AN ASSESSEMENT OF THE FACTORS AFFECTING RECORDS MANAGEMENT IN
BUSINESS ORGANIZATIONS IN UGANDA: A CASE STUDY OF SUGAR
CORPORATION OF UGANDA LIMITED (SCOUL)

BY
KYATEREKERA BASHIR
BPA / 2385/ 21/ DU

Supervisor: Dr. Swaib Bamwekize, Ph. D

A Research Report Submitted In Partial Fulfillment Of The Requirements For The Award
Of The Degree Of Bachelor Of Public Administration of Kampala International
University.

June 2004
DECLARATION

I Kyaterekeru Bashir declare that this is my first presentation of a report on Sugar Corporation of Uganda Limited, Lugazi. The whole of the content of this research work and observations are mine and its presented as a result of my own effort for the award of a Bachelor of Public Administration Degree for the Kampala International University.

The written materials and other schedules are original. However, I have used some books for reference as they appear in the bibliography (reference).
APPROVAL

This work has been supervised and approved as having the required standard from a candidate for the award of a Bachelors Degree in Public Administration under the Faculty of Social Sciences and Law at the Kampala International University.

Signed: _________________________________

Date: _________________________________

DR. SWAIB BAMWEKIZE, Ph. D
Supervisor

Faculty of Social Sciences and Law.
DEDICATION

This work is dedicated to my role model and beloved mother, Mrs. Venny Muwanga and father Mansour Khamis for their love, courage and effort put in towards providing me with education.
ACKNOWLEDGMENT

I wish to express my sincere appreciation to all those whose assistance I found relevant in writing this report, especially the Chief Executive and Management of Sugar Corporation of Uganda Limited, that allowed me to conduct my research Program in their organization and granting me access to the relevant information which was required for this research report.

My special thanks are due to the Associate Dean, Faculty of Social Sciences and Law Dr. Swaib Bamwekize (Supervisor) whose excellent supervision with untiring advice, professional guidance, assistance and encouragement have enabled me to complete this report.

Sincere thanks are due to the Senior Manager Personnel / Training, Mr. Twesigye Nixon, Assistant Personnel officers in the Human resources Department for their material support and guidance rendered to me as a researcher in their department.

It will be regrettable if I fail to thank my friends and colleagues especially Mr. Mulegi Tom who have helped me tirelessly in this struggle. I also thank my course mates who pointed out errors and ambiguities and have made numerous suggestions for improvement.

Finally special thanks are due to my mother and entire family for the love and financial support extended to me. It would be impossible to mention all those who assisted me, but sincere gratitude to them all.

For errors, corrections and omissions therein, I am of course solely responsible.
## LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table I</td>
<td>23</td>
</tr>
<tr>
<td>Table II</td>
<td>24</td>
</tr>
<tr>
<td>Table III</td>
<td>24</td>
</tr>
<tr>
<td>Table IV</td>
<td>25</td>
</tr>
<tr>
<td>Table V</td>
<td>25</td>
</tr>
<tr>
<td>Table VI</td>
<td>26</td>
</tr>
<tr>
<td>Table VII</td>
<td>26</td>
</tr>
<tr>
<td>Table VIII</td>
<td>27</td>
</tr>
<tr>
<td>Table IX</td>
<td>28</td>
</tr>
<tr>
<td>Table X</td>
<td>28</td>
</tr>
<tr>
<td>Table XI</td>
<td>29</td>
</tr>
</tbody>
</table>
LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>RM</td>
<td>Records Management</td>
</tr>
<tr>
<td>SCOUL</td>
<td>Sugar Corporation Of Uganda Limited</td>
</tr>
<tr>
<td>USF</td>
<td>Uganda Sugar Factory</td>
</tr>
</tbody>
</table>
AN ABSTRACT OF RESEARCH REPORT.

The information given in this report is a compilation of both academic and field research work whose major objective is to help both the author and the organization. The research tries to report how the practice of records management in organizations is handled, with the literature review explaining in detail the practice of records management and its importance to the development of business organisations.

The methodology used by the author as to how he came up with the findings in this report is also tackled and its techniques used that helped in analyzing the organization under study such that due recommendations and suggestions can be made to help improve on the practice of records management in business organizations.
**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration.</td>
<td>2</td>
</tr>
<tr>
<td>Approval.</td>
<td>3</td>
</tr>
<tr>
<td>Dedication.</td>
<td>4</td>
</tr>
<tr>
<td>Acknowledgement.</td>
<td>5</td>
</tr>
<tr>
<td>List of tables.</td>
<td>6</td>
</tr>
<tr>
<td>List of abbreviations.</td>
<td>7</td>
</tr>
<tr>
<td>Abstract.</td>
<td>8</td>
</tr>
<tr>
<td><strong>CHAPTER ONE.</strong></td>
<td></td>
</tr>
<tr>
<td>1. <strong>INTRODUCTION.</strong></td>
<td>11</td>
</tr>
<tr>
<td>1.1 Background of the study.</td>
<td>11</td>
</tr>
<tr>
<td>1.2 Statement of the problem.</td>
<td>12</td>
</tr>
<tr>
<td>1.3 Purpose of the study.</td>
<td>13</td>
</tr>
<tr>
<td>1.4 Specific objectives.</td>
<td>13</td>
</tr>
<tr>
<td>1.5 Research questions</td>
<td>13</td>
</tr>
<tr>
<td>1.6 Scope of the study.</td>
<td>14</td>
</tr>
<tr>
<td>1.7 Significance of the study.</td>
<td>14</td>
</tr>
<tr>
<td>1.8 Definitions of concepts and terms.</td>
<td>14</td>
</tr>
<tr>
<td><strong>CHAPTER TWO.</strong></td>
<td></td>
</tr>
<tr>
<td>2. <strong>REVIEW OF RELATED LITERATURE.</strong></td>
<td>16</td>
</tr>
<tr>
<td>2.1 Statement of the hypothesis.</td>
<td>22</td>
</tr>
</tbody>
</table>
CHAPTER THREE.

3. METHODOLOGY.
   3.1 Research design.
   3.2 Sample selection.
   3.3 Description of the instruments.
   3.4 Procedure of data collection.
   3.5 Data analysis.
   3.6 Limitation of the study.

CHAPTER FOUR.

4. PRESENTSTION, INTERPRETATION AND ANALYSIS.

CHAPTER FIVE.

5. DISCUSSIONS OF FINDINGS, SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS.

   5.1 Introduction.
   5.2 Discussion of findings.
   5.3 Summary.
   5.4 Conclusions.
   5.5 Recommendations.
   5.6 Suggestions.

6. REFERENCES.
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Of The Study

One of the challenges facing business organizations in Uganda today is to keep proper business records. Records management has been identified as an important factor if performance is to be improved.

The term records here refers to the informational documents used in the operation of an organization to carry out various functions, including forms, letters, minutes, memorandums, reports, and manuals. Records are valuable resources and like all other resources they must be managed.

Management is the process of planning, organizing, leading, and controlling the efforts of organizational members and using all other resources efficiently and effectively to achieve stated organizational goals and objectives.

Records management is the systematic control of all records from the time they are created or received through their processing, distribution, storage, retrieval, utilization, maintenance, retention and presentation to their ultimate disposition.

SCOUL was formerly known as Uganda Sugar Factory (USF) and it was the first factory to be established in the whole of East Africa in 1924 by N.K. Mehta.

In 1972 the Uganda government expropriated USF and took control. In 1980 the new government invited the family of the late N.K. Mehta back. In March 1980 a new joint venture was borne which is christened as SCOUL with equity participation by government and the Mehta group. The new factory was built and inaugurated on January 26, 1988.
During those turbulent years a lot of things at the factory were vandalized including records. There is therefore a need to set up effective records management systems in the corporation.

1.2 Statement Of The Problem

Both the clerical (manual) and computerized systems used by most organizations, depend on the size and information needs of the company and the financial resources available.

Clerical systems require employment of records clerks, who may lack the necessary skills, large volumes of data are held on files over varying periods of time and storage space required are large despite use of space saving storage devices. This requires extra human effort to retrieve and store data and the risk of error and inaccuracy are increased, hoarding of records, over loaded and poorly labeled drawers, failure to protect records from fire, misfiles resulting in loss or slow retrieval, etc.

Computerized records are costly in terms of specialized training, hardware, software, and maintenance, are exposed to hackers, and computer virus. Bureaucratic tendencies lead to delays in retrieval in both systems.

The study was aimed at assessing the effects of records management systems on performance of business organizations in Uganda.
1.3 **Purpose Of The Study**

The purpose of this study has been to examine the factors affecting records management in business organizations, establish how records management can improve performance of business organizations and how organizations can set up effective records management systems.

1.4 **Specific Objectives**

The study was guided by the following objectives:

- Determine the factors affecting effective records management in business organization in Uganda and investigate organizations’ awareness to solve them.
- Establish how records management can improve performance of business organizations in Uganda.
- In line with the findings, determine and recommend how business Organizations can set up effective records management systems.

1.5 **Research Questions**

- What are the factors affecting effective records management in business organizations in Uganda?
- How can record management improve performance of business organizations in Uganda?
- How can business organizations set up effective RM systems?
1.6 Scope Of The Study

This researcher conducted his study at Sugar Corporation of Uganda limited, Lugazi. It is located at 45 kilometers East of Kampala and 35 kilometers West of Jinja on Kampala –Jinja highway in Lugazi Town Council, Mukono District. The researcher focused on the factors affecting records management and how RM can improve performance of business organization in Uganda.

Literature that guided the study was obtained from textbooks of office organization and management, related research reports and newspapers.

1.7 Significance Of The Study

The researcher believes that the findings of the study and recommendations made will contribute substantial awareness to a number of business organizations in Uganda. Organizations will then set up proper records management systems that will enhance their performance. It may also form a basis for further studies.

1.8 Definitions Of Concepts And Terms.

**Filling** refers to activities involved in sorting documents, locating proper folder for document and placing the document in the folder.

**Creation** involves Controlling the development and adoption of new forms, and developing efficient methods of entering data in documents.
Utilization refers to the efficient procedure for use in retrieving and delivering desired records to the desired location at desired time.

Storage refers to developing of efficient procedures for using filling equipment and protecting records against disaster or UN authorized use.

Deposition refers to the preserving of valuable documents that are vital for smooth operation of the organization and transferring records from high cost storage area to low cost storage area as well as properly destroying records no longer having any value to the organization.

Retention refers to audits of all organizations’ records and development of schedule for safe keeping of necessary records.
CHAPTER TWO

2.0 REVIEW OF RELATED LITERATURE.

This section presents literature that is related to the topic of study. It gives the insight of the problem in the statement of the problem and objectives of the study. Literature was reviewed under what RM is, objectives, policies, benefits and challenges.

Arora (2002) defines RM as the control of records and broadly defined includes forms, reports, micro-filming and related services. It therefore concerns itself with the retention, presentation, and disposal.

While Harding (1998) defines it as the supervision of records cycle, that is, creation, utilization, storage, retrieval, retention/destruction.

Quibble (1998) defines it as the activities involved in controlling the life cycle of a record, beginning with its creation and ending with its ultimate disposition.

Dubey (1997) defines as the activities that a business defines as falling within the scope of the management of business records and because each business defines that scope, the activities included in the records management area differ from industry to industry and among individual businesses.

Kallas & Johnson (1992) defines it as the systematic control of all records from the time they are created or received through their processing, destruction, organization, storage and retrieval to their ultimate deposition.

Diamond (1995) defines it as a broad based discipline composed of storage, creation, utilization, forms management, and reports management.
Ricks et al (1992) define it as what provides for the systematic control of records from creation or receipt through their processing, distribution, organization, storage and retrieval to their ultimate disposition.

Dons and Brian (1996) define it as the setting up of systems that enable users to maintain and control information.

Harding (1998) observed that records management programme in an organization must have objectives and these may include:

- Provision of accurate information throughout the organization
- Control of records through each stage of the cycle.
- Recognition of the responsibility for operating the programme.
- Development of sound systems and procedures, standardization of procedures and equipments, staff appreciation and awareness of procedures via essential training and provision of necessary procedure manuals.
- Safety and security of information.
- Establishment of appropriate retention /destruction policies.
- Elimination of unnecessary duplication of records.
- Adaptability to future developments including expansion or contraction.
- On going monitoring and evaluation of existing procedures.
- Economies in terms of cost of providing the service.
- Increased efficiency of information storage and retrieval.
Arora (2002) further observes that for records management to be successful, it must be based on sound principles, for example;

Records should be kept with some purpose in view and, if some records have no purpose they should never be preserved.

Records must be properly classified for use as classification of facts helps in proper analysis of a business condition and records must be available when needed.

All records do not have the same value for the organization and it is therefore unnecessary to keep elaborate records of all types because this would involve huge expenditures causing the organization unnecessary costs.

According to Quibble (1996) the records management programme, which has management, support is considered to be an integral organizational function. Organizations must therefore have written policies on records management that may emphasize the following:

- Each record created in the organization should come under the jurisdiction of the records management programme.
- The records management should operate under the procedures outlined in the management manual.
- Records must receive adequate protection.
- Efficiency should have procedure over cost when making decisions about workflow.

Kallaus & Johnson observed that anything that interferes with the make up of one or more of the resources that make up a records system, that is, people, equipment and supplies, space, procedures and information, creates a problem in the system and this
hinders the effectiveness of all records management program. Common problems may include:

**Management problems**
- No overall plans for managing records.
- No plan for retrieving or destroying records
- No standards for evaluating workers.

**Human problems**
- Lack of concern about the importance of records
- Hoarding of records.
- Assuming that people know how to operate the files.

**Inefficient filing problems**
- Overloaded and poorly labeled drawers
- Failure to protect records
- Misfiles resulting in lost or slow retrieval.
- Records taken from and placed in files without proper authorization.

**Use of equipment**
- No equipment standards.
- No use of fire resistant equipment.
- Wrong type of cabinets for records being used.
- Poor or no use of automated systems.
**Inefficient use of space**

- Crowded working conditions.
- Poor layout of storage area.
- Inadequate use or absence of microfilmed records.

Ricks et al (1992) acknowledged that a well-implemented system of records management might have a number of benefits to organizations such benefits may include:

Records are a corporate memory of the organization they remember the information, needed for operating the firm from day to day, month to month and year to year.

Debby (1997) stated that to make appropriate decisions managers must have appropriate Information. Decisions are as good as the, information they are based. Most of the information for decision-making is found in records.

Kallaus & Johnson (1992) continued to state that in order to survive business organizations must have up to date information in the right time, to the right form, to the right place, to make management decisions.

Tweedy (1986) is of the view that Office Records store information for use in documenting already implemented decisions

The importance of documentation to the continuing life and success of the organization has become crucial as more and more consumers, individuals and organizations turn to the court as a forum for their concerns and as an avenue for recourse.
Records therefore have a legal value to the firm as they provide evidence of business transactions.

Ricks et al (1992) further observed that many organizations are concerned with increasing volume of records and the increasing costs associated with the creating, using, maintaining and destroying of these records. Records management will therefore reduce the volume and costs associated with these.

Frustration and reduced efficiency occur when individuals responsible for making decisions are unable to locate the information to efficiently develop and evaluate alternatives.

A systematic approach to record management provides a vehicle for information availability to enhance the efficiency of the employees and the organization as a whole.

Arora (2002) noted that Records management helps to keep an account of processes. By writing and presenting, papers, documents, memorandum of different types of transactions, financial and non-financial the progress of the organization is recorded.

Ricks et al (1992) also observed that Organization involved with government programs must operate using established policies and procedures. Records of such organization are subject to state records retention and disposition criteria. Such organizations may include Banks, Insurance firms, public utilities or investment ventures etc. All these organizations must be able to document their compliance and provide that documentation upon request.
Diamond (1995) has also observed that Organization’s without records management program run a risk of destroying records too soon and consequently not being able to produce them when required.

Records management will enable organizations to prepare statement of true conditions and to make comparisons between one period and another, between different product lines and comparisons with firms operating in the same line of business and also to detect errors and wastes.

Kallas & Johnson (1992) have observed that a records management program may also help an organization to retrieve information faster, reduce lost or displaced records.

Implementing a records schedule and destroying unnecessary and duplicate records can conserve space and reduce expenditure for filing equipments and supplies.

Records help employees perform office operations within the firm, and can document operating funds or serve tax audit purposes. They furnish a record of the organizations operations and major shifts of direction over the years.

Tweedy (1986) further noted that modern records management has developed into an essential administrative service offering a considerable number and variety of opportunities for qualified persons to seek more challenging positions in computer technology.

2.1 Statement Of Hypotheses

This study was guided by the following hypotheses:

- Records management has no impact on the performance of business organizations in Uganda.

- Business organizations are not aware of effective records management systems.
CHAPTER THREE

3.0 METHODOLOGY

This chapter deals with techniques of investigation, which the researcher thought were necessary for collecting, analyzing and interpreting data for the study. The methods that were used to collect and analyse data are very important to consider because they greatly influenced the accuracy of the data collected.

3.1 Research Design

Data was collected, analysed and interpreted. The researcher used a quantitative (Descriptive) and analytical study design.

3.2 Sample Selection

The respondents were purposely sampled because of the population size of SCOUL. SCOUL has an employee population of over 5000 employees both on contract and permanent basis. Five (5) employees were drawn from each of the departments that is to say, Human Resource, Finance, Establishment, Agriculture and Factory (Works).

3.3 Description Of The Instruments

The researcher used the following instruments to obtain data:

a) Questionnaires

b) Interviews

c) Observations
Questionnaires

Questionnaires were administered to all the 25 employees that were selected. The researcher mainly used both open ended and close-ended questions in relation to the hypothesis, objectives of the study and the statement of the problem.

Interviews

The researcher conducted Interviews with employees and some managers besides questionnaires given.

Observation

The researcher made observation through the visits to the respective departments. This equipped the researcher with more information on the factors affecting records management in the corporation.

3.4 Procedure Of Data Collection

After receiving the letter of introduction from the Dean of Faculty of Vocational studies, the researcher proceeded to the field and administered the instruments and collected the relevant data of the study.

Questionnaires were distributed to the selected employees and managers in the respective departments, the researcher also carried out interviews and made observations.
3.5 Data Analysis

The data that was collected from the questionnaires, interviews and observations was converted to numerical figures for easy comparisons and tabulation. The data was analysed using percentages.

3.6 Limitation Of The Study

- Some respondents were not willing to provide information required in time. This resulted in the delay to complete the research.
- The research was very expensive in terms of transport, stationary, typesetting and printing.
CHAPTER FOUR

4.0 PRESENTATION, INTERPRETATION AND ANALYSIS

This chapter presents an analysis of the findings in light with objectives of the research.

The results are presented, interpreted and analysed below. The results were got from a total of 23 respondents out of 25 sampled.

Table I Sex Distribution

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>15</td>
<td>65</td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.

The findings revealed that 15 (65%) of the respondents were male while 8 (35%) were female.
Table II: Age Distribution

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-25</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>26-30</td>
<td>6</td>
<td>26</td>
</tr>
<tr>
<td>31-35</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>36-39</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>40 and above</td>
<td>9</td>
<td>39</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.

Findings revealed 1 (4%) respondent was between ages 20-25 years; 6 (26%) respondents between 26-30 years; 5 (22%) were between 31-35 years; 2 (9%) respondents were between 36-39 years and 9 (39%) respondents 40 years and above.

Table III: Period Of Service

<table>
<thead>
<tr>
<th>Period</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4 years</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>5-9 years</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>10 year and above</td>
<td>13</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>23</td>
<td>39</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.
Findings revealed that 5 (22%) respondents had worked with the company between 1-4 years; 5 (22%) had worked with the company between 5-9 years; 13 (56%) had worked with the company for 10 years and above.

Table IV- Level of Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>6</td>
<td>26</td>
</tr>
<tr>
<td>Diploma</td>
<td>10</td>
<td>44</td>
</tr>
<tr>
<td>Degree</td>
<td>7</td>
<td>30</td>
</tr>
<tr>
<td>Non of the above</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.

Findings have also revealed that 6 (26%) of the respondents were certificate holders; 10 (44%) of the respondents were diploma holders; 7 (30%) were degree holders and none of the respondents had any other qualification not mentioned above.

Table V Whether the corporation uses untrained Human resource in records keeping.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>18</td>
<td>78</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Do not know</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.
18 (78%) of the respondents said the corporation uses untrained human resource in records keeping while 3 (13%) said the corporation did not use untrained human resource in records keeping.

Tax VI. Whether the corporation has adequate and appropriate records management facilities.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>8</td>
<td>35</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>65</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.

Findings have also revealed that 8 (35%) of the respondents said the corporation had adequate and appropriate RM facilities. While 15 (65%) said the corporation did not have adequate and appropriate RM facilities.
Table VII- Systems Of Records Keeping Used.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized raw materials</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Decentralized raw materials</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Manual systems of storage retrieval</td>
<td>6</td>
<td>26</td>
</tr>
<tr>
<td>Computerized system of storage retrieval</td>
<td>3</td>
<td>13</td>
</tr>
<tr>
<td>Combination of all those above</td>
<td>10</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source:* Computed by the researcher from the use of questionnaires and interview data.

Findings revealed that 1 (4%) of the respondents were using centralized RM; 3 (13%) were using decentralized RM; 6 (26%) respondents were using computerised system of RM; 3 (13%) of the respondents were using a combination of the above systems.

Table VIII Whether these systems are efficient

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>26</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source:* Computed by the researcher from the use of questionnaires and interview data.
Findings also revealed that 6 (26%) of the respondents said the systems of RM they were using were not efficient, while 17 (74%) of the respondents said the systems and methods used were not efficient.

44% of the respondents said the systems and methods of records keeping used were a combination of centralized, decentralized, manual systems of storage and retrieval and computerized systems of storage.

74% of the respondents said the systems and methods used were not efficient compared to the 26% who said the systems were efficient.

Asked on what could be hindering their efficiency. Reasons given included, lack of records keeping policy, failure to motivate workers, failure to destroy unrequired records, duplication of records, lack of concern about the importance of records keeping, keeping of incomplete records, lack of integrity, lack of adequate facilities and mismanagement of records.

Table IX Whether Records Keepers Are Sufficiently Motivated.

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>26</td>
</tr>
<tr>
<td>No</td>
<td>17</td>
<td>74</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.
On whether records keepers were sufficiently motivated, findings revealed that 6 (26%) of the respondents said that they were sufficiently motivated, while 17 (74 %) said that they were not sufficiently motivated.

Table X Whether The Corporation Has A Records Keeping Policy

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
<td>22</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
<td>78</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.

Findings revealed that 5 (22%) of respondents said the corporation had a records keeping policy, while 18 (78%) of respondents said the corporation did not have a records keeping policy.

Table XI Whether Management Is Aware Of The Problems Facing Records Keeping In The Corporation

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
<td>52</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>48</td>
</tr>
<tr>
<td>Total</td>
<td>23</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Computed by the researcher from the use of questionnaires and interview data.
Findings revealed that 12 (52%) of the respondents said management was aware of the problems facing records keeping in the corporation while 11 (48%) of the respondents said management was not aware of the problems facing records keeping in the corporation.
CHAPTER FIVE

DISCUSSION OF FINDINGS, SUMMARY, CONCLUSION, RECOMMENDATIONS AND SUGGESTIONS.

5.0 INTRODUCTION

This chapter discusses the findings as the researcher obtained them. The findings and recommendations may be implemented and if need be used for further investigations and research so as to enable business organizations set up effective records management systems.

5.1 DISCUSSION OF THE FINDINGS.

According to the findings the number of male were more than half of the respondents 15 (65%) while female were 8 (35%). This reflects the fact that this company employees more men than women as most of the work is manual, women are mostly employed to do light duties.

The highest age group of the respondents was 40 and above representing 39% of the respondents and most of these are the people who have worked with the company for over ten years.

The highest number of respondents was diploma holders, 44% followed by degree holders’ 30% and certificate holders, and 26%. From the interviews carried out by the
researcher all these 26%, certificate holders were involved in records keeping. Interviews also revealed these are O’level and A’ level certificate holders.

The findings reveal that the corporation uses untrained human resource in records keeping, this was clearly seen from the fact that most of the records keepers are certificate holders, that is, either O’ level certificate or A’ level certificate and they are not trained in the necessary skills before being assigned duties. This was agreed by 78% of the respondents.

This problem could be attributed to weakness in management.

The results also revealed that the corporation did not have adequate and appropriate records keeping facilities. The reasons advanced for this included lack of standardized records management equipments, poor layout of Storage space, lack of appropriate filing cabinets, low level of automation, too much paper work, use of open shelves that are poorly labeled and overloaded, reluctance of management to purchase adequate facilities, use of outdated computer programs, this was agreed by 65% of the respondents. The other 35% who said the corporation had adequate and appropriate RM facilities did not give any reasons as to why they thought so.

They also sighted the reluctance of management in purchasing the required facilities. Yet according to Quibble (1996), records must receive adequate protection and a record management programme, which has management support, is considered to be integral organizations function.

The results also revealed that a combination of centralized RM decentralized RM, manual systems of storage and retrieval and computerized system of storage and retrieval is used. However, 74% of the respondents said the systems and methods used
are not efficient and this was attributed to a number of factors that affect records management systems. This is consistent with Kallaus and Johnson (1992) observation that anything that interferes with the make up of one or more of the resources that make up a records system, that is, people, equipment, and supplies spaces, procedures and information creates a problem in the system and this hinders the effectiveness of all management programs.

Record keepers are not sufficiently motivated and this was confirmed by 74% of the respondents. Reasons for this again include low remuneration, lack of incentives reluctance of management to purchase required facilities for records keeping and lack of training opportunities for records keepers. This is again consistent with Kallaus and Johnson (1992) above.

The corporation has no records keeping policy. This was confirmed by 78% of the respondents. Quibble (1996) observes that organizations must have written policies on records management that may emphasize how records are created, procedures for operations and protection that the records must receive. Efficiency must take precedence over the cost when making decision about workflow.

52% of the respondents said management is aware of the problems facing records management in the corporation and management has taken some steps towards solving them that include planning office automation. Putting in place a training plan and drafting an IT policy and setting up a committee to identify problems facing record keeping in the corporation.
This shows that management has recognized the importance of records management to the corporation. This is again consistent with Quibble (1996) observation that the records management programme, which has management support, is considered to be an integral organizational function. Though management has taken some steps towards solving the problem. It is still not enough to solve the corporation’s current records keeping problem. This is even seen from the 48% of respondents who think management is not aware of the problems facing records keeping in corporation.

They feel management is only obsessed with money making, as long as they are providing sugar and making sales, cannot think about any other developments.
5.2 SUMMARY

From the findings we learn that factors affecting effective records management in business organizations include:

- Human resources – organizations need to use trained personnel with appropriate skills in records keeping. Otherwise the quality of records keeping will be affected.
- Equipment and supplies - Must be adequate and appropriate so that records can receive appropriate protection.
- Procedures and information- records must be easy to retrieve and information must be timely. Up-to-date and relevant to decisions making.
- Management must be willing to integrate the records management programme as an organization's function and must therefore have written policies in place.
- Space-storage space must be available and well laid out to facilitate quick retrieval of information.
- Failure to classify records- records must be properly classified.
- Records management if well handled will facilitate proper execution of duties and decisions made will be timely and accurate as delayed retrieval means delayed decisions and the quality of records will definitely affect the quality of information and decisions made.

The research has revealed that various methods and systems of records keeping is used in the corporation. These include centralized, decentralized, manual systems of recording keeping and retrieval and computerized system of recording keeping and
6.0 REFERENCES


