Effectiveness of Video Conferencing in Enhancing Employee's Performance in the High Court of Tanzania, Moshi Zone

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Abstract
This study aimed to assess the effectiveness of video conferencing in enhancing employee performance. The study employed convergent research design under mixed research approach. The target population consisted of 119 staff members of the High Court of Tanzania, Moshi Zone. Census sampling was used to sample 119 respondents while purposive sampling was used to select 4 key informants. To effectively gather data, structured questionnaires and semi-structured interviews were used. The questionnaires employed a five-point Likert scale to measure the perceived effectiveness of video conferencing. Data was analysed through descriptive statistics and thematic analysis. The validity was ensured through expert review to confirm content relevance and clarity. The study found that employees effective utilized video conference in departmental meetings, court hearings, colleague consultations, and staff training. The study also revealed unstable internet connectivity, frequent power outages, poor audio-visual quality, and inconsistent engagement from participants. The study concludes that while video conferencing has the potential to improve operational efficiency in the judiciary, its success depends on structured implementation, reliable infrastructure, and targeted capacity building. It is recommended that court management invest in technical upgrades, standardized procedures for virtual operations to maximize the benefits of video conferencing in enhancing employee performance.

Keywords: Video Conferencing, Judicial System, Technological Adoption, Digital Transformation

1. Introduction

Employee performance refers to the effectiveness, efficiency, and motivation with which judicial staff at the High Court of Tanzania, Moshi Zone, carry out their assigned duties while utilizing video conferencing systems (Elharrouss *et al*., 2021). It is often measured through indicators such as productivity, job satisfaction and engagement. These indicators collectively influence the ability of employees to meet institutional goals (Rezaee *et al*., 2024). However, in recent years, technological innovations have emerged as key drivers of performance improvements in organizational settings. Among these, video conferencing has gained considerable attention due to its ability to facilitate remote communication, streamline operations, and reduce time-related inefficiencies (Cortis *et al*., 2021). Despite these benefits, the extent to which video conferencing enhances performance outcomes, especially in judicial institutions, remains a subject of empirical investigation.

The global shift toward digital platforms in the judicial sector has been driven by the need for efficiency, accessibility, and continuity in legal processes (Anomah & Amoah, 2024). For example, Bleakley *et al*. (2021) found that video conferencing in Dutch courtrooms reduced case delays by 30%, significantly improving judicial productivity during the COVID-19 pandemic. Similarly, Duong *et al*. (2023) reported that video conferencing enabled court staff to handle more cases weekly without compromising quality, indicating a positive impact on employee performance through reduced administrative burden and enhanced communication. In the United States, Davies *et al*. (2024) observed improvements in time management, reduced absenteeism, and increased collaboration among legal teams following the adoption of video conferencing, while Archibong *et al*. (2023) emphasized that these benefits stemmed from increased flexibility in case management. However, such success was largely attributed to enabling factors, including consistent training, robust ICT infrastructure, and strong organizational support, as highlighted by Khan *et al*. (2023). In contrast, Arias and Maçada (2021) cautioned that these supportive conditions are often lacking in less developed judicial systems, which may lead to disparities in the effectiveness of video conferencing adoption.

Consequently, in lower- and middle-income countries, the use of video conferencing within the judiciary is steadily increasing, despite being at a slower pace due to infrastructural and financial

limitations (Dutton, 2023). A study conducted by Riedl (2022) in Pakistan revealed that while virtual court sessions improved scheduling efficiency and employee response time, inconsistent power supply and limited digital skills among court staff undermined its full potential. Similarly, a study by Oliveira *et al*. (2023) in Brazil demonstrated that while court clerks and administrators appreciated the reduction in workload through digital hearings, technical issues such as unstable internet connectivity often caused delays, thereby frustrating employees and affecting morale. These examples illustrate the dual nature of video conferencing outcomes, improved efficiency on one hand and technological bottlenecks on the other.

Furthermore, the integration of video conferencing into judicial systems in Sub-Saharan countries has emerged as a promising solution for enhancing institutional efficiency and employee performance (Ingle & Kim, 2022). However, its implementation is often met with systemic and structural challenges. One study conducted by Nguru, (2023) in Kenya found that the introduction of video conferencing in the High Courts improved employee punctuality and reduced time spent on procedural activities. In contrast, this study also observed that not all employees responded positively to the change. For instance, older staff members expressed difficulty in adapting to new systems. The coherent issues were identified in Nigeria, as a study by Mulwa *et al*. (2023) highlighted that while video conferencing streamlined court administration, the absence of comprehensive training programs significantly hindered the ability of court employees to leverage the system fully. These findings suggest that while digital tools can enhance performance, their effectiveness is highly dependent on contextual readiness and human resource development.

Efforts to modernize the judiciary in Tanzania have gained momentum in recent years. Several digital platforms such as the e-judiciary system, video conferencing for remote hearings, and online case filing have been introduced to stimulate the speed and efficiency of employees (Mtemi, 2023). Chanana and Sangeeta (2021) highlighted that these innovations are part of a broader strategy to enhance access to justice and improve institutional performance. Nonetheless, Nkobogo (2021) noted that while video conferencing has facilitated continuity of court operations, issues such as limited ICT skills among staff, inadequate technical support, and unreliable power supply persist. These issues cause serious questions about whether the current use of video conferencing is effectively enhancing employee performance as intended.

Given the investment in digital transformation and the increasing reliance on virtual platforms, it is imperative to assess the actual effectiveness of video conferencing in enhancing employee performance.

1.2 Statement of the Problem

The limited effectiveness in the use of video conferencing among employees at the High Court of Tanzania has emerged as a growing concern, particularly in relation to employee performance (Byera, 2024). In Moshi Zone, judicial stakeholders such as clerks, IT staff and other administrative personnel have reported difficulties in adapting to video conferencing systems, which in turn affects their ability to manage workloads efficiently, communicate effectively and fulfil their roles (Dada & Alemika, 2020). These challenges not only reduce the operational efficiency of the judiciary but also contribute to delays in case processing, poor internal coordination, and reduced employee morale. As a result, key court functions such as virtual hearings, document management, collaborative decision-making, and remote supervision suffer, creating a ripple effect that compromises the overall service delivery of the court. While video conferencing is intended to enhance access to judicial services, facilitate remote proceedings, and reduce case backlog, its implementation has not consistently yielded these outcomes in practice (Ngilangwa, 2023). The research by Deogratias and Tefurukwa (2024) emphasized that video conferencing can significantly improve communication and collaboration across distributed teams by allowing real-time interaction, document sharing, and virtual engagement regardless of physical location. In theory, this should lead to better coordination, time management, and overall efficiency in the judiciary (Olugasa & Davies, 2022). However, in the judicial context, stakeholders have raised concerns over how the use of video conferencing may inadvertently slow down judicial processes rather than enhancing them (Temu, 2021). Although Drabo (2023) identified risks of emotional fatigue from prolonged video conferencing, both studies fail to empirically link these tools to measurable employee performance outcomes. The gap in knowledge existed because previous studies had not empirically examined how video conferencing affects specific employee performance indicators, such as productivity, task completion, motivation, and communication. Therefore, this study aimed to assess the effectiveness of video conferencing in enhancing employee performance in the High Court of Tanzania, Moshi Zone. By focusing on a judicial setting that has not been thoroughly studied in

the Tanzanian context, this research provides empirical evidence on how video conferencing influences key performance indicators such as productivity, task completion, motivation, and communication. The study fills the existing gap by using a mixed-methods approach to capture both measurable outcomes and experiential insights from court employees, thereby offering practical recommendations for optimizing virtual operations in the judiciary.

1.3 Specific Objective

To assess the effectiveness of video conferencing in enhancing employee performance in the High Court of Tanzania, Moshi Zone.

1.4 Research Question

This study was guided by one research question;

What is the effectiveness of video conferencing in enhancing employee performance in the High Court of Tanzania, Moshi Zone?

1.5 Significance of the Study

This study is significant for multiple stakeholders within the judicial sector. First, it provides empirical evidence on how video conferencing influences key aspects of employee performance. Such insights are crucial for judicial administrators and policymakers seeking to enhance operational efficiency through digital innovations. For academic researchers, the study contributes to the limited body of literature on technology use in African judicial systems, particularly focusing on video conferencing as a specific digital tool rather than broader ICT adoption. Moreover, development partners, legal professionals, and civil society organizations advocating for accessible and efficient justice systems may use the findings to support initiatives aimed at modernizing court operations

1.6 Theoretical Literature Review

To understand how such tools influence employee performance, it is essential to ground the study within relevant theoretical frameworks. The theories provide a conceptual framework through which the interactions between technological systems and human actors in organizational settings can be analysed. This study employed the Socio-Technical Systems (STS) theory.

1.6.1 Socio-Technical Systems.

Socio-Technical Systems (STS) Theory was developed by Eric Trist and colleagues at the Tavistock Institute in the 1950s. The theory posits that effective organizational performance arises from the joint optimization of both social systems (people, roles, norms) and technical systems (tools, methods, processes). It emphasizes that technological change must align with human and organizational dynamics to be truly effective. In the context of the High Court of Tanzania, Moshi Zone, this theory is particularly relevant as it provides a framework to assess how digital tools video conferencing interact with employee roles, communication patterns, and institutional workflows. STS theory assumes that organizational effectiveness depends on jointly optimizing social (human) and technical (technological) elements. It assumes that changes in one domain inevitably affect the other and stresses the need for participatory system design, where employee well-being and engagement are prioritized (Waterson, 2021).

STS promotes systems that improve both productivity and employee satisfaction by emphasizing user involvement and alignment between technology and work practices. This approach fosters higher engagement, lower resistance to change, and better communication across departments (Carayon *et al*., 2015). Additionally, STS strengthens cross-functional collaboration, creating adaptive work environments that support innovation and long-term system success (Lindblom *et al*., 2020). Despite its merits, STS is often criticized for being resource-intensive and complex to implement. Integrating technical and social components requires multidisciplinary input and prolonged development cycles, which can burden organizations with limited capacity (Baxter *et al*., 2016). Furthermore, resistance may persist in rigid or hierarchical systems where participatory design clashes with entrenched norms (Waterson, 2021), thus requiring robust change management strategies.

2. Literature Review

The integration of video conferencing in judicial systems has significantly transformed operational dynamics and employee performance across various jurisdictions. As digital communication tools continue to penetrate legal institutions, there is a growing interest among researchers in understanding the extent to which video conferencing enhances job performance, efficiency, and collaboration among court employees.

Rezaee *et al*. (2024) conducted a study on courtroom broadcasting and public perception of justice, a digital shift in legal transparency. The study used a qualitative research approach and a case study design. The target population included lawyers, judges, and the public, where a purposive sample of 45 participants was drawn. Data were collected through in-depth interviews and media content analysis; whereby thematic analysis was employed. The study found that video broadcasting increased public confidence in justice through improved perceptions of interpersonal treatment. Although this research provided critical insight into stakeholder trust, it centred on external perceptions rather than internal employee outcomes. The current study addresses this gap by evaluating the effectiveness of video conferencing in enhancing employee performance within the court setting.

On the other hand, Cortis *et al*. (2021) employed a mixed-methods approach and a descriptive survey design to assess the video conferencing in civil proceedings Ukraine's Judicial Reform. The study targeted court employees and legal professionals, with a sample of 120 participants selected through stratified sampling. Data collection involved structured questionnaires and semi-structured interviews and analysed using descriptive statistics and thematic analysis. Findings indicated that video conferencing enhanced collaboration and time management among employees. Despite its practical contributions, the study's limitations included insufficient examination of training gaps and infrastructural barriers.

Furthermore, Bleakley *et al*. (2021) carried out a study titled "The Spatial Politics of Video Evidence in Swedish Courtrooms." A qualitative ethnographic design was employed targeting a group of 25 court staff and technology specialists. Data were collected via participant observations and interviews, with narrative and thematic analysis used for interpretation. The study revealed that video conferencing redefined spatial arrangements and social dynamics in courtrooms, requiring staff adaptability. Its strength lies in exploring courtroom culture, lacking quantitative evidence on employee performance outcomes. This limitation is addressed in the current study by incorporating both statistical and thematic analysis to assess performance variables.

Khan *et al*. (2023) also explored psychological impacts of digital testimonies on judicial decision-making in India. The study used a quantitative survey design, whereby the population

included judges and prosecutors. From this population, the sample of 68 participants was drawn through random sampling. Data collection employed standardized psychological assessment tools, and analysis was conducted using correlation and regression techniques. Findings highlighted that prolonged exposure to video evidence led to emotional fatigue and cognitive overload. The weakness of the study is that, it narrowly focused on judges, omitting other court personnel.

Anomah and Amoah (2024), in their study titled Video Conferencing and Judicial Punctuality in Ghana, adopted a mixed-methods approach. The target population consisted of court administrators and support staff, with 85 participants selected through stratified random sampling. Questionnaires and interviews were used for data collection, and results were analysed through descriptive and content analysis. The study showed improvements in employee punctuality and procedural timeliness, though training deficiencies and generational gaps were noted. While the study is contextually relevant, it did not assess job performance. The current study adds depth by evaluating specific performance indicators such as work quality, collaboration, and adaptability.

Nguru (2023) conducted a study to examine the ICT integration and administrative efficiency in Nigerian Courts. The study used a correlational research design where a total of 100 court staff from three judicial districts formed the sample, selected through cluster sampling. Data were collected through structured questionnaires and analysed using regression analysis. The study found that video conferencing improved administrative efficiency but was hindered by infrastructure and training deficits. Though informative, it lacked detailed insights into employee behaviour and motivation. The present study fills this gap by examining how these factors interact with performance outcomes in the Tanzanian context.

Nkobogo (2021) examined the application of computer simulations in Tanzanian court procedures through an experimental design. 60 judicial staff were randomly selected as the sample. Surveys and performance monitoring tools were used for data collection, while ANOVA and descriptive statistics facilitated data analysis. The findings revealed improvements in employee confidence and comprehension of court processes. However, the study focused on simulations rather than real-time video tools. The current research bridges this gap by exploring

how video conferencing affects day-to-day task completion, decision-making, and professional communication among court employees.

2.1 Knowledge Gap

Empirical literature review reveals that video conferencing has been increasingly adopted across judicial systems to enhance communication, efficiency, and procedural outcomes. Studies conducted by Rezaee *et al*. (2024), Cortis *et al*. (2021), and Bleakley *et al*. (2021) have highlighted how courtroom video tools improve public perception, collaboration, and spatial dynamics in legal proceedings. In Tanzania, studies by Kaserero and Ramli (2023) and Nkobogo (2021) indicate a growing integration of ICTs in court operations, but these works primarily focused on e-filing systems and simulations rather than video conferencing itself. Moreover, while several studies examined either technological adoption or public and administrative outcomes, they often overlooked how video conferencing affects direct performance indicators among judicial employees, such as task completion, collaboration, adaptability, and motivation. Despite the growing adoption of video conferencing within judicial systems globally, there is a notable lack of empirical research investigating its direct impact on the performance of judicial employees in Tanzania, particularly at the High Court of Tanzania, Moshi Zone. This gap limits understanding of the effectiveness of video conferencing as a tool for improving judicial staff productivity and operational efficiency in the Tanzanian context. This study addressed this gap by investigating the effectiveness of video conferencing in enhancing employee performance in the High Court of Tanzania, Moshi Zone.

3. Methodology

This study adopted convergent research design under mixed methods research approach. This design involves collection and analysis of quantitative and qualitative data respondents (Creswell & Plano Clark, 2018). The target population for this study consisted of 119 staff members of the High Court of Tanzania, Moshi Zone. This included 7 Human Resources personnel, and 112 judicial staff, such as court clerks, ICT officers, magistrate and legal assistants. From this population, the study sample comprised 119 respondents, selected through census sampling, which was appropriate given the manageable size of the population and the need for comprehensive coverage to ensure accuracy and representation. In addition, 4 key informants,

including 1 Deputy Registrar, 1 Court Administrator, and 2 Judges, were selected using purposive sampling based on their roles and in-depth knowledge of judicial operations and video conferencing use. Data were collected using structured questionnaires and semi-structured interview guides. The questionnaires employed a five-point Likert scale to measure the perceived effectiveness of video conferencing, with the following interpretation ranges:

S/N	Categories of Responses	Interpretation
1	1.00–1.49	Not Effective
2	1.50–2.49	Small Effective
3	2.50–3.49	Moderately Effective
4	3.50–4.49	Effective
5	4.50–5.00	Highly Effective

Validity was ensured through expert review and peer debriefing. Quantitative data collected through the questionnaires were analysed using descriptive statistical methods, involving the use of percentages, means, and standard deviations to summarize participants' responses. The qualitative data obtained through interviews were analysed using thematic analysis. This involved familiarization with the data, coding, and identifying key themes relevant to the objectives of the study. Ethical considerations included obtaining a letter from Mwenge Catholic University and securing permission from High Court of Tanzania, Moshi Zone. The researcher also obtained informed consent, voluntary participation, anonymity, data confidentiality, and academic integrity through proper citation of sources.

4. Results and Discussion

4.1 Demographic Characteristics of Respondents

This section presents the demographic profile of the respondents who participated in the study. Understanding these characteristics is essential for contextualizing the findings and assessing the representativeness of the data. The key demographic variables considered include gender, education level, working department, and work experience as presented in Table 1.

Table 1: *Demographic Characteristics of Respondents (n=119)*

Gender	Frequency (n)	Percent (%)
Male	51	42.9
Female	68	57.1
Education level		
Diploma	34	28.6
Bachelor degree	74	62.2
Master degree	10	8.4
Doctoral degree	1	0.8
Working department		
Registry	102	85.7
Administration and human resources	8	6.7
Finance and account	3	2.5
ICT	3	2.5
Procurement and supply	3	2.5
Working experience		
Working experience	45	37.8
5-9 years	44	37
10 years and above	30	25.2

Source: Field Data (2025)

The demographic data presented in Table 1 provide valuable insights into the gender composition of respondents at the High Court of Tanzania, Moshi Zone, revealing that female employees slightly outnumber their male counterparts, accounting for 57.1% of the sample. This relatively balanced distribution, with a modest female majority, marks a noteworthy shift in a sector historically dominated by men and may be indicative of the growing impact of national efforts to promote gender equity, such as Tanzania's National Gender Policy. The presence of more women in the judiciary could reflect intentional recruitment and promotion strategies aimed at improving gender representation within public institutions. However, this finding stands in contrast to the study by Anomah and Amoah (2024), which highlights persistent gender disparities, particularly in leadership and decision-making roles, suggesting that while numerical progress may be evident at the general staffing level, significant gaps may still exist in access to higher-level positions.

In terms of education, the majority of respondents (62.2%) hold a Bachelor's degree, followed by Diploma holders (28.6%), and a smaller percentage with postgraduate qualifications, indicating a generally well-educated workforce capable of adapting to technological advancements like digital court systems. These findings support Archibong *et al*. (2023), who emphasized the positive role

of higher education in facilitating innovation adoption within the judiciary. Departmentally, an overwhelming 85.7% of respondents are concentrated in the Registry Department, which aligns with its central role in managing case files and interfacing with technologies like video conferencing and online case filing. This supports Arias and Macada (2021) observation that digital innovations in Tanzanian courts have primarily targeted Registry functions. However, this concentration may hinder broader institutional integration if other departments remain underexposed to such tools.

The findings on work experience show a well-balanced workforce within the High Court of Tanzania, Moshi Zone, with 37.8% of respondents having less than 5 years of experience, 37% with 5–9 years, and 25.2% with 10 years or more. This distribution suggests a diverse mix of employees, blending the energy and digital fluency of newer, potentially tech-savvy staff with the institutional knowledge and procedural expertise of more experienced personnel. Such a composition creates a favourable environment for mentorship, peer learning, and collaborative adaptation to new technologies like video conferencing. The presence of early-career staff can help drive enthusiasm and competence in digital adoption, while seasoned employees can provide critical insights into how these tools align with judicial norms and workflows. However, as Bleakley *et al*. (2021) caution, senior public servants may exhibit resistance to technological change if not sufficiently supported, highlighting the need for inclusive and continuous capacity-building strategies.

4.2 Effectiveness of Video Conferencing

To determine the degree to which this technology affects employee performance, this purpose was fulfilled by creating a series of structured Likert-scale questions intended to measure significant indicators of video conferencing effectiveness. These were the reliability of the system, how easy it is to use, effect on case handling speed, efficiency of communications, and general support it provides to employees in carrying out their judicial roles. Data was gathered from High Court of Tanzania employees, Moshi Zone who are directly affected by or involved in video conferencing during their daily tasks. The responses gathered were examined for the level of suggested effectiveness statements. The results summarizing these impressions are tabulated in Table 4.7 below.

Table 2: *Effectiveness of Video Conferencing in the High Court of Tanzania, Moshi Zone (n=119)*

Statements	NE (%)	SE (%)	ME (%)	E (%)	HE (%)	Mean	STD. Deviation
How effective is video conferencing in facilitating remote collaboration and teamwork?	9.2	5.9	2.5	27.7	54.6	3.97	1.371
How effective is video conferencing in reducing costs associated with in-person meetings?	9.2	11.8	4.2	22.7	52.1	4.03	1.189
How effective is video conferencing in improving employees' work-life balance?	6.7	8.4	3.4	38.7	42.9	4.12	1.283
How effective is video conferencing in enhancing employee engagement through face-to-face virtual interactions?	9.2	5.9	3.4	26.9	54.6	2.62	1.414
How effective is video conferencing in enabling efficient decision-making?	21.8	42	5.9	12.6	17.6	3.84	1.127
How effective is video conferencing in increasing productivity by eliminating commute time?	5.9	10.9	4.2	51.3	27.7	3.9	1.446
How effective is video conferencing in improving information sharing and knowledge exchange?	13.4	8.4	3.4	24.4	50.4	4.13	1.142
How effective is video conferencing in supporting flexible work arrangements?	6.7	5	3.4	37.8	47.1	4.12	1.283
How effective is video conferencing in fostering a more inclusive work environment for remote employees?	9.2	5.9	3.4	26.9	54.6	4.19	1.019
How effective is video conferencing in enhancing employee training and development opportunities?	0.8	12.6	0.8	37.8	47.9	3.97	1.371
Grand Mean						3.889	

***Key**: HE (5) = High Effective, E (4) = Effective, ME (3) = Moderate Effective, SE (2) = Small Effective, NE (1) = Not Effective*

Source: Field Data (2025)

The study revealed that a majority of staff at the High Court of Tanzania perceive video conferencing as an effective tool for facilitating remote teamwork and collaboration, with 54.6% rating it as highly effective and 27.7% as effective. The mean score of 3.97 further affirms a strong positive perception. This suggests that video conferencing has become an integral part of work processes, especially in ensuring that judicial staff remain connected and collaborative, even when not physically co-located. From a practical standpoint, this reflects a meaningful digital transformation in how judicial personnel operate. In the High Court context, seamless coordination among judges, magistrates, registrars, court clerks, and administrative officers is

critical for ensuring efficiency and timeliness. Video conferencing has facilitated virtual meetings, the exchange of legal documents, and real-time deliberations, all of which reduce the delays traditionally associated with physical presence. Anchoring these findings in STS theory, it becomes evident that the successful use of video conferencing demonstrates an effective joint optimization of both technical and social systems. The positive perception by staff indicates that the technology has been aligned with existing workflows and that users have adapted their roles and practices to accommodate and leverage this tool effectively. As one staff member noted,

> *"... video conferencing really helps us stay connected with colleagues from other zones. We don't have to wait for physical meetings anymore to make decisions or move forward with a case"* - (Judge 2, February 13, 2025).

This reflects a growing organizational shift towards embracing digital collaboration as not only a temporary solution during the pandemic but a lasting component of judicial operations, underlining the importance of investing in stable virtual infrastructure and user support systems. This perception aligns with Nkobogo (2024) argument that virtual communication technologies enhance the performance of distributed teams by facilitating rigorous interaction and maintaining work coherence. Khan *et al*. (2023) underscores that high Court staff acceptance of video conferencing for collaboration could also have been an outcome of pandemic-induced changes, which established virtual collaboration as a new workplace communication norm.

The perception that video conferencing significantly reduces costs associated with in-person meetings was strongly affirmed, with 52.1% of respondents rating it as highly effective and 22.7% as effective, resulting in a mean score of 4.03. This reflects a clear awareness of the financial advantages associated with virtual meetings, particularly in a public institution where resources are often limited. Video conferencing significantly reduces expenses related to travel, accommodation, and venue arrangements, aligning with observations by Cortis *et al*. (2021), who noted similar benefits in other public sector organizations. Interpreted through the lens of STS theory, these findings suggest a successful integration of technology into the social and operational fabric of the judiciary, where staff have adapted workflows to benefit from reduced costs without compromising coordination and communication. This joint optimization of technical tools and social practices not only enhances operational efficiency but also promotes

sustainable resource utilization, reinforcing the importance of continued investment in digital infrastructure to support long-term institutional performance.

In addition to this, the study also found that workers find that video conferencing is quite effective from the work-life balance perspective. Among the respondents, 42.9% said that it was highly effective with a mean of 4.12 whereas 38.7% marked it as effective. This indicates that the flexibility enabled by remote communication tools has positively impacted employees' ability to juggle professional responsibilities and personal life. By reducing or eliminating the need for daily commutes and allowing participation in meetings from home or other convenient locations, video conferencing has helped minimize time-related stress and physical exhaustion, issues commonly associated with rigid, in-person work environments. These findings are particularly important in high-stress institutions like the judiciary, where heavy workloads and long hours can lead to burnout. As Anomah and Amoah (20224) note, technologies that promote work-life integration are especially valued in such settings. The judiciary's capacity to support staff through flexible digital tools represents a form of joint optimization that enhances not just productivity but also employee satisfaction and morale. As one respondent shared,

> *"... with video conferencing, I can attend meetings from home and still manage to take care of my family, it has really reduced the stress I used to feel rushing between work and home responsibilities*" - (DR, February 14, 2025).

This suggests that video conferencing has not only streamlined operational processes but also contributed meaningfully to staff well-being, reinforcing the value of digital tools that support a healthier work-life balance. Rezaee *et al*. (2024) reported comparable results regarding the impact of flexible work arrangements facilitated by technology on employee stress and overall well-being. Thus, video conferencing not only revolutionized communication trends within the High Court of Tanzania, Moshi Zone but also helped establish a more compassionate and health-aware work environment.

Although video conferencing was generally perceived positively across various dimensions, employees at the High Court of Tanzania expressed notable scepticism regarding its effectiveness in enhancing motivation, as reflected in a relatively low mean score of 2.62, with only 26.9% considering it effective and 9.2% rating it as not effective. This indicates that while the platform

facilitates visual interaction, it falls short in delivering the emotional depth, interpersonal warmth, and relational energy typically associated with face-to-face engagement. Factors such as limited non-verbal communication, reduced spontaneity, and a more transactional tone contribute to a diminished sense of connection during virtual meetings. This finding aligns with Bleakley et al. (2021), who warns of "Zoom fatigue" as a psychological toll of prolonged video interactions, and Nguru (2023), who emphasize that genuine human interaction remains crucial in high-pressure environments like the judiciary to foster morale and sustained engagement. From a Socio-Technical Systems (STS) Theory perspective, this gap highlights a partial misalignment between the technological system and the social-emotional needs of employees.

The effectiveness of video conferencing in facilitating decision-making elicited mixed responses, with a mean score of 3.84. Notably, 21.8% of participants rated it as not effective and 42% as only slightly effective. This indicates that while video conferencing offers logistical advantages, such as faster meeting scheduling and more immediate discussions, it may not adequately support complex or sensitive legal decision-making processes. In the judiciary, where decisions often require deep analysis of legal facts, ethical dimensions, and procedural integrity, the limitations of virtual platforms become more apparent. The reduced availability of non-verbal cues, spontaneous dialogue, and the subtle dynamics of face-to-face communication may hinder collaborative judgment and consensus-building. This is supported by Cortis *et al*. (2021), who emphasized that virtual settings can constrain nuanced group deliberations, particularly when emotional intelligence and interpersonal sensitivity are needed. From a STS theory perspective, this suggests an imbalance between the technical system (video conferencing) and the social requirements of judicial decision-making. While the technology enhances efficiency for routine or administrative decisions, it does not fully meet the communicative and cognitive demands associated with strategic legal deliberations.

On the productivity factor, video conferencing performed well on the grounds of time saved from traveling. This is indicated by the mean rating of 3.90, with 51.3% of staff marking it as effective. The High Court staff appears to value the factor that video conferencing enables them to redirect time saved from traveling for work effort or personal recuperation, and thus possibly enhance output and job satisfaction. In towns such as Moshi, where traffic is typically a big problem, this facet of remote working is quite advantageous. As one respondent noted,

> *"... before, I spent nearly two hours just getting to and from work. Now, with video conferencing, I use that time to prepare better or rest, either way, I'm more productive*" - (Judge 1, February 20, 2025).

This indicates that video conferencing not only improves institutional efficiency but also fosters individual productivity by reducing commute-related fatigue and giving staff greater control over their time. Khan *et al*. (2023) further illustrated that workers who work from home have increased levels of productivity, partly due to the removal of the stress of commuting. This observation implies that video conferencing aids not merely organizational performance but also worker performance and well-being.

Employees also perceived video conferencing as an extremely useful tool for enhancing knowledge exchange and information sharing. This item had a high mean of 4.13, corroborated by 50.4% of the respondents rating this item highly effective. Online platforms facilitate easy screen sharing, file sharing, live editing, and instant communication, all of which are very important in a judicial environment where precision and timeliness are paramount. These features enable joint case preparation, procedural amendments, and in-house training sessions. Nkobogo (2021) noted that video conferencing promotes knowledge sharing and institutional learning since it enables various stakeholders to participate in real-time discussion and documentation. Cortis *et al.* (2021) shows video conferencing acts not only as a communication channel but as a knowledge management system within the High Court environment.

Video conferencing also ranked high as facilitating flexible work arrangements, with a mean of 4.12. Respondents also indicated that 47.1% marked it as highly effective, indicating that employees in High Court of Tanzania, Moshi perceive it to be beneficial regarding having more autonomous control over work. In the post-COVID work environment, flexibility is one of the prime expectations, and technologies that provide remote access and asynchronous collaboration are fundamental. Bleakley *et al*. (2021) argues that flexible policies can decrease absenteeism, foster mental health, and enhance motivation. Cortis *et al*. (2021) established a model whereby workers operating under flexible regimes have exhibited greater loyalty and job satisfaction. This assertion verifies that video conferencing allows High Court of Tanzania, Moshi Zone to embrace

new work paradigms in pursuit of business continuity while addressing various demands by workers.

The study found strong support for the view that video conferencing fosters a more inclusive workplace for remote employees, as evidenced by the highest recorded mean score of 4.19, with 54.6% of participants rating it as highly effective. This suggests a broad consensus among staff at the High Court of Tanzania, Moshi Zone, that virtual platforms significantly enhance organizational inclusivity by removing geographical and physical barriers to participation. In traditionally centralized institutions like the judiciary, where staff may be spread across various regions, video conferencing ensures that employees who are not physically present whether due to distance, health concerns, or administrative postings can still actively engage in meetings, discussions, and decision-making processes. This outcome reflects a positive transformation in organizational communication dynamics, enabling a more equitable distribution of voice and representation. As CA expressed,

> *"Even when I'm far from the office, I can participate the meeting and feel like I'm part of the team*" (CA, February 14, 2025).

This illustrates how video conferencing can reinforce institutional inclusivity, ensure equitable participation and help the judiciary fulfil its own principles of fairness, not only in rulings but within its internal operations. From the lens of Socio-Technical Systems (STS) Theory, the finding demonstrates an effective alignment between the technical system (video conferencing technology) and the social system (organizational values of participation and inclusion). By enabling broader access to institutional processes, the technology supports participatory design and shared engagement, key tenets of STS, which emphasize the importance of designing systems that meet human needs and organizational goals simultaneously. Dada and Rezaee *et al*. (2024) found that such inclusivity leads to better staff retention and innovation because different voices are constantly heard. The use of video conferencing by the High Court of Tanzania, Moshi Zone takes its dedication to equal access and participation to a new level, especially in a court of justice where fairness is a core pillar.

Finally, the research established that video conferencing was regarded as effective to carry out employee training and developmental programs. A mean score of 3.97 and 47.9% rating it highly

effective confirms that the employees value the option of learning without having to step out of the workplace or altering work habits. This highlights the value that judicial employees place on the convenience and accessibility of virtual learning, which allows them to participate in continuous legal education without leaving the workplace or disrupting their regular duties. Given the dynamic nature of the judiciary, where staff must stay current with evolving laws, policies, and procedures, video conferencing offers an efficient platform to conduct workshops, webinars, and other training initiatives to a broad audience simultaneously. These findings align with Dutton (2023), who notes that video-supported learning environments enhance skill retention and facilitate the transfer of knowledge, particularly when training is designed to be interactive and engaging. From the perspective of Socio-Technical Systems (STS) Theory, this outcome reflects successful integration of the technical system (video conferencing technology) with the social system (employee learning needs and organizational capacity-building goals). The technology not only meets practical demands but also supports the professional growth and adaptability of court staff, a critical factor for maintaining institutional effectiveness.

The grand mean score of 3.889 suggests that employees at the High Court of Tanzania generally perceive video conferencing as effective across various work functions. Positioned near the "Effective" category on the five-point Likert scale, this score reflects a high level of acceptance and integration of video conferencing technologies within the court's operations. The overall positive perception highlights its role in enhancing flexibility, reducing commute time, promoting inclusivity, and facilitating knowledge sharing. Despite minor variations in individual item responses, the grand mean confirms that most employees recognize the benefits of video conferencing in improving work processes and service delivery. This indicates strong institutional receptivity to digital tools, including online case filing, and growing confidence in technology as a key enabler of performance and efficiency in judicial functions.

5. Conclusion

Based on the study findings, it concluded that video conferencing was effective in enhancing employee performance within the High Court of Tanzania, Moshi Zone. Employees reported that video conferencing significantly improves collaboration, knowledge sharing, flexibility, and work-life balance, while also reducing travel-related costs and time. These benefits reflect a

successful alignment of technological systems with the social and operational needs of the judiciary, in line with Socio-Technical Systems Theory. However, the study also identified limitations, particularly in enhancing motivation and supporting complex decision-making, where face-to-face interaction remains critical. Overall, video conferencing has become an integral component of the court's digital transformation, enabling more inclusive, efficient, and adaptive work practices, though a blended approach combining virtual and in-person engagement is recommended to address its social-communicative gaps.

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Authors' Contributions

Anameli Mshiu was responsible for designing the research framework, conducting data collection, and drafting the initial manuscript. Dr. Nyanjige Mayala provided supervisory guidance, theoretical alignment, and critical review of the manuscript, while Dr. Gileard Minja contributed to data analysis, interpretation of findings, and final editing of the paper. All authors reviewed and approved the final version of the manuscript before submission.

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Competing Interests

The authors declare that they have no known competing financial interests or personal relationships that could have influenced the work reported in this paper.

Informed Consent

Informed consent was obtained from all participants involved in the study prior to data collection. Participation was voluntary, and confidentiality of responses was maintained throughout the research process.

Ethics Approval

Ethical clearance for this study was granted by the Research Ethics Committee of Mwenge Catholic University (MWECAU). The study adhered to the ethical guidelines and principles of the Committee on Publication Ethics (COPE).

Provenance and Peer Review

Not commissioned; externally double-blind peer reviewed.

Data Availability Statement

The data supporting the findings of this study are available upon reasonable request from the corresponding author. The data are not publicly available due to confidentiality and ethical restrictions.

Data Sharing Statement

No additional data are available.

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