

Analysis of Records Management and Organizational Performance

Dzifa Peggy TAGBOTOR¹
Reindolf Yao Nani ADZIDO²
Prosper Gameli AGBANU³

^{1,2,3}Ho Polytechnic, Faculty of Business & Management Studies, Ghana,

¹E-mail: dzifapeggy@yahoo.com, ²E-mail: reindee@hotmail.com, ³E-mail: gameliaqbanu@yahoo.com

Abstract *The purpose of this study is to determine the extent to which the information users' behaviour and proper records management contribute to the performance of an organization to ensure competitive survival. The purpose of records management in an organization, the records life cycle in an organization and electronic records management were thoroughly explored. Simple random sampling was used to select a sample size of 30 respondents. Based on the survey results, it was discovered that Ho Polytechnic as a tertiary institution does practice sound records management. It was observed that the institution's records management is shifting from manual to electronic system of managing records by using computers and internet. This allows the users to complete and submit the information on time. The electronic filing system prevents the users from making serious mistakes that could affect the operation and image of the institution. Training, supervision and control on records management skills are recommended for all relevant employees of the institution for efficient records management to promote better institutional performance.*

Key words Ghana, Ho Polytechnic, organizational performance, records management

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1. Introduction

Development of Records Management Programs in Ghana until 1930s, no formal records management programs were in place in Ghana. The government and private business kept records in whatever form they felt appropriate without the benefit of retention schedules, disposition guidelines or other formal information life-cycle procedures. The government, however, recognized that some controls needed to be implemented to manage the massive volume of Ghana. Government files being created. In 1934 the National Archives was established with the primary task of identifying records that should be retained as opposed to those that might be eligible for disposal. Before long, it became quite clear that the Ghana government needed a better, more efficient, more uniform way of creating, sorting and destroying its records. And so, the concept of records management was born.

In 1950s to 1960s, as the economy of Ghana continues to grow during the years, specialized records management facilities began to emerge.

During the 1970s, two new developments led to the expansion of the records management industry. First, computers were introduced to businesses and word processing software; documents could be produced at large quantities. Secondly, new legislation required businesses to start retaining records for certain time periods. These two factors, increase rate of documents production and required document retention drove the need for even greater levels of records management. At first, records management firms began to make use of electronic file storage. In 1980s two more new technological breakthroughs in records management and storage were introduced. First, bar code scanners were introduced. With these scanners, barcodes could be attached to files and boxes for identification later on. These improved the management control and security aspect of records management. The second new was the compact disks (CD) which were capable of storing thousands of documents in a very small space.

Finally, in the 1990s, computer technology advanced again and led to greater efficiency gains for the records management filed. With the advent of digital scanners, paper documents could be read and converted automatically into electronic files (Jones, 2003).

The primary function of records management is to facilitate the free flow of records through an organization, to ensure that information is available rapidly where and when it is needed. To carry out this function needs an efficient, effective records management program. By helping the users to do their jobs better and more easily, the records manager serves the company. Given that an organization's records are unique to it, they need to be managing explicitly, just as the organization would manage its other resources i.e. its people, money and estate.

Any organization established, public or private need to document its activities and this can only be done by creating records. Records contain information relating to organization's activities captured in reproduction from during the organization course of administration. Records display and confirm the decision taken, the actions carried out and the results of such actions, they support policy formation and management decision making, it protects the interest of the organization, the right of the employers, clients' citizens and help the organization to conduct its business and deliver its services in consistent and equitable ways (Langemo, 1994).

Record management is crucial to all organization: Unless records are managed efficiently, it is not possible to conduct business, to account for what has happened in the past or to make decisions about the future. Records are a vital corporate asset and are required to provide evidence of action and decisions.

Without proper information, a decision maker is never certain about the outcome of her decision according to Kennedy *et al.* (1994). And since the record management is the concern information, must flow throughout the organization in such a way that it can be tapped where it is needed. This can be possible in the presence of a good records management system. However, the way contribution of record management in administration of Ho Polytechnic is an area of growing concern and must be very poor in the near future than it is now.

1.1. Problem statement

The past twenty years has revolutionized the way in which information is generated and stored (Beastall, 1998). The rate at which records are supplied to the end- user has therefore increased drastically as a result of technological advancement.

Furthermore, the pace at which information is flowing from employer to employee at times makes it difficult for an employee to ensure that all records have been read before attempting to destroy them.

Some of the documents sent by the employer to the employee are so important that if these are destroyed without being read, an employee may find him/ herself far behind the normal operation of his/her organization. In support of the above statement, Mrwebi (2000) indicated that information plays a very significant role in the economic development of organization. It is increasingly used as a corporate resource to improve productivity, efficiency and effectiveness. In support of the above sentiments, Penn, Pennix & Coulson (1994) defined records as any information that is recorded on any physical medium, generated or received by a business enterprise as evidence of its organization, functions, policies, procedures, operations and internal or external transactions, and valuable because of the information it contains.

Correspondence is normally conducted manually or electronically through electronic mail or intranet (is a computer network that uses internet protocol technology to share information, operational systems or computing services within an organization. This term is used in contrast extranet, a network between organizations, and instead refers to a network within an organization). Documents such as policies, procedures, contracts, regulations, minutes, letters, memos, reports, circulars etc. are often available for employees to update or familiarize themselves with the normal operation of their organization. Ignorance of such documents may affect the competitive performance of an organization. This implies that information in the form of records is used by organizations via employees as a strategic weapon to gain a competitive advantage for the organization that creates, receives and uses them effectively (Mrwebi, 2000).

Most organizations do not have a good record management system. Ho polytechnic faces the same problem of record management. The records management in Ho polytechnic is very poor. Missing documents and improper filing systems are basic examples. Proper records management gives opportunity for promotions, pay increase and other motivations enjoyed by the employees and the management. Now that the Polytechnics are about to be converted into Technical Universities in 2016, how would be the fate of students, staff and corporate records management systems? These challenges motivated the researchers to examine the effect of records management on the organisational performance.

1.2. Research questions

- (1) Why is it necessary to have records management in an organization?
- (2) What problems are associated with records and information management in the organization?
- (3) What effect does proper record management have on an organization's performance?

1.3. Objectives of the study

- (1) To investigate the relevance of effective records management in the organization.
- (2) To identify problems associated with records and information management in the organization.
- (3) To examine the effect of proper records management on the performance of the organization.

1.4. Significant of the study

The finding of the study will not only be beneficial to the staff of the chosen institution (Ho polytechnic) but to the entire polytechnics in Ghana. The study provides insights into the contribution of records management on organizational performance. It also creates new methods and principles of records management to aid management of organizations in decision making. The study would help staff of the Ho Polytechnic to learn more as they provide answers to the questions. This study is a sort of additional guide to the polytechnic management to re-adjust in order to be stable in the competitive market. Future researchers can also use the study to do other work which has not been stated in this work.

2. Literature review

2.1.1. What is a Record?

In order to define records management, the concept "record" needs to be fully explored. A record is defined either in terms of the physical tangible format in which it appears, or in terms of the information it contains. It must be noted that records differ in format or size and have different contents, according to Yusof & Chell (1998), any definition of records is a pragmatic one. The definition change with the passage of time and as the profession gets involved in more complex issues.

Cornwell Management Consultants (2001) define a record as a document produced or received by a person or organization in the course of business and retained by that person or organization. Langemo (1995) further defines a record as the memory of the organization, the raw material for decision-making and the basis for legal defensibility. A record is viewed by Penn, Pennix & Couson (1994) as any information captured in reproducible form that is required for conducting business. Roberts (1998) states that records are information created, collected or received in the initiation, conduct or completion of an institution or personal activity. Based on the above definitions, the concept record can be defined as the end product of the business activity through which the performance of employees can be measured and thus enforce accountability. It is created or received by employees as evidence in the course of their normal operation in an organization.

2.1.2. Records Lifecycle

All records pass through a lifecycle. Basically, the record is created, actively used for a time, and then stored in case of queries or other referrals before it is too old to be of any further use. At that point it should either be destroyed or transferred to an archive as part of the permanent record of the organization. Often, the driver for the culling process is lack of space rather than any adherence to a cohesive policy.

2.1.3. Records Management

Personnel records management is important in all organizations. Often an employee has left the organization, in order to protect ongoing rights and interests of the employee and the organization. Langemo (1994) defines records management as the professional management of information in the physical form the time records are received or created through their processing, distribution and placement in a storage and retrieval system until either eventual elimination or identification for permanent retention in the archives. Kennedy *et al.* (1994) defines records management as a function of providing control of records from creation, or receipt through their processing, distribution, organization, storage and retrieval to their ultimate disposal.

The international standard organization on the other hand views records management as a field of management responsible for the efficient and systematic control of the creation receipt, maintenance use, and disposition of records management focuses on procedures and systems for the creation, storage retrieval and disposal of records.

2.2. The role of records management in an organisation

According to Sanderson & Ward (2003) the importance of records management is increasingly being recognized in organizations. It is therefore the responsibility of records managers to ensure that they gain the attention of decision-makers in their organizations. Gaining recognition is all about convincing management of the role of records management as enabling unit in an organization.

Employees require information in order to carry out their official duties and responsibilities efficiently and effectively in a transparent manner. Records represent major sources of information and are almost the only reliable and legally verifiable source of data that can serve as evidence of decisions, actions and transactions in an organization (Wamukoya, 2000). According to Northwest Territories (2002), the role of records management is to ensure that members of staff involved in different operations have the information they need, when necessary.

Among their other purpose, records also act as raw materials for research in various disciplines, including science research, which is an important ingredient of socio-economic development. Furthermore, records can be used as an information resource for strategic planning purposes. The service provided by records management is therefore of vital importance to both employees (end users) and organizational success. As outlined earlier, the primary function of records management is to facilitate the free flow of records throughout the entire organization. Most importantly, it remains the function of records management to ensure that an organization's records are safe for future reference (De Wet & Du Toit, 2000). According to Palmer (2000), the role of records management system is that it acts as a control system that reinforces other control systems such as internal and external auditing. The record environment that allows opportunities to commit fraud, once fraud, once fraud is detected; records can provide a trail for investigators to track the root of corruption. However, for records to be useful in this capacity, they must be accessible. According to Hare & McLeod (1979), organization kept records for information retrieval, evidence of organization's activities and compliance with regulations. In support of Hare, McLeod & Cowling (2003), they further identified four main reasons for motivating organizations to preserve records permanently as discussed below.

2.2.1. Administrative value

In the conduct of their business activity, organizations and individuals often need to consult records of their previous activities and decisions, for example to provide background information, establish the existence of a precedent or to substantiate or refute a claim or allegation. Records in this case are of utmost importance for an organization's administrative function.

2.2.2. Financial value

An organization needs long-term documentary evidence of the way in which funds were obtained, allocated, controlled and expended (budget). This includes budget records, which provide evidence of how income and expenditure were planned, and various accounting records documenting financial transactions.

2.2.3. Legal value

Legal records provide evidence of contractual obligations, duties and privileges agreed upon by governments' organizations or individuals. They provide record of matters such as property titles, charitable status and other legal and civil rights. They may be preserved as evidence of the decisions of governments, courts and other bodies or as the source of the authority for action taken by organizations or individuals.

2.2.4. Information value

Archives and records management departments are generally recognized as the primary source of materials for information and research into the history of society. They form a unique and indispensable record for researchers such as historians, scientists, geographers, sociologists, statisticians etc.

To summarize, it may appropriate to indicate that records exist in order to remind organizations of their previous activities. Hounsome (2001) noted that while records management may seem boring to many, it is hard to under-estimate the role played by records management in organizations. The records are the corporate memory of the organization, evidence of what was done and why it was done. They provide information for different organizational purposes, such as decision-making, financial accountability, performance measurement, strategic planning and research.

Without divorcing themselves from the above scholars, Sanderson & Ward (2003) further explored the role of records management in an organization as follows:

- To avoid the cost of litigation or failure to comply with regulatory bodies.
- To prevent the loss of intellectual property or loss of corporate learning/ corporate memory.
- To prevent loss of information from disasters or theft and ensuring business continuity.
- To maximize the efficiency of operation and usage of information.
- To respond in a timely and effective way to requirements of customers.
- To promote executives and their organizations from loss of reputation and credibility with the general public, customers etc. by demonstrating good practice and providing accountability for their actions.

Records need to be recognized as a vital and reusable asset, a source of content of content, context and knowledge (Sutcliffe, 2003). Organizations are currently involved in knowledge management. Records management should be seen as an enabling/support function towards knowledge management. The argument should be that without records, an organization would lose a wealth of knowledge produced by its employees during daily operation.

2.2.5. The Nature of the Records Management Function

The above argument is strengthened by Wamukoya (2000) who identifies three domains constituting the role of records management in an organization. They include business domain, accountability domain and cultural domain.

Business domain

For organizations to function properly and effectively, they depend on accurate and reliable records management. According to Northwest Territories (2002), an organization creates and keeps records so that it can keep track of what its members have done and what was decided.

The business domain requires that records must be produced and maintained to support the essential activities of an organization in the following manner:

- Serving as the basis through which decisions are taken to ensure consistency and reliability.
- Providing evidence of the organization's daily operation
- Ensuring competitive performance.

Although business transactions are increasingly being conducted electronically, both within and between organization, records should still be kept to support and fully document all business, legal, fiscal social and historical needs (Pember, 1998).

Technological advancement should not destroy the legacy of record keeping. Instead, it should develop the speed at, it should develop the speed at which records are created, kept and managed.

Accountability domain

Palmer (2000) viewed accountability as a particularly crucial governance element and refers to holding officials of organizations responsible for their actions. Without records, there can be no accountability and no rule of law. A good records management system is essential for supporting financial management, accountability and transparency (Palmer, 2000)

As a reliable tool of evidence, records ensure that the organization has met its defined financial, legal, social or moral obligations. In all accountability forums, records are consulted as proof of activity by senior managers, auditors or by anyone inquiring into a decision, a process or the performance of an organization or individual. Organizations should therefore maintain accuracy and reliability in their record management systems. Failure to manage records properly has been a contributory factor to corruption in most organizations. Members of the public also rely on records to criticize, question and hold officials of the organization accountable. According to the University of the State of New York (1994), accurate, reliable and trustworthy records are the cornerstones of effective programmes for auditing and accountability. Palmer (2000) indicates that authentic and reliable records provide a link between an authorization assigned to a particular person and the date of the activity. They can serve as evidence to identify abuse, misuse and non-compliance with financial instruction and other laws and regulations. Consequently, records management provides a preventative, credible restraint against corruption and fraud. Palmer (2000) further indicated that strategic records management for accountability should focus strongly on:

- Training records managers to identify and control documents as well as recognize areas of fraud and corruption.
- Developing core competencies in maintain records and engendering professional ethics among records managers.
- Raising awareness about records management and its role in establishing efficient systems for the management of organization's records.
- Standardizing systems and document formats.
- Encouraging a climate conducive to keeping and using records properly.
- Developing awareness of anti-corruption measures, arranging workshops and training for auditors on how records can be manipulated and misused.
- Participating in records management research on accountability.

In the absence of strong records management control systems, documents can easily be disorganized, concealed, lost, stolen, destroyed or otherwise tampered with. The loss or inaccessibility of documents results in increased opportunities for corruption and fraud to flourish (Palmer, 2000). According to Wamukoya (2000), it remains the duty of records managers to make other employees in their organizations aware of the importance of information in general and records in particular in supporting decision-making, accountability and good governance. According to Cowling (2003), evidence of past action is the basis of all forms of accountability; it is captured as records. For records to retain their value as evidence, they need to be preserved and managed. Management needs to cover the whole life cycle of the records produced, irrespective of format.

Cultural domain

This domain believes that records are preserved and made available to members of society for posterity and historical research. Since records document organizational history over time, they provide the basis for writing organizational history for the benefit of new members. Valuable records are therefore kept permanently for future reference. Records, if well managed, have the potential of providing the most meaningful resource (information), by which employees could present themselves as honest, well-meaning and accountable.

Wamukoya's theory on the importance of records management may be summarized with reference to Northwest Territories (2002), whose approach to the role of records management in an organization is viewed as follows:

- Helping organizations to provide services in an orderly, efficient, consistent and equitable way.
- Supporting policy and management decisions.

- Supporting current and future research activities.
- Helping organizations meet legal obligations and protecting them against lawsuits.
- Helping to protect the rights of the public by keeping organizations accountable.
- Building corporate memory.
- Preserving the history of organizations.
- Reducing costs, minimizing duplication, improving retrieval times, providing more cost-effective records options and streamlining disposal of records.

Adequate records management enables an organization to make good decisions, deliver quality services and provide evidence of its business. It is further essential for the provision of access to information.

2.3. Advantages of a good records management system

Records are indispensable to the efficient and economic operation of organizations. They serve as organizational memory, the evidence of past events and basis for future action. When created, maintained and disposed of in a systematic and orderly fashion, records are tremendous assets to an organization (State of Montana, Montana Historical Society, 2002).

Records are invaluable. Keeping complete records from the beginning can save time and money. Records are also viewed as an important tool to ensure that obligations of an organization are met. Furthermore, they are also of value for reference and management decisions. Accuracy of records will also prevent excessive residues by ensuring that withdrawal time has been met (Poultry Industry Council, 2004).

A good records management system should be brief, understandable and easy to update. According to the Academy of Business Excellence Limited (2003), advantages of good records management are as follows:

Enabling organizations to keep track of its progress

Records show whether sales are up to or down, which clients are spending and which are not and whether any changes are needed. Without adequate documentation, making reliable business forecasts or looking back to see where an organization has been successful in the past is considerably more difficult.

Fundamental to the preparation of financial statements

All organizations rely on their financial statements to decide on future action. Financial statements are necessary when dealing with banks and creditor and also allow for quick and systematic access to information on assets, liabilities and equity related organization.

Reliable source to identify the source of income

Organizations receive money and property from a variety of source on a regular basis. By using accurate records, they can identify where their various receipts come from and separate non-business receipts from taxable income.

Acts as supplement to organizational memory

Without an adequate records management system, organizations would not be able to claim deductible expenditure. When tax falls due, it could be a loss, which could be particularly detrimental to organizations. Records are therefore of crucial importance to any organization's tax returns. They need to reflect the income, expenditure and credits that organizations note on their tax returns. Furthermore, keeping good records will ensure that organizations have accurate figures available for official inspection at all times. This would also help during auditing and financial reporting.

In trying to emphasize the above advantages, the State of Montana, Montana Historical Society (2002) indicated that the benefits of a well-organized records management system are to save space, money and time.

According to Hounsome (2001), a sound records management programme will have the following effects in the organization:

- Information will be easily accessible to and retrievable by any authorized users.
- Productivity will be improved and costs reduced through easier access to records and less time spent looking for information.
- More timely, better management decisions are likely to be achieved if a complete source of information is readily available.
- Accountability will be improved.
- The organization will be able to meet legal commitments concerning the management of recorded information, including responding to requests based on freedom of access to information.
- Improved information integrity and preservation of corporate memory will be possible.

All organizations need to manage the information they create and accumulate in the course of their activities. Without good information management, no institution can function efficiently since legal, financial and administrative transactions must be documented and the reference and research requirements of the institution need to be served.

Poor information management means that organization may lose part or all of their corporate memory; records documenting the development of functions and data on research carried out may be destroyed or misplaced. Surviving material may be without order and control, thus losing its value as evidence and resulting in over-dependence on individual memory. Such lack of control results in loss of accountability for an organization's actions. Corruption and mismanagement in relation to problems of time and cost are likely to occur (Cowling, 2003)

According to Gross (2002) it not only cost business more money, such as that spent on purchasing of additional filing cabinets, files folders and additional off-site storage, but business also loses efficiency and staff time when records cannot be quickly located and retrieved as they are needed.

In summary, planning for and investing in the management of recorded information will result in improved customer service and lower cost.

2.4. Causes of Poor Records Management Practices

According to the State of Montana, Montana Historical Society (2002) and Hounsome (2001), there are many causes of the problem of poor records management practices:

- Lack of records management policies and procedures. Are they adequate? Are they philosophically consistent across the organization?
- Lack of qualified staff such as a records manager and archivist. Will the experience and qualifications of the existing staff be suitable for managing a records management programme?
- Records management costs that are not immediately apparent. Cost may only become significant over a period of time and thus not attract management's attention.
- Limited resources to implement a system according to requirements (legislation). Is the number of staff and other resource adequate? Is the records retention and disposal schedule in place? Has this been approved by legal services?

In a word of change, information has become the most dominant resource in the success of organizations and at the same time, organization have to meet increasing regulatory and legal requirements. The management of recorded information, irrespective of form or format, is more vital to organizations than ever before (Sanderson & Ward, 2003).

In its response to change, records management has moved along with several conceptual frameworks, from archives to information management. Now the discipline has to acquire another framework, derived from information and communication technology (Yusof & Chell, 1999). Linking records management with avoidance of failure is a key to success (Sanderson & Ward, 2003).

3. Methodology of research

3.1. Description of the Study Area

Ho Polytechnic is the Premier Tertiary Institution in the Volta Region. The Polytechnic started in 1968 as a Technical Institute with the primary objective of providing pre-technical education. By 1972, the Institute made tremendous progress and upgraded its courses. In 1986, the institution metamorphosed

into a Polytechnic. However, it was not until 1993 that it got full backing of the Law (Polytechnic PNDC Law 321) to become a full-fledged tertiary institution that offers Higher National Diploma (HND) and degree programmes. Ho Polytechnic is the hub of technological and practical education in the Volta Region. The Polytechnic Law (PNDC Law 321) was replaced in September 2007 by the Polytechnics Act (Act 745). The choice of study area was Ho Polytechnic in the Volta Region because it is a Tertiary Institution made up of a large number of students, teaching and non-teaching staff who form the base line of the study.

This will help solicit information from them being the bases on how Human Resource records management has affected both the individual and the organization as a whole.

- The researchers preferred Ho Polytechnic because, Records keeping in all the Polytechnics, is the same. This means that the data that will be collected in Ho Polytechnic may be the same as in the rest of the Polytechnics. As a worker of the Polytechnic for over three years, access to relevant data and information will be easier.

3.2. Vision

The vision of the Polytechnic is to become a reputable technological institution contributing actively to national development by providing career-focused education and skills training to the highest level possible and exploiting opportunities for conduction practical research in close collaboration with business and industry.

3.3. Mission Statement

The mission of the Polytechnic is to:

- Maintain a conducive teaching and learning environment.
- Promote the training of highly-skilled and competent manpower imbued with entrepreneurial skills in partnership with other institutions and industry.
- Provide opportunities for and conduct practical research to advance economic growth.
- Provide expert service to satisfy societal needs.
- Pursue the diversification of funding sources to support institutional activities.

While carrying out this mission, due regard will be paid to gender sensitivity, the needs for the physically challenged and respect for the environment.

3.4. Objectives

- To deliver the best source to the stakeholders.
- Teaching and Research.

3.5. Population and Sample Size

The targeted population of the research was centered on employees of Ho Polytechnic. The staff strength is Five Hundred and Seventy-six (576). The Polytechnic is made up of senior members, senior staff and junior staff; both Teaching and Non-Teaching Staff. Responses came from both sexes so long as they were part of the targeted population. The study covered a sample size of (30) employees comprising of senior staff and junior staff. This sample was chosen in order to minimize cost. Based on the homogenous characteristics of the population, sample size of 30 was chosen, and it is enough representation because not all employees manage records in the Polytechnic.

3.6. Sampling Techniques and Design

Sampling is the process of selecting a small number of people from the population for the study. This is done because it is often impossible to involve all members of the population in the study. Sampling technique describe how you go about selecting your sample size.

The researchers used probability sampling and specifically simple random sampling. In simple random sampling technique, every individual is chosen randomly and entirely by chance, such that each individual has the same probability of being selected since the population is homogenous in nature. This means that each member of the population made up of staff of every Department of the polytechnic

relating to staff records management had the chance of being selected. This method was used in selection to avoid any bias in the research in order to get a true representation of the population.

3.7. Methods of Data Collection and Analysis

The researchers used questionnaires in the collection of primary data from respondents. Questionnaire is made up of series of questions or items written down for people to respond to and later submit to the researchers (Saffady, 1998). Questionnaire is a general term that includes all techniques of data collection in which each person is asked to respond to the same set of question. It is effective for gathering information about practices and conditions that form opinions and attitudes to the subject of study. This method gives independence to respondents to provide the required responses. It gives confidentiality to the respondents because names were not attached. The secondary data were extracted from the Ho Polytechnic’s database, internet, journals, and other relevant publications. Microsoft office Excel (2010) and statically Package for Social Sciences (SPSS) was used to analyze the data in the study.

4. Results and Discussions

This section provides demographics and the analysis of the data gathered from the field. Here, the summarized data from the respondents are presented in tabular form: frequency tables, percentages, and simple bar charts were the main statistical techniques used in the analysis of this data. The software which has been used for this topic is SPSS (Statistical Package for the Social Scientists).

4.1. Statistical Analysis

Table 1. Personal Profile Frequency Tables

R. Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	14	46.7	46.7	46.7
	FEMALE	16	53.3	53.3	100.0
	Total	30	100.0	100.0	

R. Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HUMAN RESOURCE	8	26.7	26.7	26.7
	FINANCE	4	13.3	13.3	40.0
	REGESTORY	3	10.0	10.0	50.0
	FASHION	6	20.0	20.0	70.0
	ELECTRICALS	5	16.7	16.7	86.7
	AGRIC ENGINEERING	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source: Field Data, July, 2014

The frequency table above represents the respondents’ gender and department. Thirty (30) questionnaires were administered, and the total 30 had been returned and male represents 46.7% and

female represents 53.3% and the department is highly dominated by human resource department with 26.7%, 20.0% for fashion, 16.7% for electrical, 13.3% for finance and agric engineering and 10.0% for registry respectively.

Table 2. Policies relating to records management:
 (Whether the department has developed a policy relating to records management in the organization)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	27	90.0	90.0	90.0
	NO	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Source: Field Data, July, 2014

Records management policy provides guidance in establishing and maintaining records management system. Lack of it and non-compliance are the main causes of poor records management.

The frequency table above shows that respondents irrespective of department agree that their department develop a policy relating to records management in the institution. 90% of the respondents agree that their department has developed a policy relating to records management and 10% only was obtained for those who disagree with this statement. This implies that the total six departments covered in the institution indicated that their departments have put in place a policy regarding records management.

Table 3. Applicable filing systems available in the selected departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FILING SYSTEM AND CLASSIFICATION	4	13.3	13.3	13.3
	MANUAL/PAPER RECORDS	9	30.0	30.0	43.3
	E-RECORDS	17	56.7	56.7	100.0
	Total	30	100.0	100.0	

Source: Field Data, July, 2014

The table above shows that the various departments in the institution are highly using the electronic applicable system in term of records management. In the light of this table a percentage of 56.7% is obtained for e – records. 30.0% was obtained for manual/paper records and 13.3% only was obtained for filing system and classification.

This indicated that the six departments covered in the institution are moderately equipped with electronic devices in terms of records management. This shows that the institution has embarked on e – records management which permits easy storage, sorting and retrieval of information and protect documents against unauthorized persons.

Table 4. Whether the institution has skilled records management staff to undertake records management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	28	93.3	93.3	93.3
	NO	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source: Field Data, July, 2014

With this statement, respondent irrespective of their department agree that they have skilled records management staff to undertake records management system. 28 of the respondents agree with the statement so the percentage of 93.3% and 2 of them disagree with the statement so a percentage 6.7 was only obtained for them.

Table 5. Whether recordkeeping systems enable one to identify the location of records in the departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	28	93.3	93.3	93.3
	NO	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source: Field Data, July, 2014

According to table 4, 93.3% of respondents agree that the records keeping system enables them to identify the location of records in their various departments. Only 6.7 of them disagree with the statement. This implies that records management enables respondents for easy retrieval of information for their day to day activities in their various departments.

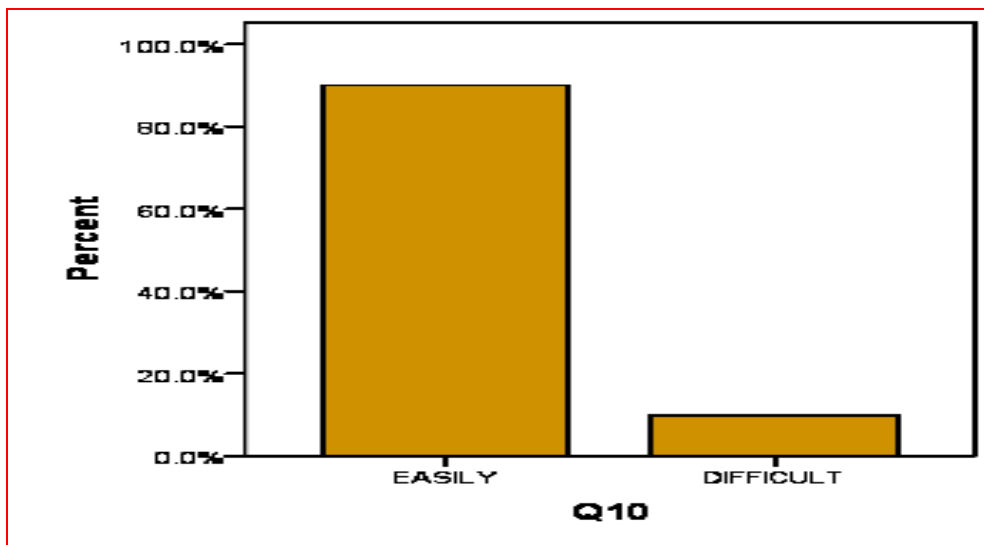
Table 6. Electronic records management (whether the department has electronic records management system for personnel records)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	25	83.3	83.3	83.3
	NO	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Source: Field Data, July, 2014

According to table 4, it clearly shows that the majority of respondent irrespective of their department confirmed that their department has electronic records management system for personnel records with 83.3% to improve record-keeping system in the institution therefore, the minority with 16.7% claim for training process to improve upon their skills regarding to electronic system for personnel records management.

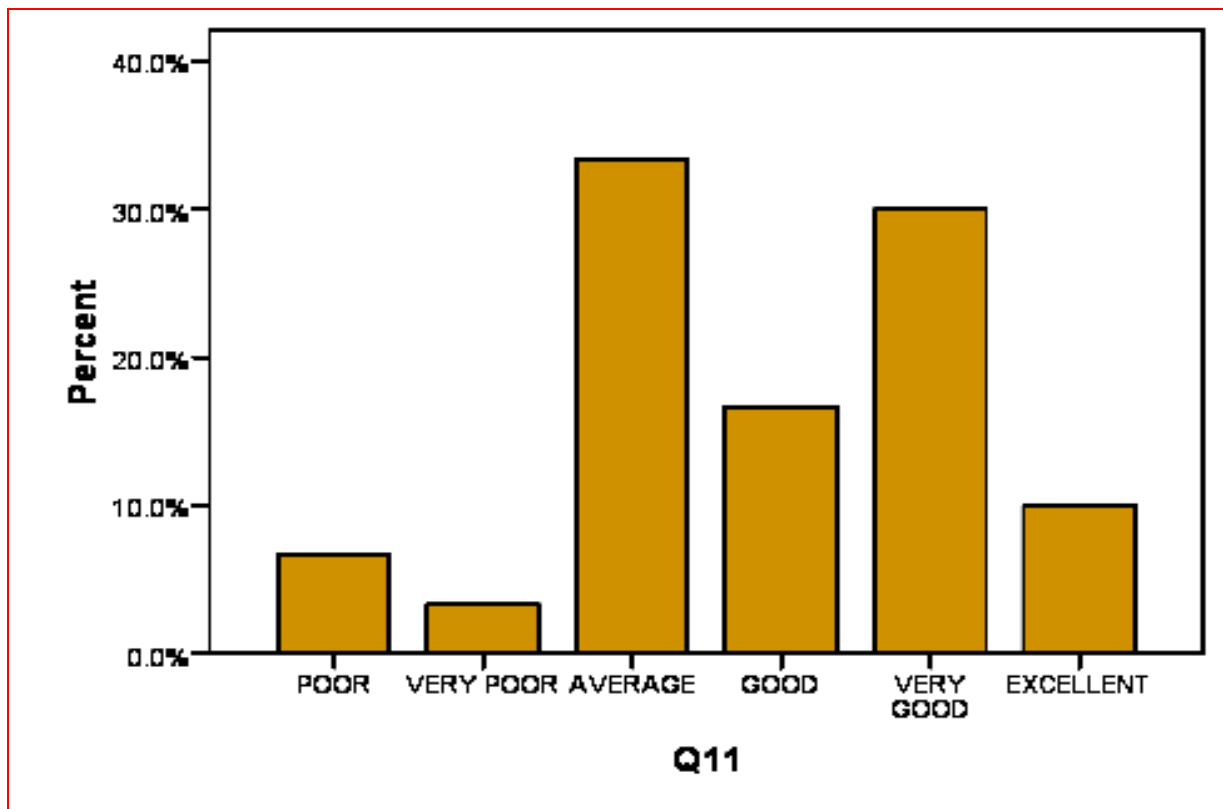
Figure 1. Accessibility of the storage area for personal records



Source: Field Data, July, 2014

According to figure 1, the charts show that majority of respondent confirmed that it easy for them in terms of Accessibility of the storage area for personal records with a percentage of 90% and the minority claimed for difficulties in terms of Accessibility of the storage area for personal records with 10% in percentage. This means that some of respondent are not provided with effectives tools relating to records management process.

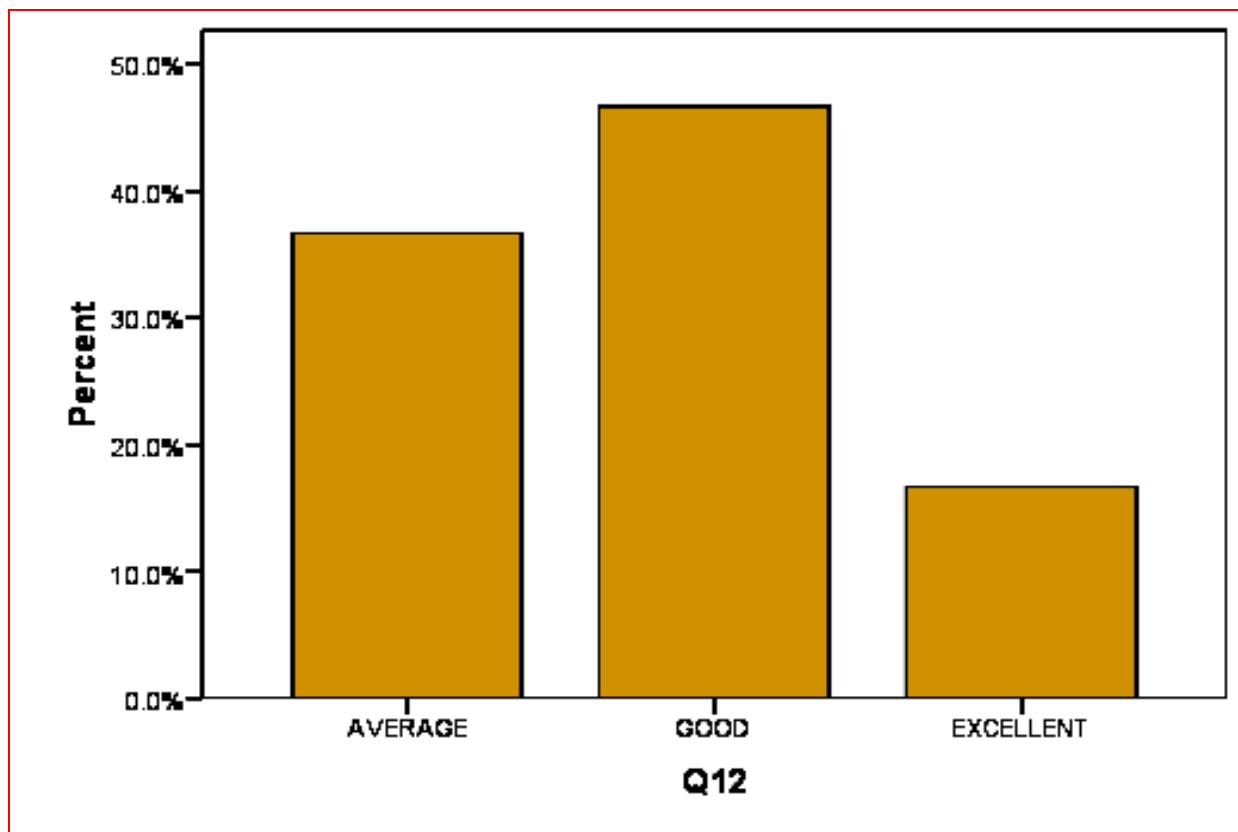
Figure 2. Effectiveness of records management in the polytechnic



Source: Field Data, July, 2014

Figure 3, clearly shows that the respondents irrespective of their department have diverse view relating to records management in the institution and as result, according to them it is moderately effective due to some circumstances below discussed. For this reason, the charts indicated that about 33.3% of respondents confirmed that the effectiveness is averagely and 30.0% of them declared that the effectiveness is very good. Good obtained 16.7%, excellent 10.0%, 6.7% for poor and 3.3% for very poor.

Figure 3. The impact of records management on performance of the polytechnic



Source: Field Data, July, 2014

The impact of records management on the performance of the polytechnic is positive. This is shown by the figure 3 respondents from the selected six departments affirmed that records management has good impact on the performance of the polytechnic with a percentage of 46.7%, 36.7% proved that it has averagely impacted the performance of the institution and rest with a percentage of 16.6 proved it to have an excellent impact on the performance.

Through two open ended questions answered by respondents revealed that most respondents are using e-records management system, this confirmed the frequency table above (see table 2). Indeed the process depends on the power, sophisticated electronic devices and required skills in terms of good use of the system effectively.

Unfortunately the institution does not have any power generating plant to keep the records management processing devices on when the power goes off.

Furthermore, the required devices to carry out the records management process seems to be inadequate and the required skills to carry out the records management process effectively are lacked. These seem to hinder the performance of the institution slightly.

The following suggestions were made by them as far as the challenges are concerned to improve records management in the institution. Since the manual records management does exist, the respondents stated that e-records management processing devices should be provided, giving of opportunity for on the job training for those responsible for records management system and provision of power generating plant in terms of power supply.

5. Conclusions

The study examined comparative analysis of records management and organizational performance.

Case study and survey strategies were used. Survey questionnaires were issued to 30 respondents selected using simple random technique. Microsoft office Excel (2010) and statically Package for Social Sciences (SPSS) was used to analyze the data collected. Under this, percentage frequency tables and simple bar charts were used to analyze the data from the field.

The study revealed that there is a sound records management practice in the organization. The organization had developed records management manual and policies and the policies are being implemented and put into practice. There is improvement of filing procedure manual and adequate personnel to keep records. The study further revealed that training is not taken for the existing personnel in charge of the records keeping so as to speed up the records management. This revealed that only few individual are trained. Lack of training in records management can hamper an organization's performance.

If employees do not have guidelines on how to operate and not trained about how to use filing systems, productivity cannot be improved. It can therefore be concluded that records management training was insufficient. These findings provide answers to the research questions in the chapter one. The study has few limitations; yet, it is a good piece of work that will add to the existing body of knowledge.

6. Recommendations

To maintain appropriate records management systems in Ho polytechnic to improve its performance, the following are the recommended:

6.1. Electronic Records Management

The existing electronic records management system in all the departments needs to be improved. This will assist in the managing of records and controlling the pace of which promotion and other benefits are paid. Additionally, records would be more easily stored and retrieved. An electronic records management system will also assist in addressing the issue of long process and incomplete documentation on files. Like any other program, electronic records management also has its weaknesses. The fact is that electronic records management relies on electricity for retrieval; it is also advisable to the Ho polytechnic to introduce backup system which can be used when there is no electricity. The polytechnic may lost unsaved records at the time of power failure and if backup system is implemented, the chances of losing records are limited.

6.2. Training

The polytechnic should ensure that every staff involves in handling records in the polytechnic undergoes training to guarantee total quality training in the long term. Training should be conducted by outside consultants and by senior members who are qualified enough in records management.

6.3. Supervision and Control

There should be a proper supervision to enable records managers to keep effective records in the polytechnic and the management must take control of records management so as to secure records in the institution. Standards need to be set; actual result need to be measured; and deviations need to be corrected immediately.

6.4. Diffusion

Other Polytechnics and Universities as well as other corporate organisations will find this study useful in their records management systems for better performance.

6.5. Future Research

This study serves as a useful basis for future researches. Future researchers can expand the scope of the study to other sectors of the economy so as to come out with in-depth results.

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