ELECTRONIC RECORDS MANAGEMENT FOR EFFECTIVE ADMINISTRATION OF JUSTICE IN LIMPOPO PROVINCE POLICE STATIONS

by

ALEX LESIBA LEGODI

RESEARCH DISSERTATION

Submitted in fulfilment of the requirements for the degree of

MASTER OF INFORMATION STUDIES

in

ELECTRONIC RECORDS MANAGEMENT

in the

FACULTY OF HUMANITIES

(School of Languages and Communication Studies)

at the

UNIVERSITY OF LIMPOPO

SUPERVISOR: Dr. MA Dikotla

2021

DEDICATION

With gratitude to my mother, Raisibe Lilly, and my siblings; Eunice Molebatjie, and
Lesetja Stephen Legodi for their endless sacrifices and support.

DECLARATION

I, **Alex Lesiba Legodi** declare that this dissertation hereby submitted to the University of Limpopo for the degree of Master of Information Studies, is my original work in design and execution, and has not previously been submitted for a degree at this or any other university; and that all material contained herein has been duly acknowledged as mandated by the University's plagiarism policy.

_____   _____

Name: Mr A.L. Legodi   **Date:**

ACKNOWLEDGEMENTS

ABSTRACT

There is a strong argument for a direct link between records management and delivery of justice to citizens in that to an extent that a country is ready to embrace information and communication technology (ICT), the lower the level of corruption in that country. This study investigated the role of electronic records management for effective delivery of justice in Limpopo Province police stations (LPPS) with the adoption of the exploratory survey research design based on quantitative and qualitative research approaches. The study adopted a pragmatic worldview to sample 100 police detective officers and 6 records managers with a 65% response rate in Lebowakgomo and Mankweng clusters of Limpopo province with the use of questionnaire and interview as data collection instruments. The study analysed quantitative data through SPSS for Windows while adopting Thematic Analysis for qualitative data.

This study found that the LPPS had inadequate human resource and ICT infrastructure capacity for effective electronic records management and delivery of justice to citizens; that e-docket system had a positive impact in enhancing electronic records management, specifically with 24hour access and timely sharing of records; that poor internet connection emerged as the most prominent challenge faced when managing records; and that monitoring of the e-docket system and increased human resource and ICT infrastructure capacity could improve electronic records management. The study made the following recommendations in order to enable effective delivery of justice to citizens through electronic records management in LPPS: that there be minimum training requirements for those working with records in order to cultivate a culture of appreciating proper records management; that police stations be provided with enough computers with adequate network capacity; that a qualified records manager be appointed to administrate the management of records; and that offsite backup be implemented to ensure system recovery in case of disaster.

Keywords: electronic records management, e-docket system, e-docket, e-records readiness assessment, administration of justice, police stations, e-readiness, Limpopo Province, SAPS, and South Africa.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF APPENDICES

1. CHAPTER ONE: ORIENTATION TO THE STUDY

1.1. INTRODUCTION

Notably, numerous police stations across the world create records, both knowingly and unknowingly, where some do so for administrative purposes while others create records for legal purposes and so forth. However, poor records management is a problem that negatively affects service delivery and citizens' legal rights, particularly where registration of cases, location of records and filing of documentation are inappropriate (Motsaathebe & Mnjama, 2009; Ngoepe & Makhubela, 2015). In the Criminal Justice System, for instance, officials are at times, unable to conclude criminal cases due to missing dockets or tampering with evidence contained in the records usually managed manually or physically (Omar, 2009). Thus, without proper management of records in police stations, particularly the adoption of electronic records management, accountability is avoided and citizens' rights are undermined, justice is delayed, if not denied, and records become nothing but mere documents and ultimately have their purpose defeated. Records management is essentially an area of management responsible for the efficient and systematic control of the lifecycle of records (Mutula & Wamukoya, 2007). Seniwoliba, Mahama and Abilla (2017) consider well managed records to be a significant aspect, where proper records management at any institution guarantees such an institution's survival. Also appended to the assertion of Seniwoliba, et al., (2017) is the notion that records management should be viewed with similar seriousness that is often ascribed to other resources that need management. One concurs with this, precisely because when records management is improved and integrated into the daily management of public institutions such as police stations, it will be easier to prevent indiscretions that may obscure cases of corrupt activities, by preventing or reducing the risks that commonly accompany them (De Mingo & Martinez, 2018). In the Criminal Justice System dockets have for many years, served as the sole carriers of all evidence in police investigations and thus, besides crooked cops and prosecutors stealing dockets in police stations, or selling the evidence inside them, some dockets have often been reported to be destroyed by rats (Smillie, 2020). But the arrival of democracy has necessitated the need for the transformation of public sector organsations, particularly those in the Criminal Justice

System, to be business-oriented in order to optimise service delivery (Moonsamy, 2018). Hence, in an attempt to curb the problem of poor records management, the South African Police Service (SAPS) took a decisive action and adopted the e-docket system, called Integrated Case Docket Management System (ICDMS).

The e-docket system which equates to e-justice, is meant to optimise case flow and "deal with the South African docket issues" (Moonsamy, 2018: 23). Omar (2009) further concedes that the adoption of the e-docket system is to facilitate an integrated method of monitoring police documents, dockets and their storage, and prevent the theft and sale of dockets and the loss of docket information from police stations. By August 2017, the system had been implemented at 1 153 police stations country-wide and in 509 of 627 Department of Justice and Constitutional Development courts, including military police stations, which is 80 per cent of police stations (Nothglen News, 2017). The system is used by police officers to administrate cases throughout their life cycle from registration to archiving, and although SAPS has adopted the use of electronic records management, it also uses the manual records management system which it has traditionally used. The South African Police Service (SAPS), administered by Chapter 11 of Act 108 of 1996, amongst other duties, is responsible to uphold and enforce the law and warrant that offenders are brought to justice (South African Police Service, 2018). However, in most police stations, particularly in Limpopo, this appears not to be the case due to poor records management. For instance, a police detective in the Lebowakgomo cluster was recently arrested for allegedly plotting to make a police docket disappear from the case roll (IOL reporter, 2020).

The Limpopo Province derives its name after the great Limpopo River that drifts along its northern boundary (SA-Venues, 2016), and being one of the nine provinces of South Africa, it shares provincial borders with North West, Gauteng and Mpumalanga provinces (Statistics South Africa, 2006), 2014). As the most northern province of South Africa, Limpopo adjoins Mozambique, Zimbabwe and Botswana, making it the perfect entrance to South Africa. There are 103 police stations across the five districts of the Limpopo Province (Limpopo Department of Safety, Security and Liaison, 2018), with 16 of those found in the Capricorn District (Statistics South Africa, 2006). Although the SAPS in the Limpopo Province is arranged into 13 clusters, this study, however,

focused only on the police stations in Lebowakgomo and Mankweng clusters, namely: Apel, Jane Furse, Makgatle, Malipsdrift, Masemola, Lebowakgomo, Polokwane, Westenburg, Botlokwa, Mankweng, Morebeng, Sebayeng, and Sekgosese. In the subsequent sections, the study foregrounds objects of concern in most of the afore-mentioned police stations, among which is that police officers sometimes take inaccurate and/or inappropriate statements which ultimately hampers delivery of justice (expatica.com, 2020). Of particular interest in this study was also the realisation that these police stations adopted the e-docket system in order to manage records electronically and ensure that all records include all necessary information.

1.2. RESEARCH PROBLEM

The problem or question of a study is the axis or core that upholds the entire research effort (Leedy & Ormrod, 2010). The inability to conclude criminal cases due to missing dockets or tampering with evidence is a major concern in the delivery of proper community safety by the Police Service in Limpopo (IOL reporter, 2020). Oftentimes, suspects walk free from the Magistrate's Court due to police dockets not arriving on time, or not arriving at all; and this hampers prosecutors, who are unable to do their job without the dockets (news24, 2014; African News Agency, 2017). Thus, failure to properly keep records may be a major contributor to a low conviction rate because a justice system that cannot continuously secure convictions will have less confidence from the nation (Ngoepe & Makhubela, 2015). Hence, the SAPS has embarked on the e-docket system to make corrupt activities in police investigations become near impossible (Omar, 2009). However, since the adoption of this new e-docket system, much was not known about its efficiency, and effectiveness in managing dockets in police stations of the Limpopo Province. Likewise, it has been established that South Africa has the requisite blueprint for the management of electronic records but its efficacy has not been sufficiently evaluated and documented, especially at the provincial and local government levels (Muchaonyerwa & Khayundi, 2014).

Mutiti (2001) notes constrained development concerning management of electronic records created in public organisations in eastern and southern Africa. Similarly, Kamatula (2010:148) points out "various challenges facing e-records management initiatives in African countries". However, records should be regarded as fully important as other administrative functions, for no institution can survive without properly

keeping a record of its activities and transactions (Seniwoliba, et al., 2017). Thus, it was worth investigating the readiness and effectiveness of the e-docket system in Limpopo Police Service, for smooth delivery of justice in the Criminal Justice System.

1.3. PURPOSE OF THE STUDY

In this section, the aim and objectives of the study are outlined. Creswell (2009:111) highlights that the "purpose statement is the central controlling idea that sets forth the intention of the whole research study". In view of this, succinct focus is thus placed on these aspects.

1.3.1. Aim

This study aimed to investigate the use and efficiency of electronic records management in the Limpopo Province's Police Stations (LPPS) for an effective administration of justice.

1.3.2. Objectives

- To assess the capacity of human resource and the support of Information Communication Technology (ICT) infrastructure deemed necessary for effective e-records management in the Limpopo Province's Police Stations.
- To determine if e-records management of dockets supports or compromises the delivery of justice.
- To identify the challenges posed by the implementation of the e-docket system in the Limpopo Province's Police Stations.
- To suggest some strategies that may assist in the implementation of e-records management in the Limpopo Province's Police Stations.

1.4. SIGNIFICANCE OF THE STUDY

Creswell (2009) asserts that the significance of the study is meant to create and convey a clear rationale for the necessity of the study, usually by including several reasons for the study's contribution to scholarly research, practice, and policy. Thus, this study was significant in that it gave a detailed discussion on how far the SAPS has come in managing records through the e-docket system. The study helped the SAPS identify challenges brought by implementing the e-docket system and assisted in improving electronic records management in the Criminal Justice System. As outlined

in section 1.1, several State enterprises in South Africa faced the uphill battle of managing electronic records appropriately because of resource cuts, insufficient skills, and inadequate support by top management, among other challenges. The researcher intended the study to serve as a contributor to the formulation and amendment of electronic records management policies and strategies in the public sector of South Africa and encourage future studies in records management. Lastly, the study may also assist academics, and professionals who have an interest in records management as it makes new additions to the already existing body of knowledge in the area.

1.5. SCOPE AND LIMITATIONS OF THE STUDY

SAPS, as part of the Criminal Justice System, is diverse with many sections. The scope of this study focused on detective officers responsible for handling the daily management of records through the e-docket system in the police stations of the Limpopo Province at Lebowakgomo and Mankweng clusters. In the Lebowakgomo cluster, the focus of this study was on Polokwane; Lebowakgomo and Westernburg police stations whereas in the Mankweng cluster, the focus was on Sekgosese; Botlokwa and Mankweng police stations. Envisaged limitations to the study included:

- Obtaining permission for conducting the study would be much harder considering the strict security code of the SAPS. However, a well detailed proposal and ethical clearance from the researcher ensured this limitation was overcome.
- The unresponsiveness of some police stations, which the researcher countered by increasing and persistent communication with those conveniently allocated to the researcher.
- The vigilant and busy nature of respondents' work meant many would be less inclined to participate in the study, but finding a convenient data collection time increased the response rate.

The study intended to investigate whether implementing electronic records management enhanced or undermined effective delivery of justice in the afore-mentioned police stations.

1.6. DEFINITION OF KEY TERMS

This section defined terms and concepts that were central to the current study. They included records management, electronic records, electronic records management and electronic document management, e-readiness and e-records readiness, Criminal Justice System, and administration.

1.6.1. Record

Records "are the output of the business and administrative processes of a governmental body" (Dominy, 2006:1), and are strategic asserts that facilitate the everyday operations of government services and communications with citizens and other partners (International Records Management Trust, 2004). They are created as a result of organisational activities and thus represent the "memory" of an organisation, and they record the context and content of organisational activities (Abbot, 1999).

1.6.2. Records Management

Records management as an area of management, is concerned with the good control of records, and processes for creating and preserving evidence of information pertaining to recorded business activities and transactions (Mutula & Wamukoya, 2007). Similarly, Seniwoliba, et al., (2017) simply articulate records managment as the process of caring for records. In the Criminal Justice System, records management brings transparency and accountability necessary for the prevention of any risks related to the mismanagement of evidence generated by a public institution, such as loss of evidence, tampering with evidence, etc. (De Mingo & Martinez, 2018).

1.6.3. Electronic Records

Electronic records are those records which are captured, stored or disseminated electronically rather than physically, and which satisfy the description of a record (Kamatula, 2010: 152). It is a soft copy record managed through the use of ICTs (Marutha & Ngulube, 2012). E-records are captured digitally and differ from those digitised through scanning, and as logical objects, they have three traits of content, context and structure (Mutula & Wamukoya, 2007: 51-52).

1.6.4. Electronic Records Management and Electronic Documents Management

The term 'e-records management' "describes guidelines and strategies for the orderly control of records in electronic format" (Mutula & Wamukoya, 2007: 51). There is a difference between Electronic Records Management System (ERMS) and Electronic

Documents Management System (EDMS). The difference between the two systems is that the EDMS records are conceived in a paper form before conversion to an electronic form, whereas the ERMS records are conceived digitally, maintained and managed in that same form. The EDMS "were developed to improve productivity by eliminating the time consumed in moving paper files from one action officer to another as well as help avoid the risks associated with handling of manual records" (Ambira, 2016: 104). The compatible use of the two terms gave rise to their blending, which resulted in Electronic Record and Documents Management System (ERDMS) or Integrated Document Management Software or Systems (IDMS) (Katuu, 2012).

1.6.5. E-Readiness and E-Records Readiness

E-records readiness and e-readiness in description and breadth are different notions but very complementary (Kalusopa, 2011). E-readiness points to a measure of quality of a country's ICT structure and its consumers, businesses, and governments' ability to use ICT beneficially (Ntemi & Mbamba, 2016). E-readiness "came after an attempt for a common framework to look carefully at the digital divide between developed and developing countries during the end part of the 1990s" (Wamukoya & Mutula, 2005b:70). E-records readiness stresses the basis for the measurement of the scope of infrastructure and capacity to manage e-records and it considers the ability of organisations to meet the required institutional, legal framework, the ICT set-up anchored on an organised records and information management programme (Kalusopa, 2011). Moatlhodi and Kalusopa (2016) outlines that e-records readiness assessment is important in making organisations aware of shortfalls, opportunities, and existing risks in the adopted records management systems.

1.6.6. Criminal Justice System

The South African Criminal Justice System is made up of six main parts, namely: The Police Service, the National Prosecuting Authority (NPA), the Judiciary, Correctional Services, the Department of Justice and Constitutional Development, and the Department of Social Development (National Prosecuting Authority, 2008). For the purposes of this study, attention was on the Police Service or the SAPS as officially known as a key component of the Criminal Justice System in Limpopo Province, which is "responsible to prevent, investigate and arrest criminals" (National Prosecuting Authority, 2008).

1.6.7. Administration

Administration is the systematic way of arranging and coordinating resources at the disposal of any organisation in order to achieve outlined objectives (Amadi, 2008). When the process is applied to the justice system, it is referred to as the administration of justice. The administration of justice within a State is necessary for the protection of fundamental human rights and thus has practical significance on the affairs of ordinary individuals and groups (Weissbrodt, 2009:24).

1.7. OUTLINE OF CHAPTERS

The dissertation is made up of six chapters and the summary below outlines the way chapters are arranged in the dissertation and briefly explains the contents presented in each chapter in the following manner:

Chapter One: Introduction and background

This chapter introduces the topic and gives a brief background of the study with regards to the research problem, aim and objectives, scope and limitations and the significance of the study as well as the definition of key concepts. The research problem was outlined as the anchor of the entire research, whereas the significance of the study captured the rationale, importance and relevance of the study. The chapter concludes by giving key concepts in this study, which include records management, electronic records, electronic records management and electronic document management, e-readiness and e-records readiness and Criminal Justice System.

Chapter Two: Literature review

The chapter covers the theoretical framework and literature pertaining to records management in both public and private sector organisations. These include the e-government assessment readiness model and the records lifecycle model. The chapter also outlines the concept of records management, the contribution of electronic records management to an effective delivery of justice, as well as the link between electronic records management and justice globally and in South Africa.

Chapter Three: Research methodology

This chapter outlines the methodology employed to tackle the study. The chapter covers the research paradigm and approach, justification of the chosen research design, study population and sampling. The research paradigms employed in this

study include positivism, post-positivism and pragmatism together with the quantitative and qualitative research approaches. Data collection procedures, instruments, validity and reliability of instruments, as well as data analysis and ethical considerations are also covered in this chapter.

Chapter Four: Presentation and analysis of results

The chapter presents the findings of the study on electronic records management for effective administration of justice in the Limpopo Province's Police Stations. The chapter further presents findings on the human resources and ICT infrastructure support provided, the impact of electronic records management, challenges posed by the implementation of electronic records management, and strategies for improving the implementation of electronic records in the Limpopo Province's Police Stations.

Chapter Five: Discussion of research findings

The chapter interprets and discusses major findings of the study on the human resources and ICT infrastructure support provided, the impact of electronic records management, challenges posed by the implementation of electronic records management, and strategies for improving the implementation of electronic records in the Limpopo Province's Police Stations.

Chapter Six: Summary, conclusion and recommendations of the study

This chapter summarises, concludes and recommends on the basis of the major findings of the study concerning electronic records management and effective delivery of justice in the Limpopo Province's Police Stations. Overall, this chapter consolidates the entire study based on the findings presented in Chapters 4 and 5 and the research problem in order to fortify the conclusions of the study.

1.8. SUMMARY

This chapter provided the introduction and orientation to the study. It also outlined the rationale, scope, limitations and significance of the study. The chapter further gave operational definitions, i.e., records management, electronic records, e-records readiness and the Criminal Justice System and discussed the research problem, aim and objectives of the study. The next chapter covers theoretical framework and literature pertaining to electronic records management in the Criminal Justice System, particularly in the police stations of the Limpopo Province.

CHAPTER TWO: LITERATURE REVIEW

2.1. INTRODUCTION

The previous chapter provided an orientation to the study. It introduced the study and covered the research problem, purpose, significance and scope of the study, prior to its definition of the study's key terms and concluding with an outline of the study's chapters. This chapter provides a systematic review of literature pertaining to records management and electronic records management in South Africa. Sources utilised for this literature review are print books and electronic materials such as websites, e-journals and e-books accessed from Google Scholar and those on the University of Limpopo's subscribed databases such as Sabinet and ProQuest.

The first part of this chapter outlines the theoretical framework underpinning this study and indicates how it is pertinent in discussing records management for an effective delivery of justice in the Limpopo Police Service. The second part of this chapter considers previously conducted studies regarding the link between records management and justice in the Police Service, internationally and locally. Finally, the last part of this chapter covers studies that were conducted previously, both internationally and locally concerning records management in the Police Service, with regards to their findings and methodologies used.

At its core, literature review reports present knowledge on a subject and sums up the best accessible research on published studies pertaining to a particular subject (Baker, 2016). A focused critical review of the literature is necessary to determine the already published research and to establish what is already known about the given subject (Gelling, 2015). When reviewing literature, the aim is to base the projected research in the pertinent previous work in order to afford the reader a concise picture of the theoretical approach to what is proposed to be studied (Maxwell, 2005). As expounded by Bryman (2012:8):

> a literature review lets readers know what is already known about the topic; concepts and theories have been applied to the topic; research methods applied to the topic; controversies about the topic and how it is studied exist; and clashes of evidence (if any) exist; and who the key contributors to research on the topic are.

For this study, a systematic literature review on records management practices in the Criminal Justice System is provided to underscore challenges and the importance of implementing electronic records management.

2.2. THEORETICAL FRAMEWORK

A theoretical framework brings thoroughness and rigour in research and can link elements of research findings to yield results that are compatible with a broader outline of other studies (Stewart & Klein, 2016). A theoretical framework shapes what is looked at, how it is thought of and shows how the current research fits into the already known and how the current research contributes on the topic to the field (its intellectual goals) (Maxwell, 2005). Thus, the basis given by the theoretical framework informs the researcher and the reader about the context and explanation for the study (Lani, 2015). The current study is anchored on two theories namely: the E-Government Readiness Assessment Model and the records Life Cycle Model.

2.2.1. E-Government Readiness Assessment Model

The E-Government Readiness Assessment Model was developed by Al-Omari and Al-Omari (2006). The model provides a framework for understanding the adoption of electronic records management because it outlines six essential aspects to assess in implementing any e-government initiative worldwide. The elements discussed in more detail in section 2.2.2. are organisational readiness, governance and leadership readiness, customer readiness, competency readiness, technology readiness and legal readiness. The study discussed the adoption and use of electronic records management system in the Limpopo Province police stations and, the E-Government Readiness Assessment Model was the main theory informing this study. The rationale for the use of this model in the current study is discussed in the following section.

2.2.2. Relevance of the E-Government Assessment Readiness Model to the current study

Since e-docket, as an electronic records management system has been adopted and implemented in the Limpopo Province police stations, the E-Government Readiness Assessment Model was helpful in investigating records management for effective administration of justice. The Police Service's e-docket system is an e-initiative; hence the E-Government Readiness Assessment Model was deemed pertinent to undergird this study. The model is considered precisely because it takes into account the

elements necessary to guarantee the right implementation of the e-initiative in the right direction. They are organisational readiness, governance and leadership readiness, customer readiness, competency readiness, technology readiness and legal readiness. In other words, an electronic record management system will not be well implemented without careful consideration of these key factors.

a) Organisational Readiness

The first element is organisational readiness, which Al-Omari and Al-Omari (2006), postulate that it considers business processes and an organisational hierarchical structure necessary for e-initiative because organisations are usually organised in a top down bureaucratic manner, putting it on users to learn about the structure in order to seek services. The hierarchical structure of organisations, long process delays, replication of tasks, replica documents and data are also enumerated as impediments in e-governance. Thus, government departments "need to be encouraged to create enabling environments by changing the public service culture by embracing the strength of ICT systems through competent staff" (IRMT & World Bank, 2003). In the Limpopo Province's Police Stations, a revolutionary and conducive business environment is necessary to ensure efficient implementation of the e-docket system because it does not suffice to automate business processes without creating a revolutionary business environment (Al-Omari & Al-Omari, 2006). Thus, the Limpopo police stations must be organised in a manner that will enable optimal functioning of the e-docket system as an electronic records management system.

b) Governance and Leadership Readiness

Leadership emulates the main factor to administrate guidelines, agreements and standards that set the foundation for inter and intra relationships and operations within an organisation (Al-Omari & Al-Omari, 2006). Governance considers structures in place to ensure success of the system being procured and that unless electronic records are well managed, that is, better than physical paper records, an increased loss of records would arise (Ambira, Kemoni & Ngulube, 2019). Thus, it is through leadership support that electronic records management can be achieved in the Limpopo Province police stations, not by simply drafting a law or issuing an order for its implementation. Likewise, the governance and Leadership Readiness Assessment

was pertinent in this study, particularly as it relates to leadership support and adoption of the e-docket system in the Limpopo Province Police Stations.

Directors and senior officials are central role players in influencing the development of records management related policies and procedures in organisations (Rakemane & Serema, 2018). However, Maseh and Mutula (2016) remark that studies have demonstrated that records management in sub Saharan Africa has continuously suffered inadequate top management support and absence of budgetary allocation. Hence, the Leadership and Governance Readiness Assessment considered the full support and adoption of the e-initiative from different levels of Limpopo police leadership. Thus, the Limpopo Province police stations leadership must show a radical shift of attitude for the e-docket system to operate efficiently as an electronic records management system in police stations. Al-Omari and Al-Omari (2006) assert that it was important to set and identify the roles of leadership and governance in order to achieve a certain level of service delivery agreement by e-government by taking into consideration some guidelines. Firstly, classify a service manager with a mandate for service delivery; secondly, have a service level agreement, evaluation and customer service satisfactory; thirdly, formulate guidelines, functional and nonfunctional requirements; and lastly, outline business continuity forecasting and content management processes (Al-Omari & Al-Omari, 2006).

c) Customer Readiness

The theory postulates that major concerns concerning customer readiness are accessibility and trust concerns (Al-Omari & Al-Omari, 2006). Customers are those meant to benefit from a service, which in the case of this study, were police officers in the Limpopo Province police stations who are meant to use the e-docket system. Thus, customer readiness was helpful for considering whether police officers were ready to use the e-docket to manage electronic records. Electronic government is aimed at all citizens as well as those disabled because of physical, economic, social, geographical, or cultural factors, meaning readiness is based on the culture and economic status of diverse groups and accessibility.

d) Competency Readiness

Competency readiness considers the presence of skilled personnel in the public sector, be it permanent, outsourced or contract workers (Al-Omari & Al-Omari, 2006).

In the Limpopo Province police stations, Competency Readiness Assessment considered whether police officers received the necessary skills and training to render an electronic records management service through the e-docket system. Human resource factors which contribute towards an institution's e-government objectives include training and support system which keeps the skills sets of personnel current in keeping with e-government developments; Information Technology (IT) assistance; such as help desks; suitably qualified IT staff within the public organisations; IT governance; and technical e-government experience (Alghamdi, Goodwin & Rampersad, 2011: 10).

e) Technology Readiness

In the Limpopo police stations, Technological Readiness Assessment considered whether the ICT infrastructure was sufficient for the optimal functioning of the e-docket system because the main concern is the availability of various technologies and professional government skills to enable the delivery of e-government. Al-Omari and Al-Omari (2006) outline that Technological Readiness considers issues that include hardware, software, current technology, communication, sharing applications and data and setting secure infrastructure to exchange services. Initial phases of e-government rollout commonly intend to facilitate technologies and architectures to enable online delivery of services and information. Similarly, the implementation of the e-docket system in the Limpopo police stations is likely to follow the same pattern. As the architectures improve, increasing attention is channeled to the quality and integrity of the digital information and e-records that are managed electronically (International Records Management Trust, 2004). Thus, government investment in new information technologies must be the major emphasis of the e-initiative.

f) Legal Readiness

Legal Readiness goes beyond customer, competency and technology issues to where the new procedures and other government activities are regulated formally and legally because, to achieve proper records management, there is a need for compulsory directives and regulations (De Mingo & Martinez, 2018). Monitoring of Police Information (MoPI) code of practice provides the police with a set of standards that equate to good records management when administrating records in the United Kingdom (Sadler, 2011). Similarly, in South Africa, the Constitution (1996); the

National Archives and Records Service of South Africa Act (Act. No. 43 of 1996, as amended); the Promotion of Administrative Justice Act (Act. No. 3 of 2000); and the Electronic Communications and Transactions Act (Act. No. 25 of 2002) make up the major core of the legal framework governing electronic records management. Thus, the e-docket system being an electronic records management system falls under this jurisdiction, and its implementation in the Limpopo Province police stations can only be effective within a good, legal and policy framework.

Al-Omari and Al-Omari (2006) postulate that legal issues cover many aspects, the most important being: the legality of conducting business electronic transactions; the legality of electronic documents exchanging; the legality of sharing of application data across organisational boundaries; and verification of identifications, electronic signatures and authentication procedures. With the Police Service having adopted e-docket as an electronic records management system, the Electronic Communications and Transactions Act is pertinent to administrate and legalise electronic records in the Limpopo Province police stations. To complement the E-Government Readiness Assessment Model in this study, the records Life Cycle Theory was also adopted.

2.2.3. The Records Life Cycle Theory

Among recordkeeping professionals, several models have dominated discourse. However, the Life Cycle Model is regarded as a theory that guides records management programs (ebrary, 2020). Using a birth-to death analogy, the Life Cycle Model describes the records as passing through a series of stages (Fiebelkorn, 2012). Thus, the keeping and management of records is often organised around a life cycle that all records should follow (Seniwoliba, et al., 2017). The records Life Cycle Model sees records as passing through three clear stages: active, semi-active, and non-active, where the active stage involves the generation, dissemination and use as well as storage and maintenance of a record (Mnjama, 2014). Similarly, dockets in the Police Service are born (creation phase); they live (maintenance and use phase) and they die (disposition phase).

Fig 2.1. depicts four phases to the life cycle of records: creation phase, active phase, semi-active phase, and disposition or archival phase (Records Management Bulletin, 2012). Creation, which is the first phase of a record life cycle, occurs when records are received or created. In the context of this study, the creation phase of electronic

records in the Limpopo Police Service is when a docket with a unique case number is first created by a police officer at a police station and is recorded on a hard copy document before being scanned and transferred to the e-docket system by police officers. The phase also involves the sorting and filing of dockets which are then transferred into e-docket system and made ready for access.
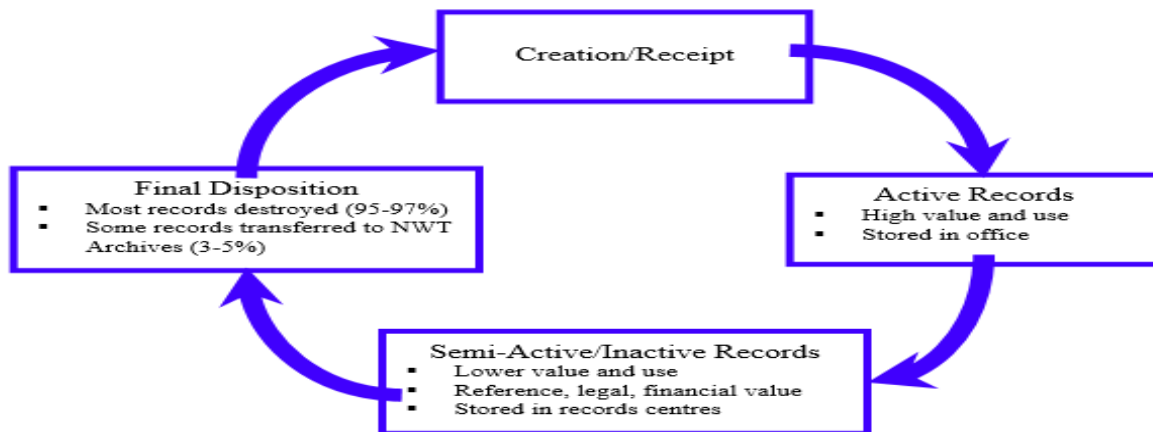
Figure 2.1. Records Life Cycle Model, Adopted from: Records Management Bulletin (2012).

Then, in the active phase, the e-docket is used the most and is identified through a unique case number, to be accessed and retrieved electronically by police officers and magistrates for prosecution purposes. The active phase of dockets is usually during the trial when police officers avail the dockets to magistrates and prosecutors to make a ruling on a case. After a while, when the trial nears conclusion, the usage of the docket declines and it becomes semi-active. The semi-active or semi-current stage involves the management of records that are infrequently used in the organisation and such records are still needed for reference, legal reasons, or for financial reasons (Mnjama, 2014). At this stage in the Limpopo police stations, the e-docket is no longer used frequently in the day-to-day business of the police and according to the Life Cycle Model, it nears the disposition stage. In the disposition or archival phase, the docket can either be disposed after a given timeframe if no longer useful, or it can be archived for future referral. For police records or dockets, the disposition phase usually begins when trials are concluded and there seems to be no need to access the e-dockets at all or frequently.

The National Archives and Records Service of South Africa (2006) asserts that the proper life cycle management requires that electronic records be managed from the moment they are created to their disposition or archival phase. Similarly, Kyobe, Molai and Salie (2009) postulate that the Life Cycle approach is necessary in bringing some order; it attempts to outline what is a record, what happens to it during the process of use and who will manage it throughout that very process of use. Furthermore, the life cycle is the starting point for creating a records management program to manage each phase of the record's life cycle (Records Management Bulletin, 2012) and in the Limpopo Province police stations, the e-docket system guides the management of all e-dockets from creation to disposal or archival.

2.3. THE LINK BETWEEN ELECTRONIC RECORDS MANAGEMENT AND EFFECTIVE ADMINISTRATION OF JUSTICE IN THE POLICE SERVICE

2.3.1. A Global Perspective

There is a strong argument for a direct link between records management and delivery of justice to citizens, and largely, the more a state or country is poised to adopt Information and Communication Technology (ICT), the level of corruption in that country is lower (Ntemi & Mbamba, 2016). By extension, records and justice are inseparable, as records constitute an essential ingredient for the administration of justice (Abioye, 2014). Maseh and Mutula (2016) conducted a mixed methods research study in the Kenyan judiciary to investigate records management and promote open governance in order to achieve effective and efficient justice. It was established that the Kenyan judiciary had demonstrated improved records management practices, although several weaknesses were unearthed. Moreover, it was found that it could be impossible to guarantee effective administration of justice without a strong foundation of records management (Maseh & Mutula, 2016).

Similarly, in a descriptive survey research study in Nigeria which employed interviews amongst other data collection methods, Abioye (2014) found that the management of records in Nigerian falls short of acceptable standards with dire consequences on the administration of justice in the country. Likewise, Mugerwa (2012) laments that in Uganda, in a clear case of connivance or poor records and information management, in 2007/2008 the magistrate dismissed an embezzlement case worth 521.6 million Ugandan shillings implicating several employees in Works, Transport and Finance

Ministries because the state could not present a police file in court in spite of overwhelming available evidence. This is yet another clear reminder that records and the realisation of justice are inseparable. Thus, a proper administration of legal records is central to the delivery of justice and the protection of citizens' rights because delays when registering cases, finding records and sorting documents have an immediate bearing on citizens and their legal rights (Motsaathebe & Mnjama, 2009).

2.3.2. A South African Perspective

South Africa, like many other governments around the world, is coming to terms with issues of administrating and preserving electronic records having committed itself to e-government in order to deliver better service to the public (Muchaonyerwa & Khayundi, 2014). Most governmental bodies in South Africa, constantly leave out records management from the necessities of a good organisational infrastructure. However, good management of records could be the basis for launching good corporate administration (Ngoepe & Ngulube, 2013). Okello-Obura (2012) holds that good information and records management helps deter corruption as a preventive, cost-effective alternative for prosecuting fraudulent and corrupt individuals in any State, especially South Africa. According to Ngoepe (2016), records management implemented improperly culminates in poor service delivery because government records are an important element of a well-functioning administration and a way for citizens to bring governments to account. For example, between 2013 and 2018, 658 police dockets were reported as lost from multiple police detectives services in South Africa, effectively terminating hopes of multiple carjacking, rape and murder victims for justice (Ngema, 2018). As Ngoepe and Makhubela (2015) outlines, if police records are inaccurate, lawyers, prosecutors and magistrates could dispute their authenticity, resulting in implications of a serious nature such as withdrawal of cases against offenders, meaning that reliable and authentic records are needed for the government to administer justice for the victims. Similarly, Moonsamy (2018: 27) holds that in the Criminal Justice System dockets are critical instruments which "affirms the abundance of human right".

In another reminder of the intrinsic relationship between records and justice delivery, in the Western Cape 62.9% and 14,3% of dockets were reported as lost in Docket Archive Store (DAS) and court, respectively in 2019 (Murray, 2020). This results in

miscarried justice for a considerable number of victims. In Limpopo for instance, a family was denied justice for 4 years and counting due to a dumped police docket relating to a rape case (Mabena, 2020). When the Criminal Justice System fails to convict offenders on a continuous basis, it will lose credibility and that may result in victims and communities no longer reporting crime but resorting to take the law into their own hands, since to the victims of crime, it may not suffice to report crimes to the police if police investigations fail them (South African law Comission, n.d.). Presence (2014) notes that without proper electronic records management, suspects often walk free from courts because dockets do not arrive on time, or are not brought to court at all. Similarly, in instances where police dockets are incomplete or missing, judges and magistrates will find it impossible to pass judgement, causing delays or denials of justice to victims; meaning that an improper management of records can add to a low conviction rate (Ngoepe & Makhubela, 2015). In the Limpopo Province and the rest of South Africa, to increase convictions and minimise chances of dockets disappearance, the SAPS has taken a bold step and adopted the e-docket system that allows for case and docket administration to be captured electronically (Clayton, 2008). Therefore, below-par records management can affect efficient delivery of justice and bring about delays that can erode the people's confidence in the judicial system (Abioye, 2014).

2.4. THE CONCEPTS 'RECORDS AND RECORDS MANAGEMENT'

Records are recorded information, and are the output of the business and administrative processes of a governmental body, regardless of form or storage media (Dominy, 2006). It is any information recorded in reproducible form that is required for conducting business (Penn, Pennix & Coulson, 1994). Furthermore, records can either be paper based or electronic. Paper based records are those created through physical means whereas an electronic record is the one created, housed or transmitted by electronic rather than by physical means, and which satisfies the definition of a record (Kamatula, 2010). Mnjama (2014) outlines that in most organisations, paper documents or files which may be handwritten, typewritten or printed are the most prevalent form of record. Mutula and Wamukoya (2007) postulate that types of e-records vary from those born digital to those that are scanned, digitised or microfilmed, and not all information generated and received electronically constitutes a record. Some records spend their whole life cycle in electronic form from creation until

eventual disposition. Some begin as paper and are eventually converted to an electronic format at a later stage, for example, received mail is scanned into a Document Image Processing. Other records begin in electronic form, for example, a report created on the word processor, but ends up communicated or used as hard copy print outs (Shepherd, 1994). In the SAPS, records exist in the form of dockets, which refer to 'the document opened by a police official on behalf of affected or interested party, where an allegation of crime has been made against a transgressor" (Moonsamy, 2018: 27).

On the other hand, records management is an area of administration responsible for the organised control of records, including processes for capturing and maintaining evidence of information about business activities and transactions in the form of records (Mutula & Wamukoya, 2007). It is the art of managing records (Yusof & Chell, 1999). According to Mnjama (2014), records management may simply be considered as that area of general administration that is responsible for the effective management of records created or received in the organisation in all media in which they exist, and for ensuring their maintenance and availability when needed to support the activities of that organisation. In the Criminal Justice System, records management brings transparency, which is necessary to stop the occurrence of any risks of corruption linked with the administration of information captured by State enterprises, such as misplaced or missing information, unavailability of evidence, altered documents, etc., (De Mingo & Martinez, 2018).

2.4.1. Use of records in organisations

Records play numerous useful roles in organisations, among which are that, they provide evidential value of transactions, as well as support the day-to-day operations of government interactions and services (Zawiyah & Robert, 1998). Furthermore, well-kept records enable management to access records for decision-making (Ngoepe, 2014), and serve as a tool for easy accountability to meet legal, financial and accountability requirements (Marutha & Ngulube, 2012). In contrast, without reliable and accurate records, and functional systems to manage them, it is impossible to hold governments accountable in order to maintain the rights and entitlements of organisations and citizens (Wamukoya & Mutula, 2005a).

2.4.2. Characteristics of a good record

Mutula and Wamukoya (2007) aver that as logical entities, electronic records have three attributes: content, context and structure. Similarly, Dominy (2006) outlines the three properties of content, structure, and context as necessary and essential to maintain characteristics of a good record. Content is the text read on the document; structure refers to the physical build or format of the document e.g. a cash book; and context shows who wrote the document, when, to whom, with what heading and who received it, as well as when it was received (Dominy, 2006). Therefore, accurate and reliable records as a tool to ensure just and fair treatment of their citizens need to be maintained (Ngoepe & Makhubela, 2015). Furthermore, e-records should have the quality of fixity and be secured to ensure that transactions cannot be altered and any change to it should be captured and linked to the initial version (Mnjama & Wamukoya, 2007).

2.5. CONTRIBUTION OF ELECTRONIC RECORDS MANAGEMENT TO THE DELIVERY OF JUSTICE

E-records play an important role within organisations. According to Abioye (2014), a record is an often overlooked element that adds to the foundation on which to build a justice system in any country. Thus, to facilitate universal access of public services to their citizens, governments are increasingly using e-government strategies, and the benefits reported in case studies of electronic records management systems are varied: there are those that benefit individual users; the organisation; and society as a whole (International Records Management Trust (IRMT), 2004; Johnston & Bowen, 2005). Furthermore, a survey study conducted by Motsaathebe and Mnajama (2009) in Botswana discovered that records are central to the effective operation of the legal system of a country and are even more central to the delivery of justice and the protection of citizens' rights. Similarly, to underline the essential contribution of records management, Mosweu (2011) linked poor service delivery in Botswana to a lack of proper records management.

In the same vein, Kamatula (2010) postulates that records of the government captured electronically are a crucial source of information for accountability processes because they can always serve as evidence of what happened in the past so long as they contain important metadata, including the sender, recipient, date, time, etc. Even if

one deletes some electronic information for the purposes of distorting evidence, computer experts can always recover such information. Thus, virtually all EDRMSs, including e-docket system, have an audit log in order to trace each access to the records in order to ensure the authenticity and reliability of records. Because, as Ismail and Jamaludin (2009) assert, if the implemented computer systems do not facilitate access to reliable and authentic records, they will likely be a liability rather than an asset to an organisation. Moreover, in terms of access, physical paper records can potentially be in only one place at a time, whereas digital records can be accessed and discussed by multiple users at the same time in different locations for different purposes (Johnston & Bowen, 2005). Likewise, in the Limpopo Province police stations, electronic records management can enable remote access and sharing of electronic records. For instance, a detective officer and a captain may be able to share and discuss a docket without being in the same place in order to deliver effective and speedy justice to citizens.

2.6. HUMAN RESOURCE AND ICT INFRASTRUCTURE NECESSARY FOR E-RECORDS MANAGEMENT

Wamukoya and Mutula (2005a:74) detail competencies and skills required of staff working in an e-records environment as follows: knowledge of e-records management practices and trends, records and information management skills, and skills to create, capture, classify, index, store, retrieve, track, appraise, preserve, archive and dispose of records. Kamatula (2010:153) outlines Information and Communication Technology (ICT) as "any communication device or application including: computer network hardware and software, satellite systems, radio, television, cellular phones, as well as services associated with them such as video conferencing and distance learning". The move in worldwide communications from print towards electronic media has culminated in an increased number of optical and digital records (Shepherd, 1994). Thus, evolving technologies in electronic records management necessitates that staff responsible for records and archives management be up-skilled and capacitated through training or retraining to be able to appropriately function in an electronic environment (Wamukoya & Mutula, 2005a). However, with the proliferation of digital applications for e-government purposes in most State enterprises in Eastern and Southern Africa, it was found that the competencies and the infrastructure necessary

to manage them were inadequate (World Bank & IRMT (2002) in Kamatula (2010). Similarly, a qualitative study by Ambira, et al. (2019) in the Kenyan government ministries found that ICT infrastructure and human resource capacity were inadequate to deliver e-government services. Thus, if outlined policies and infrastructures are not reinforced by people who are qualified and experienced in records management, and the presence of adequate and regular training of employees, the administration of electronic records in organisations will not succeed (Asogwa, 2012).

Furthermore, Marutha (2019) posits that as recordkeeping technology changes continuously, professionals in records management needed continuous training to be capable and competent. For it is commonly because of unskilled records management administrators that recordkeeping systems collapse or become dysfunctional and complicated. Many archivists and records officers are not familiar with issues concerning the creation, preservation, security, access and dissemination of e-records; unlike physical records. Knowledgeable and skilled personnel are likely to expend scarce resources on tasks, hence training at all levels can assist with procurement of knowledge and skills in conservation of records and archives (Ngulube, 2003).

2.7. CHALLENGES POSED BY THE IMPLEMENTATION OF THE E-RECORDS MANAGEMENT

While ITs introduced huge enhancements to organisations, they have also come up with several complexities and difficulties at the same time. Subsequently, they have increased the likelihood of data and records' losses; vulnerabilities to authenticity and reliability of electronic records; escalating costs of managing record and decentralisation of information, loss of security and privacy; and the need for ICT experts (Asogwa, 2012). Furthermore, only a limited knowledge existed about the management of electronic records and compliance with regulations related to electronic communication in South Africa (Kyobe, et al., 2009). Johnston and Bowen (2005) conducted a literature study on e-records management in the United Kingdom and discovered that some users saw an EDRMS as a threat because they imagined that their tasks will become harder, more complex, and more restricted.

Likewise, Mutula and Wamukoya (2009) notes that African governments generallly and the east and southern African region particularly faced huge complexities with

managing records, principally e-records. In a survey study conducted on the state of electronic records management in east and southern Africa, little progress was found regarding the management of electronic records (Mutiti, 2001). There is often an attitude or the misconception that information technology will easily solve all information and records problems (Kemoni, 2009), without much planning and support. Maseh and Mutula (2016) further notes below-par infrastructure for storage; absence of an appraisal and disposition programme; inadequate records preservation; lack of a disaster preparedness plan and a vital records management programme; absence of a records management programme; inadequately trained records management personnel; and inappropriate top management support as some of the impediments faced in an attempt to implement appropriate records management. Mutula and Wamukoya (2007:64) identifies other problems associated with the management of electronic records as lack of:

> prioritisation of automation functions and services; policies and guidelines on the management of electronic records; awareness among records personnel about e-records management; knowledge, competencies and skills in the management of electronic records; standards, practices and procedures for the management of electronic records; long-term preservation of electronic records; guidance on electronic records management to government agencies; management of e-records leading to their loss; and ability to determine appropriate hardware and software for e-records management.

A quantitative study conducted in South Africa on the state of electronic records management found that electronic records were generated in public and private institutions and that National Archives and Records Service of South Africa (NARSA) "had an electronic records management programme to regulate them" (Abbot, 2001) in (Mutula & Wamukoya, 2007:58).

2.8. STRATEGIES FOR IMPLEMENTING E-RECORDS MANAGEMENT

In the Criminal Justice System, especially in the police service, records keeping is crucial in delivering justice to citizens. Flynn (2001:79) provides a useful list of elements which constitute a good recordkeeping system, which if implemented, may assist organisations in the implementation of e-records management. They are: "procedure manuals and user guides; records themselves; records practitioners; records users; assigned responsibilities; policy statements, dedicated information and

systems to regulate records; software, and hardware". Wamukoya and Mutula (2005a:74) hold that "the right blend of staff with requisite competencies is necessary to keep the combination of content, context, and structure to give electronic records sense over time, to safeguard delicate media from deterioration, and to ensure efficient access". Based on the reviewed literature, it is understood that any organisation, including the Limpopo Police Service, that intends to manage records and information effectively needs to be guided by the National Legislative Framework governing records management in South Africa. The National Archives and Records Service of South Africa (2016) provides the statutory and regulatory framework upon which SAPS should base its electronic records management if it is to be sound. Thus, it is not impertinent for this study to bring into critical focus how the SAPS employs the e-records management system in the preservation and use of dockets, among other records, for an effective administration of justice.

2.9. SUMMARY

This chapter outlined major theories regarding records management for effective administration of justice. It made a systematic literature review of major studies in records management, both internationally and locally. The E-Government Readiness Assessment Model and Records Life Cycle Model were discussed as the theoretical framework guiding this study. A review of literature covering electronic records management in the SAPS was also done. Through reviewing literature in this chapter, it became clear what methodology features prominently in records management. The next chapter outlines and discusses research methodology employed in this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. INTRODUCTION

The previous chapter covered the analysis of literature pertaining to electronic records management for the effective administration of justice in the Limpopo Police Service. In every study, where and how data will be collected, analysed and interpreted makes a crucial component of the research process. Therefore, this chapter covers the study approach, design, population, sampling, and data collection.

To begin with, methodology is central to the research process, because it is the lens through which a researcher looks when conducting the study; it specifies the types of research designs and research methods that may be employed to gain knowledge about a phenomenon (Ngulube, 2015). Therefore, research methodology focuses on the process of research and the decisions that the researcher must take to execute the research project (Brynard, Hanekom & Brynard, 2014). Thus, choosing an appropriate methodology for the study is very important as it determines how the whole research process is to be carried out (Ncube & Rodrigues, 2017). Moreover, Ngulube (2015) elucidates that the methodology is mainly concerned with the task of understanding, describing, testing, and interpreting knowledge. However, there is usually confusion when it comes to the distinction between research methodology and research methods, because some scholars have used the two terms interchangeably. According to Neuman (2014), as much as the concepts may seem interchangeable, methodology is wider in scope and includes methods. Methods points to a number of specific techniques employed in a study to select cases, observe and measure phenomena, collect and analyse data, and report on findings (Neuman, 2014). Nevertheless, though clearly distinct, the two terms are closely related and interdependent.

3.2. RESEARCH PARADIGM

The paradigm concept can be traced to Kuhn (1962), and it denotes an accepted pattern as an object for further discussion and specification under new or more rigorous settings (Kuhn, 1970). Put more simply, a research paradigm is "an approach to thinking about and doing research" (Johnson & Christensen, 2014:79). It is a set of beliefs about fundamental areas of reality which results in a specific world-view and it deals with key beliefs taken on faith such as assumptions about the nature of reality

(epistemology) and methodologies (Maree, 2016). Ontology denotes logical beliefs about the nature of reality, or the nature and existence of social reality, whereas epistemology deals with what constitute knowledge and the ways it can be known (Ngulube, 2015). Likewise, Creswell (2009:6) states that "the type of beliefs held by individual researchers will often lead to embracing a quantitative, qualitative or mixed methods approach." Consequently, the researcher's worldview shapes the decisions made about research at every stage of the project, from the types of research questions to be addressed, through the methodologies and methods chosen to gather data, as well as the presentation of results (Given, 2016). The four worldviews that are widely discussed in the literature: postpositivism, constructivism, transformative, and pragmatism

3.2.1. Positivist paradigm

Positivism, "based on the works of French philosopher Auguste Comte, was the leading scientific paradigm until the mid-20th century and it posits that science or knowledge creation should be limited to what can be observed and measured" (Bhattacherjee, 2012:18). The positivist paradigm generates objective knowledge that is 'out there' and considers human behaviour as passive, regulated and influenced by its surroundings (Ngulube, 2015). This paradigm is mostly associated with the quantitative approach which is discussed under section 3.3. However, due to the strict nature of positivism, the current study does not adopt this approach to achieve its objectives.

3.2.2. Post-positivist (postmodern) paradigm

Post-positivism (or postmodernism) arose out of discontentment with the strict nature of positivism. Post-positivism considers reality "as probabilistic, not certain and that one can make logical inferences about a reality by considering scientific observations with philosophical reasoning" (Bhattacherjee, 2012:18). Bryman (2012:382-383) points out that postmodernism "is not easy to pin down because, on the one hand, it attempts to understand the nature of modern society and culture, and on the other, it represents a way of thinking about and representing the nature of the social sciences and their claims to knowledge". Simply put, post-positivists are deeply untrusting of assumptions that infer a possible arrival at a definitive version of a given reality (Bryman, 2012). Post-positivism suggests that "it is not possible to be certain of truth although rejecting false beliefs can be possible" (Bhattacherjee, 2012:8). Though the

paradigm is less rigid than positivism, the study did not make use of it due to the same reasons highlighted in section 3.2.1. The postmodern worldview can still be mostly linked with the quantitative approach.

3.2.3. Interpretivist paradigm

Theoretically, the interpretive paradigm lets researchers to observe phenomena through a number of perceptions and experiences to get 'insight' and 'in-depth' information or truth (Thanh & Thanh, 2015). This stance is concerned with making sense of meaning and purpose that observers attribute to their subjective actions (Bhattacherjee, 2012). Thus, it generates personal knowledge by emphasising empathic understanding of institutions and human actions rather than with the effects that are thought to act on it (Bryman, 2012). Furthermore, Bhattacherjee (2012:103) outlines that because interpretivists consider reality as being entrenched within and not possible to abstract from their social settings, they 'interpret' knowledge through 'sense-making' instead of hypothesis testing means. Interpretivism allows the researcher to view the world through multiple perceptions and experiences of participants to get 'insight' and 'in-depth' information or truth (Thanh & Thanh, 2015). Furthermore, though the paradigm affords the researcher multiple views to pursue knowledge creation, it was not adopted for this study because it did not allow the researcher the platform to use what is justified and works best in a particular situation.

3.2.4. Pragmatic paradigm

This study adopted a pragmatic view to the problem under inquiry to investigate electronic records management in the Limpopo Province police stations. According to Creswell (2009:10), pragmatism as a worldview or paradigm "is not committed to any one system of philosophy and reality, but arises out of actions, situations, and consequen[c]es rather than antecedent conditions." Pragmatism holds a belief that the design of research should be planned and implemented looking at what will best enable the researcher to answer the research questions; resulting in knowledge that is pragmatic. The pragmatic approach "makes use of abductive reasoning that moves back and forth between induction and deduction first converting observations into theories and then assessing those theories through action" (Morgan, 2007:71). Johnson and Christensen (2014:80) further posit that pragmatism is "a philosophical stance that subscribes to a belief that what is ultimately important and justified or "valid" is what works in particular situations in practice and what promotes social

justice." It is a problem-centred, pluralistic and practice oriented worldview that accommodates a number of methods, worldviews and assumptions, including different data collection and analysis techniques (Creswell, 2009). Because of its pluralistic nature, pragmatism readily accommodates the quantitative and qualitative research approaches.

3.3. RESEARCH APPROACH

According to Creswell (2009:6), the "type of beliefs held by individual researchers will often lead to embracing a quantitative or qualitative approach in their research". For this reason, it is imperative that a brief discussion on these approaches be offered in this study.

3.3.1. Quantitative Research Approach

Brynard et al. (2014) point out that the quantitative research approach involves assigning numbers to observations to produce quantitative data through counting and measuring "things" or "objects". Quantitative research allows researchers to learn more about a given phenomenon anecdotally (Goertzen, 2017). Furthermore, Goertzen (2017:12) says the six key characteristics of quantitative research are that:

• "It deals with numbers to assess information;

• its data can be measured and quantified;

• It aims to be objective;

• its findings can be evaluated using statistical analysis;

• It represents complex problems through variables; and

• Results can be summarised, compared, or generalised."

Thus, the quantitative research approach relies primarily on the collection of quantitative data (Johnson & Christensen, 2014).

3.3.2. Qualitative Research Approach

In contrast, the qualitative research approach generates non-objective data such as the participants' own written or spoken words concerning their thoughts or experience (Brynard et al., 2014). It is a research design that is human-focused in approach with the intention to understand people's experiences and beliefs, hence it involves direct

engagement with participants during data collection and an interpretive approach to data analysis (Given, 2016). Qualitative research maintains the stance that knowledge is socially constructed by people. Likewise, Johnson and Christensen (2014) postulates that qualitative researchers often hold the belief that human behaviour is fluid, and constantly changing over time and place, with little interest in applying the findings beyond the specific people who are studied. It deals with the exploration of meanings using procedures such as in-depth interviewing, participant observation, and focus groups (Phellas, 2005).

3.3.3. Rationale for using both Quantitative and Qualitative Approaches

While the nature of research questions in quantitative and qualitative research are usually varied, both of them are, however, primarily occupied with generating answers to questions about social reality (Bryman, 2012). Ngulube (2015) further postulates that quantitative research is hypothetico-deductive whereas qualitative research is inductive and exploratory in nature; meaning the employment of both offers a comprehensive picture of phenomenon under study. Thus, although quantitative and qualitative research approaches are very different ways of conducting research, they can complement each other (Given, 2016). Johnson and Christensen (2014) posit that distinct worldviews, when put together, can bring a fuller picture of what is studied because all have truth value. Consequently, this study adopted both quantitative and qualitative research approaches to assess electronic records management practices in the Limpopo Province police stations and to evaluate the ICT infrastructure capacity necessary for electronic records management. The research approaches allowed the researcher to explore the matter under investigation while still maintaining its broader view. The quantitative approach was used to study the first three objectives i.e assess the human resource and ICT infrastructure support necessary for e-records management, determine if e-records management of dockets supported or compromised the delivery of justice, and identify the challenges posed by the implementation of the e-docket system in Limpopo Province police stations. The last objective, which suggested strategies to improve the implimentation of electronic records management, generated qualitative data. Ultimately, whatever research methodology one uses, the interpretation of reality will remain subjective, conditional and tentative (Ngulube, 2003).

3.4. RESEARCH DESIGN

Research design outlines the kind of data needed, methods to be employed to collect and analyse data, and how all will be used to answer the research question (Van Wyk, 2011). It is a "blueprint for scientific research with an aim of answering particular research questions or testing specific hypotheses and must specify at least three things: the data collection process, the instrument development process, and the sampling process" (Bhattacherjee, 2012:35). In the case of the current study, a survey was the chosen research design. A survey "provides a description of trends, attitudes, or opinions of a population by studying a sample of that population using structured interviews or questionnaires" (Creswell, 2009:12). It is the most used Social Science data-gathering technique that has a number of uses and formations; Internet opinion polls, interviews, and various types of questionnaires for testing a variety of data, such as factual information, and people's preferences, attitudes, beliefs, and behaviours (Neuman, 2014; Bhattacherjee 2012).

3.4.1. Justification for adoption of the survey research design

There appears to be limited research on records management, particularly on electronic records in the Limpopo police stations. Thus, this study adopted an exploratory survey research design to get a better understanding of the problem or topic under consideration. An exploratory research study is that which examines a phenomenon thoroughly for the first time, within a given setting, or with specified participants (Given, 2016). Bhattacherjee (2012) outlines that this design is regularly used in new areas of study, where the objectives are to get the breadth of a given attribute; generate initial thoughts about the given observation or explore the practicality of conducting an extensive research on that particular attribute. Furthermore, survey research can be used for descriptive, exploratory, or explanatory research and has several inherent strengths compared to other research methods (Bhattacherjee, 2012). In any case, the design and implementation of a study will be shaped by the researcher's disciplinary traditions and the way they were trained (Given, 2016).

3.4.2. Population of the study

A study population is what the research project targets or intends to treat (Majid, 2018: 3). It is a collective term for labelling all things (objects, organisations, people or even

events) of the sort which are the focus of an inquiry (Walliman, 2018). The population for this study was police officers (detectives) and records managers in police stations of Limpopo Province. The current study could not obtain an actual list of police detective officers from the six participating police stations of Lebowakgomo and Mankweng clusters due to the highly confidential nature of police work. Thus, the population was an estimated 150 police detective officers and 6 records mangers from the afore-mentioned clusters.

3.4.3. Sampling

Sampling refers to the selection of just few cases or settings instead of studying the whole population or group (Walliman, 2018). It is about selecting a subset of the population for investigation based on probability or non-probability approach (Bryman, 2012: 187). Although studying the whole population is desirable, usually time and cost considerations make it impractical (Maree, 2016). The researcher used the non-probability method of sampling called convenience sampling to select police officers from the Limpopo Province police stations. Convenience sampling applies where all available study objects in the study population are selected for the study until the required sample size is reached" (Omair, 2014). According to Bryman (2012:201), this sampling "makes use of respondents who are nearest and most easily available"; and although it may be acceptable, it is not ideal because it is not known what population this sample is representative of. Although convenience samples are not the best way to go, however, time and again researchers are forced to use it due to practical constraints (Johnson & Christensen, 2014). To sample the population, the researcher visited the respondents in their respective police stations at Lebowakgomo and Mankweng clusters in the Limpopo Province and conveniently included a 100 police detective officers who were available. The estimated number of police detective officers in all six participating stations was 150, resulting in 100 questionnaires being distributed, where 65 of those were returned. Thus, the face-to-face way of administering questionnaires ensured a 65% response rate. Only police stations that were near and easily accessible to the researcher were conveniently selected in order to access police officers who were available and willing to participate in the study. The 100 police officers selected as a sample of the study were believed to be the closest estimate of the population of police detective officers in Lebowakgomo and Mankweng clusters of Limpopo Province, respectively. According to Bryman (2012), the sample

size consideration is not an easy one because it looks at the compromise between the constraints of time, cost, and the need for precision. And, as the sample size rises from low figures of 50, 100, 150, and upwards, the gains in precision are noticeable. Moreover, each police station selected conveniently to participate in the study had one (1) records manager selected purposively for the interview. Therefore, a total of 6 records mangers were selected and interviewed. Essentially in qualitative studies, the criterion for sample size is whatever it takes to achieve saturation and is able to support convincing conclusions although it is likely to vary somewhat from situation to situation in purposive sampling terms (Bryman, 2012).

3.4.4. Pilot study

A pilot study, which is a key stage in any research project, is "a small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for a larger study" (Hassan, Schattner & Mazza, 2006: 70). A pilot study was conducted at one police station that was not part of the main study prior to the actual study to pre-test and verify validity and consistency of data collection tools. This assisted the researcher to appropriately reconstruct the questions and remove some that did not seem relevant, as well as to clarify questions which had double meaning. It also ensured that there was a flow in the way questions were asked.

3.4.5. Study area

The study was conducted at the police stations of Lebowakgomo and Mankweng clusters in the Limpopo Province, which were selected due to their willingness to participate in the study and geographic convenience to the researcher. In this study, the Lebowakgomo cluster comprised of Polokwane, Lebowakgomo and Westernburg police stations. The Mankweng cluster, on the other hand, comprised of Sekgosese; Botlokwa and Mankweng police stations.

3.5. DATA COLLECTION

For the purposes of this study, both quantitative and qualitative data were collected. For quantitative data collection, a questionnaire with close-ended questions was the primary data collection tool and it was distributed to police officers (detectives) through a face-to-face interaction. The questionnaire was supplemented by an interview to collect qualitative data from records managers in each participating police station.

3.5.1. Data collection instruments

Two commonly used data collection instruments in a Social Science research are questionnaire and interview.

3.5.1.1. Questionnaire

The term denotes "a technique of data collection wherein each respondent is asked to answer the same set of questions and statements in a prearranged order in the absence of the researcher" (Ngulube, 2003:205). Furthermore, questionnaires may be employed by qualitative and quantitative researchers in varying degrees of flexibility and rigidity to correspond to the researcher's objectives (Ngulube, 2015; Johnson & Christensen, 2014). It is the most commonly used research method or tool in quantitative research (Bopape, 2009), and in this study, it was utilised with close-ended questions to explore electronic records management in the Limpopo Province police stations. According to Neuman (2012), questionnaires can be distributed through various methods, such as face-to-face, telephone, and online surveys to collect a broad range of data such as ideas, preferences, behaviours and facts that can be quantifiable.

To collect quantitative data, this study adopted a face-to-face group-administered questionnaire strategy. Although the weakness of this survey strategy is that it is costly, it was convenient for the researcher and ensured a high response rate because it brought together a sample of respondents to a common place and time where each one was requested to complete the questionnaire (Bhattacherjee 2012). Furthermore, Johnson and Christensen (2014) state that the questionnaire might be the only instrument for data collection, or it might be coupled with other data-collection instruments in a research inquiry. In this study, the questionnaire was paired with an interview as a complementary data collection instrument.

3.5.1.2. Interviews

To supplement quantitative data collection, semi-structured interviews were conducted to collect additional qualitative data from records managers in participating police stations where questionnaires were also distributed. An interview is a structured and focused conversation between the researcher and the respondent with a particular purpose in mind (Bertram & Christiansen, 2014). Interview questions were designed to solicit strategic information from records managers and interviews were structured

for consistency purposes and unlike with questionnaires, interviews offer the platform to clarify any arising issues or follow-up questions. Furthermore, a structured interview provides a more relaxed atmosphere in which to collect information or data; however, it can be prone to the potential risk of interviewer's bias and time intensity because of pre-planning (Neuman, 2012). According to Neuman (2014), the biggest disadvantage of face-to-face interviews is high costs associated with travelling and in this study, it involved travelling to participating police stations at the various parts of the Limpopo Province.

3.5.2. Data collection procedure

The researcher considered the following procedure in order to collect data for the current study: determining the study population, designing data collection tools, obtaining permission to conduct the study from the Turfloop Research Ethics Committee (TREC) and the SAPS, pretesting and distributing data collection tools (questionnaires and carrying out interviews) and analysis of data. First, questionnaires were distributed conveniently to the police officers available in the selected police stations to fill. Thereafter, the questionnaires were collected at a later date after being filled. Secondly, interviews were set up with records managers of each participating police station to collect strategic management information about electronic records management on the same day of distributing questionnaires to police officers. Thus, data collection was done conveniently rather than sequentially or concurrently since the questions for both the questionnaire and the interview were pre-determined. It took the researcher to 2 months to collect data for this study.

3.6. DATA ANALYSIS

Data analysis, as a central aspect in drawing conclusions to a problem statement, is a process that is concerned with the classification and interpretation of collected data (Kalusopa, 2011: 148), and at the most basic level, it can be considered to refer to the application of statistical techniques to the collected data (Bryman, 2012: 13). Since both quantitative and qualitative data were collected, data analysis followed the same route of quantitative and qualitative data analysis. For quantitative data analysis, descriptive statistics using IBM Statistical Package for the Social Sciences (SPSS V26 for Windows) as a tool, was utilised by enlisting the services of a statistician, and data was presented in tabular form. Also, this study utilised Thematic Analysis to analyse

qualitative data. Thematic Analysis refers to a way of categorising prominent themes emerging from the data (Mabokela, 2018). Thus, Thematic Analysis is a reflective process that involves continuously identifying, coding, categorising and condensing meaning units in qualitative data analysis (Erlingsson & Brysiewicz, 2017). Creswell (2009:184-185) outlines some guidelines for qualitative data analysis as follows:

> Organise and prepare the data for analysis; read through all the data for overall meaning; sort and categorise the data into codes or themes; integrate and summarise the data; generate a meaningful description of the data; and make an interpretation or understanding of the data.

3.7. QUALITY CRITERIA

To make sure that the research findings are credible and confirmable, the study used both qualitative and quantitative criteria.

Quantitative criteria considered Validity, Reliability and Objectivity. Neuman (2014: 2&12) outlines that validity refers to how well an idea "fits" with actual reality and suggests truthfulness, whereas reliability measures the accuracy of an instrument. Leedy and Ormrod (2010:29) define reliability as "the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed". Validity was achieved by designing data collection tools in line with the aim and objectives of the study, whereas reliability was achieved by sticking to the design of the study when collecting data. Objectivity was ensured by the assumption that the knower and known are independent (Wallendorf & Belk, 1989), and it was realised by interpreting the findings within the context of this study and adopting positivist methods which emphasise objectivity.

Under the qualitative criteria, the researcher considered credibility, transferability, confirmability and dependability. Bhattacherjee (2012:111) outlines that transferability refers to "the extent to which the findings in one study can be generalised to other settings." By selecting an adequate sample for this study, transferability was realised since the results may be generalised to other police stations in the Limpopo Province. Credibility is defined as confidence in the 'truth' of the findings and belief in the inferences of the study (Lincoln & Guba, 1985; Bhattacherjee, 2012), and in the current study, it was ensured by collecting data that was in line with the objectives. Confirmability refers to the way the researcher demonstrates that the findings are

linked to the conclusions in a clear way that can be followed and even be replicated (Moon, Brewer, Januchowski-Hartley, Adams & Blackman, 2016). This was verified through an external evaluator and giving the questionnaire and draft document to lecturers at the University of Limpopo's Department of Information Studies for input and ratification. Moreover, dependability refers to "the stability of findings over time" (Bitsch, 2005), and it was ensured by conducting a pilot study at one police station prior to the actual study.

3.8. SIGNIFICANCE OF THE STUDY

Social research is "not just for college classrooms and professors; managers, administrators, officials, service providers, and others use its findings and principles" (Neuman, 2014: 1). The significance of this study lies in that it gives a detailed discussion on how far the SAPS has come in managing records through the e-docket system. As outlined in section 1.1, a number of government departments in South Africa are grappling with the task of properly managing records because of resource cuts, lack of skills, and lack of top management support among other challenges. The study might serve as a catalyst for modification and formulation of records management strategies and policies in the South African public sector, particularly in the Criminal Justice System and facilitate future investigations in records management. The exploratory nature of the study also makes it beneficial to academics, students and professionals who are interested in this area of study. Lastly, the study makes new contributions to the already existing body of knowledge in the field of records management.

3.9. ETHICAL CONSIDERATIONS

Ethical considerations is one of the most important parts of the research project (Bryman & Bell, 2007). In a research study, there are, according to Johnson and Christensen (2014:201), five broad principles to always be followed, which are:

- "Integrity;
- Professional, scientific, and scholarly responsibility;
- Respect for people's rights, dignity, and diversity;
- Professional competence; and
- Social responsibility."

In this study, the researcher protected the integrity of the participants by always striving to be honest, trustworthy, and never jeopardise the welfare of others in the conduct of the study. By adhering to the outlined ethical standards in the data collection of this study, the researcher observed the principle of professional and scholarly responsibility. Furthermore, the researcher upheld cultural and individual differences in order to eliminate bias in data collection and analysis and only acted in the areas of competence to uphold professional competence throughout the conduct of this study. And by striving to act for the benefit of others throughout the conduct of this study, the researcher demonstrated social responsibility.

Furthermore, in this study all effort was exerted to uphold informed consent; privacy; participant anonymity; confidentiality of data; as well as voluntary participation. Johnson and Christensen (2014) postulate that ethics are a set of principles and guidelines that are developed to assist researchers uphold the things researchers must value while conducting ethical studies. Permission to conduct this study was sought from the University of Limpopo Research Ethics Committee as well as from SAPS National Office, respectively. Similarly, participants were informed of the purpose of the study prior to participation for informed consent and that their participation in the study was voluntary and that they could withdraw participation at any time of the study, if they so wished. Data collection tools were unnamed, to ensure participant anonymity and collected data was only accessible to authorised people in order to observe the confidentiality of collected data. Moreover, this study took great care to avoid plagiarism. Plagiarism, taken from the Latin *plagiarius* ('kidnapper'), stands for a kind of intellectual theft and entails using someone's ideas in your writing without acknowledging the source (University of Limpopo Research Development and Administration, 2015). In this study, sources used were properly acknowledged and referenced and the Turnitin Software was used to check for similarities.

3.10. SUMMARY

This chapter covered research methodology, commencing from the study's research paradigm, research approach, research design, data collection methods and data analysis techniques. Research methodology was discussed as central to the research process, by specifying the types of research designs and research methods that may be employed to gain knowledge about a phenomenon. The chapter considered

research paradigm as an approach to thinking about and doing research whereas research design articulated what data was required, methods to be used to collect and analyse data to answer the research question. Moreover, a justification for the choice of research approach and design was given before concluding by discussing the study population, sampling choices, data collection methods, data analysis techniques, the significance of this study and ethical considerations. The following chapter presents and analyses the findings of this study.

CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1. INTRODUCTION

The previous chapter discussed the research methodology used for the study conducted at the police stations of the Limpopo Province in the Lebowakgomo and Mankweng clusters. This chapter presents the results and analysis of the study that was conducted using an exploratory research design that accommodated the collection of both quantitative and qualitative data.

Data for this study was collected using structured questionnaires and interviews which were administered face-to-face. The questionnaire had five main sections, and the data in this chapter is presented according to those sections and then followed by that of the interviews. Section A of the questionnaire covered biographical details of the study's participants, section B, which was the first objective, assessed the human resource and ICT infrastructure necessary for e-records management of dockets in the Limpopo Province police stations. Section C, which was the second objective, determined whether an e-records management of dockets supported or compromised the delivery of justice, and section D covered the third objective which identified the challenges posed by the implementation of e-records management in the Limpopo Province police stations. Lastly, section E covered the fourth objective, which suggested some strategies that may assist the implementation of e-records management in the Limpopo Province police stations. The results of the questionnaire, presented in tables and charts, are followed by those of the interviews in a descriptive form for enhanced readability.

The interpretation of data is inevitably subjective in that it relies completely on the hypotheses, logical reasoning processes, and assumptions of the researcher (Leedy & Ormrod, 2010). Thus, it transforms the data into new discoveries, revelations, and enlightenments. In each section, data collected through the questionnaire is presented first, and then followed by data collected through interviews. The researcher collected supplementary qualitative data by interviewing one officer working in the Management Information Centre (MIC) in each of the 6 participating police stations. Thus, the researcher had 6 six interviews to supplement the questionnaires collected.

The study investigated how electronic records management contribute to the effective administration of justice in the Limpopo Province police stations. Since the study yielded both quantitative and qualitative data, the analysis of data considered:

- The help of a statistician, where the researcher used Statistical Package for the Social Sciences (SPSS V26 for Windows) to analyse quantitative data, as later presented in graphs and charts.
- Similarly, qualitative data from the interviews was analysed thematically.

Thematic Analysis entailed the preparation of data, the definition of the unit or theme of analysis based on the objectives of the study, development of sub-categories and coding themes, pre-testing the coding scheme on a sample, coding all the text and assessing the consistency of coding employed, and making inferences on the basis of coding or themes before the presentation of results (Datt, 2016). Creswell (2009) concurs that Thematic Analysis involves five steps, where in the first step, the researcher organised, sorted and categorised raw data obtained; in the second step, the interpretation of data was done; the third step entailed the coding of data; the fourth step involved the integration and summarisation of data through inductive reasoning, and the final step involved an interpretation or understanding of the data.

4.2. RESPONSE RATE

As explained in section 3.4.2, the target population for this study was police officers (detectives) in the Lebowakgomo and Mankweng clusters of the Limpopo Province. The estimated number of police detective officers in all six participating stations was 100, resulting in 100 questionnaires being distributed, where 65 of those were completed and returned. Thus, the face-to-face way of administering questionnaires ensured a 65% response rate. A response rate of this nature is good enough to draw conclusions from. It is worth mentioning that the researcher could not collect the last batch of questionnaires due to the strict lockdown measures aimed to contain Covid-19, which consequently made movement impossible. Figure 4.1 shows the response rate.

RESPONSE RATE

65 / 100

- ■ Distributed questionnaires
- ■ Returned questionnaires
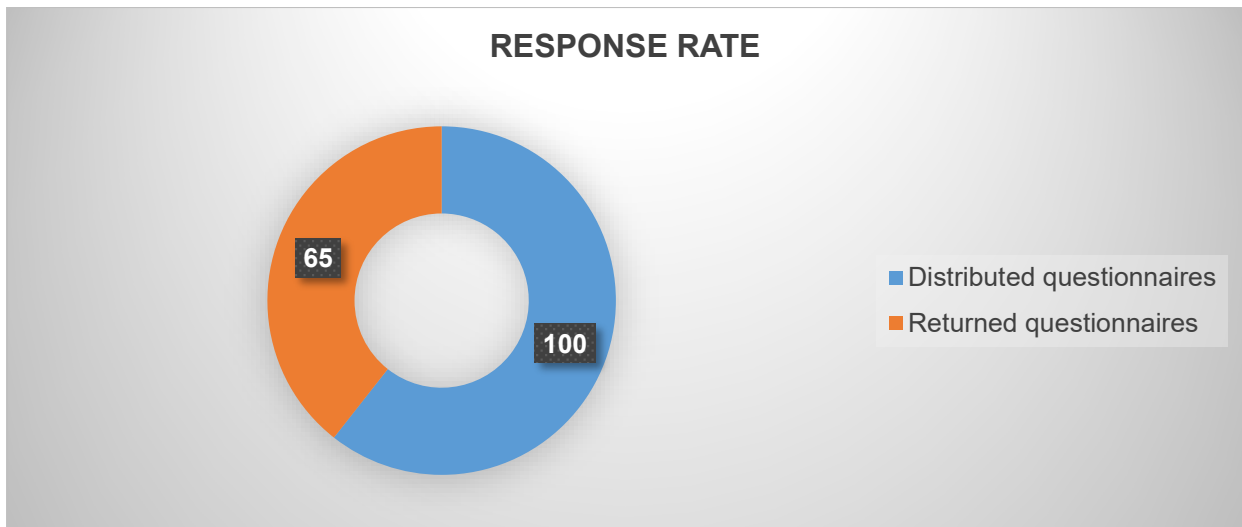
Figure 4.1: Response rate

4.3. PART A: BIOGRAPHICAL INFORMATION OF THE RESPONDENTS (DETECTIVES)

Biographical data was helpful in depicting the demographics of the respondents under the following sub-topics: gender; age; education; rank or position; and number of years in service.

4.3.1. Gender *(N =65)*

The respondents were asked to indicate their gender and the responses are depicted in Figure 4.2.

GENDER

26% / 74%

- ■ Male 48 (74%)
- ■ Female 17 (26%)
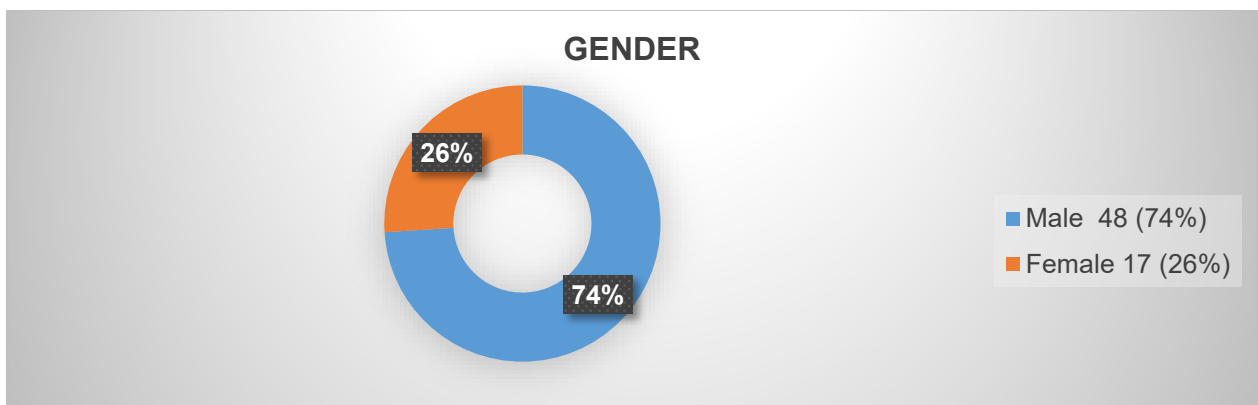
Figure 4.2: Gender *(N =65)*

Out of the 65 respondents, 48 (74%) were male while 17 (26%) were female. The question was meant to determine gender distribution in the studied police stations. Thus, it was found out that overall, most respondents in this study were male 48 (74%) as compared to females.

4.3.2. Age *(N =65)*

The respondents were asked to indicate their age among a range of six age groups provided. Figure 4.3 depicts the age of respondents.
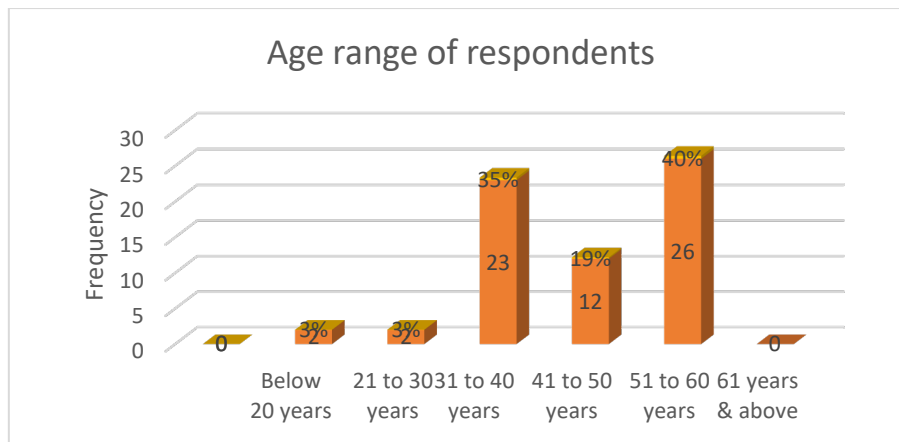
Figure 4.3: Age of the respondents

The results show that the age range of the respondents was from below 20 years through to 60 years; with most respondents 26 (40%) between 51 and 60 years old. Two (3%) respondents indicated that they were below 20 years, 2 (3%) were between 21 to 30 years, 23 (35%) were between 31 to 40 years, 12 (19%) were between 41 to 50 years, 26 (40%) indicated they were between 51 to 60 years, whereas no one was 61 years and above.

4.3.3. Education level *(N =65)*

The respondents were asked about their education with the aim to investigate their likely affinity to the use of electronic systems. The results are shown in table 4.4.

Table 4.4: Education level *(N =65)*

EDUCATION LEVEL	FREQUENCY	PERCENTAGE
Matric or below	36	55%
Diploma	19	29%
Post Grad Diploma	0	0
Degree	6	9%
Honours	1	2%
Masters	0	0
Doctorate	0	0

Thirty-six (55%) respondents had a matric education or below, 19 (29%) had a diploma, 6 (9%) had a degree and 1 (2%) had an Honours. No one had a postgraduate diploma, masters or doctoral education. This meant that a majority of 36 (55%) respondents were those who had a matric education or below.

4.3.4. Rank or Position *(N =65)*

Table 4.5 presents the positions or ranks of respondents in police stations.

Table 4.5: Rank or Position of police officers *(N =65)*

RANK OR POSITION	FREQUENCY	PERCENTAGE
Constable	18	28%
Captain	7	11%
Lt Colonel	3	5%
Warrant Officer	15	23%
Sergeant	12	18%
Non-responses	10	15%

A significant number of 18 or 28% of the respondents indicated their rank or position as Constable, 7 (11%) were Captains, 3 (5%) were Lieutenant Colonels, 15 (23%) were Warrant Officers, 12 (18%) were Sergeants, whereas 10 (15%) did not indicate their positions. Most respondents in the study were Constables, a lower rank in the police service as compared to either Captain or Lt Colonel.

4.3.5. Number of years in Police Service *(N =65)*

The respondents were further asked the number of years they had served in the Police Service and their responses are presented in table 4.6.

Table 4.6: Number of years in Police Service *(N =65)*

YEARS IN POLICE SERVICE	FREQUENCY	PERCENTAGE
Less than 5 years	2	(3%)
6 to 10 years	9	(14%)
11-20 years	25	(38%)
21 years and more	29	(45%)

Two (3%) respondents had less than 5 years, 9 (14%) had between 6 to 10 years, 25 (38%) had between 11 and 20 years, whereas 29 (45%) had 21 or more years in the Police Service. Thus, a majority of 29 (45%) respondents had as long as 21 years of service in the police sector.

4.4. PART B: THE HUMAN RESOURCE AND ICT INFRASTRUCTURE SUPPORT NECESSARY FOR E-RECORDS MANAGEMENT

As outlined in section 4.1, the first objective of this study sought to assess the human resource and ICT infrastructure support provided in LPPS for effective administration of justice through electronic records management. This was done through the following questionnaire and interview sub-topics (questions 6-13):

- Format of records
- The presence of the position of a records manager on organogram
- Number of detectives
- Training on electronic records management
- E-docket system technicalities
- Availability of ICT resources

4.4.1. Format of records creation *(N =65)*

The question asked the format in which records were originally created in police stations. Table 4.7 depicts the responses.

Table 4.7: Format of records creation *(N =65)*

RECORDS FORMAT	FREQUENCY	PERCENTAGE
Paper	11	17%
Electronic	10	15%
Both	44	68%

Forty-four (68%) respondents said records were originally created in both formats, while 11 (17%) said paper format and 10 (15%) said electronic format. Thus, a majority of 44 (68%) respondents said records were originally created in both formats, as compared to those who either said paper or electronic format, indicating an integration of both paper and electronic records management.

4.4.2. Presence of a records manager on the police station's organogram *(N =65)*

The respondents were asked whether there was someone appointed as records manager or not, and the responses are displayed in table 4.8.

Table 4.8: Presence of a records manager on organogram *(N =65)*

RESPONSE	FREQUENCY	PERCENTAGE
Yes	34	(52%)
No	29	(45%)
Other (Specify)	2	(3%)

When respondents were asked whether there was anyone appointed specifically as a records manager in their police station; Thirty-four (52%) respondents said 'Yes' to the question, 29 (45%) said 'No', whereas 2 (3%) indicated that there were auxiliary and registry personnel instead of records managers. Table 4.8 shows the responses thereof. A strong indication of 34 (52%) responses seemed to indicate that a records manager was part of the Limpopo police service's organogram.

4.4.3. Estimated number of detectives *(N =65)*

Table 4.9 depicts the responses of the respondents when asked to estimate the number of detectives in their police stations. The aim was to assess the human capacity to manage records in police stations.

Table 4.9: Estimated number of detectives *(N =65)*

ESTIMATED DETECTIVES	FREQUENCY	PERCENTAGE
1-10	2	3%
11-20	8	12%
21-30	15	23%
31-40	14	22%
41 & more	26	40%

Two (3%) estimated between 1-10 detectives, 8 (12%) estimated between 11-20, 15 (23%) estimated between 21-30, 14 (22%) said between 31 and 40, whereas 26 (40%) estimated 41 and more detectives in their police station. Thus, a significant number of 26 (40%) of respondents who estimated 41 and more detectives in their police station gave an indication of enough manpower.

4.4.4. Ability to handle the daily management of records *(N =65)*

This was a follow-up question to check whether the number of detectives estimated above could handle the daily management of assigned records. See Table 4.10.

Table 4.10: Ability to handle the daily management of records *(N =65)*

RESPONSE	FREQUENCY	PERCENTAGE
Yes	22	34%
No	42	65%

Twenty-two (34%) respondents said 'Yes' whereas 42 (65%) participants said 'No' and 1 (1%) participant refrained from answering the question. Surprisingly, a majority of 42 (65%) negative responses to the question seemed to hint at the insufficient capacity to handle electronic records.

4.4.5. Training on how to handle electronic records *(N =65)*

The respondents were further asked whether they had received training on how to handle electronic records in their station. Table 4.11 displays the responses.

Table 4.11: Training on how to handle electronic records *(N =65)*

RESPONSE	FREQUENCY	PERCENTAGE
Yes	40	62%
No	25	38%

Forty (62%) respondents said 'Yes' whereas 25 (38%) said 'No'. It was found that a substantial 40 (62%) respondents had received some training on how to handle electronic records.

4.4.6. Follow-up question on level of training *(N =65)*

A follow-up question was asked on the level of training to those who answered 'Yes' to receiving training on how to handle records. Table 4.12 depicts the results.

Table 4.12: Follow-up on level of training *(N =65)*

LEVEL OF TRAINING	FREQUENCY	PERCENTAGE
Basic training	27	42%
Intermediate training	1	2%
Advanced Training	14	22%
Other	4	6%

Twenty-seven (42%) respondents attended basic training, 1 (2%) attended intermediate training, while 14 (22%) had advanced training. On any other option, 4 (6%) said they attended workshops and other courses. Thus, it emerged that respondents 27 (42%) had mostly attended basic training in juxtaposition to other levels.

4.4.7. How police officers rated functional aspects of e-docket system *(N =65)*

The respondents were further asked to indicate the extent to which they approved or disapproved functional aspects of the e-docket system on a scale of 'good', 'fair', 'poor' and 'uncertain'. The responses are displayed in table 4.13.

Table 4.13: Ratings of functional aspects of e-docket system *(N =65)*

	Good	Fair	Poor	Uncertain
Creation of records	37(57%)	19(29%)	4(6%)	4(6%)
Storage of records	41(63%)	13(20%)	4(6%)	3(5%)
Retrieval of records	41(63%)	15(23%)	3 (5%)	2 (3%)
Archiving of records	38(58%)	17(26%)	2 (3%)	4(6%)
Disposal of records	32(49%)	22(34%)	3 (5%)	4(6%)

With regards to the creation of records, most 37 (57%) respondents said it was good, in comparison to those who said it was fair, poor or were uncertain. When it comes to the storage of records, a substantial 41 (63%) of the respondents found it good, in contrast to those who either found it fair, poor or were uncertain. Furthermore, a notable 41 (63%) of the respondents regarded the e-docket system good when retrieving records, in light of those who either said it was fair, poor or were uncertain. Concerning the archival of records, a positive 38 (58%) found it good considering those who said otherwise. Moreover, with regards to the disposal of records, the e-docket system was seen as good by a significant number of 32 (49%) of the respondents in juxtaposition to those who either considered it fair, poor or were uncertain about it. The e-docket system was predominantly considered good on all aspects of records creation, storage, retrieval, archival and disposal.

4.4.8. ICT resources for supporting e-docket system in police stations *(N =65)*

The respondents were asked to indicate their level of agreement or disagreement regarding the availability of ICT resources in their police station. Table 4.14 summarises the responses.

Table 4.14: ICT resources for supporting e-docket system in police stations *(N =65)*

	Strongly Agree	Agree	Disagree	Strongly Disagree
Our station has enough computers for officers to operate e-docket system	20 (31%)	29 (45%)	9 (14%)	4 (6%)
All computers in the station are in good working condition	15 (23%)	25 (38%)	19 (29%)	2 (3%)
Software is updated regularly	13 (20%)	27 (42%)	19 (29%)	1 (2%)
Scanner(s) in the station function(s) well	7 (11%)	25 (38%)	19 (29%)	8 (12%)
Internet is always available to access e-docket system in the station	5 (8%)	23 (35%)	25 (38%)	8 (12%)
Our station has reliable power supply	10 (15%)	30 (46%)	15 (23%)	6 (9%)

When asked whether there were enough computers to operate the e-docket system, a substantial number of 29 (45%) of the respondents *agreed*, in comparison to those who either *strongly agreed*, *disagreed*, or *strongly disagreed*. When prompted on whether all computers in their police station were in a good working condition, those who *agreed* were in the majority 25 (38%) unlike those who either *disagreed* or *strongly disagreed*. Furthermore, a positive 27 (42%) of the respondents *agreed* to having software on their computers updated regularly, in contrast to those who either *strongly agreed*, *disagreed* or *strongly disagreed*. When asked whether scanner(s) in their station worked well, a substantial number of 25 (38%) of the respondents *agreed*. However, when prompted whether the internet was always available in their station, a significant number of 25 (38%) of the respondents *disagreed* in contrast to those who agreed. Moreover, most respondents 30 (46%) *agreed* that power supply was reliable in their station in light of those who stated otherwise. The respondents predominantly agreed to the availability of ICT resources in LPPS except for the unavailability of reliable internet access.

4.5. PART C: IMPACT OF E-RECORDS MANAGEMENT ON DELIVERY OF JUSTICE IN LPPS

The second objective of the study was to determine the impact of e-records management in the delivery of justice in police stations and the findings are presented as follows (questions 14-21):

- Enhancements of e-docket system
- E-docket system security and access control
- E-docket system functionality
- Electronic records management backup plan

4.5.1. How e-docket system enhanced records management in police stations *(N =65)*

The respondents were asked to indicate how the e-docket system enhanced records management in their police station. They could choose as many options as applicable, and table 4.15 depicts the responses.

Table 4.15: E-docket records management enhancements in police stations *(N =65)*

RESPONSE	FREQUENCY	PERCENTAGE
It takes less space unlike paper	36	(55%)
It enables 24-hour access to all records	25	(38%)
It allows 24-hour tracking of all records	19	(29%)
Enables remote access to records	17	(24%)
Permits timely sharing of records	24	(37%)
It is cost effective	14	(22%)

As many as 36 (55%) of the respondents indicated that the e-docket system took less space, followed by 25 (38%) who said it enabled 24-hour access to the records. 19 (29%) said it allowed 24-hour tracking of records, 17 (24%) indicated that it enabled a remote access to records, 24 (37%) indicated that it permitted a timely sharing of records, and 14 (22%) said it was cost effective whereas 3 (5%) refrained from answering the question. The responses show that the most cited enhancements brought by the e-docket system were those who said that it took less space and allowed 24-hour access to records.

4.5.2. Frequency of how the e-docket system got breached in police stations *(N =65)*

This question was asked to establish whether the e-docket system enhanced or undermined electronic records management. The responses are displayed in table 4.16.

Table 4.16: Frequency of the e-docket system breach in police stations *(N =65)*

RESPONSE	FREQUENCY	PERCENTAGE
Always	9	(14%)
Often	13	(20%)
Seldom	14	(21%)
Never	26	(40%)
Non-responses	3	(5%)

When asked how frequently the e-docket system got breached, 9 (14%) of the respondents said *always*, 13 (20%) said *often*, 14 (21%) said it was *seldom* breached whereas an interesting 26 (40%) of the respondents said it was *never* breached and 3 (5%) respondents did not respond.

4.5.3. How access to the e-docket system in police stations was controlled *(N =65)*

Furthermore, the respondents were asked how access to the e-docket system in their police station was controlled. The respondents are indicated in table 4.17.

Table 4.17: E-docket system access control in police stations *(N =65)*

RESPONSES	FREQUENCY	PERCENTAGES
Passwords	59	(91%)
Biometric scans	0	0
PINs	5	(7%)
No control	1	(2%)

An overwhelming majority of 59 (91%) of the respondents said the e-docket system access was regulated through *passwords*, 5 (7%) said through *pins* and 1 (2%) said *no control* measures were in place.

4.5.4. How police officers agreed or disagreed on statements about the e-docket system *(N =65)*

Table 4.18 shows how police officers responded when asked to indicate their level of agreement or disagreement regarding various aspects of the e-docket system on a scale of 'strongly agree', 'agree', 'disagree' and 'strongly disagree'.

Table 4.18: Police officers' view of e-docket system functionality *(N =65)*

		Strongly Agree	Agree	Disagree	Strongly Disagree	Non-Responses
E-docket secure	is	22 (33%)	38 (58%)	3 (5%)	1 (2%)	1 (2%)
E-docket reliable	is	17 (26%)	38 (58%)	6 (9%)	1 (2%)	3 (5%)
E-docket user-friendly	is	15 (23%)	35 (54%)	10 (15%)	2 (3%)	3 (5%)
E-docket effective	is	15 (23%)	43 (66%)	3 (5%)	1 (1%)	3 (5%)

Concerning the security of the e-docket system, as many as 60 (91%) respondents *strongly agreed* and *agreed*, in contrast to those who either *disagreed* or *strongly disagreed 4 (7%),* whereas 1 (2%) *did not respond*. With regards to the reliability of the e-docket system, a substantial 55 (84%) respondents *agreed* and *strongly agreed* when compared to those who responded otherwise 7(11%), while 3 (5%) did not respond. On whether the e-docket system was user-friendly, as many as 35 (54%) respondents *agreed* in contrast to a few who *strongly agreed*, *disagreed* and *strongly disagreed,* with 3 (5%) *not responding*. Moreover, a notable 43 (66%) of the respondents *agreed* against those who *disagreed*, *strongly agreed*, and *strongly disagreed* 19 (29%) when asked about the effectiveness of the e-docket system, with 3 (5%) not responding. Thus, from a user's perspective, the e-docket is a secure, reliable, user-friendly and effective system.

4.5.5. Number of cases affected by the e-docket system malfunctions in the past 12 months in police stations *(N =65)*

The respondents were asked to indicate how many cases in their police station were affected by the e-docket system's malfunctions in the past twelve months. The responses are shown in table 4.19.

Table 4.19: Number of cases affected by e-docket system malfunctions *(N =65)*

NUMBER OF AFFECTED CASES	FREQUENCY	NUMBER OF AFFECTED CASES	FREQUENCY
1-10	11 (17%)	31-40	4 (6%)
11-20	1 (2%)	41 & more	19 (29%)
21-30	7 (11%)	None	19 (29%)
NON-RESPONSES	4 (6%)		

Eleven (17%) of the respondents estimated between 1 and 10 cases, 1 (2%) estimated between 11 and 20 cases, 7 (11%) estimated between 21 and 30 cases, 4 (6%) 31 to 40 cases, 19 (29%) estimated 41 and more cases whereas 19 (29%) said no cases were affected. Those who estimated 41 and more cases were a notable number of 19 (29%) respondents, painting a worrying picture, whereas 4 (6%) did not respond to the question.

4.5.6. A follow-up on affected cases *(N =65)*

A follow-up question was asked to check how the above-mentioned cases were affected. The responses are shown in table 4.20.

Table 4.20: A follow-up on affected cases *(N =65)*

CATEGORY OF CASES	FREQUENCY	PERCENTAGE
Case delayed	19	29%
Struck off the court roll	21	32%
Other (Specify)	3	5%

Nineteen (29%) respondents indicated that the cases were delayed, 21 (32%) indicated that cases were struck off the court roll and 3 (5%) specified other reasons, whereas 25 (38%) refrained from the question. All in all, a combined tally of 40 (62%) cases were affected by the e-docket system's malfunctions in the past twelve months.

4.5.7 Category of cases that were usually struck off the court roll due to records management-related problems *(N =65)*

The respondents were further asked to indicate the category of cases from their police station that were usually struck off the court roll, if there were any. The responses are displayed in table 4.21.

Table 4.21: Category of cases usually struck off the court roll *(N =65).*

CATEGORY OF CASES	FREQUENCY
Civil cases	3 (5%)
Criminal cases	49 (75%)
Other (Specify) (2) Illegal Immigrants, smoking of dagga	

There were 3 (5%) *civil cases,* a substantial 49 (75%) *criminal cases* and 2 (3%) *other cases* struck off the court roll in LPPS due to records management-related problems in the past 12 months. A notable concern is that most affected cases were of a criminal rather than civil nature.

4.5.8. Records management backup plan in case of e-docket system failure *(N =65)*

Furthermore, the respondents were asked whether there was a records management backup in their station in case of the e-docket system's failure. The responses are depicted in table 4.22.

Table 4.22: Records management backup plan *(N =65)*

RESPONSE	FREQUENCY	PERCENTAGE
Yes	31	48%
No	30	46%

Thirty-one (48%) respondents said 'Yes' to the question, 30 (46%) said 'No', whereas 4 (6%) refrained from answering the question.

4.6. PART D: CHALLENGES POSED BY IMPLEMENTATION OF E-RECORDS MANAGEMENT

The third objective was to identify the challenges posed by the implementation of the e-docket system in LPPS through the following two sub-topics:

- challenges experienced when using the e-docket system, and
- challenges faced when transferring paper records into the e-docket system

4.6.1. Challenges experienced when using the e-docket system *(N =65)*

Table 4.23 summarises the responses from the respondents when asked to indicate the challenges they experienced when using the e-docket system.

Table 4.23: Challenges experienced when using the e-docket system *(N =65)*

RESPONSES	FREQUENCY	PERCENTAGES
Slow network	50	(77%)
Shortage of computers for supporting system	14	(22%)
Lack of support from top management	29	(45%)
System frequently offline	4	(6%)
System not easy to use	6	(9%)
System frequently crashes	8	(12%)
Loss of records	5	(8%)
Limited storage capacity	1	(2%)

The respondents had the latitude to choose as many options as applicable to their context. A substantial 50 (77%) of the respondents cited slow network in comparison to those who either cited a shortage of computers, lack of support from top management, system frequently offline, system not easy to use, system frequently crashed, loss of records or limited storage capacity. Slow network was established as the biggest problem in LPPS.

4.6.2. Challenges when transferring paper records into e-docket system *(N =65)*

Respondents were further asked to indicate challenges they faced when transferring paper records into e-docket system, table 4.24 shows the responses.

Table 4.24: Challenges faced when transferring paper records into e-docket *(N =65)*

RESPONSE	FREQUENCY	RESPONSE	FREQUENCY
Misplaced records	9 (14%)	Records not well marked	8 (12%)
Incomplete records	15 (15%)	Records not clear/visible	17 (26%)
Only few computers to operate e-docket	17 (26%)	No internet to access e-docket	10 (15%)
Other(*Specify*) (3) Power failure, insufficient data typists, only detectives and typists are trained for the e-docket system			

There are a few computers available to operate the e-docket system and the records which were not clear were cited as the most recurrent challenge by 17 (26%) respondents when compared with other cited challenges such as; misplaced records, incomplete records, records not well marked and lack of internet to access to the e-docket system. Slow network and misplaced records were major challenges concerning electronic records management in LPPS.

4.7. PART E: STRATEGIES FOR IMPLEMENTING THE E-RECORDS MANAGEMENT SYSTEM

The fourth and last objective was to suggest possible strategies for enhancing the implementation of an electronic records management system in LPPS. This section was open-ended in nature and several themes emerged from the respondents' suggestions in light of Question 24.

4.7.1. Suggested strategies to improve the e-docket system *(N =65)*

The respondents were asked to suggest possible ways to improve the use of the e-docket system in police stations. This was an open-ended question, and hereunder are the themes which emerged:

- Increased accessibility of the e-docket system;
- Increased ICT resources;
- Improved network capacity;
- Monitoring of the e-docket system;
- Increased staff equipped with e-records related skills, and
- Consolidated power supply.

4.7.1.1. Increased access to the e-docket system: 6 (9%) suggestions were made pertaining to the accessibility of the e-docket system. One respondent was quoted as saying: "*That system [must] be available in every detective's office*" and "*to open e-docket access to all members, not specific ones*" and this suggested an essential emergent theme. The desire amongst detective officers to have more access to the e-docket system was underlined by the need for more access to the e-docket system in the Limpopo Province's police stations.

4.7.1.2. Increased ICT resources: the theme emerged from the respondents who suggested a need to improve ICT resources as they were insufficient to cater for all police officers in the police stations. This was evidenced by the following extracts from the responses given by the respondents: *"More computers are needed in order for work to be simple", "All members should have modems for [the] system to be online at any convenience and easy access to internet"; "enough computers for all stakeholders"* and "*Enough quality equipment (computers or laptops) to be provided".*

These recommendations chiefly highlighted the incapacity and the shortage of ICT resources in the Limpopo Province's police stations.

4.7.1.3. Consolidated power supply: several suggestions contributed to the theme, indicating the need for power supply to be available all the time in the Limpopo police stations. Emergent themes included: *"Load shedding also affects system; the system must be improved to never be offline and upgrade power system"* and specified the need for power supply to be strengthened in the police stations of the Limpopo Province.

4.7.1.4. Monitoring of the e-docket system: theme emerged from a few related suggestions. The theme was echoed by Ismail and Jamaludin (2009) who assert that the electronic records management system should be configured in a manner that no single individual can commit a fraudulent activity and then cover it up. Some respondents said: "*Each and every work on e-docket needs to be monitored' and 'There be frequent monitoring".*

4.7.1.5. Improved network capacity: Network coverage emerged as a major concern to police officers in the Limpopo Province police stations and unsurprisingly, the theme arose from related suggestions such as, *"Improve network to be available all the time"*; *"Network must also be improved"*; *"Improve network server"* and "*They must improve the network cables".*

4.7.1.6. Increased staff equipped with e-records related skills: A number of related suggestions gave rise to the theme to further demonstrate the need for more woman/manpower, precisely trained in electronic records management in police stations. Some remarked in this manner: *"Training for Management Information Centre (MIC) staff as well as the man-power in the office"* and *"Management are supportive although they can do more on training of staff".*

4.8. INTERVIEW RESPONSES

In order to get more insight into the quantitative data, qualitative data was also collected through interviews with a purposefully selected officer in the Management Information Centre (MIC) of each participating police station. In total, 6 interviews were conducted in the same police stations where questionnaires were distributed. The qualitative data, presented mostly in themes is as follows (Appendix E):

- Records management related qualification;

- Records managements and SAPS's strategic plan;

- Knowledge of the e-docket system;

- Records keeping system;

- Electronic records management system;

- Competency levels of detectives;

- Impact of the e-docket system in managing records;

- Backup plan in case of e-docket system failure;

- Satisfaction about the number of personnel;

- Motivation levels of detectives;

- Compliance of detectives with records management related regulations;

- Top management support;

- Challenges encountered when handling e-records;

- Suggestions for improving e-docket system.

4.8.1. Records management related qualification (*N =6)*

Interviewees in the MIC were asked if they have a records management related qualification or not. Half, that is, 3 (50%) said 'Yes' while another half, that is, 3 (50%) answered 'No' to the question. Not all officers in the MIC had a records management related qualification.

4.8.2. Records management and SAPS's strategic plan *(N =6)*

Furthermore, the interviewees were asked whether records management was part of the SAPS's strategic plan, and all 6 (100%) answered 'Yes' to the question. Records management was valued by the Police Service's top management.

4.8.3. Knowledge about the e-docket system *(N =6)*

In order to check whether the interviewees were familiar with the e-docket system, they were asked to disclose their knowledge of the e-docket system and the two themes of **records keeping system** and **electronic records management system** emerged from remarks such as: *"It is for records keeping in the station"* and *"It is used to capture a case when it is reported"*; *"It is a plan of [the] SAPS for managing dockets electronically like e-filing"* and *"It help[s] me on how to manage my docket on hands"*.

Thus, all the interviewees had an idea of what the e-docket system was meant for in the police stations.

4.8.4. Competency levels of detective officers *(N =6)*

Interviewees were further asked about the competency levels of fellow officers when using the e-docket system. This was to check whether they were provided with any e-docket system related training*.* Two themes emerged from the responses, namely:

a) Average competency level theme emerged from related responses such as, *"They still need more one-on-one sessions and workshops for all officers in Community Service Centre (CSC)".*

b) Up to standard competency level as a theme emerged from remarks such as *"Officers are competent in using the system"* and *"Our competency levels are up to standard because there are courses that are been (sic) provided for members to be trained in the usage of [the] e-docket system and the National Photo Image System (NPIS)'* contributed to the theme.

4.8.5. Impact of e-docket system in managing records *(N =6)*

Furthermore, the interviewees were asked to remark on the impact of the e-docket system in managing electronic records. This was to establish whether it supported or compromised electronic records management in police stations. It emerged that e-docket system has a positive impact towards records management in police stations. This positive impact was evidenced by the following remarks from the interviewees: "*It is good, no case can be cancelled because e-docket remains"* and *"It is good because no one can dismiss a record without trace"*; *"It is very positive incase docket can be accessed anywhere irrespective of geography". Another interviewee was quoted as saying: "E-docket captures all statements of investigating officers so the evidence can be retrieved anytime"* and *"It has positive impact- if hardcopy is lost, information can be retrieved*". Thus, the respondents generally view the impact of the e-docket system as positive.

4.8.6. Backup plan in case of the e-docket system's failure *(N =6)*

In order to determine whether the e-docket system's failure would not have a negative impact on service in police stations, the interviewees were asked whether there was

a backup plan in place. From their responses, it emerged that the studied police stations had a manual system as backup in place in case the e-docket system failed. One interviewee commented in this manner: "*Our backup is the manual system which was used before the e-docket system was installed*" and the other said, "*Manual system which has less information compared to e-docket system*".

4.8.7. Satisfaction about the number of personnel handling records (N =6)

In order to assess whether there was enough woman/manpower to handle records, the interviewees were asked whether they were satisfied with the number of records personnel in police stations. Two themes emerged from the responses:

Shortage of personnel- the theme was notable in the remarks such as, **"***We generally have shortage of manpower in the police station because people report sick and take vacation leaves*" and *"No, because currently, there is only one person working in the section, at least three people should cover"*.

Enough personnel- related responses such as, *"Yes, there is no problem with the number"* and *"Yes, the officers are enough"* gave rise to the theme. The equal distribution of satisfaction and dissatisfaction comments about the number of records personnel indicated a general level of satisfaction and dissatisfaction, rather than outright satisfaction or dissatisfaction with the number of personnel handling records in police stations.

4.8.8. Motivation levels of officers when handling records *(N =6)*

The interviewees were further asked about the motivation levels of fellow officers when handling records with the e-docket system in order to determine the kind of impact this would have on records management in police stations. These are the themes that emerged from the responses:

Several common remarks such as, *"When it comes to records management, most [officers] are not so motivated because they think it takes more of their fieldwork time of tracking suspects"* and *"MIC responsibilities can be overwhelming and subsequently demotivating"* contributed to the *Demotivated theme*, whereas the *Motivated theme* emerged from responses such as, *"They are motivated because they are aware of the importance of the system"*. Most remarks were those for demoted officers, indicating

an attitude amongst most officers that records management was a secondary aspect of their work.

4.8.9. Compliance of officers with records management related regulations *(N =6)*

The interviewees were asked about compliance levels of officers to establish the kind of impact that would be exerted on electronic records management in police stations. It was established that police officers demonstrated good compliance levels concerning records management related regulations and this assertion was supported by the following quotes: *"We are at 80% compliance level"* and *"They do comply because they know the consequences of not doing so".*

4.8.10. Top management Support of *(N =6)*:

Leadership is considered to be the most critical pre-condition for successful e-government (Nengomasha et al., 2010). In order to assess the human resource and ICT infrastructure support provided in police stations, the interviewees were asked to comment on the level of support offered by top management regarding the provision and maintenance of ICT, training of staff and budget allocation. A number of themes emerged under each respective subtopic.

4.8.10 (a) Provision and maintenance of ICT

Police officers generally felt that the support of top management was good with regards to the provision and maintenance of ICTs. The following remarks attest to this assertion:

"Yes, management contracted with State Information Technology Agency (SITA) and Technology Management Services (TMS) to ensure maintenance of ICT and system at station level" and *"if there is a problem, SITA technicians assist"*. Others said: *"Support is good, SITA which is responsible to maintain e-docket system responds instantly"* and *"Top Management support us, whenever there is a fault we Report it to SITA or Khauleza who are providers of the hardwares we use so we are always up to date with support from top management. There is nothing we are lacking".* The two themes that emerged under this subtopic were "*Up to date Maintenance through SITA*" and "*Good support*". Thus, from the responses, it is clear that most interviewees were

satisfied with the support of top management concerning the provision and maintenance of ICT in the studied police stations.

4.8.10(b) Training of staff members

With regards to the support of top management concerning training of staff, police officers gave mixed reactions. Some hinted to the *need for more training* while others indicated the need for *sufficient training*. These were the remarks:

"No training provided, you have to ask colleagues" and *"they are supportive although they can do more"*; *"It's 100%, they are training staff all the time"* and *"Almost every year, they make sure and 95% of relevant officers are trained"*. These mixed reactions indicated the need for top management to provide more support for the training of police officers in electronic records management.

4.8.10 (c) Allocation of budget

Concerning the allocation of budget, two themes emerged from the responses, and they were: insufficient budget and unknown budget. The following are the remarks of the interviewees:

"No, budget is not enough because some of the systems currently used are old and need upgrading". On the other hand, some said: *"Stations can only do requests and supply chain is responsible for purchase"* and *"We know nothing about budget but since we have SITA for assistance, we never suffer about anything".* Although police officers indicated that they were unaware of budget allocation, the general indication was that more budget was needed to better support electronic records management in police stations.

4.8.11. Challenges encountered when handling records on e-docket system *(N =6)*

Furthermore, the interviewees were asked to specify the challenges they encountered when handling records through the e-docket system in police stations and three prominent themes emerged:

Very slow network: A majority of the interviewees raised concerns with the network speed in this manner: *"Network sometimes is very slow and it needs to be upgraded"* and *"network is slow; you can take 2 hours waiting for it".*

Staff negligence was another concern raised as a challenge when handling records on the e-docket system in police stations. One remark went in this manner: *"Sometimes negligence of staff before scanning dockets leads to loss of physical dockets".*

Lastly*,* **load shedding** was the second most cited challenge when handling records through the e-docket system. This was supported by remarks such as, *"Load shedding is a big problem".* The load shedding problem further underlines what was already raised as a concern by the questionnaire respondents*.*

4.8.12. Suggestions for improving e-docket system *(N =6)*

Moreover, the interviewees were asked to suggest possible strategies for improving electronic records management in police stations, and four major themes emerged, which are: Improvement of network, provision of training for records officers, increase number of records officers and motivation to use the e-docket system.

Improvement of network: as network was already raised as a challenge**,** unsurprisingly, the theme came through a majority of remarks such as, *"If the network can be improved then the system is perfect" and "upgrading of the network is needed".* This is further testimony that network was a major concern to officers in the Limpopo Province's police stations. Moreover, remarks such as *"Training for MIC staff as well as the man-power in the office"* contributed to the **Provision of training for records officers** theme, and the **Increased number of records officers** theme. Moreover*,* "Motivate members to use the system" remark contributed to the **Motivation to use e-docket system** theme. The motivation theme was better elucidated by Johnston and Bowen (2005), who said that some users see an electronic records management system as a threat because they imagined that their work would become harder, more complex, and more regimented.

4.9. SUMMARY

This chapter presented the results and analysis of the study that was conducted using an exploratory research design that accommodated the collection of both quantitative and qualitative data. The questionnaire had five main sections, and data in this chapter was presented according to those sections and then followed by that of the interviews. First, this chapter presented the biographical details of the study participants, followed

by the first objective which assessed the human resource and ICT infrastructure necessary for e-records management of dockets in the Limpopo Province's police stations. The chapter then proceeded to present the results of the second objective which was aimed at determining whether an e-records management of dockets supported or compromised the delivery of justice. Prior to the presentation of the findings of the third and fourth objectives, which sought to identify the challenges posed by the implementation of e-records management, suggestions on some strategies that may assist the implementation of e-records management in Limpopo Province's police stations were provided. Lastly, the chapter concluded by presenting and analysing qualitative findings of the interview. The following chapter will be a discussion of the findings presented and interpreted in this section.

CHAPTER FIVE: DISCUSSION OF RESEARCH FINDINGS

5.1. INTRODUCTION

The previous chapter provided a presentation and analysis of research findings. This chapter interprets and discusses the findings in line with the literature review, aim and objectives of the study. The aim of the study, as outlined in section 1.3, was to evaluate electronic records management in Limpopo Province's Police Stations (LPPS) for an effective administration of justice. The objectives were to:

- assess the capacity of human resource and the support of ICT infrastructure support deemed necessary for e-records management;
- determine whether e-records management of dockets supported or compromised the delivery of justice;
- identify the challenges posed by the implementation of the e-docket system; and,
- suggest strategies that could assist in the implementation of e-records management in LPPS.

As done in Chapter 4 (presentation of findings), the discussion and interpretation in this chapter also follows a similar order:

- Biographical information of respondents
- Human resource and ICT infrastructure necessary for electronic records management;
- Impact of electronic records management;
- Challenges posed by the implementation of electronic records management;
- Strategies for improving electronic records management.

5.2. BIOGRAPHICAL INFORMATION OF THE RESPONDENTS

It was established through the responses in this study that police officers in LPPS were predominantly male as compared to females. Gender is an important indication of how people adapt to new developments; there are significant gender differences in attitudes toward computers, with men showing a more positive attitude towards using computers than women did (Mitra, Lenzmeier, Steffensmeier, Avon, Qu & Hazen, 2000; Schumacher & Morahan-Martin, 2001). In line with this finding that male police officers were in the majority in LPPS, this augured well for electronic records

management as men were considered to have a more positive attitude towards computer usage than females. It was expected that police officers would use the e-docket system to manage records electronically in LPPS.

Furthermore, the age range of the respondents in the studied police stations was from below 20 to 60 years. Those aged between 51 and 60 years old were predominant as compared to other age groups. IRMT and World Bank (2003) suggest that more senior officials were possibly older and lacking experience with new technologies and so found it much harder to welcome the new opportunities and challenges that accompany them. In view of this finding that majority of police officers in LPPS were older and less inclined to use new technologies, this meant full adoption of electronic records management could face hiccups with most police officers less likely to use the e-docket system. Furthermore, with a significant number of police officers in LPPS having 21 years of individual experience in the Police Service, they may have had limited opportunities with information technology before entering the workplace and thus less likely to be productive with new technologies (Morris & Venkatesh, 2000). This meant that without work-based training of police officers, electronic records management would be faced with many challenges in LPPS. A number of police officers were lower in rank and likely to comply with instructions from top management regarding carrying out their electronic records management duties. This sentiment was confirmed by the interview question that established that detective officers complied with electronic records management related regulations in LPPS. Furthermore, a substantial number of police officers had a matric education or below. Formal education increases the use of technologies that require or enable employees to execute higher order tasks, but not those that require routine tasks (Riddell & Song, 2012). Therefore, with the finding that majority of police officers had low levels of education, expected usage of the e-docket system was low, putting the onus on top management to provide necessary support for effective electronic records management in LPPS. The finding affirmed a report that there were high levels of illiteracy in the Police Service (South African Law Comission, n.d.).

5.3. THE HUMAN RESOURCE AND ICT INFRASTRUCTURE SUPPORT DEEMED NECESSARY FOR E-RECORDS MANAGEMENT

The first objective of this study, as outlined in section 1.3.2 (Chapter 1), was to assess the human resource and ICT infrastructure support provided in LPPS for an effective administration of justice through electronic records management. This was done through a questionnaire and interview questions that covered the following sub-topics:

- Format of records and presence of a records manager;
- Training on electronic records management;
- Human resource capacity in the Limpopo Province's police stations;
- Functionality of technological infrastructure;
- Adequacy of ICT resources in police stations.

Two aspects of the E-Government Assessment Readiness Model discussed in section 2.2.2 (Chapter Two), namely: competency and technological readiness were pertinent in discussing the findings of the study under this objective. Competency readiness considers the availability of qualified personnel in the public sector such as permanent, outsourced or contract workers; whereas technological readiness considers the availability of various technologies and professional government skills to facilitate the implementation of E-Government (Al-Omari & Al-Omari, 2006).

5.3.1. Format of records creation and availability of records manager

The current study established that records were originally created in a paper format and later converted to an electronic format through scanning into the e-docket system. On this aspect, Ambira et al., (2019: 309) assert that electronic records generated in State departments are "largely transactional records which included born digital records and digitised records emanating from format conversion of manual records into digital formats through scanning". This is so because, in the past, records were created and maintained within manual or paper-based environments, but today as a result of ICTs, records are being created within hybrid systems (manual and electronic) or in purely electronic environments (Mnjama, 2014). Likewise, this finding that paper records were converted into an electronic format through scanning, pointed to the use of a hybrid system which used both formats in LPPS. According to the records Life Cycle Model discussed in section 2.2.3, this stage of creating records in a paper format

before scanning them into an electronic form would be the creation phase, which is the first phase that occurs when records are received or created.

Wamukoya and Mutula (2005b) point out that most institutions have predominantly worked in a paper-based environment for so long that moving from paper to electronic systems was certain to be more complex than is often thought. Thus, it was a necessity to keep, for some time, some kind of hybrid systems which allow for a co-existence of paper and electronic systems. However, Mnjama (2014) holds that the move from paper records to e-records brought several advantages over paper-based records. Thus, whatever the view concerning the format of records, the LPPS appeared to be headed in the right direction concerning electronic records management.

A considerable number of respondents said there was someone appointed specifically as a records manager, according to the organogram of their police station. However, the study revealed that though there were auxiliary and registry personnel working in the records section, they were not officially recognised as records officers on the organogram of LPPS. In view of the Organisational Readiness Assessment aspect which considers organisational hierarchical structure necessary for successful implementation of an e-initiative, the LPPS needed to create a conducive organisational environment for a successful implementation of electronic records management. This was underlined by the lamentation that most records managers and archivists in Africa were not professionally trained in records management, but were recruited, despite, for instance, only having a secondary school-leaving certificate and, over time, were promoted to the position of records manager (Marutha, 2019). Consequently, it is noted that records managers and archivists have a low profile in the sight of senior officials (IRMT & World Bank, 2003). However, Ngoepe (2016) assert that a records management programme should be occupied by personnel qualified in records management, but, as a matter of concern, 39 percent of the respondents in a study conducted by Ngoepe (2016), indicated that their organisations did not have a records manager at all.

On a positive light, it was established that even though a records manager position does not appear on the organogram of human resource in LPPS, records management was part of the Police Service's strategic plan. This emanated from the qualitative results where all the interviewees agreed that records management was

part of the strategic plan. In light of this finding, LPPS was considered to be moving in the right direction in terms of being organisationally ready for electronic records management. Ngoepe and Ngulube (2014) underscore that the presence of a records management section in governmental entities is crucial in the implementation of policies and a filing system. However, Moatlhodi and Kalusopa (2016:9) point out that it should also be noted that "the mere existence of a law or policy is not enough evidence that the organisation is committed to managing its e-records".

5.3.2. Electronic records management related training

This study established that most police officers had electronic records management related training on how to handle electronic records in LPPS. The up-skilling of records management professionals where most records are captured and administered through computer technologies is indeed an essential element (Kavishe & Dulle, 2016; Chigariro & Khumalo, 2018). Kemoni (2009) notes that a good management of records relies upon staff responsible for records being educated and trained in records management. A follow-up interview question on whether those working with records in the Management Information Centre (MIC) had a records management related qualification or training, yielded mixed results; half of the interviewees had training whereas another half did not. One interviewee who had training remarked that: *"Our competency levels are up to standard because there are courses that are been (sic) provided for members to be trained in the usage of e-docket system"*. A majority expressed satisfaction with the amount of support provided by top management concerning training. This was a good indication for electronic records management in LPPS according to the Competency Readiness Assessment aspect of the E-Government Assessment Readiness Model. As indicated in section 2.2.2, the Competency Readiness Assessment considers the existence of qualified personnel in the public sector to render an electronic service, in this case, the e-docket system. However, a few remarked in this manner, *"No training provided, you have to ask colleagues"* and *"They are supportive although they can do more"*.

In a question on the level of training received by officers in LPPS, it was interesting to note that it was predominantly basic and introductory training such as workshops and on-the-job kind of training, in contrast to intermediate or advanced training. This was corroborated by a similar assessment that 72,7 % of detectives were not fully trained

to use the (ICDMS) e-docket system in the Western Cape (Murray, 2020). The finding indicated low competency readiness of police officers regarding electronic records management in LPPS. In the same vein, Ismail and Jamaludin (2009) aver that the users' lack of skill in managing electronic records could result in unconnected or poorly integrated paper and electronic records, duplication, and incompatible information systems, and standards. Thus, the appropriate balance of personnel with necessary competencies was needed to realise the goal of electronic records management (Wamukoya & Mutula, 2005a:74). For "any electronic system can only be as good as the people that are using the system" (Dominy, 2006:50).

5.3.3. Human resource capacity in the Limpopo Province's Police Stations

The study established that there was a general feeling of staff inadequacy concerning the number of police officers responsible to handle the day-to-day management of records in LPPS. Though a considerable number of questionnaire respondents had suggested an adequate number of police officers, a subsequent question that checked whether the number of estimated officers was able to handle the day-to-day management of assigned records revealed otherwise through a substantial number of respondents. Though some interviewees in the qualitative inquiry felt they had enough woman/manpower, another response from the interview underlined the inadequacy of staff capacity in this manner: *"MIC responsibilities can be overwhelming and subsequently demotivating".* Another interviewee further underlined the frustration in this manner: "…*currently there is only one person working in the section, at least three people should cover".* The incapacity even demotivated officers in their records management duties in LPPS. This corroborates with the finding in Maseh (2016:95) that the shortage of records management personnel in the East and Southern Africa Regional Branch of the International council on Archives (ESARBICA) caused tremendous pressure on the few staff that were available.

A similar study on electronic records management by Moatlhodi and Kalusopa (2016) established that a gap existed in terms of staff numbers and competence on records management and subsequently argued that staff in charge of records has to be right concerning skills and numbers. According to Asogwa (2012), the management of electronic records may not succeed if the established policies and infrastructures in organisations are not supported by acceptable and continuous training of employees.

Furthermore, the need to build capacity in e-records management is based on the belief that, "accurate and reliable records form the documentary evidence desired to provide a foundation for all development strategies; the loss of control of records and information systems, particularly in electronic environments, is a highly significant global problem" (Wamukoya & Mutula, 2005a: 74). The inadequate human resource capacity indicated low competency readiness regarding the skills of police officers for effective electronic records management and delivery of justice to citizens in LPPS.

5.3.4. Functionality of technological infrastructure

The second aspect of the objective considered the adequacy of ICT resources in LPPS. In line with the E-Government Readiness Assessment Model, technological readiness considered the adequacy of the technological infrastructure for the optimal function of systems (Al-Omari & Al-Omari, 2006). The study discovered that the e-docket system was good with regards to creation, storage, retrieval, archival, and disposal of records in LPPS. Proper records management ensures the systematic control of the creation, maintenance, use and disposition of organisational records (Ncube & Rodrigues, 2017). In line with the records Life Cycle Model as discussed in section 2.2.3, e-records in LPPS were found to be systematically controlled from creation, receipt, maintenance, use and disposition through the e-docket system. According to Ngoepe (2014), an effective records management programme will cover the entire life cycle of a record to warrant the good keeping of records as a resource and an asset necessary for organisational efficiency. Likewise, governments need to ensure that automated records management programmes provide reliable, useable, trusted, and unaltered information through integration into ICT systems (International Records Management Trust (IRMT), 2008: 1). Moatlhodi and Kalusopa (2016) further assert that this requires effective Electronic Documents and Records Management Systems (EDRMS) that can capture accurate and reliable records.

5.3.5. Adequacy of ICT resources in the Limpopo Province's Police Stations

The study found that most respondents *agreed* to having enough computers in good working condition and with regularly updated software to operate the e-docket system in LPPS. This was corroborated by the qualitative inquiry's responses that remarked on the support of top management regarding the provision of ICT. One respondent said, *"Top Management support us, whenever there is a fault, we report it to SITA or*

Khauleza who are providers of the hardwares we use so we are always up to date with support from top management. There is nothing we are lacking". This finding concerning top management support argued well for LPPS in view of the governance and leadership readiness assessment aspect of the E-Government Readiness Assessment Model outlined in section 2.2.2. According to Al-Omari and Al-Omari (2006:842), "leadership represents the main factor to maintain and coordinate the body of rules, agreements and standards that set the basis for the success of the system being procured in the organisation". However, suggestions from some respondents such as, "*More computers are needed in order for work to be simple" and "Enough quality equipments (sic) (computers or laptops) to be provided"* gave a hint that though management made some effort to provide ICT resources, there was a need for more.

The matter of building capacity for e-records is important because governments are increasingly under scrutiny to show that they are devoted to uproot corruption and malpractice, for a good management of records could be the basis for founding effective corporate governance (Wamukoya & Mutula, 2005a; Ngoepe & Ngulube, 2013). However, records management in general and e-records management in particular in the ESARBICA region was severely under resourced resulting in inadequate capacity and skill gaps (Wamukoya & Mutula, 2005a). In the same vein, Ngoepe and Keakopa (2011) in (Rakemane & Serema, 2018) lament lack of infrastructure and skills to manage e-records in organisations. The LPPS were considered somewhat technologically ready for electronic records management because they largely had ICT infrastructure to support the operation of e-docket system. As articulated by Al-Omari and Al-Omari (2006:843) in section 2.2.2, technological readiness "considers issues such as hardware, software, communication, current technology, legacy systems, sharing applications and data and setting secure infrastructure to exchange services".

5.4. IMPACT OF E-RECORDS MANAGEMENT ON DELIVERY OF JUSTICE IN LPPS

The second objective of the study sought to determine whether the implementation of electronic records management enhanced or undermined the delivery of justice in

LPPS. The interpretation of findings and discussion under this section followed this order:

- Impact of the e-docket system;
- E-docket system security and access control;
- Technical aspects of the e-docket system;
- Cases affected by the e-docket system's malfunctions;
- Records management backup plan.

5.4.1. Impact of the e-docket system

This study positively established that the e-docket system enabled 24-hour access to records, took less space and allowed timely sharing of records in LPPS. In the same vein, the interview respondents also found the e-docket system to have a positive impact on records management in LPPS. Some remarked in the following manner: "*It is very positive incase docket can be accessed anywhere irrespective of geography*" and "*E-docket captures all statements of investigating officers so the evidence can be retrieved anytime*"*.* The findings correlated with Johnston and Bowen (2005) who held that electronic records management enables speedy information access to authorised users in multiple locations. Similarly, Rakemane and Serema (2018) assert that electronic records management gives limitless storage capacity in contrast to paper-based records that takes more space.

5.4.2. E-docket system security and access control

A considerable number of the respondents said the e-docket system was never breached when asked how frequently it got breached in LPPS. The element of security and compliance considers the capacity of the system to provide needed security for information and other resources (Ambira et al., 2019). Ismail and Jamaludin (2009) postulate that the electronic system security is meant to safeguard the organisation's records management infrastructure and records from modifications and misinterpretations or loss. However, when considering the combined tallies of those who said the e-docket system *always, often and seldom* got breached 36 (56%), a worrisome picture emerged, raising concerns about the security of the e-docket system. Hence, Ismail and Jamaludin (2009) warn that electronic records and information continue to be threatened and susceptible to cyber-attacks. Therefore, it was firmly established by this study that the e-docket system security in LPPS needed

to be strengthened against breaches and possible cyber-attacks. This security breach indicated a low technological readiness of the LPPS for electronic records management.

Furthermore, this study established that access to the e-docket system in the LPPS was regulated through passwords. Access control can be attained if electronic records are managed with care "through systems providing constant intellectual and physical control" (Wamukoya & Mutula, 2005b:73). A well organised registry and records management system should trace the movement of current records throughout the organisation in order to pick on any volitionally or accidentally unauthorised actions (Okello-Obura, 2012). Though there were control measures in place to regulate access to the e-docket system, in light of the findings that these measures were often bypassed or breached, there was a need for improved system security and monitoring in the LPPS. Unsurprisingly, some respondents suggested that the e-docket system be monitored. Thus, efficient management of e-records is critical to ensure the protection of vital records (Moatlhodi & Kalusopa, 2016).

5.4.3. Technical aspects of the e-docket system

In consideration of the main technical issues associated with electronic records, it was discovered in this study that from a user's perspective, the e-docket was a secure, reliable, user-friendly and effective system. Thus, the e-docket system was found to function well in supporting electronic records management activities in the LPPS. Likewise, records managers and archivists today have to manage digital records which raise issues of privacy, security, preservation, intellectual property, surveillance, and access (Myburgh, 2005) in (Khumalo & Masuku, 2018). This was in contrast with the assertion of Ambira et al. (2019), that electronic records management was typified by vendor-driven rather needs-driven softwares (Ambira et al., 2019).

5.4.4. Cases affected by the e-docket system malfunctions

The impact of implementing electronic records management was further determined by asking how many cases in LPPS were either delayed or struck off the court roll. The current study established that an estimated 41 and more cases were affected by the e-docket system malfunctions in the past twelve months in the LPPS, of which a momentous 49 (75%) were of a criminal nature in contrast to a lowly 3 (5%) of a civil nature. In the same vein, Presence (2014) notes that without proper electronic records

management, suspects often walk free from courts because dockets do not arrive on time, or are not brought to court at all. Ngoepe and Makhubela (2015) aver that missing or incomplete police docket files make it impossible for a judge or magistrate to pass judgement, meaning a delay or denial of justice to the person who lodged the case. According to the E-Government Readiness Assessment Model, LPPS was not technologically ready regarding the quality, security and integrity of the digital information on the e-docket system. Wamukoya and Mutula (2005a:73) assert that "citizens will rightly expect that their rights are as well protected and documented in an electronic environment as in a paper-based one."

It was further interesting to note with concern that a significant number of criminal cases were negatively affected by the e-docket system malfunctions in proportion to civil cases. This suggested that this phenomenon of a certain category of records getting delayed or struck off the court roll, criminal cases in particular, had more to do with unlawful activities on the part of police officers than with the technicalities of the e-docket system. This was so because the e-docket system was adopted as an integrated method of monitoring police documents, dockets and the storage thereof, and to prevent the theft and sale of dockets as well as the loss of docket information from police stations (Omar, 2009). This was corroborated by interview remarks such as, "*It is good- no case can be cancelled because e-docket retains*" and "*It is good because no one can dismiss a record without trace*". However, the number of negatively affected cases implied that the LPPS still had a long way to go before reaching that reality. This supported the sentiment that, while ICTs have brought huge advancements to organisations, they have also brought several complexities and difficulties. Consequently, they have increased the risks of losing data and records (Asogwa, 2012). However, according to the records Life Cycle Model, e-records are to be subjected to systematic control from creation, receipt, maintenance, use and disposition (Mutula & Wamukoya, 2007), to ensure their maintenance and accessibility throughout the life cycle.

How police officers carried out their records management duties had a direct impact on whether justice would ultimately be delivered to citizens in the LPPS or not. Ngoepe and Makhubela (2015) underscore that delays in registering cases, locating records

and filing documentation all have a direct impact on citizens and their legal rights. An interview question was asked about the compliance and motivation levels of police officers when handling records in order to get some insight on the above-mentioned number of affected cases. Responses such as, *"We are at 80% compliance level" and "They do comply because they know the consequences of not doing so"* established that police officers complied with electronic records management related regulations. However, remarks such as, *"When it comes to records management, most are not so motivated because they think it takes more of their fieldwork time of tracking suspects"* revealed a need for more motivation among police officers regarding the management of records. Similarly, Johnston and Bowen (2005) aver that some users see an electronic records management system as a threat because they imagined that their work would become harder, more complex, and more regimented. Thus, most police officers in LPPS had an attitude that records management was a secondary aspect of their work; an attitude that could lead to mishandling and mismanagement of vital records, resulting in most cases delayed or struck-off the roll. One such remark from another interviewee confirmed this sentiment, *"Sometimes negligence of staff before scanning dockets leads to loss of physical dockets".* Similarly, Abioye (2014) posits that by extension, records and justice are inseparable as records constitute an essential ingredient for the administration of justice. This finding underlined low competency readiness of police officers regarding electronic records management.

5.4.5. Records management backup plan

The current study revealed that the manual system was used as a backup plan in case of the e-docket system's failure in the LPPS and this was further underlined by one interview respondent who commented in this manner, "*Our backup is the manual system which was used before e-docket system was installed*". Maseh and Mutula (2016) note the absence of an appraisal and disposition programme and absence of a disaster preparedness plan as some of the impediments faced in an attempt to implement proper records management. According to Shepperd (1994:47), "the threats of unstable media, of ever-changing software and hardware and of data security put an organisation's electronic memory at risk." Hence, back-up copies of current records kept off-site insure against disaster. In light of these considerations, the manual system used for backup in the LPPS was inadequate in case of disaster without keeping copies of current records off-site. For the inability to put in place a

disaster recovery plan, a vital records schedule and a retention schedule "implies that the organisation is sitting on an 'information ticking time bomb' that could have dire consequences, such as loss of vital memory should the bomb not be diffused" (Ngoepe, 2016:347).

5.5. CHALLENGES POSED BY THE IMPLEMENTATION OF THE ELECTRONIC RECORDS MANAGEMENT

The third objective of the study sought to identify the challenges posed by the implementation of electronic records management in the LPPS. The interpretation and discussion of findings centred on the following:

- Challenges experienced when using the e-docket system; and
- Challenges faced when transferring paper records into the e-docket system.

5.5.1. Challenges experienced when using the e-docket system

According to Ngoepe (2014), records management processes have traditionally been carried out by records management staff, however, changes in digital developments come with new complications to records management. This study discovered slow network coverage as the biggest concern facing police officers when using the e-docket system in the LPPS, followed by the loss of records. The qualitative results further underlined this challenge of slow network coverage through interview remarks such as: *"Network sometimes is very slow and it need to be upgraded"* and *"Network is slow; you can take 2 hours waiting for it"*. The network problems underlined that the LPPS had to do more in order to be considered fully technological ready for rendering justice through electronic records management. However, these challenges were not peculiar to the LPPS alone. From a review of literature on e-records management in both public and private sector, it is notable that organisations face challenges such as inadequate skills and competencies, low level of ICT literacy, technological obsolescence and poor funding (Rakemane & Serema, 2018).

5.5.2. Challenges faced when transferring paper records into the e-docket system

Concerning challenges faced when transferring paper records into the e-docket system, the study established that police officers were mostly affected by a few available computers and unclear records. Other challenges encountered by police officers when transferring paper records into the e-docket system included: misplaced

records, incomplete records, records not well marked and lack of internet access to the e-docket system. As already discussed in 5.4.4 above, these challenges may also be some contributors to the number of cases that got delayed or struck off the court roll in the LPPS. This indicated unclear regulatory framework for records management and missing top management support regarding the provision of ICT infrastructure such as computers in the LPPS.

Ngoepe and Ngulube (2014:145) aver that officials run around like "headless chickens" trying unsuccessfully to locate records because records were not managed properly in State institutions and sometimes, files were either incomplete or missing. Failing to manage records from their conception to disposal is a risk increasingly facing organisations because records management was purely paper-based in the past and the challenge minimal (Ngoepe, 2014). Mosweu and Ngoepe (2019:22) warn that "the digital age poses a challenge in the skills set of archives and records management professionals, as they need to cope with the changes and the complexities associated with the records management digital environment". However, the records Life Cycle Model provided a blueprint to manage e-records systematically throughout their life cycle in the LPPS.

5.6. STRATEGIES FOR IMPLEMENTING THE E-RECORDS MANAGEMENT SYSTEM

The fourth and last objective of the study intended to suggest possible strategies for enhancing the implementation of electronic records management in the LPPS. It was an open-ended question section and the respondents had to suggest possible ways to improve the use of the e-docket system in the LPPS. Consequently, several themes emerged from their responses:

- Increased access to the e-docket system;
- Increased ICT resources;
- Consolidated power supply;
- Monitoring of e-docket system;
- Improved network capacity;
- Increased staff equipped with e-records related skills; and
- Motivation to use e-docket system.

5.6.1. Increased access to the e-docket system

The study established a desire for increased access to the e-docket system by police officers in the LPPS. The theme emerged from several suggestions such as, "*That system [must] be available in every detective office"* and *"To open e-docket access to all members, not specific ones".*

5.6.2. Increased ICT resources

Ambira et al. (2019) cite lack of budgetary support and lack of top management support as some of the challenges faced by electronic records management. Similarly, a considerable number of related suggestions such as, *"More computers are needed in order for work to be simple"* and "*Enough quality equipments* (sic) *(computers or laptops) to be provided"* gave rise to the theme, underlining the need for increased ICT resources in the LPPS. Fulfilling this suggestion would make the LPPS technologically ready to render justice through electronic records management.

5.6.3. Consolidated power supply

Suggestions indicating the need for power supply to be available all the time in the LPPS contributed to the theme. As also revealed in the interview, load shedding was raised as a concern that compromised the technological readiness of the LPPS and made records management duties of police officers difficult.

5.6.4. Monitoring of the e-docket system

Similar to all areas of administration, an organisation's records and information management infrastructure should be constantly monitored and evaluated to check whether it meets the requirements and expectations, and where problems or new challenges are identified, action is required (International Records Management Trust, 2004). Likewise, Ismail and Jamaludin (2009) assert that the electronic records management system should be set up in such a way that no one person acting alone can commit an unlawful act and then conceal it. Consequently, respondents in the current study recommended that the e-docket system be monitored as it suffered from occasional security breaches resulting in the compromise of most criminal cases. Fulfilling this suggestion would make the LPPS' governance and leadership ready to deliver justice to citizens through electronic records management.

5.6.5. Improved network capacity

The improvement of network capacity also emerged as a theme in the suggestions of interview respondents, i.e., *"If the network can be improved then the system is perfect"* and *"Upgrading of the network is needed"* were some recommended remedies for the network problem in the LPPS. As established in other similar studies, the bandwidth problem affected the use of Internet in most e-government initiatives (Nengomasha et al., 2010). Unsurprisingly, again in the questionnaire, a significant number of respondents suggested that network capacity be increased for effective electronic records management in the LPPS.

5.6.6. Increased staff equipped with e-records related skills

A notable number of respondents expressed a need for more woman/manpower who are also trained in electronic records management in the LPPS. The sentiment was also supported by interview responses such as, *"Training for MIC staff as well as the man-power in the office".* Ambira et al. (2019) and Flynn (2001:79) recommend that all officers in records management roles across government institutions be trained and mentioned records practitioners among a list of what makes up a good recordkeeping system. Similarly, Ngoepe (2016) asserts that a records management programme should be managed by those well trained in records management. Furthermore, it is necessary that records professionals be equipped with the relevant knowledge and skills to fulfill their responsibilities (Mosweu & Ngoepe, 2019). The LPPS could be competency ready to deliver effective justice through electronic records management by increasing the number of police officers skilled in records management.

5.6.7. Motivation to use the e-docket system

Some respondents felt the need for police officers to be motivated to use the e-docket system. *"Motivate members to use the system",* some remarked. As already discussed in this study, most police officers felt that records management duties held them back from their main duty of tracking and arresting criminals. However, there is a firm consensus that proper records management goes hand in hand with effective justice delivery (Abioye, 2014; Maseh & Mutula, 2016; Motsaathebe & Mnjama, 2009 & (Ngoepe & Makhubela, 2015). On the positive side, however, some police officers were already seeing the need to use the e-docket system. The following were some

of their remarks: *"It help[s] me on how to manage my docket on hands"* and *"It is a plan of saps for managing dockets electronically like e-filing"*.

5.7. SUMMARY

This chapter discussed the findings of the current study in line with the theoretical framework and the study objectives. The chapter began the discussion of the findings beginning with the response rate, the biographical information of the respondents, the human resource and ICT infrastructure support necessary for e-records management, the impact of e-records management on justice delivery, challenges posed by the implementation of e-records management, as well as the strategies for improving e-records management in the LPPS. The human resources and ICT infrastructure section discussed the format of records creation and availability of a records manager, electronic records management related training, human resource capacity in the LPPS, as well as the functionality and adequacy of ICT resources. A discussion under the impact of e-records management on justice delivery covered the e-docket system's security and access, control, technical aspects of the e-docket system, cases affected by the e-docket system's malfunctions, and records management backup plan. A discussion on the challenges faced when using the e-docket system and when transferring paper records to e-docket system was provided. The last section covered strategies to improve the implementation of e-records management under the following sub-topics: increased access to the e-docket system, increased ICT resources, consolidated power supply, monitoring of the e-docket system, improved network capacity, increased staff with e-records training and motivation to use the e-docket system. The next chapter presents the summary, conclusion and recommendations of the current study.

CHAPTER SIX: SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1. INTRODUCTION

The previous chapter provided a detailed interpretation and discussion of the research findings. The aim of this chapter is three-fold: to summarise the main findings in light of the theoretical framework and objectives of the study; to make recommendations based on the findings of the study; and draw final conclusions of the research study in view of the problem statement.

6.2. SUMMARY OF THE STUDY FINDINGS

Based on the objectives of the study mentioned in Chapter One (see Section 1.3.2), the study established that:

- the LPPS had inadequate human resource and ICT infrastructure capacity for effective electronic records management and delivery of justice to citizens;
- the e-docket system had a positive impact in enhancing electronic records management, specifically with 24-hour access and timely sharing of records in the LPPS;
- poor internet connection emerged as the most prominent challenge faced when managing records in the LPPS; and
- that a monitoring of the e-docket system, increased human resource and ICT infrastructure capacity could improve electronic records management in the LPPS.

6.2.1. Findings on the human resources and ICT infrastructure support

The LPPS had inadequate human resource and ICT infrastructure capacity for effective electronic records management. Although there were auxiliary and registry personnel working in the records section, they were not officially recognised as records managers on the organogram of the LPPS. Records were originally created in paper form and later converted to an electronic format into the e-docket system through scanning, pointing to the integration of both paper and electronic records management in the LPPS. Furthermore, there were officers occupying records management positions though with little to no electronic records management training. There was a general feeling of staff inadequacy concerning the number of police officers responsible to handle the day-to-day management of records. The shortfall even

demotivated officers in their records management duties. However, the e-docket system enabled creation, storage, retrieval, archival, and disposal of records in the LPPS and most respondents stated that they had computers in good working condition with regularly updated software to operate the e-docket system.

6.2.2. Findings on the impact of electronic records management in the LPPS

Technically, the e-docket system had a positive impact as it was found to function well in supporting electronic records management activities; it enhanced electronic records management specifically with 24-hour access and timely sharing of records in the LPPS. However, though access to the e-docket system was regulated through passwords, it had a number of vital records compromised and ultimately delayed or struck off the court roll due to occasional security breaches. Criminal cases were the major category of cases affected by the e-docket system's malfunctions in comparison with civil cases. Moreover, most police officers had an attitude that records management was a secondary aspect of their work, and this attitude could be associated with the mishandling and mismanagement of vital records, resulting in most cases delayed or struck-off the court roll.

6.2.3. Findings on the challenges posed by the implementation of electronic records

The major challenges facing the LPPS when managing records through the e-docket system in LPPS were a limited number of computers, slow internet, and unclear records. Slow internet connection emerged as the most prominent issue because sometimes, officers took as long as 2 hours trying to access the e-docket system.

6.2.4. Findings on strategies for the implementation of electronic records management

The study sought to offer strategies to improve the implementation of electronic records management in the LPPS. The following suggestions were provided in an effort to improve the implementation of electronic records management in the LPPS:

- Increased access to the e-docket system;
- Increased ICT resources;
- Consolidated power supply;
- Monitoring of the e-docket system;

- Improved network capacity;
- Increased staff equipped with e-records related skills; and
- Motivation to use the e-docket system.

A majority of the respondents suggested improved network capacity, increased ICT and human resources capacity as well as the monitoring of the e-docket system.

6.3. CONCLUSIONS ABOUT STUDY FINDINGS

The study evaluated electronic records management for the effective administration of justice in the LPPS. The following are the conclusions of this study:

6.3.1. Conclusions about the human resource and ICT infrastructure support necessary.

Human resource and ICT infrastructure was inadequate for proper electronic records management in the LPPS. A majority of police officers only had limited training on electronic records management and needed more computers to do their duties. Day-to-day records management responsibilities also overwhelmed the often-understaffed police officers. Therefore, the LPPS were considered somewhat competently and technologically ready for electronic records management.

6.3.2. Conclusions about the impact of electronic records management on delivery of justice.

The implementation of electronic records management through the e-docket system slightly enhanced justice delivery in the LPPS. The e-docket system enabled 24-hour tracking and access to records, while taking less space. However, the problem of missing or affected cases was not completely eliminated because a significant number of criminal cases were struck off the court roll in the last 12 months. Although access to the e-docket system was regulated through passwords, this was not enough to deter unauthorised access. Therefore, there was a need for an improved e-docket system security and monitoring in the LPPS for an effective delivery of justice.

6.3.3. Conclusions about the challenges posed by the implementation of electronic records.

Limited network capacity and slow internet were major impediments in the implementation of electronic records management in LPPS. Missing and unclear records made transferring records paper records into the e-docket system was a

challenge to police officers. Thus, top management support was insufficient regarding the provision of ICT infrastructure such as computers with adequate network capacity and clear regulatory framework for records management in the LPPS.

6.3.4. Conclusions on the strategies to assist the implementation of electronic records management

Considering a host of limitations and challenges concerning the implementation of the e-docket system in the LPPS, the respondents suggested increased access and monitoring of the e-docket system, increased ICT and human resources, consolidated power supply, records management related training of police officers as well as motivation concerning the use of the e-docket system. Therefore, the LPPS could be competent ready to deliver effective justice to citizens through electronic records management by increasing the number of police officers skilled in records management.

6.4. CONCLUSION ABOUT RESEARCH PROBLEM

The inability to conclude criminal cases due to missing dockets or tampering with evidence was a major concern in the delivery of proper community safety by the Police Service in Limpopo Province because poor record keeping was linked to a low conviction rate as a justice system that consistently fails to secure convictions would have little credibility to the citizens. Hence, the SAPS embarked on the e-docket system to make corruption in police investigations and the theft of case dockets become almost impossible. However, since the adoption of the e-docket system, much was not known about its efficiency, and effectiveness in managing dockets in the LPPS.

The study established that the implementation of the e-docket system brought enhanced sharing and access to records though still with some occasional loss of predominantly criminal cases in the LPPS. Access to the e-docket system was regulated through passwords which were occasionally bypassed and resulted in many criminal cases being delayed or even struck off the court roll due to compromised records. These issues underlined the need for constant monitoring and increased system security even against likely cyber-attacks in order for the e-docket system to finally make corruption and case docket system in the LPPS almost impossible as originally intended. Though records management was part of the SAPS's strategic

plan, without an official recognition of the records management role on the organogram of the Police Service, more needed to be done to support the implementation of proper electronic records management in the LPPS.

6.5. RECOMMENDATIONS

For an effective administration of justice in the LPPS through electronic records management, these recommendations are made:

6.5.1. The human resources and ICT infrastructure support necessary

In light of the finding that records existed in both paper and electronic format in the LPPS, Mcleod (2012:187) cited in Ngoepe (2016), states that it is advisable to manage records in a hybrid environment to benefit from both paper and electronic media. Thus, it is recommended that top management support police stations with enough computers that have adequate network capacity in view of the finding that the number of computers was inadequate, and network was the most troublesome.

Having found that there is shortage of a qualified records manager, the researcher recommends that a qualified records manager be appointed to administrate the management of records in the LPPS.

In light of the finding that the training currently provided was partial and therefore, insufficient, it is recommended that police officers be properly trained in records management in order to be skilled and motivated to properly handle all the vital records.

6.5.2. E-docket system for the support of electronic records management

With the finding that the e-docket system's access controls often got breached, it is recommended that there be monitoring to ensure the integrity and security of electronic records against unlawful activities.

Having established that the backup system for the e-docket system was the onsite manual system, it is recommended that an offsite backup be implemented to ensure system recovery in case of disaster.

6.5.3. Challenges triggered by the implementation of electronic records management

In light of the finding that network was the greatest impediment facing electronic records management in the LPPS, this study recommends increased network capacity in order for officers to be able to execute their responsibilities without failure and frustration.

6.5.4. Strategies for improving the implementing of electronic records management

The researcher recommends that there be minimum training requirements for those working with records in order to cultivate a culture of appreciating proper records management. This was based on the finding that some oficers working with records in the LPPS did not have any records management related training. In the same vein, Ambira et al. (2019) and Flynn (2001) recommend minimum training requirements for all officers in records management roles across government institutions and also mention records practitioners among a useful list as to what constitutes a good recordkeeping system or regime.

Having found that most records got misplaced in the LPPS, the researcher recommends that records management regulations be followed to manage all records in order to uphold good records management practices and standards.

6.6. FURTHER RESEARCH

This inquiry was a groundbreaker in investigating electronic records management in the Limpopo Province Police Stations, let alone in the entire SAPS. As typical of all research, this study had its limitations and delimitations that make further research necessary. Several areas of potential research may include:

i)   It was established through this study that most police officers needed some motivation for the records management aspect of their duties, thus a further inquiry is recommended on the impact this could have on the overall records management in the LPPS.

ii)   The study brought to attention that a considerable number of criminal cases were negatively affected by the e-docket system in the LPPS. A further research on why more criminal cases than civil cases got affected would be illuminating.

iii) Electronic records management has to be implemented within a legal framework outlined by the National Archive and Records Service of South Africa. However, due to limitations on this study, an inquiry on whether this was the case could not be made in the LPPS, hence, it is thus recommended for further research.

Limitations

The study was slightly affected by the Covid-19 pandemic in that some questionnaires (35) could not be collected due to the strict lockdown restrictions that were imposed nation-wide. However, by that time the questionnaires collected ensured a 65% response rate which was good enough to draw valid conclusions for this study.

6.7. CHAPTER SUMMARY

This chapter summarised the main findings of the study in light of the theoretical framework and objectives; made recommendations based on the findings of the study; before making final conclusions of the research study in view of the problem statement. The summary, recommendations and conclusions in this chapter were done under the following topics:

- The human resource and ICT infrastructure necessary for electronic records management;
- The impact of electronic records management on the delivery of justice;
- The challenges triggered by the implementation of electronic records management; and
- Strategies suggested for the implementation of electronic records management in the LPPS.

Lastly, this chapter made recommendations for further research as follows: the impact that motivation could have on overall records management in the LPPS be investigated, further research on why more criminal cases than civil cases got affected, and whether electronic records management in the police service was implemented within a legal framework outlined by the National Archive and Records Service of South Africa.

6.8. FINAL CONCLUSION

The current study investigated electronic records management for an effective administration of justice in the LPPS with the objective to assess the human resource and ICT infrastructure support necessary for e-records management; determined whether e-records management of dockets supported or compromised the delivery of justice; identified the challenges posed by the implementation of the e-docket system; and suggested strategies that could assist the implementation of e-records management in Limpopo Province Police Stations. The study was based on the quantitative and qualitative research approaches with the adoption of an exploratory survey research design to gain a better understanding of the problem or topic under consideration. The quantitative approach was used to study the first three objectives, i.e., assess the human resource and ICT infrastructure support necessary for e-records management, determine if e-records management of dockets supported or compromised the delivery of justice, and identify the challenges posed by the implementation of the e-docket system in the LPPS. The last objective necessitated the suggestion of strategies to improve the implementation of electronic records management. The e-docket system enabled enhanced tracking and access to electronic records although a loss of most criminal related records was noted. Limited network capacity compromised the electronic management of records but increased system security and monitoring of the e-docket system could eliminate these shortfalls. Access to the e-docket system was regulated through passwords which was occasionally bypassed and resulted in many criminal cases being delayed or even struck off the court roll due to compromised records. These underlined the need for constant monitoring and increased system security even against likely cyber-attacks in order for the e-docket system to finally make corruption and case docket system in the LPPS almost impossible as originally intended. Although records management was part of SAPS' strategic plan, more needed to be done to support the implementation of proper electronic records management. All things considered, this study found that the LPPS had inadequate human resource and ICT infrastructure capacity for effective electronic records management and delivery of justice to citizens; that the e-docket system had a positive impact in enhancing electronic records management, specifically with 24-hour access and timely sharing of records; that poor internet connection emerged as the most prominent challenge faced when managing

records; and that monitoring of the e-docket system and increased human resource and ICT infrastructure capacity could improve electronic records management.

7. REFERENCES

Abbot, B. S., 1999. *Preserving electronic memory: an investigation into the role played by the National Archives of South Africa in the management of electronic records of central government,* Pietermaritzburg: University of Natal.

Abbot, B., 2001. The state of electronic records management in South Africa: an overview. *ESARBICA Journal,* 20(1), 62–70.

Abioye, A., 2014. Court records management and efficient administration of justice in Nigeria. *African Journal of Library, Archives and Information Science,* 24(1), pp. 27-39.

African News Agency, 2017. Officer tells court he lost two dockets which Implicated Mdluli. *The Citizen*, 20 March.

Alghamdi, I. A., Goodwin, R. & Rampersad, G., 2011. E-Government readiness assessment for government organizations in developing countries. *Computer and Information Science,* 4(3), pp. 3-17.

Al-Omari, A. & Al-Omari, H., 2006. E-Government Readiness Assessment Model. *Journal of Computer Science,* 2(11), pp. 841-845.

Amadi, E. C., 2008. *Introduction to educational administration: a module,* Port Harcourt: Harey Publishers.

Ambira, C. M., 2016: 104. *A framework for management of electronic records in support of e-government in Khenya,* Pretoria: UNISA.

Ambira, C. M., Kemoni, H. M. & Ngulube, P., 2019. A framework for electronic records management in support of e-government in Kenya. *Records Management Journal,* 29(3), pp. 305-319.

Asogwa, B. E., 2012. The challenge of managing electronic records in developing countries: Implications for records managers in sub Saharan Africa. *Records Management Journal,* 22(3), pp. 198-211.

Baker, J. D., 2016. The purpose, process and methods of writitng a literature review. *AORN Journal,* 103(3), pp. 265-269.

Bertram, C. & Christiansen, I., 2014. *understanding research: an introduction to reading research.* Pretoria: Van Schaik.

Bhattacherjee, A., 2012. *Social Science Research: Principles, Methods, and Practices.* 2nd ed. Florida: University of South Florida Scholar Commons.

Bitsch, V., 2005. Assessing trustworthiness in naturalistic consumer research. *Journal of Agribusiness,* 1(23), pp. 75-91.

Bopape, S. T., 2009. *Utilization of information technology to support information and knowledge management by law firms in Polokwane city,* Polokwane: University of Limpopo.

Bryman, A., 2012. *Social research methods.* 4th ed. New York: Oxford University Press Inc.

Bryman, A. & Bell, E., 2007. *Business research methods.* 2nd ed. London: Oxford University press.

Brynard, D. J., Hanekom, S. X. & Brynard, P. A., 2014. *Introduction to research.* Pretoria: Van Schaik.

Chigariro, D. & Khumalo, N. B., 2018. Electronic records management research in ESARBICA: a bibliometric study. *Records Management Journal,* 28(2), pp. 159-174.

Clayton, B., 2008. End to stolen, missing dockets with new system. *The Pretoria News*, 23 June.

Creswell, J. W., 2009. *Research design: qualitative, quantitative, and mixed methods.* 3rd ed. Thousand Oaks(California): SAGE Publications, Inc.

Datt, S., 2016. *8-step procedure to conduct qualitative content analysis in a research.* [Online]
Available at: https://www.projectguru.in/publications/qualitative-content-analysis-research
[Accessed 15 April 2018].

De Mingo, A. C. & Martinez, A. C., 2018. Improving records management to promote transparency and prevent corruption. *International Journal of Information Management,* 38(1), pp. 256-261.

Dominy, G., 2006. *Managing electronic records in government bodies: policy, principles and requirements,* Pretoria: National Archives and Records Service of South Africa.

Ebrary.net, 2020. *Two principles governing the management of records*. [Online]

Available at: https://ebrary.net/

[Accessed 17 December 2020].

Erlingsson, C. & Brysiewicz, P., 2017. A hands-on guide to doing content analysis. *African Journal of Emergency Madicine,* Volume 7, pp. 93-99.

expatica.com, 2020. *Crime in South Africa.* [Online]
Available at: https://www.expatica.com/za/living/gov-law-admin/crime-and_legal-system-in-south-africa-106524
[Accessed 22 July 2020].

Fiebelkorn, G. E., 2012. *Why does it take so long? implementing electronic records programs at universities,* Winnipeg, Manitoba: MA (Historical Studies) Thesis. University of Manitoba.

Flynn, S., 2001. The records continuum model in the context and its implications for archival practices. *Journal of the Society of Archivists,* 22(1), pp. 79-93.

Gelling, L., 2015. Stages in the research process. *Nursing Standard,* 29(27), pp. 44-49.

Given, L. N., 2016. *100 questions (and answers) about qualitative research.* USA, Washington DC: SAGE.

Goertzen, M. J., 2017. Applying quantitative methods to e-book collections. *Library Technology Reports,* May/June, 54(4), pp. 12-18.

Hassan, Z. A., Schattner, P. & Mazza, D., 2006. Doing a pilot study: why Is It essential?. *Malaysian family physician: the official journal of the Academy of Family Physicians of Malaysia,* 31 August, 1(2-3), pp. 70–73.

International Records Management Trust (IRMT), 2008. *Integrating records management in ICT system: good practice indicator,* London, UK.: IRMT.

International Records Management Trust, 2004. *e-records readiness tool,* United Kingdom: s.n.

IOL reporter, 2020. *Hawks strike again as they arrest police detective accussed of extortion, corruption.* [Online]

Available at: https://www.iol.ac.za/news/south-africa/limpopo

[Accessed: 16 December 2020]

International Records Management Trust, 2004. *e-records readiness tool,* United Kingdom: s.n.

IRMT & World Bank, 2003. *Information Technology, Electronic Records, and Record Keeping.* London, IRMT; World Bank, pp. 27 – 31 January 2003.

Ismail, A. & Jamaludin, A., 2009. Towards establishing a framework for managing trusted records in the electronic environment. *Records Management Journal,* 19(2), pp. 135-146.

Johnson, R. B. & Christensen, L., 2014. *Educational research: Quantitative, qualitative, and mixed approaches.* 5th ed. Los Angeles (United States of America): SAGE Publications, Inc.

Johnston, G. P. & Bowen, D. V., 2005. The benefits electronic records management systems: a general review of published and some unpublished cases. *Records Management Journal,* 15(3), pp. 131-140.

Kalusopa, T., 2011. *Developing an e-records readiness framework for labour organisations in Botswana*, Pretoria: University of South Africa.

Kamatula, G. A., 2010. E-government and E-Records; challenges and prospects for African records managers and archivists. *ESARBICA,* Volume 29, pp. 147-164.

Katuu, S., 2012. Enterprise content management (ECM) implementation in South Africa. *Records Management Journal,,* 22(1), pp. 37-56.

Kavishe, G. F. & Dulle, F., 2016. Preservation skills and strategies of electronic information resources in the digital era: a case of University of KwaZulu-Natal libraries. *Library Philosophy and Practice.*

Kemoni, H. N., 2009. Management of electronic records: Review of empirical studies from the Eastern, Southern Africa Regional Branch of the International Council on Archives (ESARBICA) region. Issue 3, pp. 190-203, Available at: https://doi.org/10.1108/09565690910999184 [Accessed 11 February 2018].

Khumalo, N. B. & Masuku, M., 2018. The Self-Worth of Records and Archives Management Students at the National University of Science and Technology, Bulawayo, Zimbabwe. *African Journal of Library, Archives & Information Science,* April, 28(1), pp. 49-60.

Kuhn, T. S., 1970. *The Structure of Scientific Revolutions.* 2nd ed. Chicago: University of Chicago Press.

Kyobe, M. E., Molai, P. & Salie, T., 2009. South African Journal of Information Management - Investigating electronic records management and compliance with regulatory requirements in a South African university. *South African Journal of Information Management,* 11(1), pp. 1-16.

Lani, J., 2015. *Theoretical framework,* s.l.: s.n.

Leedy, P. L. & Ormrod, J. E., 2010. *Practical research: planning and design.* 9th ed. New Jersey: Pearson Education, Inc.

Lehohla, P., 2014. *Census 2011 Provincial Profile: Limpopo,* Pretoria: Statistics South Africa.

Lehohla, 2006. *Provincial profile 2004: Limpopo,* Pretoria: Statistics South Africa.

Limpopo Department of Safety, Security and Liaison, 2018. *South African Police Service.* [Online]
Available at: http://www.dssl.limpopo.gov.za/?q=police_third_page [Accessed 07 February 2018].

Lincoln, Y. S., & Guba, E., 1985. *Naturalistic Inquiry*. Beverly Hills, CA: Sage.

Mabena, L., 2020. *Three Limpopo police officers to be charged for dumping rape docket*. [Online]

Available at: https://www.sabcnews.com

[Accessed: 16 December 2020]

Mabokela, K. E., 2018. *Coverage of the consumption of nyaope in two south african tabloids: a comparative study of the sowetan and daily sun newspapers,* Polokwane: University of Limpopo.

Majid, U., 2018. Research fundamentals: study design, population, and sample size. *Undergraduate Research in Natural and Clinical Science and Technology (URNCST) Journal, 2(1),* pp. 1-7.

Maree, K., 2016. *First steps in research.* 2nd ed. Pretoria: Van Schaick.

Marutha, N. S., 2019. Framework for Medical and Health Records Management Skills and Competency Development in Limpopo Public Hospitals to Support Healthcare Service Delivery in the Digital Era. *African Journal of Library, Archives & Information Science,* 29(2), pp. 185-198.

Marutha, S. N. & Ngulube, P., 2012. Electronic records management in the public health sector of the Limpopo province in South Africa. *Journal of the South African Society of Archivists,* Volume 45, pp. 39-67.

Maseh, E. & Mutula, S., 2016. Records management readiness for open government in the kenyan judiciary. *Mousaion,* 34(3), pp. 146-166.

Maxwell, J. A., 2005. *Qualitative research design: an interactive approach.* 2nd ed. Thousand Oaks, CA: Sage Publications.

Mcleod, J., (2012). On being part of the solution, not the problem: taking a proportionate approach to managing records. *Records Management Journal*, 22(3), pp. 186–197.

Mitra, A., Lenzmeier, S., Steffensmeier, T., Avon, R., Qu, N. & Hazen, M., 2000. Gender and computer usage in an academic institution: report from a longitudinal study. *Journal of educational computing research,* 23(1), pp. 67-84.

Mnjama, N., 2014. *The records management paradigm shift: problems and prospects in East and Southern Africa,* Philadelphia: Chandos Publishing.

Mnjama, N. & Wamukoya, J., 2007. E-government and records management: an assessment tool: for e-records readiness in government. *The Electronic Library,* 11 October, 25(3), pp. 274-284.

Moatlhodi, T. M. & Kalusopa, T., 2016. An assessment of e-records readiness at the ministry of labour and home affairs, Gaborone, Botswana. *Mousaion,* 34(3), p. 1–22.

Moon, K., Brewer, T. D., Januchowski-Hartley, S. R., Adams, V. M. & Blackman, D. A., 2016. A Guideline to improve qualitative social science publishing in ecology and conservation journals. *Ecology and Society,* 21(3), pp. 1-20.

Moonsamy, K., 2018. *Analysis on the administration and governance of the South African case docket*, Cape Town: University of Cape Town (UCT).

Morgan, D. L., 2007. Paradigms lost and pragmatism regained: methodological implications of combining qualitative and quantitative methods. *Journal of Mixed Methods Research ,* January , 1(1), pp. 48-76.

Morris, M. G. & Venkatesh, V., 2000. Age differences in technology adoption decisions: Implications for a changing. *ABI/INFORM Global,* 53(2), pp. 375-403.

Mosweu, O., 2011. *Auditing, records inadequacy and the lamentations of the auditor general in conducting performance audits in the Botswana public service. paper presented at the South African Society of Archivists Conference.* Pretoria, s.n., pp. 14- 15 July.

Mosweu, O. & Ngoepe, M., 2019. Skills and competencies for authenticating digital records to support audit process in Botswana public sector. *African Journal of Library, Archives, & Information Science,* April, 29(1), pp. 17-28.

Motsaathebe, L. & Mnjama, M., 2009. The management of High Court records in Botswana. *Records Management Journal,* 3(19), pp. 173-189.

Muchaonyerwa, N. & Khayundi, F., 2014. The management of digital records in the office of the premier of the Eastern Cape province, South Africa. *African Journal of Library, Archives & Information Science,* 24(1), pp. 41-52.

Mugerwa, Y (2012) *New AG report reveals rot in ministries*. Daily Monitor (094) Wednesday April 4, 2012.

Murray, C. A. T., 2020. *MEC Albert Fritz on e-docket software not being effectively used by SAPS and courts.* [Online] Available at: http://www.gov.za/speeches/r6135-million-e-docket-software-not-being-effectively-used
[Accessed 30 July 2020].

Mutiti, N., 2001. The challenges of managing electronic records in the ESABRICA region. *Journal of the Eastern and Southern Africa Regional Brannch of International Council on Archives*, Volume 20, pp. 57-61.

Mutula, S. M. & Wamukoya, J. M., 2007. E-Records Management. In: S. M. Mutula & J. M. Wamukoya, eds. *In Chandos Information Management, Web Information Management.* s.l.:Chandos Publishing, pp. 51-70.

Myburgh, S. 2005. Records Management and Archives: Finding Common Ground, *The Information Management Journal-(eJournal),* March/April 2015. [Online].

National Archives and Records Service of South Africa, 2006. *Managing electronic records in governmental bodies: policy, principles and requirements,* Pretoria: National Department of Arts and Culture.

National Archives and Records Service of South Africa, 2016. *Legal framework.* [Online] Available at: https://www.nationalarchives.gov.za/node/422
[Accessed 28 May 2018].

National Prosecuting Authority, 2008. *Understanding the Criminal Justice System,* Pretoria: Jacana Media.

Ncube, S. & Rodrigues, A., 2017. Improving the management of estate agent's records in Bulawayo, Zimbabwe. *Mousaion,* 35(1), pp. 68–89.

Nengomasha, C. T., Mchombu, K. & Ngulube, P., 2010. Electronic Government Initiatives in the Public Service of Namibia. *African Journal of Library, Archives and Information Science,* 20(2), pp. 125-137.

Neuman, W. L., 2012. *Basics of social research: qualitative and quantitative approaches.* 3rd ed. Boston: Pearson.

Neuman, W. L., 2014. *Social Research Methods: qualitative and quantitative approaches.* 7th ed. New York: Pearson Education Limited.

news24.com, 2014. Missing dockets hamper prosecutors. *news24.com*, 06 February.

Ngema, T., 2018. *Police dockets go missing.* [Online] Available at: https://www.iol.co.za/dailynews/news/police-dockets-go-missing-16065489
[Accessed 25 July 2020].

Ngoepe, M., 2014. The role of records management as a tool to identify risks in the public sector in South Africa. *SA Journal of Information Management,* 16(1).

Ngoepe, M., 2016. Records management models in the public sector in South Africa: Is there a flicker of light at the end of the dark tunnel?. *Information Development Journal,* 32(3), pp. 338-353.

Ngoepe, M., & Keakopa, S. M., 2011. An assessment of the state of national archival and records systems in the ESABRICA region. *Records Management Journal,* 21(2), pp. 145-160. Available at: http://dx.doi.org/10.1108/09565691111152071

 [Accessed 03 March 2020].

Ngoepe, M. & Makhubela, S., 2015. Justice delayed is justice denied: records management and the travesty of justice in South Africa. *Journal of records management,* 25(3), pp. 288-305.

Ngoepe, M. & Ngulube, P., 2013. An exploration of the role of records management in corporate governance in South Africa. *SA Journal of Information Management,* 15(2), pp. 1-8.

Ngoepe, M. & Ngulube, P., 2014. The Need for Records Management in the Auditing Process in the Public Sector in South Africa. *African Journal of Library Archives & Information Science,* October, 24(2), pp. 135-150.

Ngulube, P., 2003. *Preservation and access to public records and archives.* Durban: University of Natal.

Ngulube, P., 2015. Trends in research methodological procedures used in knowledge management studies. *African Journal of Library, Archival and Information Science,* 25(2), pp. 125-143.

Nothglen News, 2017. *eDocket to improve police admin.* [Online] Available at: https://northglennews.co.za [Accessed 16 February 2018].

Ntemi, W. D. & Mbamba, U. O., 2016. The relationship between electronic readiness and corruption reduction: countrywide data analysis. *Cogent Business & Management,* 21 November, Volume 3, pp. 1-14.

Okello-Obura, C., 2012. Effective records and information management as a catalyst for fighting corruption. *Information Development,* 29(2), pp. 114–122.

Omar, B., 2009. *the saps e-docket system.* [Online] Available at: https://issafrica.org/iss-today/ [Accessed 09 February 2018].

Omair, A., 2014. Sample size estimation and sampling technigues for selecting a representative sample. *Journal of Health Specialities*, 2(4), pp. 142-147.

Penn, I. A., Pennix, G. B. & Coulson, J., 1994. *Records management handbook.* 2nd ed. Hampshire: Gower.

Phellas, C. N., 2005. *Introduction to Social Research: quantitative and qualitative Approaches.* 2nd ed. London: Sage.

Presence, C., 2014. *Dockets mising so suspects walk free.* [Online] Available at: https://www.iol.co.za.   [Online] [Accessed 10 February 2018].

Rakemane, D. & Serema, B. C., 2018. Electronic records management practices at the Companies and Intellectual Property Authority in Gaborone, Botswana. *Journal of The South African Society of Archivists,* Volume 51, pp. 148-163.

Records Management Bulletin, 2012. *The life cycle of records.* [Online] Available at: http://www.pws.gov.nt.ca [Accessed 17 April 2018].

Riddell, W. C. & Song, X., 2012. *The role of education in technology use and adoption: evidence from the Canadian workplace and employee surve.* Germany: IZA.

SA-Venues, 2016. *The Limpopo province, South Africa. [Online]*

Available at: https://www.sa-venues.com/north-province.html

[Accessed: 18 February 2018]

Sadler, K., 2011. Police records management - the ultimate crime fighting tool. *Image and data manager*, 28 September.

saps.gov.za, 2018. *South African Police Service.* [Online] Available at: https://www.saps.gov.za/about/about.php [Accessed 07 February 2018].

Schumacher, P. & Morahan-Martin, J., 2001. Gender, Internet and computer attitudes and experiences. *Computers in human behavior,* Volume 17, pp. 95-110.

Seniwoliba, A. J., Mahama, A. V. & Abilla, B. J., 2017. Challenges of records management in higher education in Ghana: the case of Universit fordevelopment sapss studies. *International Journal of Educational Policy Research and Review,* 23 March, 4(3), pp. 29-41.

Shepherd, E., 1994. Managing electronic records. *Records Management Journal,* June, , 4(1), pp. 39-49.

Smillie, S., 2020. *Rolling out of SAPS's e-docket system to replace archaic 'brown donkeys'drags on.* [Online]

Available at: https://www.dailymaverick.co.za/article/2020-02-12-rolling-out-of- -e-docket-system

[Accessed: 17 December 2020]

South African law Comission, n.d. *SALC criminal case outcome research report: Conviction rates and other outcomes of crimes reported in eight South African police areas,* Pretoria: doj.gov.za.

Stewart, D. & Klein, S., 2016. Qualitative research design: an interactive approach. *int J Clin pharm,* 38(3), pp. 615-619.

Thanh, N. C. & Thanh, T. T., 2015. The Interconnection Between Interpretivist Paradigm and Qualitative Methods in Education. *American Journal of educational Science,* 1(2), pp. 24-27.

The World Bank and International Records Management Trust. 2002. *Evidence-based governance in the electronic age* - International Records Management Trust and World Bank Project. [Online]. Available at: http://www.irmt.org/evidence/wbabout.html

[Accessed 07 February 2018].

University of Limpopo research development and administration, 2015. *University of Limpopo postgraduate manual,* Polokwane: University of Limpopo .

Van Wyk, B., 2011. *Research design and methods,* Cape Town: University of the Western Cape.

Wallendorf, M. & Belk, R. W., 1989. Assessing trustworthiness in naturalistic consumer research. *Association for Consumer Research*, pp. 69-84.

Walliman, N., 2018. *Research methods: the basics.* 2nd ed. New York: Routledge.

Wamukoya, J. & Mutula, S. M., 2005a. Capacity-building requirements for e-records management: the case in East and Southern Africa. *Records Management Journal,* 15(2), pp. 71-79.

Wamukoya, J. & Mutula, S. M., 2005b. E-records management and governance in east and southern Africa. *Malaysian Journal of Library & Information Science,* December, 10(2), pp. 67-83.

Weissbrodt, D., 2009. The administration of justice and human rights. *City University of Hong Kong Law Review,* Volume 1, pp. 23-47.

Yusof, Z. M. & Chell, R. W., 1999. The eluding definitions of records and records management: is a universally acceptable definition possible?. *Records Management Journal, ,* April, 9(1), pp. 9–20.

Zawiyah, M. Y. & Robert, W. C., 1998. "The eluding definitions of records and records management: is a universally acceptable definition possible? Part 1. Defining the record". *Records Management Journal,* 8(2), pp. 95-112.

UNIVERSITY OF LIMPOPO

Faculty of Humanities

School of Languages and Communication Studies

Private Bag X1112, Sovenga, 0727, South Africa

Tel: (015) 268 4012, Fax: (015) 268 2868, Email:Solomon.Bopape@ul.ac.za

----

The Head of Department

Limpopo South African Police Service

Private Bag X9428

Polokwane

0700

Dear Sir/Madam

REQUEST FOR PERMISSION FOR MR AL LEGODI 201404859 TO CONDUCT RESEARCH AT CAPRICORN DISTRIC POLICE STATIONS OF LIMPOPO PROVINCE.

This serves to formally introduce the above named as a full-time MIS student in the Department of Media, Communication and Information Studies at University of Limpopo.   Mr. AL Legodi has proposed to conduct research on a research project titled **"ELECTRONIC RECORDS MANAGEMENT FOR EFFECTIVE ADMINISTRATION OF JUSTICE IN LIMPOPO PROVINCE POLICE STATIONS."**

Mr. AL Legodi's research proposal has been approved by the Higher Degrees and Research Committee of the school of Languages and Communications. Mr. AL Legodi would like to collect data for the research project by way of distributing questionnaire and interviewing those deemed to be sources of relevant information and knowledge

at selected Limpopo police stations. You are therefore requested to permit him to distribute questionnaires and conduct face-to-face interviews.

The researcher will share the findings of the study with the department and assist in the implementation of the recommendations. For any further information about Mr. AL Legodi please do not hesitate to contact the undersigned.

Thank you for your kind assistance.

Yours sincerely

………………………

Dr ST Bopape –HOD_____   DATE_____

Appendix B: Cover Letter

School of Languages and Communication Studies

Private Bag X1112, Sovenga, 0727, South Africa

Tel: (015) 268 2959, Email: alexlegodi26@gmail.com

_____

Dear Participant

I am Legodi AL, doing Masters research in Information Studies at the University of Limpopo. The title of the study: "*Electronic Records Management for effective administration of Justice in Limpopo Province police stations.*" under the supervision of Dr Dikotla MA.

My aim is to gather information about your views on the subject. Please be assured of the following:

- Your identity will be kept confidential and anonymous throughout the study

- Your participation is voluntary. You can withdraw and discontinue participation without penalty.

- You may also refuse to answer any questions you don't want to answer and still remain in the study.

- I may also withdraw you from this research if circumstances arise that warrant doing so.

If you volunteer to participate in this study, I expect you to do the following things:

- Sign the consent form that is attached

- Participate by filling in the questionnaire

Please do not write your name of any of the pages or documents you submit.

Thank you for your co-operation.

Yours Sincerely

…………………

Legodi AL

Appendix C: Informed Consent

INFORMED CONSENT

I hereby agree to participate in research regarding *Electronic records management for effective administration of justice in Limpopo Province police stations*. I understand that I am participating freely and without being forced in a way to do so. I also understand that I can stop this interview at any point should I not want to continue and that this decision will not in any way affect me negatively.

I understand that this is a research project whose purpose is not to necessarily to benefit me personally.

I have received the contact details of the researcher should I need to speak about any issues which may arise in this interview.

I understand that this consent form will not be linked to the questionnaire and that my answers will remain confidential.

I understand that if at all possible, feedback will be given to my station on the results of the completed research.

…………………………..   ……………………

Signature of participant   Date

APPENDIX D: QUESTIONNAIRE FOR POLICE OFFICERS (DETECTIVES)

QUESTIONNAIRE COMPLETION GUIDELINES

1. *Kindly respond to all questions, the questionnaire is made to be as brief as possible.*

2. *Please indicate your choice with a cross "**X**" next to relevant answer(s) in the box(es).*

Part A: Biographical Information of Police Officers (Detectives)

1. **Gender**

Male ☐   Female ☐

2. **Your Age**

Below 20 years ☐   21 to 30 years ☐   31 to 40 years ☐

41 of 50 years ☐   51 to 60 years ☐   61 years & above ☐

3. **Please indicate your education level**

Matric or below ☐   Diploma ☐   Post Grad Diploma ☐   Degree ☐

Honours ☐   Masters ☐   Doctorate ☐

4. **Rank or Position**

………………………………………………………………..

5. **Number of years in Police service**

Less than 5 years ☐   6 to 10 years ☐   11-20 years ☐   21 years and more ☐

Part B: The human resource and ICT infrastructure support for e-records management

6. **In what format are records originally created in your station?**

    Paper ☐   Electronic ☐   Both ☐

7. **On your station's organogram, is there anyone appointed specifically as a records manager?**

Yes ☐   No ☐

Other

(*Specify*)…………………………………………………………………………..

8. **What is your estimated number of detectives in your police station?**

   1-10 ☐   11-20 ☐   21-30 ☐   31-40 ☐   41 and more ☐

9. **Do you consider the number of detectives indicated above as able to handle the daily management of records?**

   Yes ☐   No ☐

10. **Did you receive any training on how to handle electronic records?**

    Yes ☐   No ☐

11. **If 'Yes' to number 10, what level of training was it?**

    Basic training   ☐   Advanced training ☐

    Intermediate training   ☐   Other (*Specify*)…………………………………

12. **How do you rate e-docket system in terms of the following:**

    Creation of records: Good ☐   Fair ☐   Poor ☐   Uncertain ☐

    Storage of records: Good ☐   Fair ☐   Poor ☐   Uncertain ☐

    Retrieval of records: Good ☐   Fair ☐   Poor ☐   Uncertain ☐

    Archiving of records: Good ☐   Fair ☐   Poor ☐   Uncertain ☐

    Disposal of records: Good ☐   Fair ☐   Poor ☐   Uncertain ☐

13. **Please indicate how much you agree or disagree with the following statements about ICT resources for supporting e-docket system in your station:**

	Strongly Agree	Agree	Disagree	Strongly Disagree
Our station has enough computers for officers to operate e-docket system				
All computers in the station are in good working condition				
Software is updated regularly				
Scanner(s) in the station function(s) well				
Internet is always available to access e-docket system in the station				
Our station has reliable power supply				

Part C: Impact of e-records management on delivery of justice in Limpopo police

14. **How does e-docket system enhance records management in your station?**
    (*Please select as many as applicable*)

It takes less space unlike paper ☐   Permits timely sharing of records ☐

It enables 24 hour access to all records ☐   It is cost effective ☐

It allows 24 hour tracking of all records ☐   Enables remote access to records ☐

Other
(*Specify*)……………………………………………………………………………….

15. **How often does e-docket get breached and records get accessed without permission?**

    Always ☐   Often ☐   Seldom ☐   Never ☐

16. **How do you control access to e-docket system?**

Passwords ☐   PINs ☐

Biometric scans ☐   No control ☐

Other
(*Specify*)……………………………………………………………………………..

17. **Please indicate your level of agreement or disagreement on the following statements about e-docket system:** *(Please cross "X" relevant box)*

	Strongly Agree	Agree	Disagree	Strongly Disagree
E-docket is secure				
E-docket is reliable				
E-docket is user-friendly				
E-docket is effective				

18. **In the past 12 months, how many cases from your station were affected due to e-docket system malfunctions?**

    1-10 ☐   11-20 ☐   21-30 ☐   31-40 ☐   41 & more ☐   None ☐

19. **If any, in what way were the above-mentioned cases affected?**

    Case delayed ☐   Struck off the court roll ☐   Other
    (Specify)……..………………………

20. Which category of cases are usually struck off the court roll due to records management-related problems? (altered records, missing records etc.)

Civil cases ☐   Criminal cases ☐   Other (*Specify*)**…………………………………………**

21. In case of e-docket system failure, do you have a records management backup plan?

Yes ☐   No ☐

Part D: Challenges posed by the implementation of the e-docket system

22. Which of the following challenges do you experience when using e-docket system? (*Select as many as applicable*)

Slow network ☐   Lack of support from top management ☐

System not easy to use ☐   Shortage of computers for supporting system ☐

System frequently offline ☐   System frequently crashes ☐

Limited storage capacity ☐   Loss of records ☐

Other (*Specify*)**………………………………………………………………………………..**

23. Which of the following challenges do you face when capturing/transferring paper records into e-docket system? (*Select as many as applicable*)

Misplaced records ☐   Records not well marked ☐

Incomplete records ☐   Records not clear/visible ☐

Only few computers to operate e-docket ☐   No internet to access e-docket ☐

Other (*Specify*)**………………………………………………………………………………..**

Part E: Strategies for implementing e-records management system.

24. Suggest possible ways that may improve the use of e-docket system in your station

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

APPENDIX E: SEMI-STRUCTURED INTERVIEW SCHEDULE FOR RECORDS MANAGERS (IMC)

INSTRUCTIONS:

Kindly respond to all questions and mark with 'X' where applicable

This interview schedule consists of a few questions

Where space is limited, use the next page and indicate question number next

Biographical information

1. **Gender**

   Male ☐   Female ☐

2. **Age**

   Below 20 years ☐   **31 to 40 years** ☐   **51 to 60 years** ☐

   21 to 30 years ☐   **41 to 50 years** ☐   **61 years & above** ☐

3. **Please indicate your education level**

   Matric or below ☐   Diploma ☐   Post Grad Diploma ☐   Degree ☐

   Honours ☐   Masters ☐   Doctorate ☐

4. **Your Position**

   ………………………………………………………………………………………

5. **Number of years in a position to work with records**

   Less than 5 years ☐   6 to 10 years ☐   11-20 years ☐   21 years and more ☐

6. **Do you have any records management related qualification?**

   Yes ☐   No ☐

7. **Is records management part of SAPS's strategic plan**?

   Yes ☐   No ☐

8. **What is your knowledge about e-docket system?**

   …………………………………………………………………………………………………

   …………………………………………………………………………………………………

9. **Please comment on the competency level of police officers in your station in terms of using e-docket?**...

10. What is the impact of e-docket system in terms of managing records in this police station?

……………………………………………………………………………………………………

11. What is your backup plan in case of e-docket system failure?

……………………………………………………………………………………………………

12. Are you satisfied with the number of personnel currently handling records in the station? Please motivate your answer

…………………………………………………………………………………………………….....

......………………………………………………………………………………………………….

13. Please comment on the motivation levels of detectives in their records management

duties…………………………………………………………………………………………………

……………………………………………………………………………………………………

14. To what extent do staff comply with regulations governing records management in your station?

…………………………………………………………………………………………………

13. What is your comment on support of top management with regards to:

13.1 Provision and maintain of ICT……………………………………………………………………

13.2 Training of staff members…………………………………………………………………….

13.3 Allocation of budget…………………………………………………………………………

14. Elaborate on challenges you encounter when managing records with e-docket system

……

……

15. Please suggest ways and means that may be used to improve e-docket system

……

……

THANK YOU FOR PARTICIPATING IN THIS INTERVIEW

APPENDIX F: ETHICAL CLEARANCE CERTIFICATE
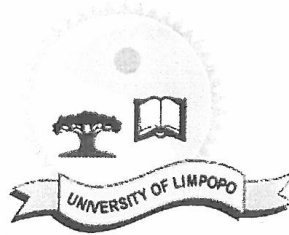
University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 6 August 2019

PROJECT NUMBER: TREC/212/2019: PG

PROJECT:

Title: Electronic Records Management for effective administration of Justice in Limpopo Province police stations.

Researcher: AL Legodi

Supervisor: Dr MA Dikotla

Co-Supervisor/s: N/A

School: Languages and Communications Studies

Degree: Master of Information Studies

PROF P MASOKO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: **REC-0310111-031**

> **Note:**
> i)   This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
> ii)   Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
> iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa

APPENDIX G: SAPS PERMISSION

South African Police Service *Suid-Afrikaanse Polisiediens*

Privaatsak	Pretoria	Faks No.	
Private Bag X94	0001	Fax No.	(012) 334 3518

Your reference/U verwysing:

My reference/My verwysing: 3/34/2

THE HEAD: RESEARCH
SOUTH AFRICAN POLICE SERVICE
PRETORIA
0001

Enquiries/Navrae: Lt Col Joubert
                      AC Thenga
Tel: (012) 393 3118
Email: JoubertG@saps.gov.za

Mr AL Legodi
UNIVERSITY OF LIMPOPO

RE: PERMISSION TO CONDUCT RESEARCH IN SAPS: ELECTRONIC RECORDS MANAGEMENT FOR EFFECTIVE ADMINISTRATION OF JUSTICE IN LIMPOPO PROVINCE POLICE STATIONS: UNIVERSITY OF LIMPOPO: MASTERS DEGREE: RESEARCHER: AL LEGODI

The above subject matter refers.

You are hereby granted approval for your research study on the above mentioned topic in terms of National Instruction 1 of 2006.

Further arrangements regarding the research study may be made with the following office:

The Provincial Commissioner: Limpopo:

- **Contact Person:** Lt Col Montjane
- **Contact Details:** (015) 290 6300/6090

Kindly adhere to paragraph 6 of our attached letter signed on the 2019-12-12 with the same above reference number.

MAJOR GENERAL
THE HEAD: RESEARCH
DR PR VUMA

DATE: 2020 -01- 2 9

1