.

Communication patterns, with a standardized coefficient (Beta = 0.309), have a relatively strong positive influence on the adoption of digital records management systems. The p-value of 0.004 indicates that communication is a significant predictor, confirming that clear, frequent, and transparent communication plays a crucial role in ensuring the success of technology adoption. As Pinho et al. (2018) highlight, effective communication helps mitigate uncertainties and resistance to change, thereby enhancing employee buy-in and participation. The results of this study echo those of Rippa & Secundo (2019), who found that communication patterns are fundamental in overcoming barriers to technology adoption. This suggests that universities should prioritize regular communication about the benefits and expectations of the digital records management system.

Employee attitudes and behaviours exhibit the strongest positive influence on the adoption of digital records management systems, with a standardized coefficient (Beta = 0.376), making it

the most influential factor in the model. The p-value of 0.002 reinforces the statistical significance of this variable, indicating that employees' willingness to adopt and actively engage with digital systems is crucial to the overall success of the initiative. Studies such as those by Mukred et al. (2019) have shown that positive employee attitudes—such as enthusiasm and readiness to change—are key predictors of successful digital technology integration. This finding emphasizes the importance of fostering a culture that encourages staff to develop positive attitudes toward new technologies, thereby ensuring their active participation in the adoption process.

Organizational norms and shared beliefs have the most substantial effect on the adoption of digital records management systems, with the highest standardized coefficient (Beta = 0.481) in the model. The p-value of 0.000 indicates a highly significant relationship, suggesting that an organization's culture and collective beliefs about innovation and change play a pivotal role in digital system adoption. This supports the findings of Haleem et al. (2022), who argue that organizational culture, including shared values and beliefs, significantly influences how technology is adopted and integrated. The alignment of organizational norms with the goals of digital transformation ensures that employees and leadership are collectively committed to the adoption process, creating a conducive environment for successful implementation.

4.9 Study Limitations

While the selected sample size was determined based on appropriate sampling techniques to ensure a representative analysis, certain limitations must be acknowledged. One primary limitation is the potential constraint in generalizability. The study focused on a specific number of administrative staff, IT personnel, and department heads within private universities in Uganda,

which may not fully capture the perspectives of all stakeholders involved in the adoption of digital records management systems. This aligns with Saunders et al. (2019), who highlight that sample size constraints can affect the external validity of research findings.

Additionally, given the dynamic nature of digital transformation, the responses may have been influenced by respondents' varying levels of exposure to digital records management systems. Some participants may have had more experience and understanding of digital transformation, while others may have had limited familiarity, potentially affecting the consistency of responses. According to Creswell (2014), differences in respondents' familiarity with a subject can introduce variability in data interpretation, thereby impacting the reliability of findings.

Despite these limitations, the selected sample size provided valuable insights into the role of organizational culture in digital records management adoption. The findings contribute to the growing body of knowledge in this field and offer practical implications for improving digital transformation efforts in private universities.

4.10 Conclusion

This study provides valuable insights into the relationship between organizational culture and the adoption of digital records management systems in private universities in Uganda. The results highlight that factors such as leadership styles, communication patterns, and employee attitudes significantly influence the success of digital transformation efforts. The statistical analysis, particularly the regression and correlation results, indicates a strong link between these cultural factors and the adoption of digital records management systems. The findings underscore the importance of fostering a culture that promotes innovation, effective communication, and

supportive leadership to successfully implement digital transformation strategies in private universities.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study aimed to investigate the role of organizational culture in the adoption of digital records management systems in universities within Kampala. This chapter presents a summary of the key findings, draws conclusions based on the study objectives, and offers recommendations to enhance the adoption of digital records management systems. The discussion centers on leadership styles, communication patterns, employee attitudes and behaviour, and the influence of organizational norms and shared beliefs on the adoption process.

5.2 Leadership Styles on Adoption of Digital Records Management System

The study findings indicate that leadership style plays a crucial role in the adoption of digital records management systems. Transformational leadership, which is characterized by motivating and inspiring employees, has been found to significantly influence the successful implementation of such systems. Leaders who actively engage with staff, provide clear direction, and encourage innovation tend to see greater success in integrating digital systems. This aligns with the views of scholars such as Ayaz and Yanartas (2020), who highlight the importance of leadership in facilitating change within organizations.

Leadership styles that focus on motivating employees and driving change are essential for the smooth adoption of digital records management systems. Leaders must take an active role in guiding employees through the process of digital transformation.

5.3 Communication Patterns in Adoption of Digital Records Management System

Effective communication is a critical factor for the successful adoption of digital records management systems. The study reveals that frequent and clear communication regarding the system's implementation significantly influences employee engagement and acceptance. Most employees reported receiving regular, clear, and timely communication, which fosters a sense of readiness for the digital transition. Communication that addresses staff concerns and provides detailed updates plays a key role in ensuring that the implementation is smooth and that employees feel supported during the change process. Scholars such as Mukred et al. (2019) and Ayaz and Yanartas (2020) emphasize the importance of clear and consistent communication in reducing resistance to new technologies.

Communication patterns that ensure clarity, frequency, and responsiveness to staff concerns are essential for the successful adoption of digital records management systems. Organizational leaders should continue to prioritize open channels of communication to support the digital transformation process.

5.4 Employee Attitudes and Behaviour Towards Digital Records Management System

The study demonstrates that positive employee attitudes and behaviour are critical to the adoption of digital records management systems. Most employees expressed a willingness to adopt the system, with many showing enthusiasm for the transition. Additionally, frequent use of the system in daily work practices was observed, although some employees still used it inconsistently. Positive employee attitudes towards digital technologies enhance system adoption, while negative attitudes can hinder the implementation process. This finding supports

the work of Pinho et al. (2018) and Sambetbayeva et al. (2022), who argue that employee engagement and willingness to embrace change are key factors in the successful integration of new systems.

Fostering positive employee attitudes towards digital records management systems is essential for increasing adoption rates. Regular training, engagement, and addressing concerns can help maintain high levels of enthusiasm and willingness to adopt the new system.

5.5 Organizational Norms and Shared Beliefs and the Adoption of Digital Records Management System

The role of organizational norms and shared beliefs in the adoption of digital systems is significant. The study shows that the university's culture is supportive of innovation and the adoption of digital technologies. Employees' compliance with digital records management policies was also high, suggesting that organizational norms align with the system's goals. When shared beliefs are aligned with technological adoption, employees are more likely to embrace and effectively utilize the new system. This is in line with El Sawy et al. (2020), who argue that alignment between an organization's culture and technological initiatives is vital for successful implementation.

Organizational norms and shared beliefs that promote innovation and support digital transformation are essential for the successful adoption of digital records management systems. Encouraging a culture of continuous improvement and compliance with established policies will further enhance the system's success.

5.6 Recommendations

To ensure a successful adoption of the digital records management system at the university, several key recommendations are necessary.

Leadership engagement must be prioritized by investing in leadership development programs that equip university leaders, such as Deans, Department Heads, and senior administrators, with the skills to guide staff through the transition. The Vice Chancellor, along with the Directors of Information Technology and Human Resources, should take the lead in fostering this development and actively communicate the benefits of the new system to staff.

Strengthening communication channels is crucial. The Public Relations Office, in partnership with the Information Technology Department, should regularly provide updates and create transparent communication platforms, ensuring that all staff are informed and have opportunities to voice concerns. This communication should be consistent and inclusive, with the Office of Human Resources facilitating feedback collection through various channels.

Fostering positive employee attitudes towards the new system can be achieved through continuous, tailored training programs led by the Information Technology and Human Resources Departments. These programs should be hands-on and specifically designed for different user groups, with departmental heads encouraging staff participation and demonstrating enthusiasm for the digital transformation.

Reinforcing the university's organizational culture to support digital records management is essential. The leadership, particularly Deans and Department Heads, should promote a culture of innovation and continuous improvement while ensuring that employees adhere to the new

system's policies. Recognizing and rewarding staff for embracing these policies will be key, with performance reviews managed by Human Resources reinforcing this commitment.

promoting collaboration and teamwork is vital for the effective implementation of the system. The Information Technology Department should collaborate with key departments such as Administration and Academic Affairs to ensure smooth integration. Department heads and team leaders should encourage cross-departmental collaboration, appointing Digital Records Management Champions in each department to help staff adapt and work together, fostering a supportive and cooperative environment during the transition.

A successful transition to the digital records management system requires active involvement from leadership, clear communication, continuous training, cultural alignment, and interdepartmental collaboration. Furthermore, the findings of this study can serve as a guide for other universities planning to adopt digital records management systems, helping them anticipate challenges, implement best practices, and support staff in refining and perfecting their digital records management processes.

5.7 Conclusion

In conclusion, the adoption of digital records management systems in universities is significantly influenced by organizational culture, including leadership practices, communication strategies, employee attitudes, and shared norms. A successful transition requires not only technological investment but also cultural transformation driven by visionary leadership, engaged employees, and a collaborative institutional environment. By addressing these cultural dimensions, universities in Kampala can effectively harness digital systems to enhance records management.

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Appendices

Appendix 1: Questionnaire on organizational culture and the adoption of digital records management system

Hello, my name is Kemigisha Rebecca, and I am currently working on my master's research. My research focuses on Organizational Culture and the Adoption of Digital Records Management System within the administrative departments of the university.

The purpose of this questionnaire is to gather insights from employees about their experiences with digital records management system and to understand the influence of leadership, communication, employee attitudes, and organizational culture on the adoption and effectiveness of these systems.

Your participation will greatly contribute to the success of this research, and all responses will remain confidential and used solely for academic research purposes.

Instructions:

Please fill in the following sections. Use the dotted lines provided where applicable and tick (✓) the appropriate boxes.

PART A

Personal Data

1. Gender:

□ Female □ Male

2. Age Group:

□ 25 – 34 □ 35 – 45 □ 45 – 54 □ Above 55

3. Highest Level of Education:

□ O level □ A level □ Bachelors □ Masters □ PHD

4. Position in the University:

……

5. Years of Service:

□ 0-3 years □ 3 – 5 years □ 5 – 10 years □ 10 and above years

6. Department

…….

PART B

Leadership Styles

1. How would you describe leadership style at your University? (e.g., transformational, transactional, laissez-faire)

……
……
……..

2. To what extent do leaders in your university support the adoption of new digital technologies, including digital records management?

□ 1. Not at all □ 2. To a small extent □ 3. To a moderate extent

□ 4. To a large extent □ 5. To a great extent

3. Do you agree that leadership provides clear and consistent support for digital transformation efforts?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

4. Do you feel that leaders actively involve staff in decisions related to digital records management?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

5. Do you feel that leadership provides sufficient training and resources for the adoption of digital records management systems?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

PART C

Communication

1. How would you rate the frequency of communication about digital records management initiatives?

□ 1. Very rarely □ 2. Rarely □ 3. Occasionally □ 4. Frequently □ 5. Very frequently

2. How clear are the communications regarding the implementation of digital records management systems?

□ 1. Very unclear □ 2. Unclear □ 3. Neutral □ 4. Clear □ 5. Very clear

3. How effective is the communication between departments regarding digital records management?

□ 1. Very ineffective □ 2. Ineffective □ 3. Neutral □ 4. Effective □ 5. Very effective

4. Communication channels are effective in addressing staff concerns about digital records management.

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

5. Do you receive timely information about changes or developments in digital records management processes?

□ 1. Yes

□ 2. No

PART D

Employee Attitudes and Behaviour

1. To what extent are employees in your institution willing to adopt to digital records management systems?

□ 1. Not at all willing □ 2. Slightly willing □ 3. Moderately willing

□ 4. Very willing □ 5. Extremely willing

2. How often do employees actually use the digital records management system in their daily work?

□ 1. Never □ 2. Rarely □ 3. Occasionally □ 4. Sometimes □ 5. Always

3. How would you describe teamwork among employees when adopting digital records management systems?

□ 1. Very poor □ 2. Poor □ 3. Neutral □ 4. Good □ 5. Excellent

4. Do employees show enthusiasm in adopting digital works?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

5. Does teamwork enhance the effective use of digital records management systems?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

PART E

Norms and Shared Values

1. To what extent does the university's culture encourage innovation and the adoption of digital technologies?

□ 1. Not at all □ 2. To a small extent □ 3. To a moderate extent

□ 4. To a large extent □ 5. To a great extent

2. How compliant are employees with the digital records management policies?

□ 1. Not at all compliant □ 2. Slightly compliant □ 3. Moderately compliant

□ 4. Mostly compliant □ 5. Fully compliant

3. How aligned are the shared beliefs within your university with the use of digital records management systems?

□ 1. Not aligned □ 2. Slightly aligned □ 3. Moderately aligned

□ 4. Aligned □ 5. Very aligned

4. Do you feel that innovation is embraced as part of the organizational culture?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

5. Do employees follow established norms and policies related to digital records management?

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

PART F

Adoption of Digital Records Management System

1. How would you rate your university's current stage in the adoption of digital records management systems?

□ 1. No adoption □ 2. Initial adoption □ 3. Partial adoption

□ 4. Significant adoption □ 5. Full adoption

2. How would you rate the usefulness of the digital records management system in your institution?

□ 1. Not useful □ 2. Slightly useful □ 3. Moderately useful

□ 4. Useful □ 5. Highly useful

3. How successful has the implementation of the digital records management system been in your institution?

□ 1. Not successful □ 2. Slightly successful □ 3. Moderately successful

□ 4. Very successful □ 5. Highly successful

4. How often do you use the digital records management system in your daily tasks?

□ 1. Never □ 2. Rarely □ 3. Occasionally □ 4. Frequently □ 5. Very frequently

5. The digital records management system has significantly improved overall institutional efficiency

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

6. The digital records management system has significantly improved overall institutional effectiveness.

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

7. The training programs have improved staff ability to adopt the digital records management system.

□ 1. Strongly Disagree □ 2. Disagree □ 3. Neutral □ 4. Agree □ 5. Strongly Agree

8. Please describe any challenges you have encountered in adopting and using the digital records management system.

……
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THE END

Appendix 2: Introduction Letter

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

2nd February 2025

To Whom It May Concern;

RE: MASTERS IN BUSINESS ADMINISTRATION (MBA)

Ms. Rebecca Kemigisha , is a student at Uganda Christian University, pursuing a degree of Master's in Business Administration.

In partial fulfilment of the requirements for the award of the Master's degree, she is conducting a research study titled **Organisational Culture and the Adoption of Digital Records Management Systems in Private Universities in Uganda**

This communication therefore serves to formally request you to allow her access any information in your custody/organisation, which is relevant to her research .

Thank you for your cooperation on this matter

Yours Sincerely,

02 FEB 2025

Dr. Henry Mugisha

Head of Department, Postgraduate Studies

UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

DIRECTORATE OF POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 18th September 2025

Name of Candidate: KEMIGISHA REBECCA **Reg. No:** WKS22M15/202

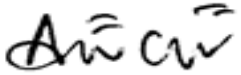
Title of Dissertation: ORGANIZATIONAL CULTURE AND THE ADOPTION OF DIGITAL RECORDS MANAGEMENT SYSTEMS IN PRIVATE UNIVERSITIES IN UGANDA

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Indicate your registration number	Registration number indicated	Cover page and Declaration page
2	Refine the background to avoid overlap with literature review	Background to the study refined	Page 2 and 3 corrected
3	Strengthen the problem statement with concrete date from Ugandan universities	Problem statement strengthened with concrete data from Ugandan universities	Page 4
4	Reduce repetition in the literature review	Repeated section 2.7 that was similar to section 2.2	Page 25, section 2.7

		removed	removed
5	Justify the sample size statistically and clarify the actual sampling procedure	Sampling and sample size information improved	Page 29 section 3.4
6	Show clearly how the study contributes to both theory and practice	Recommendations improved	Page 82

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	NA	Non	NA

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	Sample size needed justification	Sample size justified	Chapter 3, page 30
2	Present findings by objectives	Findings presented	Chapter 4, pages 55-64
3	Improve on grammar	Further editing done	Errors corrected
4			
5			

KEMIGISHA REBECCA  DR. GODWIN AWIO 

Candidate's Name Signature Supervisor's Name Signature