

CERTIFICATION

The under signed certifies that he has read and hereby recommended for acceptance by the Open University of Tanzania a dissertation entitled ***Efficacy of Personnel Record Keeping in Managing Human Resources in Higher Learning institutions in Tanzania: A case study of The Open University of Tanzania*** . This is in partial fulfillment of the requirement of the award of Degree of Masters of Human Resources Management

.....

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Supervisor

.....

Date

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DECLARATION

I, **Mwanahamisi Mikidadi** do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university of a similar or any other degree award.

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Signature

.....

Date

DEDICATION

This work is dedicated to my beloved husband Mr Christopher C. Mushi, my daughter Catherine and my son Collin Sylvester whose love, moral support, inspiration and devotion make my life worth living throughout the period of my career. To my beloved parents the late Mr. Mikidadi Senkondo and Mrs.P.Senkondo who took me from a girl to a woman, I do appreciate for their struggling which brings me in unexpected yet, for the matter I will always love and remember them.

ABSTRACT

The main objective of this study was to examining the efficacy of personnel record keeping in managing human resources in higher learning institutions in Tanzania, The Open University of Tanzania was chosen as a case study. The study used qualitative and quantitative approach and had a sample of 83 respondents. The study applied stratified and convenience sampling techniques. Primary and secondary data were collected whereby questionnaires, interview and documentation were used to collect data. Generally respondents ranked level of success attained in different areas with respect to the contribution of record keeping medium level. Importance of personnel record keeping, accuracy of personnel record, success and challenge in personnel record keeping were areas assessed. More than 80% of the respondents indicated knowing the importance of record keeping in decision making. However 77% of the respondents said that the contribution of record keeping decision at OUT is average. Success brought about from the process of record keeping at OUT were ranked medium, level identified were availability of information, easy retrieval of information and help in facilitating decision making. However 72% of the respondents said that there is no effective data base at OUT hence clarify inefficiency to accurate records. Several challenges were identified including poor working environments, lack of personal record policy, lack of integrity, lose of documents/file and poor communication system. Generally the study shows that personnel record keeping is very important in decision making therefore OUT management needs to take measure to improve personnel record keeping infrastructure and develop personnel record management policy.

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LIST OF ABBREVIATION

FASS	Faculty of Arts and Social Sciences
FBM	Faculty of Business Management
FSTES	Faculty of Science, Technology and Environmental Studies.
HoDs	Head of Departments
HRM	Human Resources Management
HRMO	Human Resources Management Officer
HQ	Head Quarter
ICE	Institution of Continuing Education
ICT	Information and Communications Technology
OUT	Open university of Tanzania
RMA	Record Management Assistant

CHAPTER ONE

1. INTRODUCTION

1.1 Background Information

Human resources are organization's key resources and are the mostly value asset who individually and collectively contribute to the achievement of its organization objective. Due to its importance therefore organization should employ right number of people at right place and at right time. However organization should be aware of the needs of its employee, understand and evaluate their needs in order to make its employee perceive their job as part of their personal life and not routine obligation.

The importance and value of human resources then create a need for the management to have their information in terms of their academic qualifications, age, sex, date of employment. That being the case then personnel record keeping found to be very important in any organization in order to realize organization goal. In general record keeping has undergone transformation from manual record keeping to computerized record keeping.

Tanzania had made enormous strides over the past decade in improving records and information management within government. However, there are still significant records management challenges to be addressed, particularly given the limited resources. Records management was not generally well understood in terms of its contribution to supporting decision-making, delivering services, ensuring accountability and transparency, and safeguarding the evidence of government

activities. A national Records Management Policy had provided a framework within which the records and archives of the United Republic of Tanzania could be managed in accordance with statutory requirements and international standards. Changes to legislation were needed as Tanzania made the transition to e-government. The Records and Archives Management Act (2002) also needed to be reconsidered to take account of electronic records issues as well as the Limitation Act (2002), Evidence Act (1969), National Security Act (1970), 'cyber laws', and any planned Access to Information and Data Protection legislation (IRMT, 2007).

Staffs are among an organization's most important and usually most expensive assets, HR are resources that must be deployed to maximum advantage. The proper management of personnel records can make a significant contribution to organizational objectives by ensuring that information is available to take decision and to protect the rights of both the state and individuals. Personnel systems are closely linked to payroll system which means the positive impact upon personnel records will affect the overall budget of the organization.

Personnel record system should run effectively whether it is purely paper based environment or the emerging electronic environment. Personnel records support the business needs. Good personnel records are necessary to allow the best use of available staff and promote efficiency in the organization. The records help the organization to make good use of resources and help an accurate source of data, which can be used in other information systems through the organization. There are strong links between personnel management and management of payroll and control

pensions expenditures. Personnel records provide the authority for the payment of salaries and benefits to employees. HR department of any organization will have to know how many people work for the organization, who are they, where they are, their responsibilities, and how effective they are.

However HRD will need to know their qualifications, competencies, dates of promotions and retirement of staff data for strategic plan to their organizations. Without this information it is impossible to deploy and manage staff effectively. In Tanzania, steps had been taken to establish a digital records management programme but, as in other countries, the facilities for storing digital records, including trusted digital repositories, had yet to be built.

Within government agencies, facilities for managing records according to international standards were often lacking and were almost non-existent for digital records. Digital records were stored on various recording media in computer rooms with poor environmental controls. There was little documentation and little attention to their continued accessibility in relation to changing technology (Lowry and Thurston, 2011).

While the importance of computerized in record keeping in managing human resources is well recognized in private sector, the public sector seems to lag behind in adoption and application of computerized in conducting various procedures. Most recent research work have concentrated more on computerized records management in private sector where the competition is high and technological advances move fast (Chachage, 2005; Flynn 2001).

1.2 Statement of the Problem

The Open University of Tanzania report titled “Organizational Analysis of the Open University of Tanzania” (OUT 2004 PP.Viii) recognizes the significance of human resource record keeping. Since then several efforts were done to address the record keeping problem including the introduction of Human Resource record management Policy and introduction of sophisticated method of the file tracking system. Despite all these efforts, the challenges of managing personnel record keeping still exist. This study therefore attempts to examine the magnitude and effectiveness of record keeping in managing Human Resources in Higher Learning Institutions citing specifics from Open University of Tanzania.

1.3 Objectives of the Study

The study was guided by the following objectives

1.3.1 General Objective

The general objective of the study was to evaluate the effectiveness of record keeping in managing human resources in public institutions.

1.3.2 Specific Objectives

Specifically, the study was guided by the following objectives:

- a. To identify the importance of personnel record keeping in making decisions related to human resources in higher learning institutions.
- b. To assess the accuracy of personnel information record in planning and controlling human resource in higher learning institutions.

- c. To determine the successes and challenges related to record keeping in management of human resources.

1.4 Research Questions

The study was designed to answer to the following research questions:

- a) What are the importance personnel records keeping in making decisions concerning human resources?
- d. How accurate are records of personnel information in planning and controlling human resource in higher learning institutions.
- b) What are the successes and challenges registered in record keeping in managing human resources?

1.5 Significance of the Study

The study is significant for various reasons. First, is to generate knowledge on the effectiveness of managing personnel record keeping in managing human resource in Tanzania. This knowledge is very useful to policy makers, planners and managers of public institutions. The study might also raise issues that are of importance for public servants involved in keeping records in various institutions. Secondly, it is useful for promoting e-governance in Tanzania and adhering to the principles of accountability and transparency in handling public affairs. Thirdly, the study is so useful for academicians who are interested in the field of human resource management in general and record keeping in particular. It is expected that the implementation of ICT plans in countries such as Tanzania will improve the quality of life of people through greater access to information. The research highlighted the current efforts

taken to achieve this noble goal of better quality of life for Tanzanian society as stipulated in Vision 2025 of the United Republic of Tanzania.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

Records management can be defined as the discipline and organizational function of managing records to meet operational needs, accountability requirements and community expectations, and further, systematic control over the creation, handling, processing, filing, storage, retrieval and disposal of records. Electronic records management is simply the use of electronic equipment, such as computers, to manage records (Knowledge one corporation, 1996).

Unlike technologies that are applicable in a few specific industries, information technologies have a wide range of applicability across almost all industries. In today's corporation, untold sums of monies have been, are and continue to be invested in purchasing, customizing, installing and maintaining computerized information systems and their associated data warehouse (Simon, 2006).

All public and private offices have to generate personnel record keeping because it play a vital role in providing the information needed by organization to manage and pay their staff members, plan their workforce requirements and monitor staff performance. The goal of personnel records management is to ensure that information contained in personnel records support transparency and organizational accountability and enable accurate audit by creating and protecting human resource records as reliable evidence (Armstrong, 2008).

According to IDS (2002) the benefit of computerized human resources management system are increasing access to Human Resources data. Government regulation requires that certain information be maintained on employee and Personnel record keeping in personal file can fulfill those requirements. Personnel file can serve as a useful source of information for the company by tracking the employee experience and accomplishment when evaluate candidate for new assignment or promotions.

Worldwide, HRM deals with the ways in which organizations manage their staff to improve their performance. The best function of Computerized Human resource information system is to hold data about employee. This information which may relate to both existing and former staff will include personal details, as well as data about employee job, including grade, pay, benefits, hours, location, job description or role definition, entitlement, attendance and labor turnover, leave, skills, performance, discipline and grievances, career history, qualification and job evaluation. All of these personnel record keeping can support strategic decision making in managing Human resources. These personnel record keeping also will support utilization of Human resource through manpower planning, recruitment and selection, employee motivation, performance monitoring and appraisal, industrial relations, provision management of employee benefit, employee education training and development (Armstrong, 2008).

2.2 Overview

The literature review focused on both theoretical and empirical literature. Definitions of key terms are given, the major theories are explained and the policy guidelines and

regulations are also tackled. Literature review established gap from other studies related to this study. The gap was fulfilled by this study.

2.3 Theoretical Review

This comprises of definition of key concepts and theories govern record management, key concept like human resource management and records management are defined to make the reader conversant with the concepts as they had been used by the researcher. Different theories govern record management.

2.2.1 Definition of Key Concepts

2.2.1.1 Human Resource Management

Human Resources Management deals with the ways in which organizations manage their staff to improve their performance. It involves the hiring, firing, promotion and transfers of staff; the use of monetary and non-monetary rewards to motivate employees; and the management of work within the organization (the extent of team work, job flexibility, participation in decision making, etc.) (Armstrong, 2008).

Human resource management refers to the management both individually and collectively of an organization most variable resource, the people it employs. Human resource management of individuals tends to achieve the following functions: manpower planning, recruitment and selection, employee motivation, performance monitoring and appraisal, industrial relations, provision management of employee benefit, and employee education training and development (Armstrong, 2008). In this study, this later definition of Armstrong (2008) will be adopted because it shows

clearly the functions involved in human resources management and therefore fits better for the purpose of this research.

2.2.1.2 Records Management

The word ‘record’ comes from Latin “*recordum*” meaning the testimony of a witness, and thus a record came to mean a text of evidential weight’. Records by their very nature provide proof of the activities of organizations or persons within a society. Thus records serve as evidence of the rights and obligations of individuals, organizations and governments (IRMT & ICOR, 1999).

Different writers in office management have tried to come up with various definitions in their attempt to explain what the term records management means. Little (1956) said “records management involves creation, distribution, maintenance, retention, preservation, retrieval and disposal of records”.

On the other hand Gupta, (1994), defines records management as “The area of office management which is concerned with making, administering, retaining, submitting and disposition of the records of an organization”. Also Ghosh (1994) define records management as “The management control of records which must be maintained systematically and preserved with due care as prevent loss or mutilation” Furthermore, in the Encyclopedia of library and information science volume 25 by Allen Kent, defined record management as “Means of planning , controlling, directing, organizing, training, promoting and other managerial activities involved with respect to records creation, records maintenance and use, and record disposition”.

This study will use records management as tasks of ensuring that recorded information is managed economically and effectively in order to create, use and dispose it so that right records are to be available to the right person at the right time.

2.2.1.3 E-Government

E-government can be defined as “the use of information technology to support government operations, engage citizens, and provide government services” the e-government definition focuses on the use of ICT to provide services in support of Government operations. While there is still no definitive outcome for the use of the terms, the term e-government will be used as per the second definition, thus focusing on government or public services through the use of ICT.

2.2.2 Theories Governing Record Management

The study adopted the hybrid record life-cycle theory. This theory is derived from the records life-cycle and records continuum theories which are the most dominant theories in the archival and records management field.

2.2.2.1 Records Life-Cycle

Records life-cycle is the core concept in the field of records management. It is popularly used as a framework for managing public sector records in eastern and southern Africa (Ngulube and Tafor 2006). According to the life-cycle records management framework, records pass through various conceptual stages during their life. Different scholars present these stages differently. For instance, Charman(1984), Hardcastle (1989), Hare and McLeod (1997), and Penn, Pennix and Coulson

(1994) share the view that records pass through an active or current phase to a semi-active or semi-current state and then to a non-active or non-current stage. The evolving nature of the records life-cycle concept and the advent of information technologies made scholars visualize more stages in the life-cycle concept. Furthermore, in light of the systems thinking theory where everything is connected to everything else, one may argue that the stages of the records life-cycle are subsystems that constitute the model as opposed to compartments perceived by those opposed to the model.

2.2.2.2 Records Continuum

The proliferation of information and communication technologies (ICTs) and the perceived shortcomings of the records life-cycle motivated scholars to suggest a records continuum model in the field of records management (An 2001; Flynn 2001; Upward 2000; 2005). Theorists such as Frank Upward, Sue McKemmish, Barbara Reed and Don Schauder adopted the records continuum model as an alternative to the records life-cycle to cater for electronic records (Chachage 2005; Flynn 2001). Furthermore, some scholars favored the records continuum theory as opposed to the life-cycle model because they argued that it combined records management and archival activities in the management of recorded information.

The Canadian archivist Jay Atherton proposed the term ‘continuum’ to describe Maclean’s concept. Atherton was the first person to show the difference between the records continuum and records life-cycle (Upward 2000). The Standards Association of Australia (1996) defines records continuum as a consistent and coherent regime of

management processes from the time of the creation of records (and before creation, in the design of records keeping systems), through to the preservation and use of records as archives. Thus in the continuum model the records management process is regarded as a continuous activity that focuses on the operations that produce records (Bantin 2002). Specifically, the records continuum model was developed in the 1980s and 1990s (Shepherd and Yeo 2003).

The main emphasis in the records continuum model is the participatory nature of the design phase whereby archivists or records managers and systems designers participate in the designing of the system and the involvement of both the archivists and records managers in the continuum of records keeping. The model is also based on the realization that records continue to live after the non-current phase of the records life-cycle. In support of the participatory approach, one could also argue that without the participation of archivists and records managers in the system design stage, records may disappear in the subsystems due to a lack of records management and archival knowledge on the part of corporate information systems designers. Furthermore, if records management professionals are not involved in the design phase, some records might not be captured in the system (Chachage, 2006).

As the records life-cycle, the continuum theory is concerned with managing records from creation to disposal from current systems either by destruction or long-term preservation in some form of archive. However, the major difference between the two theories is that the latter deconstructs the custodial mentality (in the postmodernist sense), which is perceived to be unattainable in the digital world, and

further advocates the involvement of both records managers and archivists in the continuum of managing records.

2.2.2.3 Hybrid Records Life-Cycle Theory

The hybrid model is suitable for managing records in the African business context. In this context, the traditional records life-cycle can be used as the backbone of the proposed hybrid conceptual model because studies have shown that the theory is popular in many countries in sub-Saharan Africa (SSA) (Ngulube and Tafor 2006).

It is evident from a participatory design viewpoint that the pre-natal stage of the records continuum model is an important aspect in records management systems designs, therefore, the hybrid theory blended the prenatal stage of the records continuum and all stages of records lifecycle theory as the foundation of the research. The blended theory that will guide this study is called a modified records life-cycle theory or hybrid records life-cycle model. The attributes of the hybrid model are as follows:

- Pre-natal phase: In this stage a participatory design approach is considered. Records managers and archivist, management and other stakeholders participate in the records keeping system design.
- Current phase: Records creation or receipt, storage and maintenance for administrative use. Activities are the creation and capture of records and accessibility of records.
- Semi-current phase: In this phase records are rarely used, the phase involves on site or offsite storage of records in records centers. The major activities are

transferring records to the records centers or intermediate storage for efficient accessibility and space management purposes.

- On-active phase: At this stage records have finished their active life and are not needed for immediate use in the current records systems. At this phase records are disposed of either by destruction or transfer to some archive depending on their enduring value (Chachage, 2006)

2.3 Review of Empirical Studies

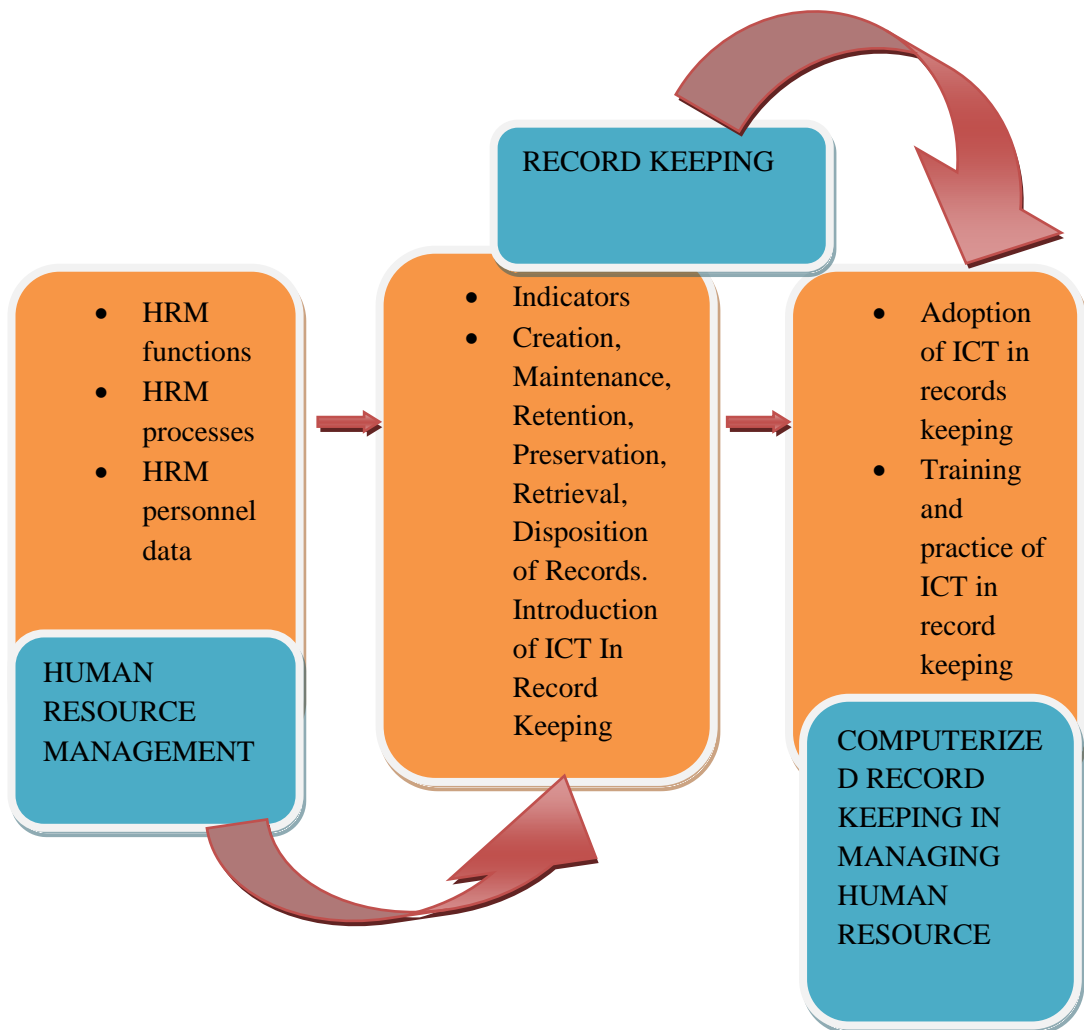


Figure 2.1 Conceptual Framework

2.3.2 Empirical Literature

Records are the informational documents used by an organization/institution to carry out its functions/roles. According to Gupta (1993: 155), the term “*records*” includes *all forms of information processing media used by an organization in the form of correspondence, invoice, minutes, and vouchers, book of accounts, register and files*”. They usually contain a tangible evidence of the activities performed by the organization. Records management is the task of ensuring that recorded information is managed economically and effectively in order to create, use and dispose it so that right records are to be available to the right person at the right time.

In modern community we all depend on records whether in business or for social club activities on which the records should be kept in the convenient way so that they can be accessed when required. If no records maintained like sales, purchases, credits, employee history and the like, the situation would obviously be chaotic considering the limits of the human memory and the office would experience duplication of work and lack of evidence for office transaction.

2.3.2.1 Stages in Records Management

Records management involves a number of stages which involves the creation, distribution, maintenance, retention, preservation, retrieval and disposition of records. According to Gupta (1994), stages in records management involves the followings: First It involves writing data in suitable forms. The data is recorded for a specified time period. Storage of records: Records are properly classified and put into separate file covers and folders. The folders are then kept in suitable filing

equipment. The records should be stored at an easily accessible place and should be properly protected. Maintenance of records is very much essential for effective management. Secondly is retrieval of records: Involves location and issue of files for reference purposes and tracing the unreturned ones. Thirdly it involve disposal of records: The records and documents that are no longer required are destroyed to avoid needless storage costs whereby valuable documents are retained for future use.

2.3.2.2 Objectives of Records Management

Different writers like Arora, (1980) and Gupta (1994) have tried to analyze the objectives or purposes of records management as follows:

Barometer of progress: Records reveal the progress of an organization. The performance of the organization during different time can be compared to know the trend of progress. Future of reference: Records constitute the reservoir of information (memory) relating to the organization, management can use this information for taking vital decisions. Reduction of errors: A business can minimize errors and prevent frauds by maintaining up to date and accurate records. Legal evidence: Records serves as a written proof of the transactions in case of legal disputes.

Efficiency: A good system of record keeping makes available to management the required information with speed and accuracy. It helps to improve the efficiency of office operations.

2.3.2.3 Forms of Keeping Records

Records are stored in various forms that can be grouped as paper forms and non-paper forms. The records created on paper forms include files, correspondence,

reports, cartographic maps etc. Records which are created on media other than paper include microphotography or microfilming, x-rays films etc. The common paper forms on which records are kept are files and forms. Filing is a form of records keeping which provides means of preserving records of business transactions. In filing document and paper are filed so that they may be available when required. As part of records management, filing involves systematically classifying, coding arranging and placing of records in storage. Thus, filing is the systematic arrangement and keeping of business correspondence and records so that they may be found and delivered when needed for future reference. It is basically a core of records management.

2.3.2.4 Principles of Records Management

According to Gupta,(1994), an efficient system of records keeping must be based on fundamental principles given below: Justification: The purpose for which records are kept must be justifiable. Classification: Records should be properly classified. Without proper classification the analysis and location of records will be very difficult. Verification: A record should be capable of verification. It will be of little value unless it is verifiable. Simplicity: Records should be maintained in a simple manner and according to the requirements of the organization.

Accuracy: Records should be maintained accurately so as to minimize the chances of errors and frauds. Availability: Records should be kept in such a way that the required information is available quickly. Economy: The cost of maintaining records should be reasonable. Flexibility: The system of records keeping should be elastic in

capacity. It should be capable of being expanded or contracted according to the changing requirements of the enterprise.

2.4 Policy Review

The Government of Tanzania has taken very impressive steps to develop policies, laws and regulations for the management of Government records, such as the Records and Archives Management Act and the national Records Management Policy. These were positive changes and other countries could benefit from Tanzania's example.

A cautionary note was that while new policies and regulations would require certain actions to be taken, there also needed to be compliance mechanisms and accountability structures to ensure that policies and procedures were followed. There needed to be mechanisms to monitor compliance and to follow up with remedial action where required (IRMT, 2007).

The Records and Archives Management Department contributes to the efficiency, effectiveness and economy of the Government of the United Republic of Tanzania by: ensuring that public offices follow good record keeping practices; establishing and implementing procedures for the timely disposal of public records of no continuing value; advising on best practices and established standards in record keeping in the public service; and establishing and implementing procedures for the transfer of public records of enduring value for preservation in the National Archives or such other archival repository as may have been established under this Act (Act, 2002).

2.5 Research Gaps

In the review of the literature, many issues have been addressed, especially the issue of human resource management as it is practiced in various areas in the world. The issue of general record keeping in various areas was also well addressed as the record keeping is one key area in managing human resources. However, the gaps in literature identified were that there are still few readings on the personnel record keeping in managing human resources in higher learning institution in countries such as Tanzania. That being the case, this research aimed at bridging this gap by assessing the effectiveness of personnel record keeping in managing human resources using a case of Open University of Tanzania.

CHAPTER THREE

3.0 METHODOLOGY

3.1 Overview

This section presents the research design, the study area, the sampling procedures, data collection methods and data analysis procedures.

3.2 Research Design

The study was conducted using a descriptive design. This design ensures that data collected are analyzed and findings are reported in order to establish a better understanding of a physical or social phenomenon. The descriptive design combined both qualitative and quantitative approaches where both qualitative and quantitative information was involved in the study.

3.3 Study Area

The study was conducted at the Open University of Tanzania's Head Quarter (Dar es Salaam). It targeted people who are involved in record keeping in relation to human resources management. Dar es Salaam was selected because it is a center of various activities in Open University of Tanzania and there are many records kept at the Head Quarter offices which are located in Dar es Salaam.

3.4 Population

The target population of the study were officers who are involved in records in public institutions in Dar es Salaam. This population included also human resources

management officers, Head of Departments, Deans of the various Faculties and Directors from different Departments who manage human resources .

3.5 Sampling design

3.5.1 Sample Size

The study selected a sample 12 Human Resources Management Officers, 9 Record Management Assistant, 5 Deans of the Faculties, 2 Directors and Head of Departments and 42 staff members who make the total sample of 83 respondents.

Table3.1: Sample Size

1	Human Resource Management Officers	12
2	Record Management	9
3	Deans of The Faculties	5
4	Directors	2
5	Head of Departments	13
5	Staff Members	42
	TOTAL	83

Source: Research Data (2013)

3.5.2 Sampling Procedures

The study applied purposive sampling procedure. This procedure is non-probability sampling method which involves respondents found in the area of study without randomization. This method was applied because all respondents were readily available in their offices and was willing to give information.

3.6 Data Collection Methods

Data collection methods involved in the study were observation, interview and questionnaires.

- i) Observation methods of data collection was used to assess whether the computerized record keeping facilities have been established and how they function in these public institutions. This method helped the researcher to collect nonverbal responses from the respondents.
- ii) Questionnaire which included structured and semi-structured questions. This method was used to collect data quickly and gave more freedom (in terms of time and flexibility) to respondents.
- iii) Interviews were used in order to obtain more in-depth information.

3.7 Data Analysis Methods

Data collected were analyzed using various computer packages such as Microsoft Excel and Statistical Package for Social Scientists (SPSS) for quantitative data while qualitative data were analyzed using content analysis methods in which emerging issues and patterns were grouped under one category using content analysis matrix and analyzed systematically.

CHAPTER FOUR

4.0 DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter explores and describes the information from the collected data. It answers all research objectives by analyzing the data with respect to each research variable. The study aimed at evaluating the effectiveness of record keeping in managing human resources in public institutions. Ways used to present results are graphs, tables obtained from SPSS and text. To assure extensive and cross-section results details were presented with regard to research objectives and a pattern of respondents components that include Staff, Deans and Heads of Departments (HoDs), Human Resources Management Officers (HRMO) and Record Management Assistants (RMA).

Respondents sex distribution were 31 (73.8%) male and 11(26.2%) female and the age of the majority 17 (40.5%) range between 30 to 39 years followed by 10 (23.8%) whose age range between 40 to 49 years old. Most of the respondents (76.2%) had postgraduate education level, respondents with graduate education level were 9(21.4%) and 2.4% had college education level.

On the case of work experience 20(47.6%) had experience of 0 to 5 years followed by 5 to 10 years while 14.3% had experience which was above 20 years. Below is the table which describes Directorates and Departments in which respondents belong.

Table 4.1 Staff Demographic Data

		Frequency	Percent
Sex	Male	31	73.8
	Female	11	26.2
	Total	42	100.0
Age	20 – 29	3	7.1
	30 – 39	17	40.5
	40 – 49	10	23.8
	50 – 59	4	9.5
	above 59	8	19.0
	Total	42	100.0
Level of Education	College	1	2.4
	Graduate Education	9	21.4
	Post Graduate Education	32	76.2
	Total	42	100.0
		Frequency	Percent
Work Experience	0 – 5	20	47.6
	5 – 10	12	28.6
	10 – 15	3	7.1
	15 – 20	1	2.4
	20 and above	6	14.3

Source: Research Findings (2013)

Table 4.2 Respondent's Department/Directorate

		SEX		Total
		Male	Female	
Directorate/Department	Sociology and Social work	1	2	3
	Accounting and Finance	3	2	5
	Economics	2	1	3
	Administrator	2	0	0
	Estate	2	0	2
	Adult Education	3	0	3
	Political Science and Public Administration	2	1	3
	Geography	1	0	1
	History	1	0	1
	Foundation Studies	4	0	4
	Leadership and Governance	2	0	2
		SEX		
		Male	Female	Total
Directorate/Department	Linguistic and Literary Studies	5	4	9
	Marketing and Entrepreneurship	1	0	1
	Policy Planning and Administration	1	0	1
	Journalism and Media Studies	1	1	1
		31	11	42

Source: Research Findings (2013)

Table 4.3 Demographic data for Deans, Directors and Head of Departments

		Frequency	Percent
Sex	Male	18	90.0
	Female	2	10.0
	Total	20	100.0
Age	30 – 39	1	5.0
	40 – 49	13	65.0
	50 – 59	4	20.0
	above 59	2	10.0
	Total	20	100.0
Administrative position in the organization	Assistant Dean	1	5.0
	Coordinator	1	5.0
	Dean	4	20.0
	Director	1	5.0
	HoD	13	65.0
	Total	20	100.0
Level of Education	post graduate education	20	100.0

Source: Research Findings (2013)

Total number of Deans, Assistant Deans, Directors and Head of Departments were 20, among these male respondents were 18(90%) while 10(10%) were female. The age of most of these respondents range between 40 to 49 years which is equal to 13(65%) followed by 50 to 59 years 4(20%) and above 59 years were 2(10%). With regard to their administrative position in the organization head of departments were 13(65%) and Deans were 30%. Generally all had post graduate education level.

The Directorate or Departments from which Deans and Head departments belong were Education, Faculty of Arts and Social Sciences, Faculty of Business Management, Faculty of Science Technology and Environmental Studies, Faculty of Law, and Undergraduate Studies. 30% of the sample experiences were between 0 to 5 years.

Table 4.4: Demographic data for RMA and HRMO

		Sex		Total
		Male	Female	
Age	20 – 29	1	3	4
	30 – 39	3	10	13
	40 – 49	4	0	4
	Total	8	13	21
Position in the organization	HRMO-Faculty	2	3	5
	HRMO-Head Quarter	4	3	7
	RMA-Faculty	1	4	5
	RMA-Registry	1	3	4
	Total	8	13	21
Level of Education	College	2	7	9
	Graduate Education	1	1	2
	Post Graduate Education	5	5	10
	Total	8	13	21
Work experience	0 – 5	4	9	13
	5 – 10	3	2	5
	10 – 15	1	2	3
	Total	8	13	21

Source: Research Findings (2013)

The other group of respondents was Human Resources Management Officers (HRMO) and Record Management Assistant (RMA) whereby female percentage was 61.9 larger than male percentage which was 38.1%. In this group the age of most respondents 61.9% was between 30 to 39 years. Their positions in the organization were HRMO-Faculty, HRMO -HQ, RMA-Faculty, and RMA-Registry. Most of the Human Resource 10(47.6%) had degree and postgraduate education level and 9(42.9%) Record Management Assistant had college education. Of these respondents 61.9% had experience between 0 to 5 years.

The Importance of Personnel Record Keeping in Making Decisions

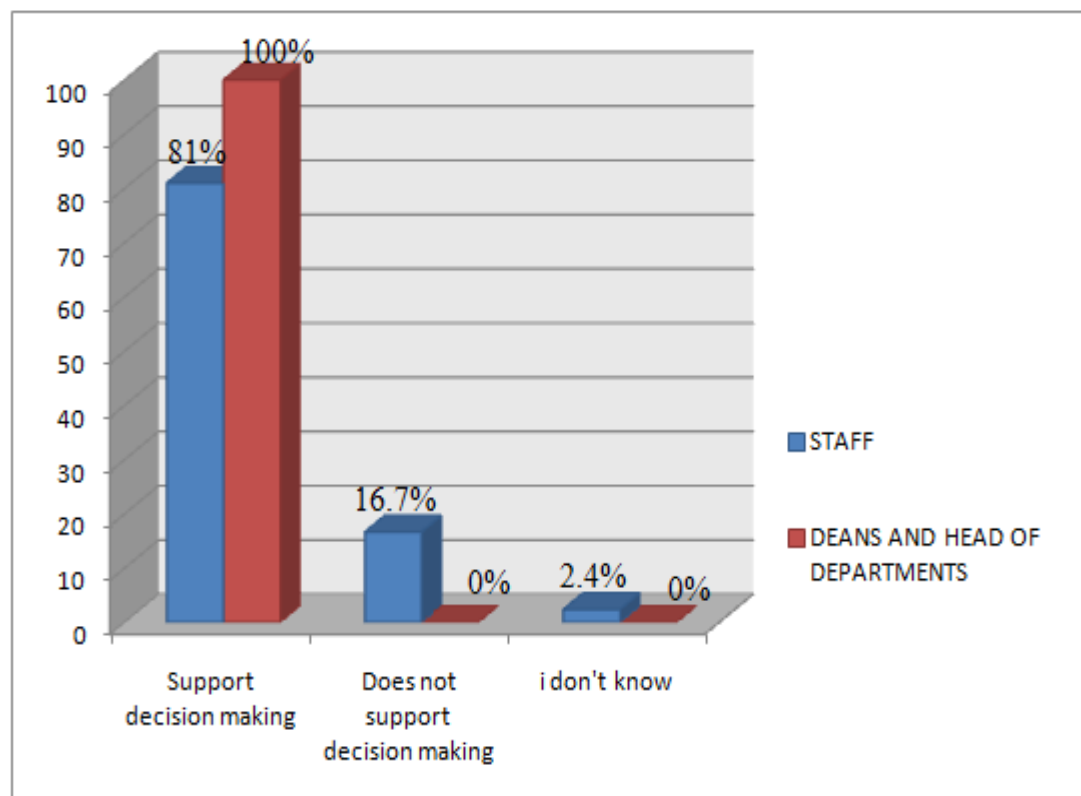


Figure 4.1: The Importance of Personnel Record Keeping In Decision Making at OUT

Source: Research Findings (2013)

Finding basing on the importance of personnel record keeping in making decisions concerning human resources indicates that all group of respondents agrees to the fact that record keeping is important in decision making. This implies that if all of them are well trained on keeping personnel record will contribute much to having accurate records for better decision making. Accurate record keeping can be obtained with contribution from both Management and staff in updating information.

Table 4.5: Benefit of Personnel Record Keeping in Making Decision

	Yes		No	
	Frequency	Percent	Frequency	Percent
Recruitment	17	40.5	25	59.5
Transfer	4	9.5	38	90.5
Salary Increment	21	50	21	50
Promotion Decision	15	35.7	27	64.3
Disciplinary Measure	4	9.5	38	90.5
Deployment	4	9.5	38	90.5
Contract Renewal	9	21.4	33	78.6
Succession Plan	7	16.7	35	83.3
Termination Benefits	2	4.8	40	95.2
Award/Recognition	6	14.3	36	85.7
Training and Development	15	35.7	27	64.3

Source: Research Findings (2013)

The Table 4.5 .above shows that 64.3% respondents (staff) did not benefit from personnel record keeping in making decision while only 35.7 benefited from personnel record keeping. The following are areas that personnel record keeping

does not have any contribution, Termination benefits (95.2%), Disciplinary measures (90.5%), and Deployment (90.5%), Award/recognition (85.7%) and Succession plan (83.3%). However, respondents mentioned the following few areas on which personnel record keeping is helpful; 17 (40.5%) of the respondents said it helps in recruitment decision making, and 35.7% said it is helpful in promotion, training and development decision making. This results clearly indicate that, decision making at OUT either does not go through with the record or the record kept at OUT is not accurate for supporting decision making.

Researcher also wanted to know the rank of contribution of personnel record keeping to decision making. Figure 4.2 reveals the findings as indicated.

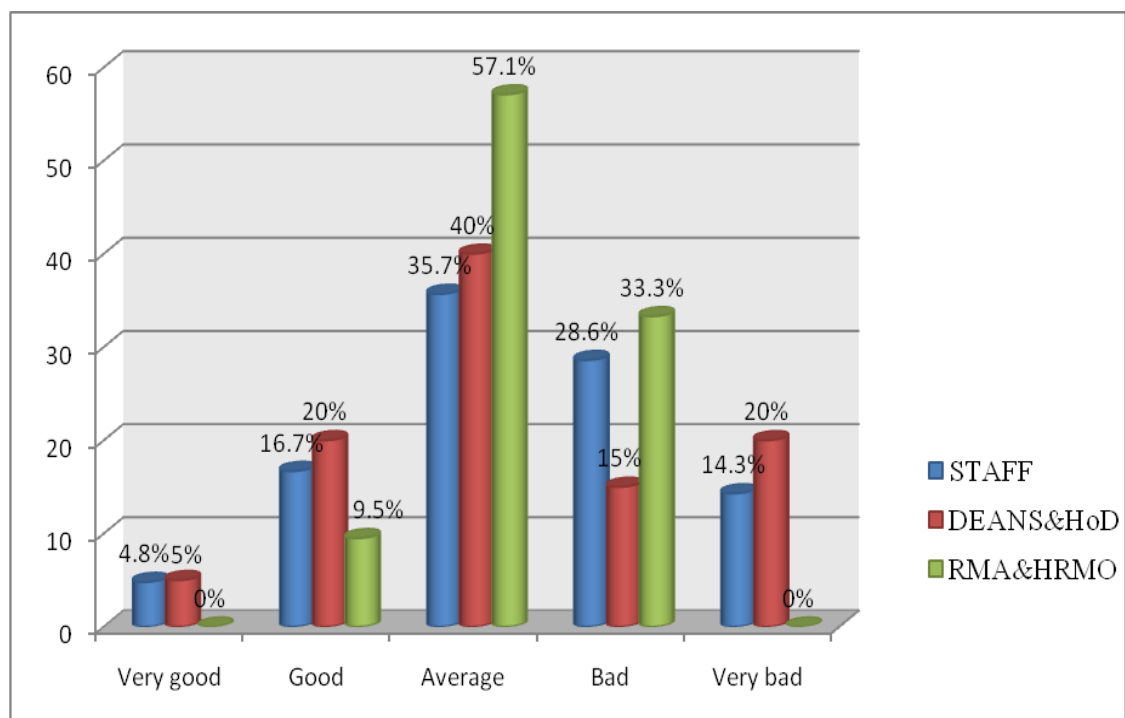


Figure 4.2: Contribution of Personnel Record Keeping to Decision Making at OUT

Source: Research Findings (2013)

Above are different ranks that Staff, Deans, Director and Head of Departments on the contribution of personnel record keeping at OUT. As shown all respondents said that it had average contribution on decision making. RMA and HRMO lead on the line of recognizing the average contribution of personnel record keeping followed by Deans, Directors and Head of Departments. This implies that despite of the respondent being aware of the importance of record keeping but still record keeping faces different challenge at OUT. Table 4.6, Table 4.7 and table 4.8 shows the reasons for average contribution of record keeping to decision making.

Table 4.6: The Reasons to Contribution of Personnel Record Keeping

	Frequency (Staff)	Percent
Computerized system should be improved	4	9.5
Details of record keeping are not taken into consideration	1	2.4
Difficult to trace information	1	2.4
Document are kept safely	14	33.3
Files are to be traced	1	2.4
It is easy to track information	2	4.8
Missing staff/student complain information	2	4.8
No commitment to some personnel	1	2.4
No enough personnel	1	2.4
Not confidential	1	2.4
Personal files should be available to HoD	1	2.4
Poor feedback	3	7.1
Poor record keeping(loose of data, poor storage)	5	12
No Salary incremental and promotion	2	4.8
The system is up to date	1	2.4
There are many shortcoming in operation system	1	2.4
There is no relationship between records	1	2.4
Total	42	100.0

Source: Research Findings (2013)

Findings shows that record keeping at OUT is average following these reasons, 33.3% shows that document are kept safely while 12% shows poor record keeping. This implies that personnel record are well kept but with wrong information which hinder the implementation of good decisions making at OUT. However 9.5% shows the need to improve computerized system which implies that the system is well accepted. Other views are poor feedback from top Management 7.1% which implies that in order to have accurate personnel record keeping management should be transparent to staff in different departments.

Table 4.7: Record Keeping Contribution at Department/Faculty /Directorate Level

	Frequency	Percent
Availability and Easy Access	3	15
Electronic Recording is Efficient	4	20
No Directive on Staff Records	1	5
Support Decision Making	5	25
There is Shortage of Staff to Assist HoD, No Shelf	4	20
No Transparence on Records	3	15
Total	20	100

Source: Research Findings (2013)

Table 4.7 shows reasons that had been mentioned by Deans, Directors and Head of Departments to the rank of personnel record keeping at Department/Faculty /Directorate level. Findings shows that, 25% agreed that personnel record keeping support decision making but 20% said that there is shortage of staff to assist management of record keeping. This implies that the records are there but they are

not accurate due lack of supportive staff to assist maintenance of personnel record hence may lead to wrong decisions. Other findings shows that electronic record is efficient by 20% for decision making, this implies the positive growth of record keeping at OUT.

Table 4.8: The Contribution of Personnel Record Keeping to Decision Making at OUT

	Frequency (RMA/RMO	Percent
Decision are Not Made Due to Available Information	2	9.5
Help Accountability to Workers on Their Responsibility	2	9.5
Help in Decision Making	4	19.0
Inadequate Number of RMA and Equipments	3	14.3
No Proper Utilization and Accessibility of HRM Information System	2	9.5
Previous Records are Useful on Decision Making	1	4.8
Record are Kept in a Proper Way	4	19.1
There is Competent Electronic Database	2	9.5
There is Still Construction of Records System	1	4.8
Total	21	100.0

Source: Research Findings (2013)

Table 4.8 shows reasons which made RMA/HRMA rate the contribution of record keeping on decision making as average. The findings shows 19.1% respondents said records are kept in a proper way, 19% said help in decision making, 14% said there is inadequate number of RMA, 9.5% said there is no proper utilization of Human Resources Management Information System and another 9.5% said there is competent electronic data base. This implies that there is a big challenge on record

keeping at OUT data base. Only 9.5% respondent agreed that there is competent database and proper utilization and accessibility of Human Resources Management Information System.

Table 4.9: Useful of Information to Decision Making

	Frequency	Percent
Useful in decision making	6	30.0
No usefulness in decision making	14	70.0
Total	20	100.0

Source: Research Findings (2013)

The above table indicates that 14(70%) of Directors, Deans and Head of departments accepted that personnel information contained at Department/Faculty/OUT is not useful enough in decision making. They claimed that the kind of record kept at Departmental and Faculty level is inadequate for decision making hence they request for staff records from the registry. Some of the mentioned records which are missing at Departmental/Faculty level include copies of appointment letter; staff employment histories; copies of disciplinary, promotion and appointment letter; and updated staff curriculum vitae.

This can imply delay of decision making process since it will take time to find information from registry or decision made may based on information that is not accurate. This is a challenge since decisions made are very crucial to employee and institution as a whole. In this regard it is important to improve records keeping at

Faculty level in order to make record more accurate and appropriate. Head of Department should create staff records, up date their information and manage their records and Office of Deans of Faculties should also do the same and managing the all personnel records at the Faculty level.

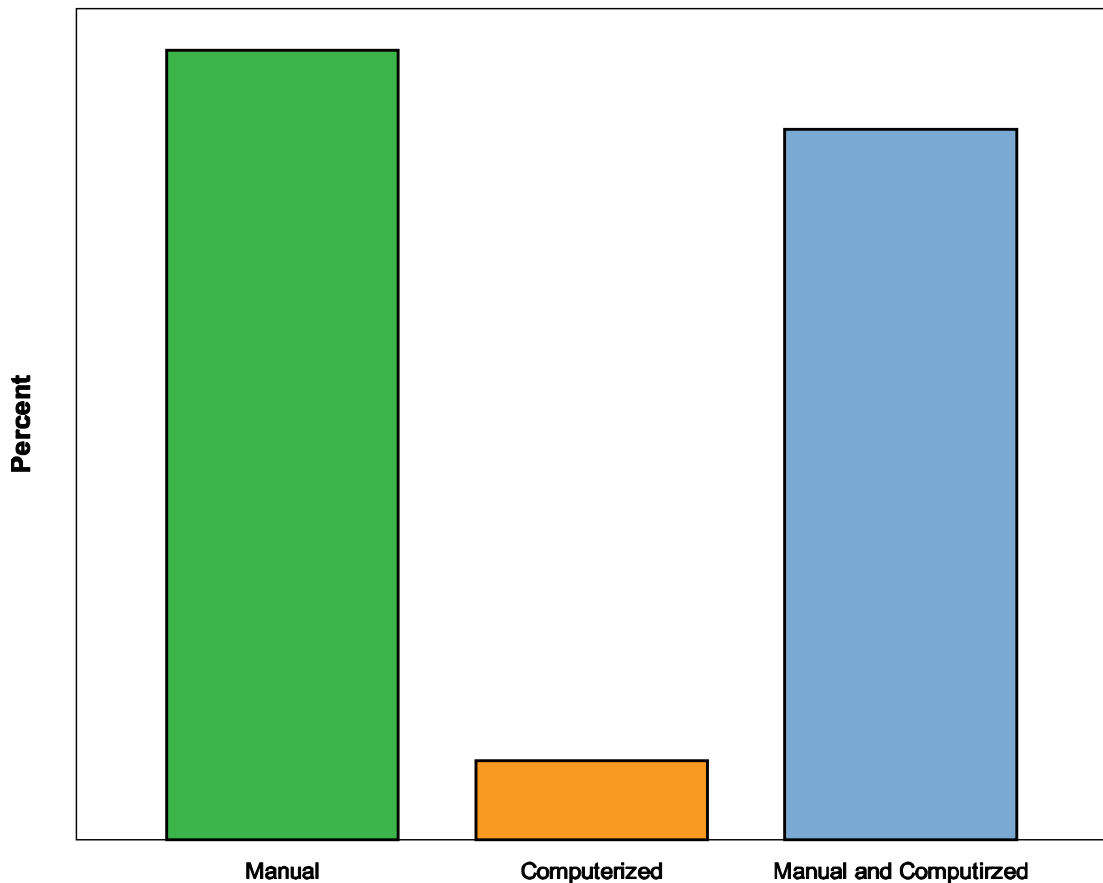


Figure 4.3: Methods Used in Records Keeping by Deans/ HoDs/ Directors

Source: Research findings (2013)

The record keeping method that is frequently used by Deans and Head of Departments was Manual. However, both methods (i.e. manual and computerized) were mentioned to be applicable. As the figure above shows there is weak application of computerized methods on record keeping. Hence to Deans and Head of departments' manual method was the best in decision making.

The implication of this finding is that the respondents are still learning the new system of electronic file which is on initial stage and hence accepting that manual method is still best to them following both methods for difference of 5%.

Table 4.4: Effective Methods of Personnel Record Keeping Used at OUT

Respondents-staff		Frequency	Percent
Methods of personnel record keeping is effective in decision making at OUT	Manual	8	19.0
	Computerized	11	26.2
	Both of them	21	50.0
	None of the above	2	4.8
	Total	42	100.0

Source: Research Findings

On the other side (21) 50% of the staff identify that both methods are very powerfully and effective on decision making at Open University of Tanzania (OUT). Other respondents 26.2% said that computerized method is effective in decision making at OUT. These results concede with that from Deans and HoDs who also indicated that both methods are effective in decision making. Although there is slight variation on their respondents the majority said that both method (i.e. computerized and Manual) are useful and effective on decision making.

Below are response concerning which method is effective in decision making at OUT. The findings indicated in table 4.10 shows that respondent who chosen both methods (manual and computerized) were 21% whose response have been presented in table 4.9. They revealed that the Organization is on transition period from manual to computerized system hence both methods complement each other. However

26.2% of respondents chosen computerized methods and 19.0% of respondents manual record and their response is summarized in table 4.9.

Table 4.11: Reasons to why computerized method and manual methods are effective

	Frequency	Percent
Computerized reduce paper work, easy to update information, easy to track files and easy to retrieval information while in manual it is hard	11	26.2
We are on transition from manual to computerized hence they do compliment each other	21	50.0
Manual record help to maintain original document by reducing risk of corrupted data and duplication of copies of the same record while in computerized information can be hacked	8	19.0
Both are not efficiency	2	4.8
Total	42	100.0

Source: Research Findings (2013)

Implication for using both methods (manual and computerized) is that Organization is in good position to manage personnel records and to have accurate data if both methods used accordingly.

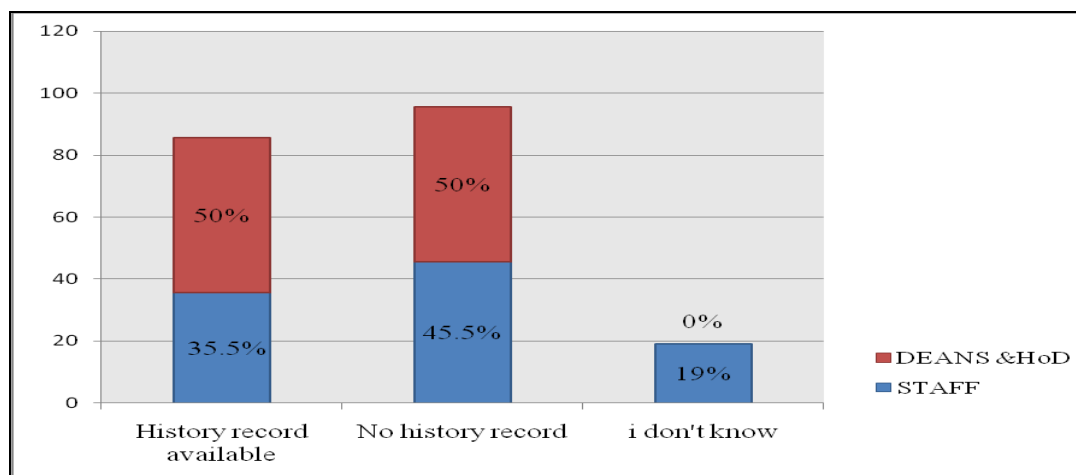


Figure 4.5: Availability of Employment History at Department/Faculty level

Source: Research Findings (2013)

The results revealed that 45.5% of respondents do not recognize the availability of employment history record in departments while 35.5% of the respondents replied that there were employment history records in the departments and 19% they were not aware about the availability status of employments records. 50% of respondents replied that employment records are present and do not agree with the claim that the records do not exist.

The findings above depict that there is absence of employments history record. On the other hand this means the decision making is ineffective since correct decision depend much on availability of information. On top of that 30 %(6) of the available employment history records to Deans and Head of Departments are not accessed by other departments and only 20% of the records are accessed by collaborative departments.

Table 4.12: The Main Kind of Personnel Records Kept to Deans and Head of Departments

		Administrative Position in the Organization					Total
		Assistant Dean	Coordinator	Dean	Director	HoD	
What are the main kind of personnel records do you keep?	HRMO matters on decision making	0	1	2	0	5	8
	Leave (annual and absence)	1	0	1	1	7	10
	No personal record history	0	0	0	0	1	1
	Study leaves	0	0	1	0	0	1
Total		1	1	4	1	13	20

Source: Research Findings (2013)

The cross-tabulation table above shows the kind of information kept by Deans, Directors and Head of Departments at OUT, by which the key information identified were, HRMO matters on decision making, leave (annual and absence) and study leaves. This means that seniors do not keep other employee record example employee history records. Also, there was no sign of the existence of up-to-date information hence this may hinder accurate record keeping.

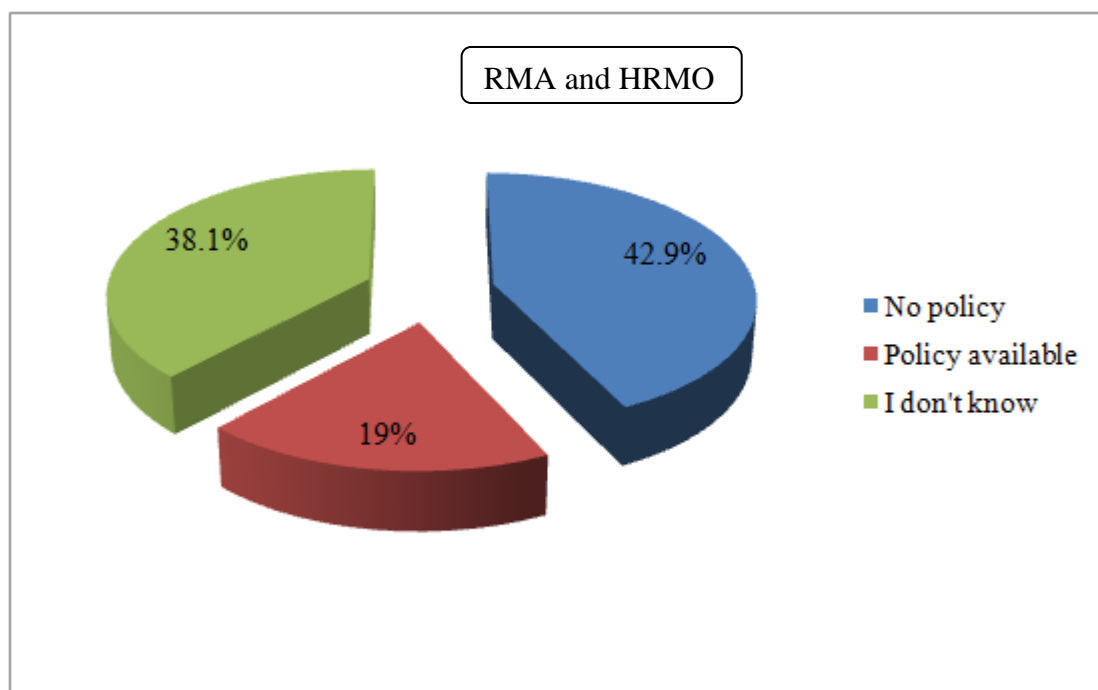


Figure 4.6 Availability of Written Policy

Source: Research Findings (2013)

The results shows that 42.9% of RMA and HRMO said that there is no specific written policy for keeping and managing all employees paper-based and electronic records at OUT. The results also suggest that 38.1 of RMA and HRMO do not know if there is a written specific policy for keeping and managing all employees paper-based and electronic records at OUT.

The absence of formal written policy to OUT has significant impact on the record management objective and its accomplishments. Nonexistence of records management policy implies that the responsibilities for cooperate record management to OUT plans and guidelines of managing electronic records was inefficient. As a result of the absence of written record keeping policy there were also lack of guidelines for appraisal, disposition and schedules of records.

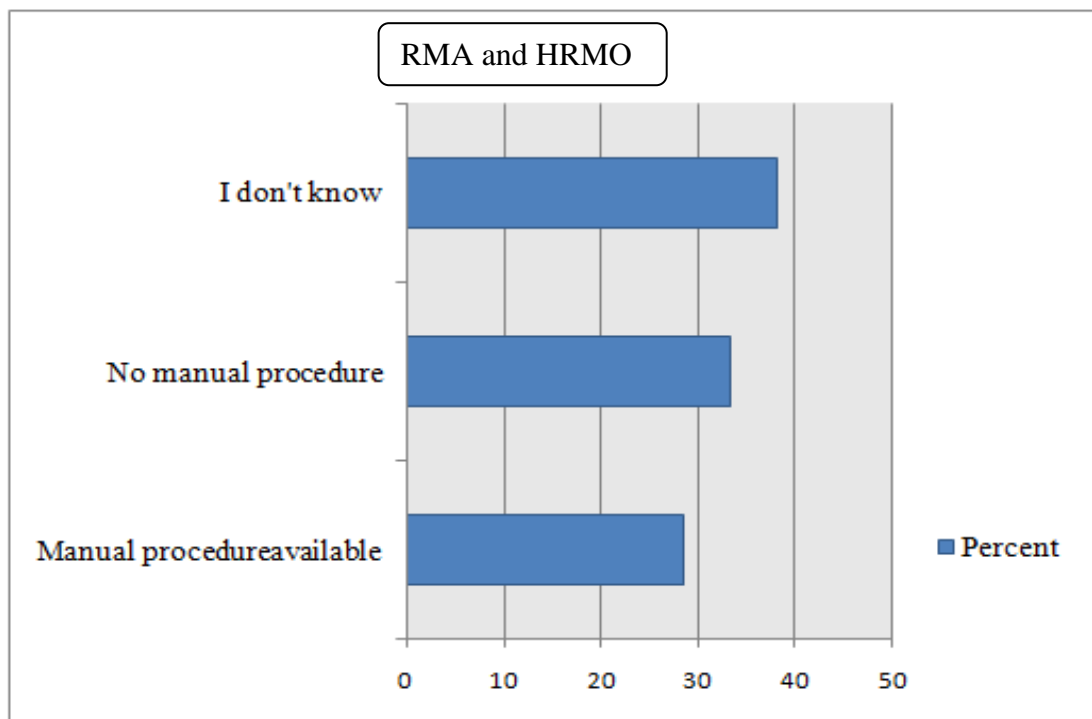


Figure 4.7: Availability of Specific Manual Procedure

Source: Research Findings (2013)

Not only that but also respondents at this category answered that there is no awareness whether there is specific manual procedure of keeping and managing all employee's paper based and electronic records. Supporting these findings about 8(38.1%) of the respondents said that they don't know if there is such kind of

procedure. Also, 33.3% percent of the respondents did not agree that there is specific manual procedure of keeping and managing all employee's paper based and electronic records as the figure above shows.

The implication of large percentage of respondents (i.e. RMA and HRMO) who did not know any specific manual procedure increases the possibility of inaccuracy to records, lack integrity to records and validity of records to data. The effect goes also to decision making to all areas related to RMA and HRMO.

Table 4.13 Awareness on the Availability of Written Policy

			Do you have a specific written policy for keeping and managing all employees paper-based and electronic records at OUT?			Total
			Yes	No	I don't know	
Position in the organization	HRMO-Faculty	Count	2	3	0	5
		% within Position in the organization	40.0%	60.0%	.0%	100.0%
	HRMO-HQ	Count	0	2	5	7
		% within Position in the organization	.0%	28.6%	71.4%	100.0%
	RMA-Faculty	Count	1	2	2	5
		% within Position in the organization	20.0%	40.0%	40.0%	100.0%
	RMA-Registry	Count	1	2	1	4
		% within Position in the organization	25.0%	50.0%	25.0%	100.0%
Total		Count	4	9	8	21
		% within Position in the organization	19.0%	42.9%	38.1%	100.0%

Source: Research Findings (2013)

The table above show the awareness of HRMO and RMA on the availability of written policy for keeping and managing employee paper-based and electronic records at OUT. 60.0% of HRMO-Faculty do not know that there is written policy for keeping and managing employee paper-based and electronic records at OUT. 71.4% of HRMO-HQ they also don't know that any written policy regarding record keeping exist.

For the case of RMA-Faculty, the findings indicate that 50% don't know that written policy is available while 50% knows that it exists. RMA-Registry they know that written policy is not available. Generally about 42.9 percent of all HRMO and RMA don't know the existence of written policy but there was also significant percentage 38.1% who don't know whether the policy on record keeping and managements is available. This has a very bad implication on management of personnel record as the ones who are responsible for keeping and managing the records have no idea about the policy which could guide them.

The table below shows the relationship between responses of personnel on how record keeping helps in making decision concerning staff affairs and which of the two is more effective. As the chi square table elaborates 20 (95.2%) respondents mentioned that both methods of personnel record keeping are effective in decision making and also agree that the methods help in making decision of staff related matters. In addition to that they also mentioned computerized personnel record keeping method as the second effective method in decision making with 8(72.7%) and that this method help in making decision on matters related to Staff.

Table 4.14: The Effective Personnel Record Keeping Method

STAFF			The methods of personnel record keeping which is effective in decision making at OUT				Total
			Manual	Computerized	Both of them	None of the above	
Responses if personnel record keeping help in making decision concern staff affairs	Yes	Count	5	8	20	1	34
		Percentage of effective method in decision making	62.5%	72.7%	95.2%	50.0%	81.0%
	No	Count	2	3	1	1	7
		Percentage of effective method in decision making	25.0%	27.3%	4.8%	50.0%	16.7%
	I don't know	Count	1	0	0	0	1
		Percentage of effective method in decision making	12.5%	.0%	.0%	.0%	2.4%
Total		Count	8	11	21	2	42
		Percentage of effective method in decision making	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Research Findings (2013)

Table 4.15: The Relationship Between Sharing of Records towards Decision Making

DEANS, DIRECTOR AND HEAD OF DEPARTMENTS			Responses if personnel records are accessed by other department		Total
			Yes	No	
Rank level of personnel record keeping at Department/ Faculty /Directorate level	very good	Count	1	0	1
		Percentage of Rank level of personnel record keeping at Department/Faculty /Directorate level	100.0%	.0%	100.0%
	Good	Count	2	0	2
		Percentage of Rank level of personnel record keeping at Department/Faculty /Directorate level	100.0%	.0%	100.0%
	Average	Count	1	3	4
		Percentage of Rank level of personnel record keeping at Department/Faculty /Directorate level	25.0%	75.0%	100.0%
	very bad	Count	0	3	3
		Percentage of Rank level of personnel record keeping at Department/Faculty /Directorate level	.0%	100.0 %	100.0%
Total		Count	4	6	10
		Percentage of Rank level of personnel record keeping at Department/Faculty /Directorate level	40.0%	60.0%	100.0%

Source: Research Findings (2013)

The analysis also elaborates the levels of personnel record keeping at Department/Faculty/Directorate level and if the personnel record kept can be accessed by other departments. 75.0% of the respondents were not sharing their personnel records with other departments and most of them ranked personnel record keeping as medium level. 60% of Deans, Director and Head of Departments said there was no access of personnel record from one department to the other. The

implication of the output was the medium contribution of personnel records keeping to OUT had resulted also to the weak shearing of the information in a departmental-wise level. Also there is an indication of weak collaboration between departments' specifically shearing records that had personnel data.

Assessment of the Accuracy of Personnel Information Record in Planning and Controlling Human Resource in Higher Learning Institutions

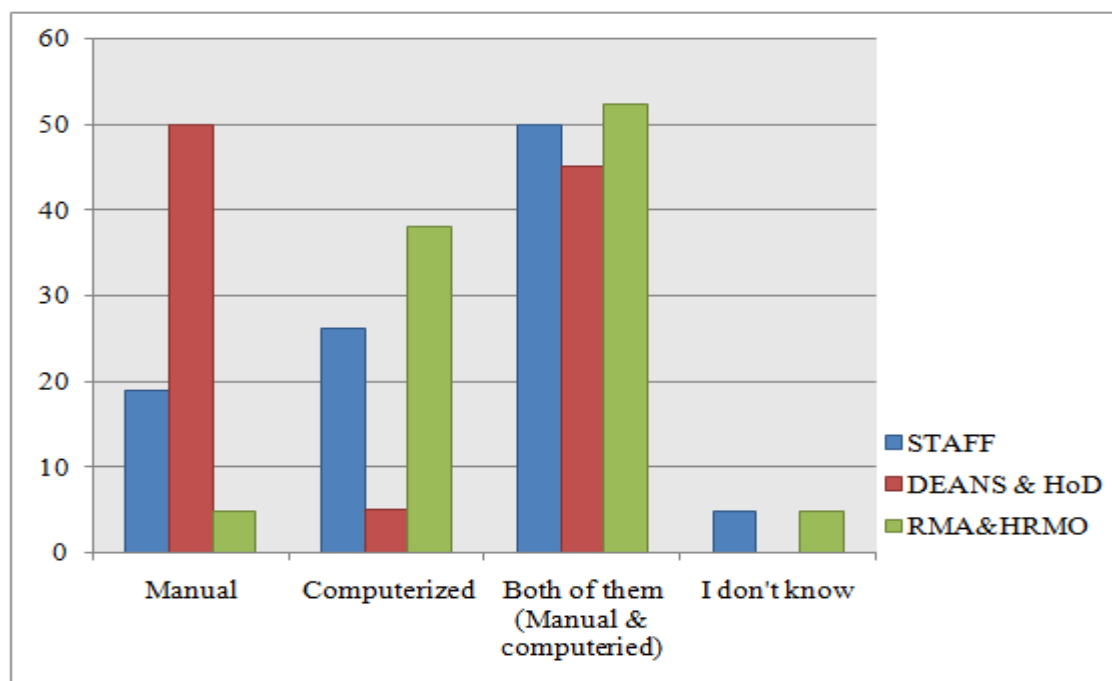


Figure 4.8: Method Used In Personnel Record Keeping

Source: Research Findings (2013)

The figure 4.8 above explain the method used in record keeping at Open University of Tanzania and how different sample entries uses them. Both methods were very applicable to Open University of Tanzania that means manual record keeping and computerized record keeping method except Deans and Head of Departments who mentioned manual to be more applicable.

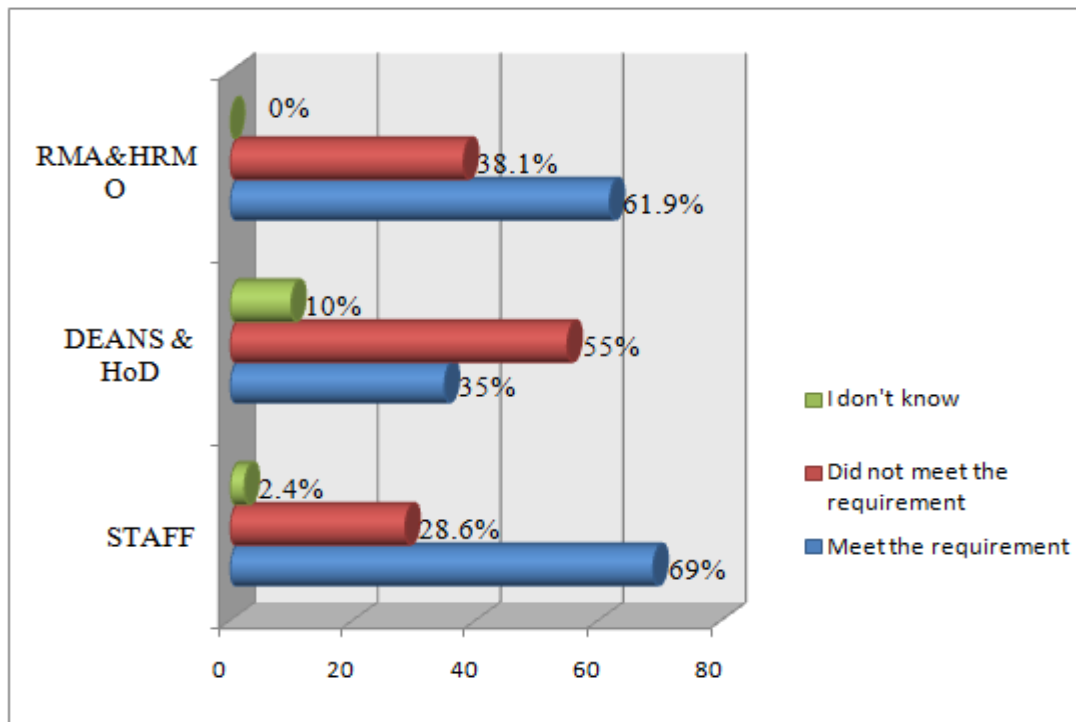


Figure 4.9 Assessments of Record Keeping Methods

Source: Research Findings (2013)

Apart from mentioning the most used method of record keeping, respondents were required to specify if the method(s) used meet the requirements of information for decision making on their areas. Findings in figure 4.9 shows that 69% of staff said that both methods were equally used followed by 61.9% of RMA and HRMO who said that the method meets the requirement of decision making. Deans and HoDs who said that they used manual method did not agree that manual method which is the most used at their level meet the requirements of information for decision making by 55%. On the case of staff there is significant difference about 40.4% between those who said the method meet the requirements and those who disagree compared to a difference of 20% from Deans and HoDs together with RMA and HRMO which was 23.8%. This indicate that accuracy of record keeping is obtained through both

methods (manual methods and computerized methods). Unfortunately the one who are initiator of decision making (HoDs & Deans) from Faculties uses manual method which do not meet the requirement of decisions making which shows the weakness especially in making accurate record.

Table 4.16: Accuracy of Personnel Record Keeping

	Frequency (staff)	Percent
Yes	28	66.7
No	14	33.3
Total	42	100.0

Source: Research Findings (2013)

The above table revealed that 28(66.7%) of respondents were asked to provide same information several times to the Management while 14(33.3%) were not requested several times for the same information. These clarify the inefficiency of record keeping system also goes with careful storage and protection against any damage or loss.

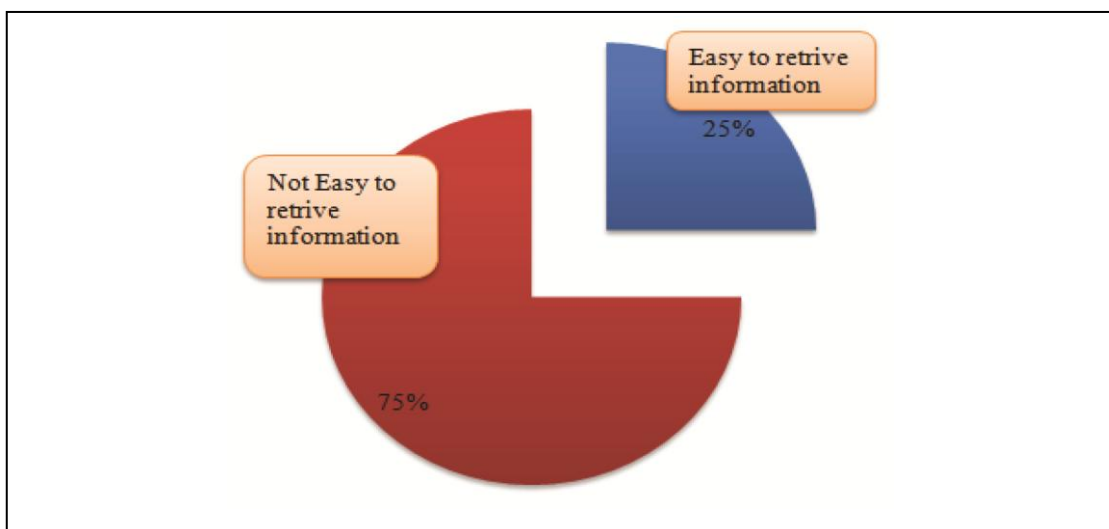


Figure 4.10 Assessment of Retrieval of Staff Records at Registry

Source: Research Findings (2013)

The overall analysis shows that it is not easy to retrieve staff record at registry where 75% comply with the statement. Mentioning some reasons behind these findings 15% of Deans and Head of Departments said there is no centralized registry in the faculty, 10% of the respondents said it takes time to retrieve information due to bureaucracy, another 10% of the respondents said files are kept at the main registry, 15% of the respondents said personal records are given on long legal request process and 10% of the respondents said it is difficult to find files due to improper allocation. The implication of this findings shows that there is delay in decision which they make to their staff make.

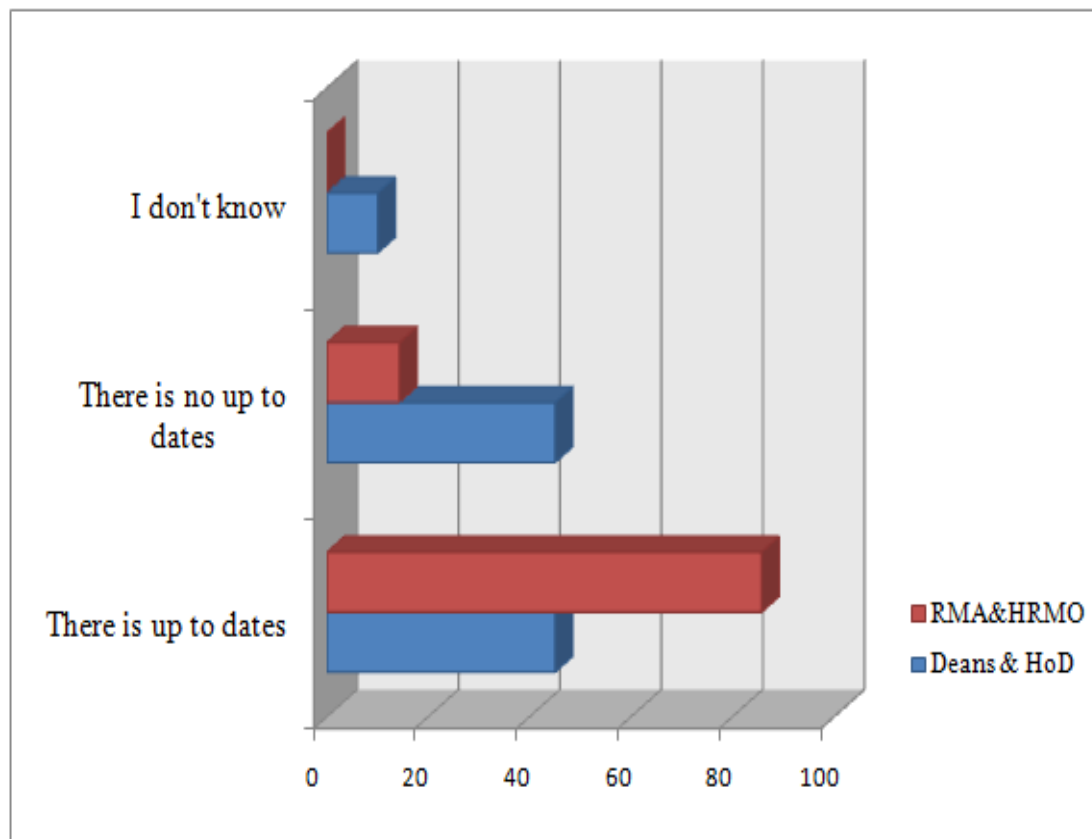


Figure 4.11: The Update of the Available Personnel Information

Source: Research Findings (2013)

There is equal situation to Departmental, Faculty and Directorate level concerning up-to-dating the available Personnel information. 45% of Deans, Directors and Head of departments said they update and other 45% said they do not update the available personnel information hence the accuracy level becomes minimum as far as the availability of current information is concern to the Departmental, Faculty and Directorate level. Another 85.7% of respondents were (RMA & HRMO) who deals with management of files and staff affairs who replied that there was up-to-dates to personnel records.

This is an indicator of weakness for (RMA&HRMO) to update wrong record hence they should update through HoDs and Deans who declared that they do updates the staff record in law percentage. RMA and HRMO on the other hand they explained reasons which support the evidence that there was up-to-date personnel information.

One reason was each document is kept in the right files which easy an exercise of updating and also simplify files tracking exercises. Also, they use Human Resources Information system which is friendly to users.

There was equal number of respondents who update the available personnel information at departmental/Faculty/Directorate level and those who do not update. The most important at this section was 7(77.8%) of Deans, Directors And Head of Departments who don't update the available personnel records as a result the records do not meet the requirements for decision making at OUT.

Table 4.17: Up-to-dating Information and its Importance on Decision Making

DEANS, DIRECTORS AND HEAD OF DEPARTMENTS			Do you update the available personnel information at departmental/Faculty/Dire ctorate level?			Total
			Yes	No	I don't know	
Do methods used in personnel record keeping meet the requirements of information for decision making at Department/Fac ulty/OUT?	Yes	Count	5	2	0	7
		% within Do you update the available personnel information at departmental/Faculty/Dir ectorate level?	55.6%	22.2%	.0%	35.0%
	No	Count	4	7	0	11
		% within Do you update the available personnel information at departmental/Faculty/Dir ectorate level?	44.4%	77.8%	.0%	55.0%
	I don't know	Count	0	0	2	2
		% within Do you update the available personnel information at departmental/Faculty/ Directorate level?	.0%	.0%	100.0%	10.0%
Total		Count	9	9	2	20
		% within Do you update the available personnel information at departmental/Faculty/Dir ectorate level?	100.0%	100.0%	100.0%	100.0%

Source: Research Findings (2013)

Table 4.18: Data Base Existence

	Frequency (s) (RMA&HRMO)	Percent
Yes	6	28%
No	15	72%
Total	21	100.0

Source: Research Findings (2013)

More analysis indicates as appears in Table 4.7 shows that 72% of respondent said that there is no effective data base at OUT. This percentage is very high compared to 28% of those who agreed that there is effective data base system at OUT. The reasons to their response was that the existing data base is not effective hence hard to get accurate data. (System count ghost worker and existing staff together). Implication for this is that personnel record kept are not accurate since accurate record also requires a good system of data base so as to determine the demand and supply of employee and manage them accordingly.

Determination of the success and challenges registered by record keeping in management of human resources.

Table 4.19: The Status of Record Keeping

	Staff	Deans and Head of Departments	RMA & HRMO
Highly satisfied	7.1	0	4.8
Moderately satisfied	42.9	35	85.7
Not sure	9.5	0	9.5
Not satisfied	40.5	65	0

Source: Research Findings (2013)

The results shows that 42% of Staff members were moderate satisfied with the current system of personnel record keeping and this applies also to HRMO and RMA by 85.7%. This is a challenge to Open University of Tanzania since there is 65% of Deans & HoDs and 40.5% of staff who are not satisfied at all with current system of Personnel record keeping. The record Management Departments has the role to reform and develop effective system of record keeping.

Table 4.20: Satisfactions of Respondents to Method of Record Keeping

Respondent(staff)	Frequency	Percent
Good feedback with time	2	4.8%
Long overdue claims unattended	9	21.4%
No proper management of records	15	35.8%
Development plan is not followed and Delay in promotion	5	11.9%
The record keeping policy is not clear	11	26.1%
Total	42	100.0

Source: Research Findings (2013)

The analysis explores reasons that support the decision and views of the respondents (staff) that they are moderate satisfied with the current system of record keeping at OUT. The big reasons were there is no proper management of records, long overdue claims unattended, record management policy is not clear and the development plan is there but is not followed without sufficient reasons.

Table 4.21: Satisfactions of Respondents to Method of Record Keeping

Respondent(Deans ,Directors & HoDs)	Frequency	Percent
I can't easy access staff records	2	10.0
Improve the needs	1	5.0
It is inefficient	2	10.0
It should be electronic for efficient	1	5.0
Little information is kept to department, shortage of staff on records	9	45.0
No description given	3	15.0
There should be electronic storage	2	10.0
Total	20	100.0

Source: Research Findings (2013)

The analysis explores reasons that support the decision and views of the Deans and HoDs that they are not satisfied with the current system of record keeping at OUT. The big reasons were that little information is kept at Departmental level and having shortage of administrative staff to manage record at departmental and Faculty level as a whole.

The table below depicts the satisfaction of different OUT member staff in correction to current record keeping system. Assistant Dean, Director and Coordinator of Undergraduate studies were moderate satisfied by the current record keeping system. All deans were moderate satisfied by 50% and not satisfied at all by 50%. But the

results proceed by showing large number of Head departments who were not satisfied by 84.6% with the current record keeping system.

Table 4.22: Satisfaction of the Current of Record Keeping

			Administrative Position in The Organization					Total
			Assis- tant Dean	Coordi- nator	Dean	Director	HOD	
To what extent are you satisfied with the current system of record keeping ?	Moderate satisfied	Count	1	1	2	1	2	7
		% within Administrative position in the organization	100.0%	100.0%	50.0%	100.0%	15.4%	35.0%
	Not Satisfied	Count	0	0	2	0	11	13
		% within Administrative position in the organization	.0%	.0%	50.0%	.0%	84.6%	65.0%
Total		Count	1	1	4	1	13	20
		% within Administrative position in the organization	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %	100.0 %

Source: Research Findings (2013)

Table 4.23: Reasons to Satisfactions of Current System of Record Keeping

Respondent(RMA & HRMO)	Frequency	Percent
All document are scanned to match the electronic system	1	4.8
use of both computerized and manual record keeping consume time	5	23.8
Missing some documents	2	9.5
Most of the data are available	1	4.8
No reliable database	4	19.1
Not all employees use electronic	1	4.8
People have no experience with the new system	4	19.1
RMA are not fully utilized	1	4.8
The system does not provide reliable employees information	1	4.8
Total	21	100.0

Source: Research Findings (2013)

The analysis explores reasons that support the decision and views of the RMA and HRMO that they are moderate the methods used(computerize satisfied with the current system of record keeping at OUT. The big reasons were that little information is kept at Departmental level and having shortage of administrative staff to manage record at departmental and Faculty level as a whole.

Table 4.24: Challenge that are Brought about by Record Keeping at OUT

Respondents(staff)	Yes		No	
	Frequency	Percent	Frequency	Percent
Lost of some documents in files /files	25	59.5	17	40.5
Poor working environment	11	26.2	30	71.4
Double work	8	19	34	81
Outdated information	12	28.6	30	71.4
Misuse of information	10	23.8	32	76.2
Integrity	6	14.3	36	85.7
Under utilize of RMO	4	9.5	38	90.5

Source: Research Findings (2013)

The findings indicate three big challenges which facing the whole system of record keeping at OUT .Those challenges are loose of information/files ,having outdated information and poor working environment.

Basing on this result it is clear indicate that there is high percent of decision made which was guided by wrong data. However poor working environment also indicate that there is less morale of work hence reduce performance. Management should back up the whole system of record keeping overcoming the situation.

Table 4.25: Challenge that are Brought about by Record Keeping at OUT

Deans, Director and Head of Departments	Yes		No	
	Frequency	Percent	Frequency	Percent
Loose of some documents in files /files	2	10	18	90
Poor working environment	5	25	15	75
Double work	4	20	16	80
Outdated information	4	20	16	80
Misuse of information	4	20	16	80
Lack of integrity	15	75	5	25
Under utilize of RMO	2	10	18	90

Source: Research Findings (2013)

According to Deans, Director and Head of Department, the biggest challenge to them was lack of Integrity. Integrity is the quality of having strong moral principle, the

ability to protect documents from deliberate bias and manipulation and 75% of respondents agreed with that fact. On the other hand Deans, Director and Head of Departments utilize well RMO information and there are limited chances of losing some documents in files

Table 4.26: Challenge that are Brought about by Record Keeping at OUT

RMA and HRMO	Yes		No	
	Frequency	Percent	Frequency	Percent
Loose of some documents in files /files	12	57.1	9	42.9
Poor working environment	8	38.1	13	61.9
Delay in provision of information	9	42.9	12	57.1
Poor team work	4	19	17	81
Bypass of information	8	38.1	13	61.9
Integrity	3	14.3	18	85.7
Poor feedback from top management	4	19	17	81
Over work as challenges	3	14.3	18	85.7
Underutilized	2	9.5	19	90.5
Poor working system in HRD/RMA	3	14.3	18	85.7
Face performing double work	0	0	21	100

Source: Research Findings (2013)

RMA and HRMO mentioned the same challenges as Staff come across their working environments. Twelve respondents 12(57.1%) said loose of some documents in files /file was the remarkable challenge to them, others challenges were delay in provision of information, poor working condition and bypass of information.

Table 4.27: Respondents' Suggestions to Improve Record Keeping at OUT

	Frequency (staff)	Percent
Both records keeping should be used	1	2.4
Commitment should be taken into account to all levels	1	2.4
Electronic system should be used to all levels	11	26.2
Email records should be considered independently	1	2.4
Employ good personnel	1	2.4
Improve efficient on record keeping	1	2.4
Improve tracking system of records	1	2.4
Manual record keeping should be emphasized	2	4.8
New record keeping system should be established	1	2.4
Personal files should be accessible to department level	1	2.4
Qualified HRM should be employed for this category	1	2.4
The up to dates to records should be emphasized	2	4.8
There should be communication between staff and administration	2	4.8
There should be link between source and delivery file side	1	2.4
There should be training for HRM and RMA	12	28.6
To improve working environment	2	4.8
Working in a team	1	2.4
Total	42	100.0

Source: Research Findings (2013)

Staff proposed some measures and steps to be taken to improve record keeping at OUT. These steps were as follows, both record keeping methods should be used, Commitment should be taken into account to all levels, Electronic system should be used to all levels and email records should be considered independently. Also there should be employment of good record keeping personnel, Improve efficient on record keeping, Manual record keeping should be emphasized, New record keeping

system should be established, Personal files should be accessible to department level and Qualified HRM should be employed for this category. In addition to that the up to dates to records should be emphasized, There should be communication between staff and administration, There should be link between source and delivery file side, There should be training for HRO, To improve working environment and working in a team.

Table 4.28: Step to be taken to Improve Record Keeping at OUT

	Frequency	Percent
Computerized system should be used to all level	1	5.0
Decentralize the HRM issues at department level	2	10.0
Electronic system are very good	2	10.0
Provide staff and furniture to Offices	6	30.0
The current record keeping system should be studied by team within and outside of out	1	5.0
There should be electronic storage	2	10.0
Train staff, improve working condition	6	30.0
Total	20	100.0

Source: Research Findings (2013)

Also Deans, Directors and Head of Departments comments on the step to be taken so as to improve record keeping at OUT. Some of the reasons seems to collide with Staff recommendations and this scenario indicates the importance of that step toward effective record keeping at OUT. Steps proposed were, Computerized system should be used to all level, Decentralize the HRM issues at department level, Provide staff and furniture to Offices, Train staff, improve working condition, There should be electronic storage, Electronic system are very good and the current record keeping

system should be studied by team within and outside of out. Training to record keeping members of departments has been a major step proposed by staff themselves and Deans, Directors and Head of Departments. Hence it is a call to OUT managements to consider it and give first priority.

Table 4.29: Opinion to Improve Personnel Record Keeping at OUT

	Frequency	Percent
Both computerized and manual record keeping should be improved	1	4.8
Comprehensive database is needed across all HRMO	2	9.6
Correct and reliable database for OUT is required	1	4.8
Documentation of files should be improved	1	4.8
Electronic file tracking system should be improved	1	4.8
Improve electronic system and registry where hard copies are kept.	1	4.8
Improve working environment, department should start record keeping	1	4.8
There should be up-to-dating to the existing system	2	9.6
Knowledge and mind set to record keeper should change	1	4.8
Registry working space need to be increased, more staff needed	1	4.8
To have policy and strategies for improve personal record keeping	1	4.8
Record keeping Training to staff on electronic system	2	9.6
Working environment should be improved	6	28
Total	21	100.0

Source: Research Findings (2013)

The last group was RMA and HRMO to provide their opinion on what should be done to improve record keeping at OUT. The first one was both computerized and manual record keeping should be improved, Comprehensive database is needed across all HRMO and Correct and reliable database for OUT is required. Also documentation of files should be improved, Improve electronic system and registry where hard copies are kept, There should be up-to-dating to the existing system, Knowledge and mind set to record keeper should change, Registry working space need to be increased, more staff needed, To have policy and strategies for improve personal record keeping, Record keeping Training to staff on electronic system, Working environment should be improved. Furthermore improving working environments to record keeper and record keeping training to staff on electronic database system has been major recommendations to improve record keeping.

Table 4.30: Successes that are Brought about by Record Keeping at OUT

	High		Medium		Low		I don't know	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Availability of information	1	4.8	16	76.2	4	19	0	0
Easy retrieval of information	0	0	15	71.4	6	28.6	0	0
Useful of information	5	23.8	11	52.4	4	19	1	4.8
Easy tracking personnel file	5	23.8	12	57.1	3	14.3	1	4.8
Facilitate decision making process	3	14.3	13	61.9	5	23.8	0	0

Source: Research Findings (2013)

The table above describe level of different success that were brought by record keeping in OUT. RMA and HRMO range the success as high, medium, low and there was a room for certainty. Record keeping had brought medium level to all success and the following were the percentage level, 16(76.2%) Availability of information, 15(71.4%) Easy retrieval of information, 13(61.9%) Facilitate decision making process, 12(57.1%) Easy tracking personnel file, 11(52.4%) Useful of information. Hence Human Resources Management Officers and RMA recognize well the success that brought by record keeping even though it was not high

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

Record keeping has showed a remarkable contribution on decision making at OUT where by the results support the statement by an average of 90.5% of the respondents who replied during the research that record keeping is essential tool on making decision. However the study indicated that only 40.5 % of respondent had benefited from the decision (s) made on recruitment while 59.5% had not benefited. On salary increment, fifty percent (50%) of the respondents had benefited, the other 50% of the respondents had not benefited. On the aspect of promotion it was observed that about 35.7% had benefited while 64.3 had not benefited. According to the findings areas identified on which personnel record keeping does not have any contribution are termination benefits (95.2% of the respondents revealed this) Disciplinary measures (90.5% of the respondents revealed this), Deployment (90.5% of the respondents revealed this), Award/recognition (85.7% of the respondents revealed this) and succession plan (83.3% of the respondents revealed this). However the rank identified for the contribution of personnel record keeping to the decision making is average.

On top of that, findings from Directors, Deans and Head of Departments indicated that personnel information contained at Department/Faculty/OUT are not useful enough on decision making. It was revealed that about 50% of the respondents

indicated that there is no employment history at Faculty level while 50% of respondents indicated that there is no employment history at Faculty level .The method (s) used on record keeping identified are both manual and computerized even though the two methods differs in their applicability depending on the type of records processed.

The effective methods identified are both (i.e computerized and manual record keeping) whereby manual record alone proved inefficient to decision making. In addition to that, the two methods meet the requirements information for decision making. Also the findings showed that “employment history” records at Department/Faculty level is still a challenge (47.8% of the respondents revealed this). Not only that, but also findings indicated that there was no written policy for paper based and electronic records at OUT. 42.9% of RMA and HRMO comply with the matter while 19% replied that there was written policy. On the case of manual procedure large population of the respondents (38%) were not aware of its presence.

There were also the issues of inefficient on the records kept as 66.7% of the respondents agreed to the fact. On the part of retrieval of the records at the registry, it wasn't easy to retrieve information from registry due to non presence of decentralized registry in the faculty, time to retrieve information due to bureaucracy and files are kept at the main registry. Combination of all these facts revealed that there is a challenge on updating information hence the presence of inaccurate information.

Finally the study findings revealed the aspect of success brought by record keeping

including availability of information, easy retrieval of information, easy tracking of file and the usefulness in decision making.

5.2 Implication of the Findings

The findings reveal that there are many policies in OUT but record management policy is missing which is very crucial .Record management policy will also enhance human resource management policy. The missing of the record management policy reduce the accountability to people who deals with records management in general ,increases lack of integrity and indicate that there is a presence of irrational decision .

Other implication of this study to OUT management is a need to conduct training to record keeping management Department staff. The study reveals that record keeping personnel requires more capacity on various record keeping techniques. The Department also requires more improved working environment as well as record keeping infrastructure.

5.3 Limitation of the Study

This study experiences some limitations including insufficient funds for the research. Other limitation faced by research was difficult on retrieving supportive documents that are related to the study from which they would increase and broaden knowledge gap.

5.4 Areas of Further Studies

Despite these findings further study can be done to evaluate the adoption of the new file tracking systems.

5.5 Conclusion

Records are a valuable corporate asset that, by their retention and re-use as evidence of decision-making and business activity, can improve both the efficiency and effectiveness of an organization. There are costs in their management but good management reduces these costs. In addition, the organization benefits from reduced risks from legal or regulatory challenges by finding and producing the relevant evidence contained in the records.

The results above show the important role that record keeping plays to the area of decision making and this was the first objective. More than 80% of respondents indicate that record keeping help in decision making. But the quality of decision making depend on the standard record keeping. However findings shows that the rank of the contribution of personnel record keeping to decision making at OUT was average contribution.

On top of that there is evidence from the results that the information contained in records meet the requirements for decision making at OUT. Therefore OUT decision making is the one which is the informed decision making. But on the other side the analysis indicates that it was difficult to retrieve the personnel record from record office. The ways used by the record office should be revised to ensure easy tracking of information.

It is very important to update information to every working place since current data and information enables the University to make effective decision making. There

was equal possibility of up- to-dating and not up-to-dating the records information to Deans, Directors and Head of Departments. There were no rules or principles identified which restrict senior from not updating records from their faculty and Department level.

Moreover there was no availability of employment history records in the departments of OUT. The Historical information kept are composed of A level documents of staff, BIODATA of personnel, Curriculum Vitae, Leave (annual, absence), Study leaves, Personal profile. The length of time records should be kept can vary enormously and is subject to a raft of guidelines and policies, including University policy, government legislation and codes of good practice.

In record keeping, storage and Retrieval process as the results indicates respondents' uses two methods commonly which were manual and computerized record keeping methods. Basically the two methods can be applied depending to the needs and uses of the information which will be kept. Manual storage system involves keeping University records in written form in the following formats, Files shelves/cupboards, cabinets/drawers. Computerized system (electronic methods) involves the use of electronic devices in storing personnel records. They have very large memories for storing information. Such devices include: Personal computers, super computers, large external hard drives. Whichever record keeping methods you choose make sure it is one that meets your needs. Computer programs simplify record keeping, there should always be hard copies of office records kept somewhere and a back up disk in case of a computer problem.

In addition to the above details the study also find the challenges and success of personnel record keeping at OUT as the last objective. The respondents with the average of 54.53% were moderate satisfied by the current record keeping system. Other respondents instead of being highly satisfied they were not satisfied. The current personnel record keeping introduced was computerized one. Workers are not conversant with new system hence there is a need of providing training on how to use the method. Introducing computerized system which now easy record keeping exercises also simplify tracking of information.

Besides helping in decision making respondents ranked level of success attained in different areas with respect to the contribution of record keeping medium level. Availability of information, Easy retrieval of information, Useful of information, Easy tracking personnel file, Facilitate decision making process were areas assessed. This shows an important role played by personnel record in managing Human Resources. Even though there is a remarkable contribution but OUT needs to take measures to improve record keeping infrastructure so as uses should be highly satisfied with the current record keeping and that does not imply that record keeping had nothing to do with OUT development.

However there was opinions from respondents on steps to be taken by OUT to improve record keeping. The steps proposed were, record keeping working environment should be improved, record keeping Training to staff on electronic system, both computerized and manual record keeping should be improved, electronic file tracking system should be improved, and registry working space need

to be increased and to introduce Department of Record Management Assistant , more staff needed. It is important to OUT to consider the view and opinions that was identified by the research to ensure effective and efficient record keeping in managing human resources in the institutions.

Finally the results show that there was a challenge to OUT on record management policies. There are so many policies at OUT that are not associated with record keeping for example, HRM Policy, ICT policy, OUT Gender Policy, Health Policy and Study Material policy and Operation Procedure but very unfortunate there is no record keeping policy to guide the whole process of management of personally records and other records.

5.6 Recommendations

In the context of keeping records, records are created, received, and maintained for various institutions and Government's activities, and in a variety of forms. Although computers were once thought to be ushering in the age of the "paperless office," we are experiencing exponential growth and replication of records. Moreover, the management of the records no longer falls strictly to a record management unit or an administrative support staff.

Therefore, it is essential for OUT institution within Faculty (ies) and Departments levels to develop sound records management programs that are grounded in thoughtful and effective policies and procedures that will match with the currently introduced record keeping method. This will inform staff, Deans, Directors and Head

of Departments: as to understand of what is a record; which records are open to the public and which are confidential; how to classify, organize, and maintain records; and how to dispose of records properly. Lastly, it is imperative that the design and implementation of records and information management systems include project teams that are multidisciplinary, with a spot reserved for records management personnel.

There should be establishments of friendly software within the University that will easy record keeping process. Technicians from within and even outside of OUT should design or reform the available tracking system, since it has been noted to have problems. And to accomplish the matter, all users of record system should be consulted for participation. By doing so inefficiency and errors of record keeping will be minimized.

The importance of stabilizing record keeping system will increase accountability to OUT. Accountability means being able to provide an explanation or justification, and accept responsibility, for events or transactions and for one's own actions in relation to these events or transactions. Accountability is both internal and external to a public office including delegation of responsibility to staff and reporting to external watchdogs. Hence it is very crucial to sensitize the importance of record keeping for better Human Resource Managements.

The University needs to improve the working environments to her employees specifically to staff who deal with record keeping. Respondents lamented on the

environments i.e. modern records management tools, small working place and networking system. Also there should be training to staff, RMA and HRMO on how to manage and deliver records in a proper and effective way.

It is important also for The Open University to have formal policies to facilitate a creative allocation of funds and staff. Formal policies also serve as binding contracts between the organization and the Stakeholders. They help set standards. Formal policies can also be used as tools for staff training and evaluation.

The following are Recommendation to OUT for Efficient Record Keeping

5.2.1 Establish a Records Management Program

All over the world a key obligation of Records departments and offices is to establish and maintain a records management programs. A records management program encompasses the management framework, the people and the systems required within OUT to manage full and accurate records over time. The key areas to be considered are record management policies, plans and procedures, skilled staff, record keeping systems and tools, advice and training in record keeping rules and practices, record keeping performance monitoring and review.

5.2.2 Develop and Implement Record Keeping Systems and Tools

Record keeping systems help the institution or organization to meet their record keeping requirements, notably the making and reuse of records to support academic and even business activities. Record keeping requirements will be different for different organizations, and even within different parts of an organization depending

upon the legal and regulatory environment in which they work. Record keeping systems make, store and provide access to evidence of employee details over time. They do not just contain data to be re-used. There can be a number of record keeping systems within an organization, depending upon its size, its managerial or academic needs and the types of records it makes.

5.2.3 Implement Record Keeping Processes

The records management program provides a framework in which record keeping processes can be effectively implemented in order to make and manage records as long as they are needed. For OUT the newly established record keeping should start at Departmental level, Faculty/Directorate level to Head Quarter and be well implemented. If there is a plan to establish other system (s), the move should be the same.

5.2.4 Making of Records

People and organizations need to make records that document the decisions they have made and actions that have been taken. Many Human Resources Managers and business processes automatically result in the making of a record and systems should be designed to automate this as far as possible.

5.2.5 Control of Records

It is important to establish a physical and intellectual control over the records so that the organisation knows what records it has, where they are and what has happened to them. Using control processes, records can be found and used in support of business objectives.

5.2.6 Maintenance of Records

Maintaining records covers the range of processes and tasks for protecting records from unauthorized access, loss or destruction, theft or disaster and protecting their integrity over time. It also covers keeping them accessible for as long as they are needed as evidence of business activities, particularly important for electronic records.

5.2.7 Access to Records

Managing access to records involves making them accessible and useable to users within and outside the organization, implementing access rules and also access restrictions where necessary.

Managing access – identifying and administering requirements to make records accessible or to protect them from unauthorised access because of security, privacy or other restrictions. In the Departments and Faculty, access to records has to be regulated, the Freedom of Information and access of information has to be regulated by specific legislation.

- Retrieval – developing and implementing retrieval tools for records staff and user to identify and retrieve records, e.g. indexes and other recordkeeping metadata tools.
- Delivery – involves delivering records or copies to internal and external users when they need them.

5.2.8 Disposal of Records

The Open University of Tanzania (OUT) had to have systematic principles that will guide disposal of records. The disposal of records includes the retention, deletion, transfer or destruction of records following appraisal decisions.

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APPENDICES

APPENDIX I: Questionnaire to Deans/Directors & HoDs

Select the correct response and tick against the correct answer accordingly.

1. Gender: 1) Male 2) Female
2. Age: 1) Below 20 2) 20-29 3) 30-39
4) 40-49 5) 50-59 6) Above 59
3. Administrative position in the organization:.....
4. Level of Education: 1) Graduate education 2) Post graduate education
5. Directorate/Department.....
6. How long have you been at your current working position.....
7. Do you keep personnel records history at Department/Faculty/Directorate level?
1.) Yes 2.) No
8. If yes to question 7. Are the records accessed by other department?
1.) Yes 2.) No
9. What are the main kind of personnel records do you keep?
.....
.....
Do personnel record keeping help in making decision at
Department/Faculty/OUT level?
1)Yes 2.) No
10. Give reasons to your answer in question 10

-
-
11. How do you rank the level of personnel record keeping at Department/Faculty /OUT level?

1.) Best 2.)Better 3.)Good 4.)Average 5.)Bad

12. Give reasons to your answer in question 12

.....

.....

13. What methods do you use in record keeping?

1.)Manual 2.) Computerized 3.) Both of them

14. Do methods used in personnel record keeping meet the requirements of information for decision making at Department/Faculty/OUT?

1.)Yes 2.) No

15. Is it easy to retrieve staff records at registry?

1.) Yes 2. No

16. Give reasons to your answer in question 16.

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.....

17. Do you update the available personnel information at departmental/Faculty/OUT level?

1.)Yes 2.) No

18. Do you have an electronic database for all employees at Departmental/Faculty/OUT level?

1.)Yes 2.)No

19. Are the personnel information contained at Department/Faculty/OUT useful to you in decision making?
- 1)Yes 2.) No
20. Give reasons to your answer in question 20
-
-
21. To what extent are you satisfied with the current system of record keeping?
- 1.) highly satisfied 3.) Not sure
- 2.) moderately satisfied 4.) Not satisfied
22. Give reasons to your answer in question 22.
-
-
23. Tick the challenges that are brought about by record keeping at OUT.
1. Lose of files 2.Lose of some documents in files 3.poor working environment
4. Double work 5. Outdated information 6.misuse of information
5. Lack of integrity 7. Under utilizIon of RMO 8.Others mention
-
-
24. What should be done to improve record keeping at OUT
-
-

Thank You for Your Cooperation

APPENDIX II: Questionnaire to RMA/HRMO

Select the correct response and circle against the correct answer accordingly.

1. Gender: 1) Male 2) Female
2. Age: 1) Below 20 2) 20-29 3) 30-39
4) 40-49 5) 50-59 6) Above 59
3. Position in the organization:.....
4. Level of Education: 1) Secondary 2) College 3) Graduate education
4)Post graduate education
5. Work experience: 1) 0-5 2)5-10 3)10-15 4)15-20
6. How do you rank the contribution of record keeping to decision making at The Open University of the Tanzania ?
1.Best 2. Better 3. Good 4.Average 5.Bad
7. Give reasons to your answer in question 6
8.
9. Do you have a specific written policy for keeping and managing all employee paper-based and electronic records at OUT?
1) Yes 2.) No 3.) I don't know
10. Do you have a specific manual procedure of keeping and managing all employees' paper-based and electronic records?
1.) Yes 2.) No 3.) I don't know
11. If yes to question 9.Please specify?
.....

12. What method of personnel record keeping is effective in decision making at
OUT?

1. Manual 2. Computerized 3. Both of them

13. 12. Give reasons to your answer in question 11

.....

14. Do methods used in personnel record keeping meet the requirements of
information for decision making? 1. Yes 2. No

15. Give reasons to your answer in question 13.

.....

.....

16. Is there protection against unauthorized viewing, or the destruction of personnel
records?

1. Yes 2. No

17. 16. Do you update the available personnel information?

1. Yes 2. No

18. 17. Give reasons to your answer in question 16.

.....

19. 18. Do you have effective electronic data base for all employees?

1. Yes 2. No

20. Give reasons to your answer in question 17.

.....

21. To what extent are you satisfied with the current system of record keeping?

1. Highly satisfied 2. Moderately satisfied
3. Not sure 4. Not satisfied

22. Give reasons to your answer in question 20

.....

23. Did you face any of the following challenges in your work as a record keeper?

(circle “1” for correct answer)

1. Poor working environment 2.Lose of some document in the files.3Lose of files 4. Delay in some provision of information 5.Lack of integrity. 6Poor team work 7. Bypass of information 8. Poor feedback from top management 9.over work 10. Undeutilized 11. Poor working system in HRD/Rrgistry 12. Performing double work.

24. Please rank the following successes that are brought about by record keeping at the OUT .

	1.high	2.Medium	3.Low	4.I don't know
Availability of information				
Easy retrieval of information				
Useful of information				
Easy tracking personnel file				
Facilitate decision making process				
Other.....				

.....

.....

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25. What should be done to improve personnel record keeping at OUT

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Thank You for Your Cooperation

APPENDIX III: Questionnaire to Staff

Select the correct response and circle against the correct answer accordingly.

1. Gender: 1) Male 2) Female
2. Age: 1) Below 20 2) 20-29 3) 30-39
 4) 40-49 5) 50-59 6) Above 60
3. Level of Education:
 1) Secondary 2) College 3) Graduate education
 4) Post graduate education
4. Work experience.....
5. Directorate/Department.....
6. Does personnel record keeping help in making decision concern your affairs?
 1. Yes 2. No
7. Which area of decision related to the list below did you benefit from: (circle 3

Numbers for correct response)

- | | | |
|------------------------------|--------------------------|-----------------------|
| 1. Recruitment | 2. Transfer | 3. Salary increment |
| 4. Promotion | 5. Disciplinary measure | 6. Deployment |
| 7. Deployment | 8. Contract renewal | 9. Transfer |
| 10. Succession plan | 11. Termination benefits | 12. Award/recognition |
| 13. Training and development | 13. None | |
8. How do you rank the contribution of personnel record keeping to decision making at OUT?
 1. Very good 2. Good 3. Average 4. Bad
 5. Very bad 9. Give reasons to question 8.

.....

10. Which methods of personnel record keeping is effective in decision making at OUT?

1. Manual 2. computerized 3. both of them

11. Give reasons to your answer in question 10

.....

12. Are your employment history records available in your department?

1. Yes. 2. No

13. What methods does the OUT use in personnel record keeping?

1. Manual 2. Computerized 3. Both of them

14. Do the methods used meet the requirements of information for decision making?

1. Yes 2. No

15. Are you sometimes asked to provide same information twice from Management?

1. Yes 2. No

16. To what extent are you satisfied with the decision made concerning your human resources affairs like promotion, development plan, and salary increment?

1. Highly satisfied 3. Not sure 2. Moderately satisfied
4. Not satisfied

17. Give reasons to question 16.

.....

.....

18. Tick the most three challenges that are brought about by record keeping in OUT.

- | | | |
|----------------------|------------------------------------|------------------------------|
| 1. Lose of files | 2. Lose of some documents in files | 3. Ppoor working environment |
| 4. Double work | 5. Outdated information | 6. Misuse of information |
| 5. Lack of integrity | 7. Under utilization of RMO | |
| 8.Others mention | | |

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19.What should be done to improve record keeping at OUT.

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Thank You for Your Cooperation