

**EMPLOYEES' RESPONSIBILITY OF KEEPING THEIR OWN  
PERSONAL RECORDS IN MASWA DISTRICT COUNCIL**

**EMPLOYEES' RESPONSIBILITY OF KEEPING THEIR OWN  
PERSONAL RECORDS IN MASWA DISTRICT COUNCIL**

**By  
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**A Thesis is Submitted to the School of Public Administration and Management  
in Partial Fulfillment of the Requirements for the award for the Degree of  
Master of Science in Human Resource Management (MSc) of Mzumbe  
University**

**2015**

## CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis titled “**Employees’ Responsibility of Keeping their own Personal Records in Maswa District Council**” in partial fulfilment of the requirements for award of the degree of Master of Science in Human Resource Management of Mzumbe University.

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Chairperson/School Board

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**AND**

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I Stella John Mawa, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

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## **ACKNOWLEDGEMENTS**

I gratefully acknowledge the co-operation and opportunity provided by a great number of people through their assistance in many ways in completion of this programme, though only words of thanks are what I have to offer. It is not possible to mention all persons. First and foremost, I thank Almighty God for giving me a good health since the beginning of this programme.

However I would like to express my sincere appreciation to the Major Supervisor Dr. Montanus C. Milanzi, for supervising my research. I also express my gratitude to The Head of Human Resources and Administration Department in Maswa District Council Samweli K. Simbila and all employees in Maswa District Council who in one way or another contributed to make this report reality.

Moreover, my heart full thanks to my colleagues whom we used to study and discuss together, I humbly appreciate their contribution to the success of this work.

Finally, I wish to thank everyone who in one way or the other contributed to making this dissertation a reality.

## **DEDICATION**

This work is dedicated to my parents, John Mawa and Batuli H. Msangi, who supported me since the beginning of this programme.

## LIST OF ABRIVIATIONS AND ACRONYMS

AOC	-	Administrative Office of the Courts
CIS	-	Computerized Information System
DEER	-	Duty of Employees in keeping their Employment Records such as (Appointment letters, confirmation letters, transfer letters etc).
DVD	-	Digital Video Disc
EAME	-	Employees Awareness of the Meaning of Employment records
EDER	-	Employees Disposition of their Employment Records
EKER	-	Employees' Knowledge of keeping their Employment Records
ERSE	-	Employees Responsibility to ensure Sensitivity of their Employment records
GMKP	-	General Magnitude of Keeping Personal records
HRM	-	Human Resources Management
ICT	-	Information and Communication Technology
IRMT	-	International Records Management Trust
KEC	-	Kibaha Education Centre
MDC	-	Maswa District Council
MEED	-	Magnitude of Employees in keeping their Employment records in Different ways
MFRE	-	Magnitude of keeping Fiscal Records by Employees
MHSW	-	Ministry of Health and Social Welfare
MKER	-	Magnitude of Keeping Employment Records (e.g; appointment letter, confirmation letter, transfer letters etc)
MU	-	Mzumbe University
PSRP	-	Public Service Reform Programme
RDM	-	Research Data Management
RESE	-	Responsibility of Employees to ensure Security of their

		Employment records
SELFINA	-	Sero Lease and Finance
SERE	-	Safeness of Employment Records kept by Employees
SoPAM	-	School of Public Administration and Management
SPSS	-	Statistical Package for Social Sciences
TBL	-	Tanzania Breweries Limited
TRA	-	Tanzania Revenue Authority
VCD	-	Video Compact Disc
VEER	-	Various ways used by Employees to keep their Employment Records

## **ABSTRACT**

This study was intended to investigate Employees' Responsibility of Keeping their own Personal Records in Maswa District Council. The aim of the study was to investigate the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers. The study used a sample size of 50 respondents in which 46 of them were given questionnaires and 4 were interviewed. Purposive sampling technique was used to the heads of departments while simple random sampling technique was used to select respondents from junior staff. Moreover, the tools used to collect data were questionnaire, documentary review and interview. Data collected through questionnaire method was analysed by using descriptive statistics with the assistance of SPSS software and those which collected through Interview were analyzed manually.

The findings of this study discovered that majority of employees do not take into consideration the sensitivity of their employment records. Also, it was reported that employees are not responsible to ensure security of their employment records.

Moreover, it was discovered that not all employees at MDC are aware of what an employment record is. Also, it was revealed that a good number of the respondents reported that employees at MDC do not dispose their employment records properly. Furthermore, it was reported that at MDC employees do not keep their employment records in a modern ways (e.g. through internet, CD and Flash Disk) for future use.

Also, it was indicated that the magnitude of keeping fiscal records by employees at MDC is very low. However, the findings of this study revealed that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is low. Also, this study revealed that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is low.

Finally, it was recommended that employees at MDC should keep their employment records because those document acts as reference.

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# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This chapter has nine sections.; Section one covers the background of the problem, section two is on the statement of the problem, section three is about objectives of the study, section four is on the research questions, section five covers the significance of the study, section six is about the limitations of the study, section seven is on the delimitation of the study, section eight shows the conceptual framework, and section nine is about definition of the key terms and concepts.

### 1.1 Background of the Problem

Since independent the government of Tanganyika kept records concerning employment by using Ministries, Departments and Agencies, but later the necessity of the function influenced the government to form a special institution to perform this activity “Soon after independence, the Tanzania government realised that the creation of an institution, which would govern and improve the arrangements for public records, was essential for the Government administration” (Magaya, 2009:4).

To ensure efficiency, effectiveness and successful performance of government activities especially in records keeping, in 2004 the government made a reform through Public Service Scheme (2004:25) to make sure not only the government as employer is responsible for keeping employment records but the employees are also responsible. As the scheme state that in Section 65 (1) it shall be the duty of both employer and employee to keep employment records for the purpose of reference, for calculation of the employee terminal benefit. The scheme continues by showing the usefulness of the record kept by employee him/her self in item two that “Employment records kept by both employer and employee shall be regarded as original copies duly signed by authorized personnel”. This scheme of service explains clearly that every employer and employee is supposed to keep employment

histories, and the conditions for such records to be regarded as original. In the same year, the parliament formulates new Employment and Labour Relation Act (2004) which in Part Nine section Ninety Six, item one state that every employer and employee shall keep the written particulars of employment as prescribed in section fifteen of the Act. The Act also requires every public servant to keep his/her own records of employment so that they can easily get their rights as explained by Smith that keeping records is the source of any right, “In the context of human rights, records provide the information by which government and other organizations can meet and discharge their obligations to citizens and communities” (Smith, 2007).

In 2011 as an employer, the government through its parliament formulate a new Records and Archive Management policy, which state that “All public servants shall be responsible for the custody of copies of their personal records related to their employment histories” (Chapter 4:10 item III). For that case, The Employment and Labour Relation Act (2004) and The Public Service Scheme (2004) revealed that it is the task for both employer and employee to keep records concerning employment but the emphasis is on The Record and Archive Management policy of the year 2011 which insist that the task of keeping employment records is vested much on the employee himself/ herself that is why the researcher is interested to investigate on how employees in Tanzanian public sector are responsible for implementing the policy.

## **1.2 Statement of the problem**

According to Employment and Labour Relation Act (2004) every employer and employee shall keep the written particulars of employment as prescribed in section fifteen (15) of the act and any records of payment to an employee. When we refer to the Record and Archive Management Policy of the year (2011) the policy states that “all public employees shall be responsible for the custody of copies of their personal records related to their employment”. Moreover, it has been advised that you can either store the file on the computer, on a CD, or other storing device. Documents scanning and storing in devices such CD and Flash Disk is very

important because you will need these as reference for future (Brown, 2011). Such disk devices and card readers constitute a modern way of record keeping (Department of Defense, 2014). In 2012 during Teachers and Doctors riots in Tanzania it was reported by Reuters (Tanzania) on Monday July 30 that the government fail to consider the demands of majority employees as it planned because majority of them fail to provide employment records as attachment to support their claims. Based on those information, this study aimed at investigating the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers.

### **1.3 Objectives of the study**

#### **1.3.1 Main objective**

The main objective of the study was to investigate the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers.

#### **1.3.2 Specific objectives of the study**

The study intended to:

- (i) Identify the responsibility of public servants of keeping records concerning their own employment in MDC
- (ii) Find out the knowledge that public servants have in pursuing this responsibility in MDC
- (iii) Determine the magnitude of records keeping by public servants in their personal employment records

## **1.4 Research Hypothesis**

The following are three sets of hypotheses that the researcher set from the selected variables for the sake of this study.

### **SET: 1**

H1<sub>0</sub> = Public servants at MDC don't have responsibility to keep their employment records.

H1<sub>1</sub> = Public servants at MDC have responsibility to keep their employment records.

### **SET: II**

H2<sub>0</sub> = Public servants at MDC don't have knowledge of keeping their employment records.

H2<sub>1</sub> = Public servants at MDC have knowledge of keeping their employment records

### **SET: III**

H3<sub>0</sub> = There is low magnitude of keeping personal employment records by public servants at MDC.

H3<sub>1</sub> = There is high magnitude of keeping personal employment records by public servants at MDC.

## **1.5 Significant of the study**

Expected outcomes from the study include, a contribution to the body of knowledge on the subject of records management in general and the management of employment records in particular especially for public employees. Secondly, it is hoped that the study will help in creating awareness on the various modern ways that employees can use to keep their employment records. Thirdly, it is also hoped that the study will alert managers at different level to conduct training concerning record keeping for their employees. The study also will help to contribute knowledge gap to other researchers who wish to conduct the similar study. Finally, the study will help the researcher to fulfil the requirement for the achievement of the Master degree of Science in Human Resources Management.

## 1.6 Scope and Delimitation of the Study

The researcher was aware on how wide the area of study it was, time given to undergo the study and the financial position of the study. To make the study under control the researcher focused only in Maswa District Council especially Headquarters, in so doing minimize cost and time.

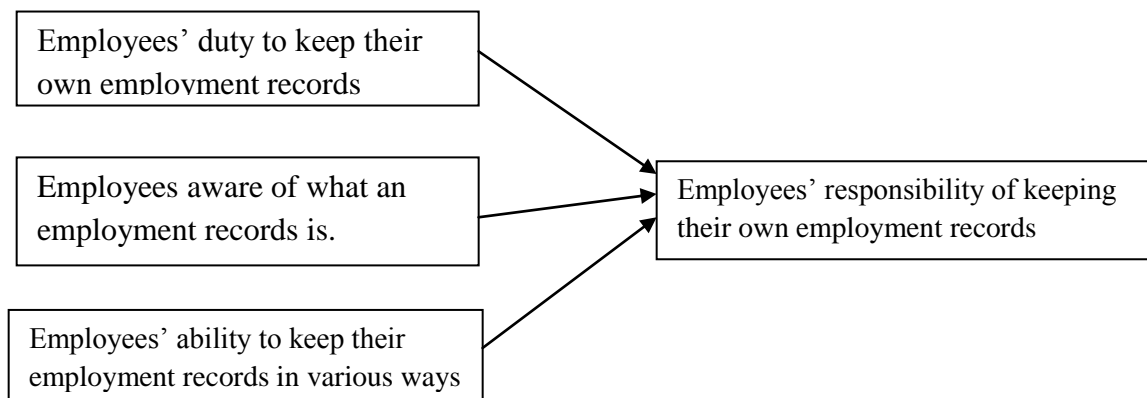
This study covered Maswa District Council, specifically focused on studying the responsibility of employees in keeping their employment records. It involved the MDC workers.

## 1.7 Limitations of the study

Time and financial constrains were the major limitations of this study. Also, little has been written concerning individual record keeping and therefore weakens the part of literature review of this study

## 1.8 The Records Responsibility Framework

**Figure 1.1: Personal Records Responsibility Framework**



**Source:** Developed by the researcher (2015).

From the model, employees' responsibility of keeping their own employment records depends on their realisation of their duty to keep their own employment records. This is due to the fact that it is the duty of both employer and employee to keep employment records for the purpose of making reference and for calculation

of the employee terminal benefit (Public Service Scheme, 2004). Moreover, employees' responsibility of keeping their own employment records can be determined by their awareness of what an employment records are. Additionally, employees' ability to keep their employment records in various ways is another factor that can be used to determine employees' responsibility of keeping their own employment records. Brown (2011) suggested that you can either store the file on the computer, on a CD, or other storing device. Documents scanning and storing in devices such CD and Flash Disk is very important you will need these as reference for future.

## **1.9 Definition of key terms**

### **1.9.1 Record**

Record is information created, received, and maintained as evidence information by an organisation or person, in pursuance of legal obligations or in the transaction of business

(ISO, 2001 as quoted by Joseph, Debowski and Goldschmidt, 2012). Yeo (2011) suggests that Records and Information Management professionals' perceive records are primarily in the format of a document because previously documents were perceived as written or printed text on paper but due to technological change there is a widely held view that all records are documents is no longer valid. Technological developments have led to electronic information content that ranges widely from in-house sources to broader.

According to Collins English dictionary (2003) record is anything serving as evidence or as a memorial. In relation to this study record can be regarded as an account in permanent form, especially in writing, preserving knowledge or information about facts or events.

### **1.9.2 Employment records**

Employment records are factual and comprehensive records pertaining to employees of an organization (Sourabh, Diemand, and Kumar 2008). Such records are helpful to the managers in various decision making areas. It includes records such as appraisal records, transfer cases, training schedule, wages and salaries. Purposely, these records help the organisations to supply crucial information to managers regarding the employees, helps the organisation to update record of leaves and transfers of the employees and also helps the managers to make salary revisions, allowances and other benefits related to salaries.

### **1.9.3 Employee Responsibility**

Employee responsibility is the act of obeying a lawful, reasonable order within the terms of the contract of employment or is the act of employee to perform duties with proper care and diligence. (Luthra, 2011)

### **1.9.4 Record keeping**

Record keeping involves making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information (Yusof and Chell 1999).

### **1.10 Organisation of the Report**

This report was divided into six chapters. The chapters are as follows:

Chapter one constitutes nine sections; section one is background of the problem, section two is about statement of the problem, section three is on objectives of the study, section four is on the research questions, section five is about significance of the study, section six covers the limitations of the study, section seven is on the delimitation of the study, section eight is about conceptual framework, and section nine is about definition of the key terms and concepts. Chapter two constitutes theoretical literature review; it entails the record management theories and explains

the way of using big bucket theory. Furthermore, it shows the empirical literature review.

Chapter three gives an overview of the research methodology used in this study. It describes the study area and research design adopted. It then gives a detailed description of the sample and the sampling procedure used in this study and finally it presents the techniques used in data collection and the methods of data analysis, validity and reliability. Chapter four presents the findings of the study. Chapter five is concerned with the discussion of the study findings after being presented in the chapter four. Chapter six summarises the study and its findings discussed in the chapter five, provide conclusions and recommendations for actions and further research. After the chapters, the research consist the References and Appendices.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the theoretical literature review; it entails the record management theories, and explains the way of using big bucket theory in its best ways. Furthermore, it shows the empirical literature review and it's the summary.

#### **2.1 Theoretical literature review**

##### **2.1.1 Responsibility of keeping employment records**

Employment records are factual and comprehensive records pertaining to employees of an organization (Sourabh, Diemand, and Kumar 2008). The responsibility of keeping employment records is vested to both employer and employee as stated in section of Employment and Labour Relation Act (ELRA, 2004) every employer and employee shall keep the written particulars of employment. The Records and Archive management policy of the year (2011) shows the responsibility of employees to keep their employment records by stating that “all public employees shall be responsible for the custody of copies of their personal records related to their employment”.

So, public sector employees should keep their employment records in order to help the Government to perform day to day activities as planned as Sprehe (2012), suggest that records must be managed in order to enable the enterprise to conduct its business in an orderly, efficient, and accountable manner, deliver services consistently and equitably, document its policies, decisions, and outcomes to stakeholders and regulators, meet its legislative and regulatory requirements, protect itself in litigation, function in a financially and ethically accountable manner, protect corporate interests as well as the rights of employees, clients, and other stakeholders, provide continuity of operations in an emergency or disaster, maintain its corporate and institutional memory.

By keeping their employment records properly Tanzanians public servants will help the government to achieve its goals.

### **2.1.2 Record management theories**

Theory is defined as a view or description of the nature of something, but since the early 1990s, the theoretical foundation of a records management theory has been constructed on convergence (Pemberton and Nugent, 1995; Walters, 1995; Yusof & Chell, 2002). Even though there is no consensus concerning nature of record management theory, record management is guided by two theories record management theory and big bucket theory; this proposal study will be guided by big bucket theory.

#### *i) Record management theory*

The nature of record management is not unique, it is examined in different fields such as information retrieval, the records life cycle, and information policy (Buckland, 1994). Information retrieval deals with physical fetching a copy of documents, locating where some known document is currently housed and identifying which documents, if any, fit some description. The information policy deals with determination of who should and who should not have privacy legislation to the information e.g. trade secrets etc.

The record life cycle theory deals with creating records use it as it has continuous value and dispose it or transfer to Archive institution. This concept is based on the life of biological organisms which is born, lives and dies. It is analogical concept resemble the life cycle of living organism, as living organism pass through three stages also the records should pass the same way starting with creation, use (as it has continuing value) and then disposed of by destruction or by transfer to an archival institution (Penn 1994). This theory show the clear distinction between record managers and archives; That means it is the managers who create records, and using it as it has continuing value also are the one who select records for disposition and those which are supposed to be transferred to archive. But due to

the advancement of technology there is a challenge for this concept of record lifecycle, the preferred concept is Continuum model.

*ii) The Continuum model*

This is the new theory of record management which arose as the result of advancement of technology. The fact here is that due to the advancement of technology there is no clear distinction between record management and Archive, “I believe the split between the records management and archival phases of the "life cycle" is no longer acceptable” Penny (1994). Cunningham (1998) argues that “the case for a continuation of the strict separation of archivists from active recordkeeping has become completely unsustainable.” In order to put this continuum model in practice different scholars suggest the model on how to practice continuum model as Upward (1997) suggests identification of records, intellectual control of records, provision of access to records and physical control of the records as the matters to consider for both Archivists and Records Managers in keeping records.

*iii) The big bucket theory*

This is the concept was founded and invented by the National Archives and Record Administration of the United States of America in 2003 (Harris 2008; Galloway 2008; Cisco 2008) in response to the ever increasing volume of records produced by public institutions in America. The approach proposed that in order to ensure effective record keeping, records in different forms (paper or electronic) should be consolidated into broad categories or buckets. As also Harris 2008 termed it as “large, default classes” where all the records can be classified and retained uniformly. Those categories should be few and contain records which are similar or which have same characteristics and the data which qualified to be grouped into buckets are the records which are considered temporarily, for example records with retention periods of 20 years or fewer, which NARA estimates that it include more than 90% of the organisation records. To make sure the uniformity of categorization across organisations Richmond and Bruno (2003) provide the rule of classification

which states that “Top buckets of the taxonomy/ classification should number no more than seven plus or minus two”. That means the organisations should create categories / buckets minimum (5) and maximum (9) this is according to the research done by psychologist Miller G, (1956) that capacity of human short-term memory was seven items, plus or minus two.

In Tanzania, big bucket theory was used specifically in the Public sector. The government decided to establish another big bucket in the year 2004, when suggested that employee also will be responsible for keeping their records concerning employment as provided in Labour and Relation Act of the year 2004 part Nine Section Ninety six that every employer and employee shall keep all records concerning employment, thus why in any public sector there are three large default of records category first, there is large document centre which is used by all employees of different departments. Second, there is departmental document centre which deals specifically with documents for the department. Third, is home document center which is used by each individual to record all its documents concerning employment, tax e.t.c.

### **2.1.3 The way of creating productive buckets or categories**

According to Richmond and Bruno (2003) the rule of classification states that “Top buckets of the taxonomy/ classification should number no more than seven plus or minus two while the hierarchical should be no more than four which leads to a maximum of 6561 ‘buckets’ at the lowest level and 7380 in all for 7+2 top level categories and a minimum of 625 at the lowest level and 780 in all for 5 (7-2) categories.( Each parent has the same maximum number of children in the hierarchy).

That means the organisation or an individual should create not less than 7 categories but not more than 9 categories, and each category should contain four hierarchies. The best ways of how to use big bucket theory as provided by Cisco, (2008) were;

first is to select the categories carefully- that means files tied to a particular event, regulatory action or legal proceeding should be classified separately from routine records. For the purpose of making home bucket effective the government has to provide training to her employees on how to classify records of different categories, and also to differentiate routine records with other important records.

Second, documents and files that are related to the same business activities or requirements (specific products or services can share a bucket). To make home buckets effective employees are supposed to know how to identify related files, for example files concerning employment should be placed together. Third, involving the people who work with records on a daily basis- that will help to create bucket categories that make sense and also user-friendly. For effectiveness of home records employees are supposed to consult record departments so that they can get advice on how to make home bucket easy to use.

## **2.2 Empirical Literature Review**

There are some researchers who conducted the research that resemble with the current study but the different is that most of the previous study focused on record management in the organisations, some differ in methodology and environment, Starting with the study done by Modestus (2010) who conducted a study on personnel records management system in Sero Lease and Finance Limited (SELFINA), the researcher found that personnel records at SELFINA are created by Human Resource Officer who ordered various important information from employees such as education certificates and birth certificates as the major qualification documents that enable employee to be employed within the organization. Then after all basic information is being collected, the employee may sign contact between him/her and the organization. Generally, the researcher found that in SELFINA Human Resource manager is the one who create and holds various files and some important organization documents for further reference, but when there were activities concerning those document an Accountant who also works as

registry clerk was the one who deal with them so as to save each project required. Human resource as among management team in SELFINA helps the organization in achieving organizational goals and objectives.

Msafiri (2007), conducted a study on the process of managing personnel records in Swiss port Tanzania limited (Dar-es-salaam) the researcher found out that personnel records are created after the employee submit to the employer documents contain their personal particulars such as marriage certificates, health documents, passport size photographs and education certificates. The researcher found that filling cabinets, shelves and computer are the facilities used to store personnel records in Swissport Tanzania limited (Dar-es-Salaam). The researcher also find out that personnel records in Swissport company are managed by human resources officers who possess the right qualifications for managing personnel records and not registry clerk. Lastly the researcher found that in the stage of dispositions burning system or shrilling machine were used to destroy personnel records or unused confidential documents. In relation to the study it was found that in Swiss port Tanzania limited (Dar-es-salaam), the organization make sure that those who manage records has right qualification, so employees also in order to keep their employment records should have training or seminar on how to keep records their records.

Jawewa ( 2007)conducted a research assessing the effectiveness of computerized records keeping in the Ministry of Health and Social Welfare, the researcher found out that the computerized record keeping in the Ministry of Health and Social Welfare was introduced due to external forces i.e the government restructuring initiatives as well as globalisation. The process started in 1999 after the MHSW establishes a database with Government Treasure. The researcher found out that MHSW did not have any criteria used for selection of computerised methods using to keep their records. So with computerized system within MHSW, there is poor record keeping which cause some delaying and lack of confidentiality. The

researcher suggested that training the employees on how to use computer effectively is among solution that can be applied by the Ministry.

Kayuki (2011) conducted a study assessing the effectiveness of records management in Tanzania Breweries Limited, the researcher found that there is good record keeping system within the organisation as long as the management understands the importance of record management and that has been revealed through good storage facilities such as files, shelves and computer, also there are good disposing way.

However, Sasali (2007) conducted his study at the Ministry of Finance in Dar es Salaam and identified importance of records management as follows; records management is used in analysing the retirement date of the employee and organisation may take that advantage for preparing his or her pension payments, helps in human resource planning and fairness in decision making.

International Records Management Trust, (1999) assert that human resource planners also need to know the qualifications, competencies, dates of promotions and retirements of staff. In some countries, record systems have broken down to such an extent that accurate information on these topics is no longer available. Without this information it is impossible to deploy and manage staff effectively. This is due to the fact that personnel records are the primary source of information about an organisation's staff. The head of every organisation needs to know how many people work for him or her, who they are, where they are, what responsibilities they have and how effective they are.

Athuman (2013) conducted a study assessing the challenges facing electronic records storage media in Kibaha education centre. The researcher found out that majority of employees at KEC understands the concept of electronic records storage media. The researcher came out with challenges such as technological dependence,

higher susceptibility for storage media such as CD's, DVD's, and memory cards, once dropped down it is easy to be scratched, also they are so fragile ( easy to be affected by virus). Increase cost to the organisation as purchase book shows that 62% of all purchase per year was for storage mediums to replace damaged ones. Electronic records storage cause high loss of data when it happen some damage. Moreover, there was lack of professional employees to deal with electronic records which seems to be very delicate. Technological obsolescence due to day to day change of technology affects the general process of managing e-records. The researcher suggested that, installation of anti-virus software to the computers, the use of modern medium storage such as memory cards, and memory stick, DVD's, CD and the organisation to buy modern computers can be the means to overcome those challenges. However the researcher suggested that training to employees within the organisation on how to handle and manage e-records were necessary. International Records Management Trust (2007) conducted a study investigating the requirements for building integrity in Tanzania Public Sector Information systems. The organisation found that the government of Tanzania via its cabinet approved the National ICT Policy in March 2003 to support e-government system which aimed at transforming Tanzania into knowledge-based society through the application of ICT. Also the IRMT found that the government of Tanzania formulates a new Records and Archives management Act in 2002 which provides a framework for effective records management across the public sector.

Masoud (2011) conducted a study on the role of computerised information system in Tanzania Revenue Authority (TRA) and the researcher found that computerised information system help a lot in provision of accurate information in time and also enable the organization to manage huge data. Therefore, it is a lot easier to perform various tasks of organisations on computerised systems rather than do it manually. Although TRA has moved a step forward toward (paperless) office that is based on CIS, it has yet to be fully computerized in order to reduce the work load and management costs that will lead to organizational efficiency.

Other study was conducted by Pumulo (2012), based on the assessment of records management at the courts of law in Zambia. The researcher found that poor infrastructure in the courts of law has contributed to the congestion in court registries. Secondly, failure of court registries to comply with regulation stipulated in the National Archives Act of Zambia had contributed to bad records management in the court registries. Thirdly, the findings showed that there are lack of guidance on the court registries on how to manage records due to lack of a records management policy and failure to apply internationally recognised records management standards. Lastly, the researcher found that while administrative risks in the court registries had negatively affected the records management function, reputation risks had eroded public confidence in the courts of law and court registries in particular

Ngulube (2000), focused on the practice of records management in the public sector in Zimbabwe and the extent to which records management, within Zimbabwe, can be regarded as a profession. The study reveals that records are mishandled and abused because record managers are not trained enough on how to handle records. Most of the record managers do not have ethics caused by lack of training and code of ethics which guide records management professionals in Zimbabwe.

Another study was conducted by MacLeod (2012) on the factors causes the variations of Courts data in the Administrative Office after a certain period of time in California. The researcher found out that missing of data, incomplete data and variation in local business practices were the factors that caused the variation of data in the Court Administrative Office after a certain period of time.

Serra (2014), investigating the contribution of records management to the open government in the city council of Gerona. The researcher found that records management can contribute to data selection in the open data projects during the appraisal of data.

### **2.3 The synthesis of Literature Review**

The literature review depicts that there are some gaps, first of all the previous researchers of Tanzania and outside were interested only to focus on how the organisation managing their records for the example study done by Kayuki (2011), Ngulube (2000), Pumulo (2012) and Serra (2014), so this research was filling those gaps by focusing on how individuals manage their employment records. Another gap is shown by the study conducted by Ngulube (2000) and Adam (2013) which shows some organizations lack knowledgeable employees who can keep records effectively so the study tries to focus on how individuals at their homes have knowledge of keeping their personal records especially employment records.

The study conducted by Jewewa (2007) and Pumulo (2012) shows that there is the magnitude of managing records in Ministry of Health and Social Welfare in Tanzania and Judicial Court of Zambia is very low so the study intended to know the magnitude of keeping records by Tanzanian public servants at which level. Methodology also is another gap because there are some studies which were for example study conducted by Pumulo 2012 and the current study is the case study. Time is another gap as most of the researches were done past three to fifteen years, with the changes of technology and economic factors there is a need for conduction of another study. However, geographical location is another thing which created a gap, that means those studies were done other areas not at MDC, and others outside Africa the areas where there is much advancement of technology and growth economy, the factors that influences much the researcher to conduct another study at MDC.

Gaps has been filled by the findings of the study, now it has clearly known that 52% of the public servants performing poor their responsibility of keeping their personal employment records and most of them they don't have the knowledge of keeping employment records that caused the magnitude of public servants in keeping their employment records to be low. So the findings indicate that record keeping is not a problem to organizations only but also a problem to individuals in their home places.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter presents methodology used in this study. The chapter consist six sections; section one is about the research design, section two is talk about the area of the study, section three is the population of the study, section four is sample techniques, procedure and sample size, section five is data collection methods, and section six is data analysis.

#### **3.1 Research design**

The research design employed in the study was a case study design. The researcher decided to employ this design in studying the responsibility of MDC employees in keeping their personal employment records because the design provide comprehensive understanding of the problem in hand. With the population of 2830 employees in Maswa District Council, 50 respondents can be suitable for generalisation of the findings for all employees in Maswa District Council and other Councils in Tanzania such as Mkalama, Makete, Rufiji, Ngara etc. Furthermore, case study design is so advantageous as Kothari (2003) comment that, it is a fairly exhaustive method which enables the researcher to study deeply and thoroughly different aspects of the phenomena, it is flexible in respect to data collection methods and saves both time and costs. (Kothari,2003).

#### **3.2 Study area/institution**

This study was conducted in Simiyu Region specifically at Maswa District Council. The rationale for choosing MDC is that MDC is one among the areas where their employees are supposed to keep their personal employment histories as the government policy states. Also, MDC is in the interior part of Tanzania, the remoteness may affect the implementation of various policies and also various

government plans, more illustration for study area is on the attached organogram and the map of the Council which are in the Appendices I and II respectively.

### 3.3 Study population

In this study the population of the study consisted of 2,830 employees who divided into departments or units. It involves all employees at Maswa District Council who were employed as public servant. Table 3.1 illustrates the units of inquiry.

**Table 3.1 Units of Inquiry**

S/N	UNIT/DEPARTMENT	MUMBER OF STAFF	% OF STAFF
1	District Executive Director	1	0.04
2	Legal Unit	2	0.07
3	Procurement Management Unit	5	0.17
4	Election Unit	0	0
5	Internal Audit Unit	4	0.14
6	Information and Communication	1	0.04
7	Health and Sanitation	712	25.15
8	Primary Education	1249	44.13
9	Secondary Education	538	19.01
10	Works and Fire Rescue Service	0	0
11	Water and Irrigation	3	0.10
12	Administration and Human Resources	128	4.52
13	Land Natural Resource and Environment	33	1.16
14	Agriculture Cooperation	64	2.26
15	Livestock and Fishing	23	0.81
16	Communi8ty Development Social Welfare and Youth	35	1.23
17	Finance and Trade	18	0.63
18	Planning Statistics Management and Economics	4	0.14
	<b>TOTAL</b>	<b>2,830</b>	<b>100%</b>

**Source:** MDC Annual Report 2013.

### 3.4 Sample size and Sampling Techniques

#### 3.4.1 Sample Size

The sample for this study was 50 respondents, which the researcher used both probability and non-probability sampling in order to get the targeted sample. The researcher decided that sample referring to Kotler (2000), who suggested that if well-chosen a sample of 1% of the population can repeatedly provide good reliability and Sekaran (1992) who suggested that a sample size larger than 30 and

less than 500 are appropriate for most research. Based on that information, a sample size of this study was 50 respondents.

**Table 3.2: Sample Size**

S/N	Group of respondents Department/units	Number of staff	Number of respondents selected	Sampling Simple Random Sampling.	Method Purposive Sampling
1	District Executive Director	1	0	0	0
2	Legal Unit	2	0	0	0
3	Procurement Management Unit	5	0	0	0
4	Election Unit	0	0	0	0
5	Internal Audit Unit	4	1	1	0
6	Information and Communication	1	0	0	0
7	Health and Sanitation	712	10	10	0
8	Primary Education	1249	16	15	1
9	Secondary Education	538	11	10	1
10	Works and Fire Rescue Service	0	0	0	0
11	Water and Irrigation	3	0	0	0
12	Administration and Human Resources	128	1	0	1
13	Land Natural Resource and Environment	33	0	0	0
14	Agriculture Cooperation	64	2	2	0
15	Livestock and Fishing	23	2	2	0
16	Community Development Social Welfare and Youth	35	3	3	0
17	Finance and Trade	18	3	2	1
18	Planning Statistics Management and Economics	4	1	1	0
	<b>Total</b>	<b>2,830</b>	<b>50</b>	<b>46</b>	<b>4</b>

**Source:** Field work (2014)

Table 3.2 shows total respondents selected through purposive sampling technique who was 1 Senior Human Resource Officer, 2 District Education Officers (Primary and Secondary) and 1 Head of Finance and Trade department.

Moreover, Table 3.2 also shows 1 of the total respondents was economist, 2 were agricultural officers, 10 respondents were secondary school teachers, 15 respondents were primary school teachers, 2 respondents were accountants, 1 was Internal Auditor, 10 respondents were health and sanitation officers, 2 of the total respondents were livestock and fishing officers and 3 of the total respondents were community development officers, who were all selected using simple random sampling.

The departments was selected using simple random sampling and other purposive such as Administration and Human resources department while the number of respondents in the department mostly was based on total number of the employees in particular department.

### 3.4.2 Sampling Techniques

In this study both probability and non-probability sampling were employed to select a total of 50 respondents. Purposive sampling technique was applied to the heads of departments and simple random sampling was used to select junior staff respondents. The intention of using purposive sampling and simple random sampling was to provide equal chance for every member in the population to be included in the study.

#### a) Purposive sampling

In this study purposive sampling technique was deliberate used to select four (4) Heads of Departments one Senior Human Resource Officer, two District Education Officers and The District Treasurer. The intention of using purposive sampling technique was to obtain pertinent information from the heads of departments who were thought to be knowledgeable on the employees' responsibility of keeping their own personal records. Table 3.3 shows the frequency and percentage distribution of the respondents selected under purposive sampling technique.

**Table 3.3: Respondents selected by using purposive sampling**

Head of Department/Units	Frequency	Percentage
District Human Resource Officer	1	25
District Education Officers	2	50
District Treasurer	1	25
<b>Total</b>	<b>15</b>	<b>100</b>

**Source:** Field Data (2015)

Table 3.3 above shows that 1 (25%) of the total respondents selected through purposive sampling technique was District Human Resource Officer, 2 (50%) of the total respondents selected through purposive sampling technique were District Education Officers and 1(25%) of the total respondents selected through purposive sampling technique was District Treasurer.

**b) Simple random sampling**

Simple random sampling technique was used to select junior staff respondents. Here 46 respondents were selected from a universe of 2,830 populations by putting the names of all the 2,830 population on slips of paper and conduct a lottery. The reason of using simple random sampling technique was to provide equal chance for every member in the population to be included in the study as Kothari (1990) suggest that in random in. sampling design, every item of the universe has an equal chance of inclusion in

**Table 3.4: Respondents selected by using Simple random sampling**

<b>Respondent's occupation</b>	<b>Frequency</b>	<b>Percentage</b>
Economist	1	2.2
Agricultural Officer	2	4.3
Secondary school teacher	10	21.7
Primary school teacher	15	32.6
Accountant	2	4.3
Internal Audit Officer	1	2.2
Health and Sanitation Officer	10	21.7
Livestock and Fishing Officer	2	4.3
Community Development officer	3	6.5
<b>Total</b>	<b>46</b>	<b>100</b>

**Source:** Field Data (2014)

Table 3.4 above shows that 1 (2.2%) of the total respondents was economist, 2(4.3) were agricultural officers, 10(21.7%) of the total respondents were secondary

school teachers, 15(32.6%) of the total respondents were primary school teachers, 2(4.3%) of the total respondents were accountants, 1(2.2%) of the total respondents was internal audit officer, 10(21.7%) of the total respondents were health and sanitation officers, 2(4.3%) of the total respondents livestock and fishing officers and 3(6.5%) community development officers.

### **3.4.3 Sampling Procedures**

The researcher selected the sample assisted by Human Resource Officer; the process was simplified since the researcher first introduces the topic to the Human Resources department. As the researcher has the plan for required respondents asks for Human Resources Officer to have fifteen minutes before the end of working hours to meet research participants in their respective working areas and explained the purpose of the study. The participants were also given a chance to ask questions before questionnaires were administered to them, the researcher repeatedly that procedure to all forty four (46) selected respondents until the end of all questionnaires and 4 selected respondents for interview. The process was not difficult since there is short distance between one selected department and another.

## **3.5 Data Collection Methods**

The study used both primary and secondary data for clear investigation of the problem in hand. In order to get the primary data the researcher used interviewing specifically face to face interview and questionnaire which consists closed ended questions. The researcher used documentary review for secondary data. The researcher decided to select primary data because it assures current and accurate data. On the other hand the researcher decided to use also secondary data in order to reduce cost.

### **3.5.1 Questionnaires**

In this study questionnaire was used to collect primary data relating to the research objectives. The rationale for choosing questionnaire is that, it is a reliable means for

data collection from people who can read and write well (Keya et al, 1989).The questionnaire was divided into four sections. The first section dealt with socio demographic items on the respondents who took part in the study. The second section of the questionnaire sought to bring responses on responsibility of employees in keeping their personal employment records. The third sections intend to explore the knowledge that employees have in keeping their personal employment records and the fourth part were interested in exploring the magnitude of keeping employment records by employees in MDC.

The questionnaire was distributed to the 46 MDC employees who participated in the study. Prior to conducting the data collection permission was sought through a letter from Dean of School of Public Administration and Management (SoPAM) on behalf of the researcher to the District Executive Director, after permission was granted the researcher met the Human Resources Officer in Maswa District to brief them on the purpose of the research. The researcher later met research participants in their respective working areas and explained the purpose of the study. Ethical considerations of the study were also explained to the participants. The participants were also given a chance to ask questions before questionnaires were administered to them. It took about fifteen minute's average for the participants to fill in the questionnaire. It took four days for the researcher to complete the exercise. Attached is a sample Questionnaire in Appendix III.

### **3.5.2 Interviews**

For this study face to face interview with structured questions was used. The interview guide contained thirteen open-ended questions. It was applied to few selected respondents so as to provide detailed information about the problem at hand. The researcher prefer this method to avoid mistake of omitting some key points but at the same time the method provide a chance for the researcher to see the mood of interviewee and gives clarity where needed. Attached Interview Guide in Appendix IV

### **3.5.3 Documentary Review**

In this study the researcher was reviewed many published and unpublished documents which included books, Meeting minute, Policies, Acts, MDC annual reports and Research reports. Those documents were used to supplement information collected through primary source.

### **3.6 Data analysis techniques**

In this study data which was collected through interviews were analysed manually, the data which collected through questionnaires were analysed through Statistical Package for Social Sciences (SPSS version 16) using descriptive statistics such as histogram charts, frequency tables and percentages. The researcher also employed Pearson correlation to show the relationship between variables under the study and respondents characteristics. Regression analysis was used to test the relationship between independent variables and dependent variables under the study. Regression analysis also was used to test the relationship between variables under the study and employees responsibility of keeping their employment records.

## **CHAPTER FOUR**

### **PRESENTATION OF FINDINGS**

#### **4.0 Introduction**

This chapter presents the findings of the study and it gives some interpretations according to research objectives, research questions and conceptual framework. It is divided into two sections, section one is respondent's profile which include sex, education qualification, work experience and occupation. Section two is presentation of the findings of the research objectives which are the responsibility of public servants to keep records concerning their own employment at MDC, knowledge that public servants have in keeping records at MDC and the magnitude of records keeping by public servants in their own personnel records.

#### **4.1 Respondents' Profiles**

This part presents respondents characteristics in terms of their sex, academic qualification, working experience, occupation of respondents at MDC and their age groups.

**Table 4.1: Respondent's Characteristics**

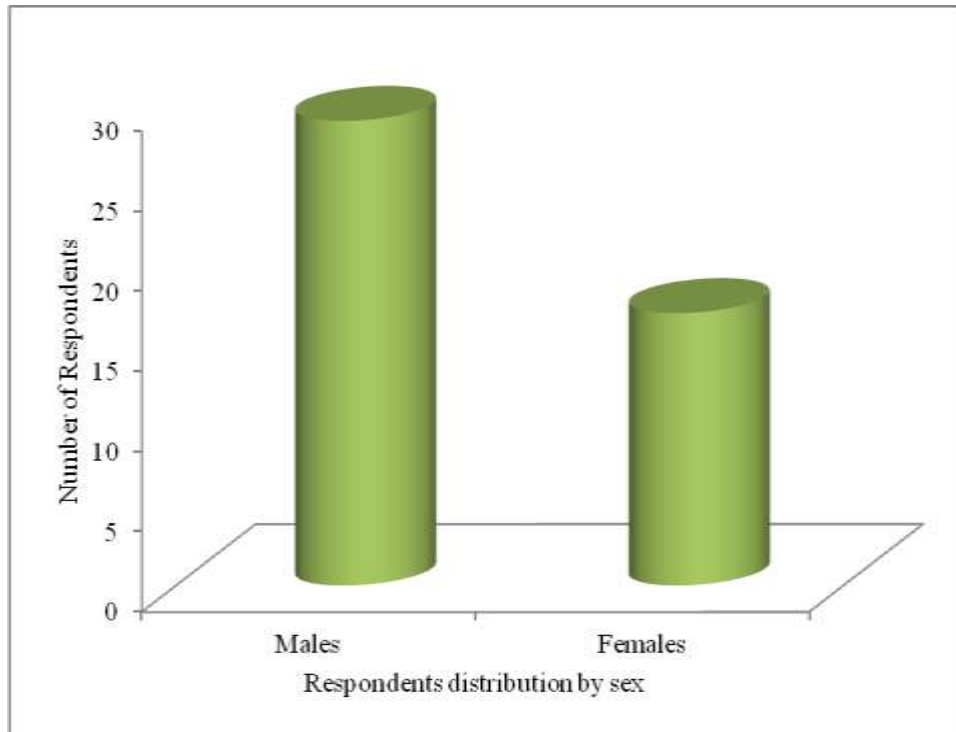
<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Sex</b>		
Males	31	62
Females	19	38
<b>Total</b>		<b>100</b>
<b>Respondents' age group</b>		
21 - 30	11	22
31 - 40	20	40
41 - 50	13	26
51 - 60	6	12
<b>Total</b>	<b>50</b>	<b>100.0</b>
<b>Academic qualification</b>		
Certificate	8	16
Diploma	9	18
Bachelor degree	30	60
Master degree	3	6
<b>Total</b>	<b>50</b>	<b>100.0</b>
<b>Work experience</b>		
Less than 4 years	14	28.0
5-10 years	17	34.0
11-15 years	12	24.0
Above 15 years	7	14.0
<b>Total</b>	<b>50</b>	<b>100.0</b>
<b>Occupation</b>		
Admin. and Human Resources	1	8.0
Economist	1	2.0
Agricultural Officer	2	4.0
Secondary school teacher	11	20.0
Primary school teacher	16	30.0
Accountant	3	4.0
Internal Audit Officer	1	2.0
Health and Sanitation Officer	10	20.0
Livestock and Fishing Officer	2	4.0
Community Development officer	3	6.0
<b>Total</b>	<b>50</b>	<b>100.0</b>

**Source:** Field work (2015)

#### **4.1.1 Respondent's Distribution by Sex**

Table 4.1 and Figure 4.1 show that 31 (62%) of the total respondents were male and 19 (38%) of the total respondents were females. This indicates that the majority of employees at MDC are males. In relation to the study it implies that data which have been presented in this study majority were from males, this can be justified by Human Resource Officer of MDC that, the Council has 2830 employees in total in which 1735 employees are males and 1095 are females.

**Figure 4.1: Respondents distribution by sex**

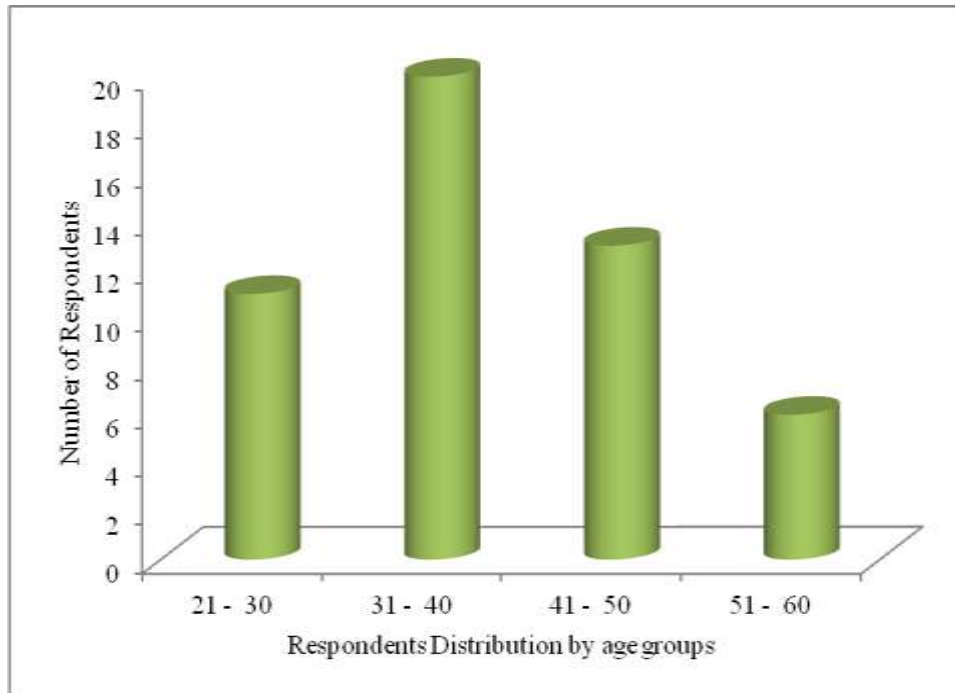


**Source:** Field work (2015)

#### **4.1.2 Respondents Distribution by Age group**

Table 4.1 and Figure 4.2 show that within four age groups settled by the researcher found that 11 (22%) of the total respondents were aged 21-30, 20 (40%) of the total respondents were aged between 31- 40, 13 (26%) of the total respondents were aged 41-50 and 6 (12%) of the total respondents were aged 51-60. This indicates that majority of the respondents are aged between 31- 40.

**Figure 4.2: Respondents Distribution by Age groups**

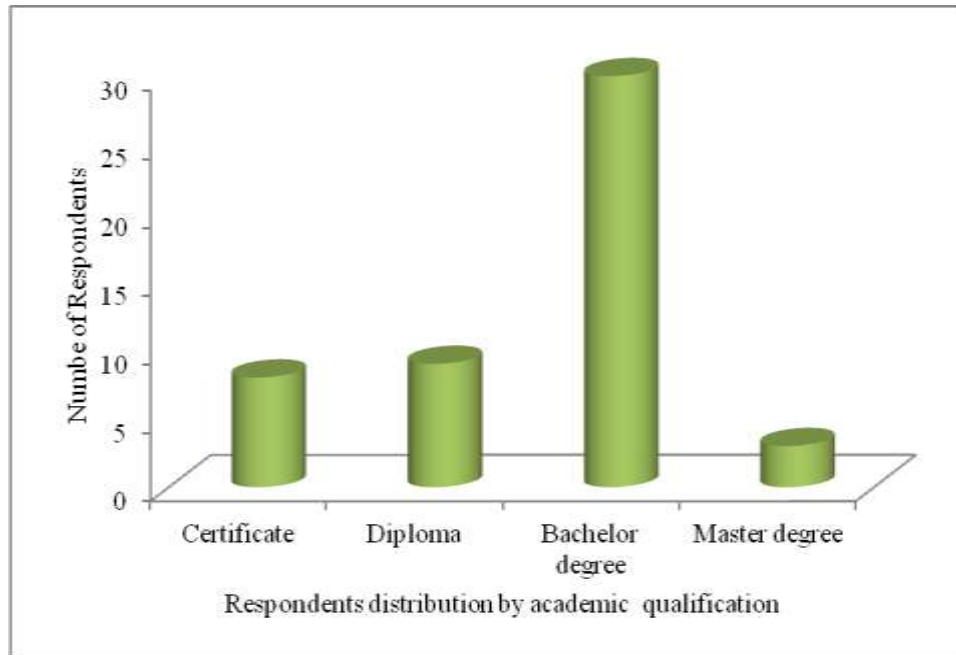


**Source:** Field work (2015)

#### **4.1.3 Respondents 'Academic Qualifications**

Table 4.1 and Figure 4.3 show that 8 (16.0%) of the total respondents were certificate holders, 9 (18.0%) of the total respondents were diploma holders, 30 (60.0%) of the total respondents were bachelor degree holders and 3 (6.0%) of the total respondents were master's degree holders. This indicates that the level of education of the respondents was high and therefore they were able to read, understand and respond to the questionnaires accordingly. This implies that the mode for the respondents' academic qualification is bachelor degree as histogram illustrate.

**Figure 4.3: Respondents' Academic qualifications**

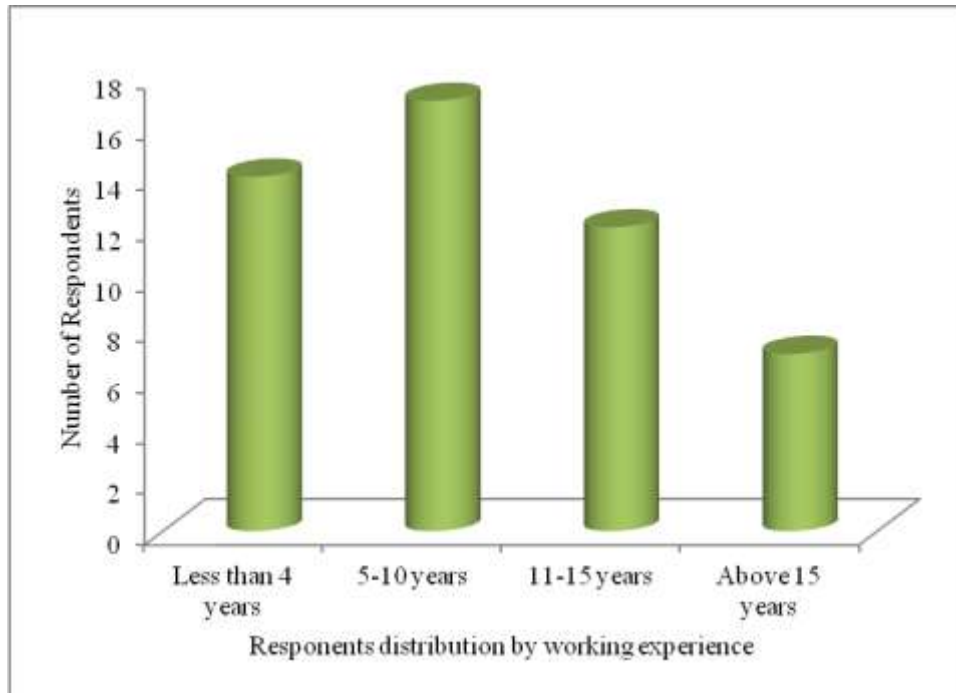


**Source:** Field work (2015)

#### **4.1.4 Respondents' Working Experience**

Table 4.1 and Figure 4.4 show that 14 (28.0%) of the total respondents have saved at MDC for less than 4 years, 17 (34.0%) of the respondents have saved at MDC between 5-10 years, 12 (24.0%) of the total respondents have saved between 11-15 years, 7 (14.0%) of the total respondents have saved at MDC for above 15 years. This implies that majority of the total respondents had good working experience at MDC and thus were able to provide pertinent information of the study.

**Figure 4.4: Respondents' Working Experience**

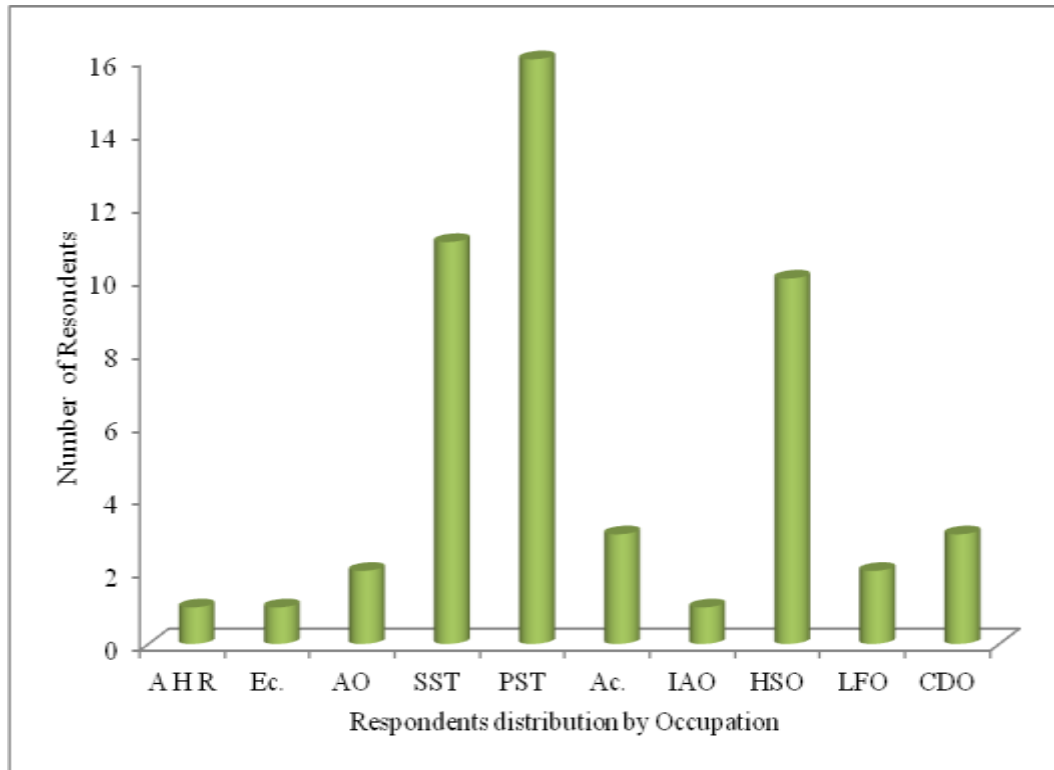


**Source:** Field work (2015)

#### **4.1.5 Respondent's Occupation**

Table 4.1 and Figure 4.5 show that 1 (2.0%) of the total respondents was economist, 1 (2.0%) was human resource officer, 2 (4.0%) of the total respondents were agricultural officers, 11 (20.0%) of the total respondents were secondary school teachers, 16 (30.0%) of the total respondents were primary school teachers 3 (4.0%) of the total respondents were accountants, 1 (2.0%) was internal auditor officer, 10 (20.0%) health and sanitation officers, 2 (4.0%) of the total respondents were livestock and fishing officers and 3 (6.0%) of the total respondents were community development officers. This implies that information of this study was collected from employees of different professions at MDC.

**Figure 4.5: Respondents' Occupations**



**Source:** Field work (2015)

**Key:**

AHR = Administration and Human Resource Officers

Ec. = Economists

AO= Agricultural Officers

SST= Secondary School Teachers

PST= Primary School Teachers

Ac = Accountants

IAO= Internal Audit Officers

HSO= Health and Sanitation Officers

LFO = Livestock and Fishing Officer

CDO= Community Development Office

**Table 4.2: Demographic attribute of the participant in the study statistics**

		<b>Gender</b>	<b>Academic qualification</b>	<b>Work experience</b>	<b>Respondents occupation</b>	<b>Age group of the respondents</b>
N	Valid	50	50	50	50	50
	Missing	0	0	0	0	0
Mean		1.38	2.56	2.24	5.58	2.2800
Median		1.00	3.00	2.00	5.00	2.0000
Mode		1	3	2	5	2.00
Std. Deviation		.490	.837	1.021	2.588	.94847
Variance		.240	.700	1.043	6.698	.900
Range		1	3	3	10	3.00

**Source:** Field work (2015)

#### **4.2 The responsibility of public servants to keep records concerning their own employment at MDC**

In the investigation of the duty of public servants to keep their records concerning their employment at MDC the researcher found out that most of the employees are not keeping their employment records as Table 4.3 shows that 5 (11%) of the total respondents strongly agreed that employees have a duty to keep their own employment records, 10 (22%) of the total respondents agreed that employees have a duty to keep their own employment records, 4 (9%) of the total respondents were neutral, 25 (54%) of the total respondents disagreed that employees have a duty to keep their own employment records and 2 (4%) of the total respondents strongly disagreed that employees have a duty to keep their own employment records.

The interviewed response for the responsibility of public servant in keeping their employment records is that;

*...It is the responsibility of employees to keep their personal employment records but is difficult for the employer to measure that because it happens very rare for the organisation to demand records from employees because the organisation itself has their own registries which contain files of each employee.*

**Table 4.3: Employees’ responsibility of keeping their personal employment records**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	5	11
Agree	10	22
Neutral	4	9
Disagree	25	54
Strongly disagree	2	4
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

Moreover, the researcher find out that for those few employees who keep their personal employment histories, they are not sure if those records are safe. After the investigation of the safety of the records kept by employees the researcher discovered that 5 (11%) of the total respondents strongly agreed that at MDC employment records are safely kept by the employees themselves, 10 (22.0%) of the total respondents agreed that at MDC employment records are safely kept by the employees themselves, 5 (11%) of the total respondents were neutral, 20 (43%) of the total respondents disagreed that at MDC employment records are safely kept by the employees themselves and 6 (13%) of the total respondents strongly disagree that at MDC employment records are safely kept by the employees themselves as table 4.4 elaborate more.

**Table 4.4: At MDC employment records are safely kept by the employees themselves**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	5	11
Agree	10	22
Neutral	5	11
Disagree	20	43
Strongly disagree	6	13
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

Moreover, the researcher found out that majority employee at MDC do not keep their employment records in safe way because they don't know if the security of their employment records belongs to them. The researcher found that after the investigation to know if the employees are responsible to ensure security of their employment records and the findings show that 3 (6.5%) of the total respondents strongly agreed that employees are responsible to ensure security of their employment records, 8 (17%) of the total respondents agreed that employees are responsible for ensuring security of their employment records, 5 (11%) of the total respondents were neutral, 26 (56.5%) of the total respondents disagreed that employees are responsible to ensure security of their employment records and 4 (9%) of the total respondents strongly disagreed that employees are responsible to ensure security of their employment records. Table 4.5 shows the results

The researcher found out that most of the employees do not ensure the safeness of their employment records, due to the response of one among interviewed respondents as follows;

*...It's so challenging for employees to ensure safety of their employment records especially those from remote areas because many of them are dwelling in poor houses for example "Tembe House" in English "flat-roofed house". Under that circumstance documents can be easily destructed during rainfall season.*

**Table 4.5: Employees are responsible to ensure security of their employment records**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	3	6.5
Agree	8	17
Neutral	5	11
Disagree	26	56.5
Strongly disagree	4	9
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

Finally, the researcher in the investigation of the responsibility of employees to consider the sensitivity of their employment records found out that majority of employees were not considering the sensitivity of their employment records as the results show that 6 (13%) of the total respondents strongly agreed that employees

have a responsibility to consider the sensitivity of their employment records, 6 (13%) of the total respondents agreed that employees have a responsibility to consider the sensitivity of their employment records, 7 (15%) of the total respondents were neutral, 23 (50%) of the total respondents disagreed that employees have a responsibility to consider the sensitivity of their employment records and 4 (9%) of the total respondents strongly disagreed that employees have a responsibility to consider the sensitivity of their employment records. Table 4.6 shows the results.

**Table 4.6: Employees have a responsibility to consider the sensitivity of their Employment records**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly agree	6	13
Agree	6	13
Neutral	7	15
Disagree	23	50
Strongly disagree	4	9
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

Conclusively, in the investigation of the responsibility of public servants in keeping their employment records after running SPSS Pearson correlation two tailed the researcher found out that characteristics of the respondents also influence employees in performing their responsibility of keeping employment records as the statistical evidence shows (0.67), (0.77) strong positive correlation between Duty of Employees in keeping their Employment Records (DEER) and academic qualification and age respectively. That means the increase in academic qualification and age of employee lead to high increase of keeping employment records. The researcher also found out that working experience, sex, occupation has low influence on the employees in keeping their employment records with the relation of (0.041) (0.124) and (0.245 weak positive relationship respectively.

The researcher also runs SPSS regression analysis to understand the relationship between variables under the study the dependent variable DEER and independent variable Employees Responsibility to consider the Sensitivity of their Employment

records (ERSE), Security of Employment Records kept by Employees (SERE) and Responsibility of Employees to ensure Security of their Employment records (RESE), and came out with the following findings.

**Table 4.7: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800 <sup>a</sup>	.640	.617	.813

**Source:** Field work (2015)

$R=0.800$ , strong positive relationship, that means there is strong statistical evidence to prove that the increase and decrease of independent variable ERSE, SERE, RESE lead to the increase and decrease in dependent variable DEER respectively.

$R^2 = 0.640 \times 100 = 64\%$  that means; 64% change in dependent variable DEER has been attributed by the change of independent variables ERSE, SERE and RESE

**Table 4.8: the relationship between DEER and ERSE, SERE, RESE**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	54.081	3	18.027	27.260	.000 <sup>a</sup>
Residual	30.419	46	.661		
<b>Total</b>	<b>84.500</b>	<b>49</b>			

**Source:** Field work (2015)

$H_{10}$  = There is no relationship between DEER and ERSE, SERE, RESE.

$H_{11}$  = There is relationship between DEER and ERSE, SERE, RESE.

P value = 0.000

Significance level 0.05

Decision:

Reject null hypothesis since p value is smaller than significant level.

Conclusion:

Therefore, there is relationship between DEER and ERSE, SERE, RESE.

**Table 4.9: Coefficients between DEER and ERSE, SERE, RESE**

Model	Unstandardized			T	Sig
	B	Std. Error	Beta		
(Constant)	5.111	.739		6.914	.000
Employees have responsibility to consider the sensitivity of their own employment records	-.046	.106	-.040	-.436	.665
At MDC employment records are safely kept by the employees themselves	-.939	.124	-.705	-7.580	.000
Employees are responsible to ensure security of their employment records	.260	.107	.229	2.433	.019

**Source:** Field work (2015)

Model of the data

Dependent variable = DEER

Independent variable = RESE, ERSE and SERE

Let z= DEER

y =ERSE

x = RESE

t = SERE

$z = a + by + cx + dt$

$z = 5.111 - 0.046y - 0.939x + 0.260t$

Correlation coefficients of the above variables are as follows;

Hypothesis set: I

Relationship between DEER and ERSE

H<sub>10</sub> = there is no relationship between DEER and ERSE

H<sub>11</sub> = there is relationship between DEER and ERSE

Significance level = 0.05

P value = 0.665

Decision:

Do not reject null hypothesis because significant level is smaller than p-value.

Therefore, there is no statistical significant between DEER and ERSE

Hypothesis set: II

Relationship between DEER and SERE

H<sub>10</sub> = there is no relationship between DEER and SERE

$H_{1=}$  there is relationship between DEER and SERE

Significance level = 0.05

P value = 0.000

Decision:

Reject null hypothesis because significant level is greater than p-value.

Therefore, there is statistical significant between DEER and SERE

Hypothesis set: III

Relationship between DEER and RESE

$H_{10=}$  there is no relationship between DEER and RESE

$H_{1=}$  there is relationship between DEER and RESE

Significance level = 0.05

P value = 0.019

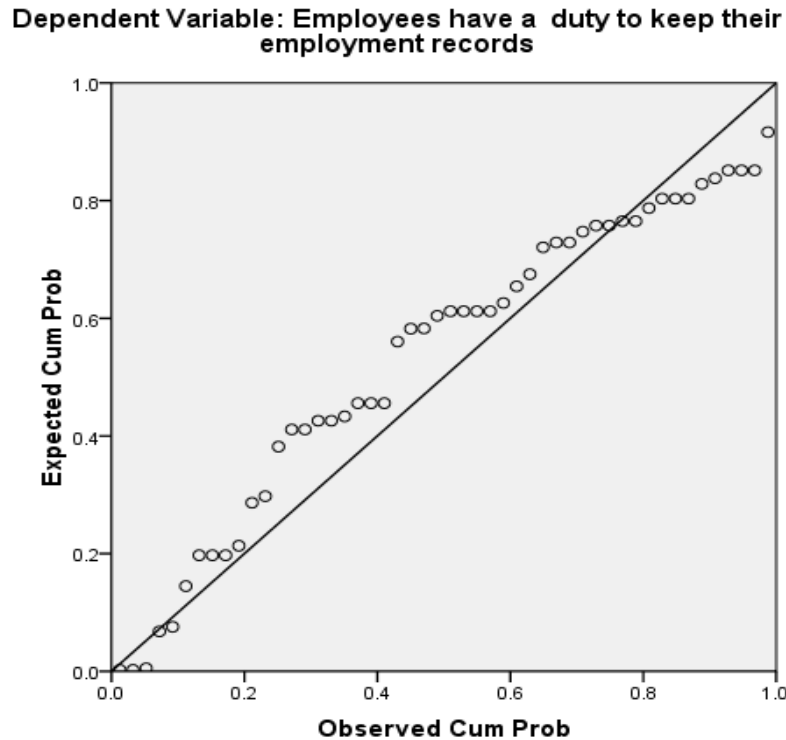
Decision:

Reject null hypothesis because significant level is greater than p-value.

Therefore there is statistical significant between DEER and RESE.

As the statistical justification shows that there is high relationship between variables under the study, independent variable DEER and dependent variable ERSE, SERE, RESE, the following is the probability plot which shows the relationship.

**Figure 4.6: Normal P-P Plot of Regression Standardized Residual**



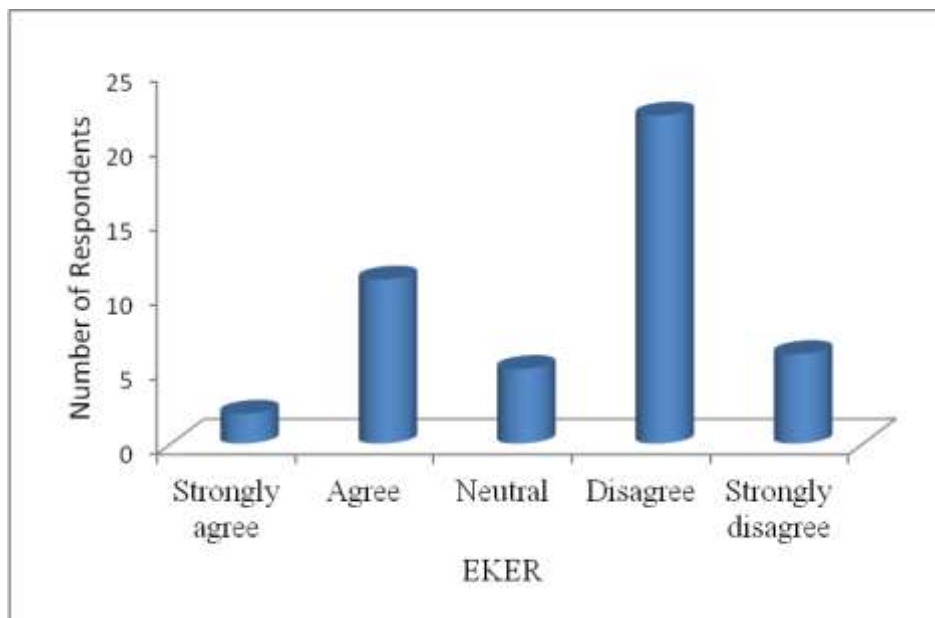
**Source:** Field data (2015)

### **4.3 Knowledge that public servants have in keeping employment records at MDC**

In the investigation of employees who have knowledge of keeping their employment records, the researcher found that most of the employees do not have knowledge of keeping their employment records as Figure 4.7 illustrates that 2 (4%) of the total respondents strongly agreed that at MDC employees know how to keep their records, 11 (24%) of the total respondents agreed that at MDC employees know how to keep their records, 5 (11%) of the total respondents were neutral, 22 (48%) of the total respondents disagreed that at MDC employees know how to keep their records and 6 (13%) of the total respondents strongly disagreed that at MDC employees know how to keep their records.

One among interviewed respondent state that, “There is no official seminar or training for employees on how they should keep their employment records but we just advise especially new employees to keep their employment records so that they can be able to claim their rights and it can be easy for them to get their retirement benefits”.

**Figure 4.7: At MDC employees know how to keep their employment records**



**Source:** Field work (2015)

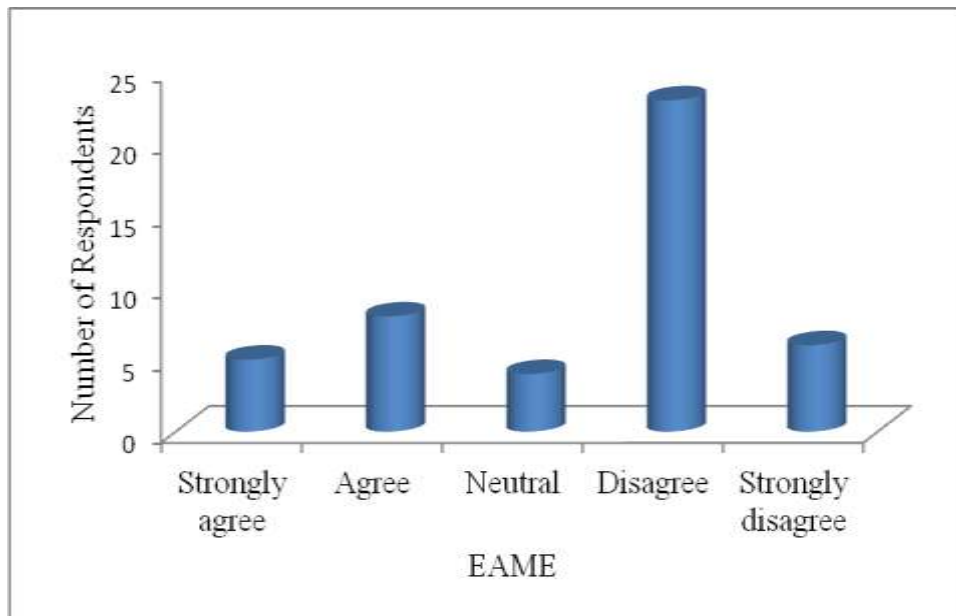
**Key:**

EKER – Employees’ knowledge of keeping their Employment records

In the investigation the researcher found out that most of the employees don’t know what those employment records are. This is because after the investigation of the awareness that employees have concerning employment records the researcher discovered that 5 (11%) of the total respondents strongly agreed that all employees at MDC are aware of what an employment record is, 8 (17%) of the total respondents agreed that all employees at MDC are aware of what an employment record is, 4 (9%) of the total respondents were neutral, 23 (50 %) of the total respondents disagreed that all employees at MDC are aware of what an employment

record is and 6 (13%) of the total respondents strongly disagreed that all employees at MDC are aware of what an employment record is. Figure 4.8 shows the results.

**Figure 4.8: Awareness of what an employment record is at MDC**



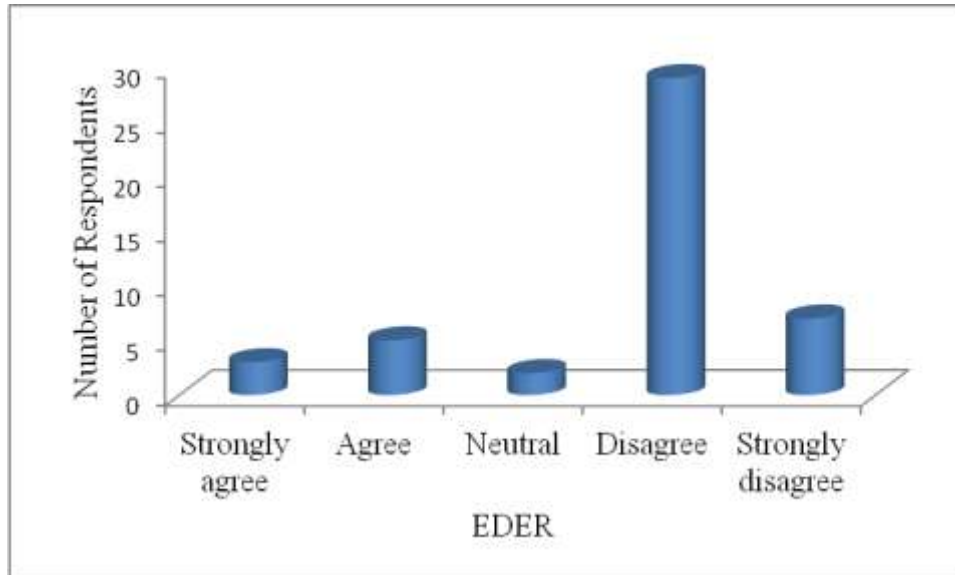
**Source:** Field work (2015)

**Key:**

EAME- Employee Awareness of the meaning of Employment records

Moreover, the researcher discovered that employees at MDC don't dispose their employment records properly. Due to poor knowledge of keeping employment records the employees failure to dispose their records properly, as Figure 4.9 illustrates that 3 (7%) of the total respondents strongly agreed that employees at MDC dispose their employment records properly, 5 (11%) of the total respondents agreed that employees at MDC dispose their employment records properly, 2 (4%) of the total respondents were neutral, 29 (63%) of the total respondents disagreed that employees at MDC dispose their employment records properly and 7 (15%) of the total respondents strongly disagreed that employees at MDC dispose their employment records properly. Figure 4.9 shows the results.

**Figure 4.9: Employees at MDC dispose their employment records properly**



**Source:** Field work (2015)

**Key:**

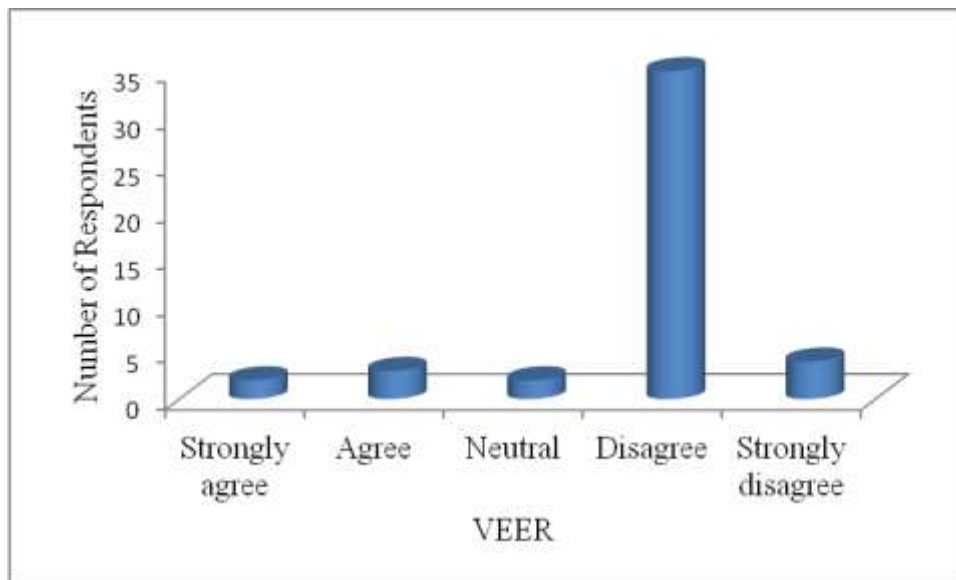
EDER – Employee Disposition of their Employment records

Furthermore, the researcher found that at MDC majority of employees do not keep their employment records in various modern ways such as internet, CD and Flash Disk for future use. Those who keep their employments records mostly use manual ways such as files as Figure 4.10 shows that 2 (4%) of the total respondents strongly agreed that at MDC employees keep their employment records in modern ways (e.g. though internet, CD and Flash Disk) for future use, 3 (7%) of the total respondents agreed that at MDC employees keep their employment records in modern ways (e.g. though internet, CD and Flash Disk) for future use, 2 (4%) of the total respondents were neutral, 35 (76%) of the total respondents disagreed that at MDC employees keep their employment records in modern ways (e.g. though internet, CD and Flash Disk) for future use and 4 (9%) of the total respondents strongly disagreed that at MDC employees keep their employment records in modern ways (e.g. though internet, CD and Flash Disk) for future use.

The researcher also found out that most of the employees do not keep their employment records in modern ways after one among interviewed respondent's replied that;

*Most of employees in this district have no idea on how to keep their employment records in devices such as CDs and Flash Disks. This is due to the fact that the Council has not yet conducted a seminar or training on how those records can be kept in a modern way for present and future use we only advise them to open home file for keeping their employment records.*

**Figure 4.10: At MDC employees keep their employment records in a modern ways (e.g. though internet, CD and Flash Disk) for future use**



**Source:** Field work (2015)

**Key:**

VEER – Various ways used by employees to keep their employment records

Generally, in the investigation of the knowledge that public servant have in keeping their employment records in relation with the characteristics of the respondents, the researcher after running SPSS Pearson correlation two tailed the statistical evidence shows that there is strong negative correlation (-0.652), (-0.815), (-0.619) between Employees' Knowledge of keeping their Employments Records (EKER) and working experience, sex, age group respectively. That means the increase in working experience and age lead to the high decrease of EKER. Secondly, there is weak negative correlation (-0.164) between academic qualification and EKER, means the increase in academic qualification lead to the low decrease of EKER.

The researcher also ran SPSS regression analysis to understand the relationship between variables under the study the dependent variable, Employees' knowledge of keeping their Employment Records (EKER), and the independent variables, Employee Awareness of the meaning of Employment records (EAME), Employee Disposition of their Employment records (EDER), Various ways used by Employees to keep their Employment Records (VEER) and came out with the following findings;

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 <sup>a</sup>	.751	.735	.638

**Source:** Field work (2015)

$R=0.867$ , strong positive relationship, that means there is strong statistical evidence to prove that the increase and decrease of independent variable EAME,EDER, VEER lead to the increase and decrease of dependent variable EKER respectively.  $R^2 = 0.751 \times 100 = 75\%$  that means; 75% change in dependent variable EKER has been attributed by independent variable EAME, EDER and VEER.

**Table 4.11: show the relationship between EKER and EAME, EDER and VEER**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	56.564	3	18.855	46.342	.000 <sup>a</sup>
Residual	18.716	46	.407		
Total	75.280	49			

**Source:** Field work (2015)

H<sub>10</sub> = there is no relationship between EKER and EDER, EAME, VEER.

H<sub>11</sub> = there is relationship between EKER and EDER, EAME, VEER.

P value = 0.000

Significance level = 0.05

Decision:

Reject null hypothesis since p value is smaller than significant level

Therefore there is relationship between EKER and EDER, EAME, VEER

**Table 4.12: Coefficients EKER and EAME, EDER and VEER**

Model	Unstandardised Coefficient		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.270	.330			
All employees at MDC are aware of what an employment record is	.410	.114	.424	3.607	.001
Employees at MDC dispose their employment records properly	.560	.113	.572	4.953	.000
At MDC employees keep their employment records in various ways (e.g. though internet, CD and Flash Disk) for future use	-.112	.109	-.103	-1.030	.308

**Source:** Field work (2015)

Model of the data

Let  $z = \text{EKER}$

$y = \text{EAME}$

$x = \text{EDER}$

$t = \text{VEER}$

$z = a + by + cx + dt$

$z = 0.27 + 0.410y + 0.560x - 0.112t$

Correlation coefficients of the above variables are as follows;

Hypothesis set: I

Relationship between EKER and EDER

$H_{10}$  = there is no relationship between EKER and EDER

$H_{11}$  = there is relationship between EKER and EDER

Significance level = 0.05

P value = 0.000

Decision:

Reject null hypothesis because significant level is greater than p-value.

Therefore, there is statistical significant between EKER and EDER

Hypothesis set: II

Relationship between EKER and EAME

$H_{10}$  = there is no relationship between EKER and EAME

$H_{11}$  = there is relationship between EKER and EAME

Significant level = 0.05

P value = 0.001

Decision:

Reject null hypothesis because significant level is greater than p-value.

Conclusion:

Therefore, there is statistical significant between EKER and EAME

Hypothesis set: III

Relationship between EKER and VEER

$H_{10}$  = there is no relationship between EKER and VEER

H1= there is relationship between EKER and VEER

Significance level = 0.05

P value = 0.380

Decision:

Do not reject null hypothesis because significant level is smaller than p-value.

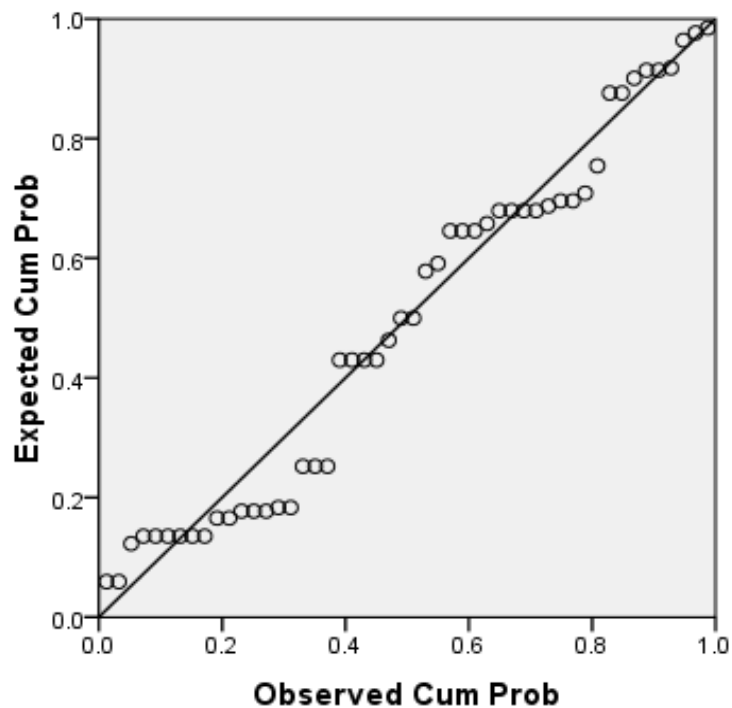
Conclusion:

Therefore, there is no statistically significant relationship between EKER and VEER.

As the statistical justification shows that there is high relationship between variables under the study, independent variable EKER and dependent variable EAME, EDER, VEER, the following is the probability plot which shows the relationship.

**Figure: 4.11: Normal P.P Plot of Regression Standardised Residual**

**Dependent Variable: At MDC employees know how to keep their records**



**Source:** Field work (2015)

#### **4.4 The magnitude of records keeping by public servants in their personal employment record**

In the investigation of the magnitude of records keeping by public servants in their personal employment records e.g. transfer letters, appointment letters, confirmation letters, promotional letters at MDC the researcher found that 3 (7%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is very high, 9 (20%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is high, 6 (13%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is moderate, 21 (46%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is low and 7 (15%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is very low. Table 4.13 show the results.

The interview respondents revealed that, as employers they believe majority of the employees keep their employment records because all of them are given those documents as per rules and regulation of the government. They also suggest that employees should not only keep their employment records only but also they have to write the will so that it can be easy for relatives to get required benefits after employees' death.

**Table 4.13: The magnitude of keeping employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very high	3	7
High	9	20
Moderate	6	13
Low	21	46
Very low	7	15
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

Moreover the researcher in the investigation of the magnitude of keeping fiscal records such (e.g. salary slip) employees at MDC, found out that 4 (9%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is very high, 5 (11%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is high, 4 (9%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is moderate, 13 (28%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is low and 20 (43%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is very low. Table 4.14 shows the frequency and percentage distribution.

**Table 4.14: The magnitude of keeping personal fiscal records by employees at MDC**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very high	4	9
High	5	11
Moderate	4	9
Low	13	28
Very low	20	43
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

However, after the investigation of the magnitude of employees in keeping their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use, the researcher found out that 1 (2%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is very high, 2 (4%) of the

total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is high, 2 (4%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is moderate, 37 (81%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is low and 4 (9%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is very low. Table 4.15 shows the results.

**Table 4.15: The magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very high	1	2
High	2	4
Moderate	2	4
Low	37	81
Very low	4	9
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

Finally, in the investigation of the general magnitude of employees in keeping their employment records the researcher found out that 2 (4%) of the total respondents reported that the general magnitude of keeping records at MDC is very high, 5 (11%) of the total respondents reported that the general magnitude of keeping records at MDC is high, 3 (7%) of the total respondents reported that the general magnitude of keeping records at MDC is moderate, 25 (54%) of the total respondents reported that the general magnitude of keeping records at MDC is low and 11 (24%) of the total respondents reported that the general magnitude of keeping records at MDC is very low. Table 4.16 illustrate more

**Table 4.16: The general magnitude of keeping employment records at MDC**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Very high	2	4
High	5	11
Moderate	3	7
Low	25	54
Very low	11	24
<b>Total</b>	<b>46</b>	<b>100.0</b>

**Source:** Field work (2015)

By conclusion the researcher in the investigation of the magnitude of records keeping by public servants in their personal employment record with the characteristics of the respondents, after running SPSS Pearson correlation two tailed the statistical evidence shows that there is weak positive correlation (0.38), (0.494), (0.189), (0.487) between Magnitude of Keeping Employment Records (MKER) and sex, education qualification, work experience, respondents' occupation respectively.

That means the increase in academic qualification and working experience lead to the increase in MKER. The researcher also discovered that there is strong positive correlation between MKER and age group of the respondents, that means as the age group increase also the magnitude of keeping employment records increase.

The researcher also runs SPSS regression analysis to understand the relationship between variables under the study, the dependent variable Magnitude of Keeping Employment Records (MKER) and dependent variables, Magnitude of keeping Fiscal Records by Employees (MFRE), Magnitude of Employees in keeping their Employment records in Different ways (MEED), General Magnitude of Keeping Personal records (GMKP) and came out with the following findings:

**Table 4.17: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 <sup>a</sup>	.701	.682	.733

**Source:** Field work (2015)

$R=0.838$ , strong positive relationship, that means there is strong statistical evidence to prove that the increase and decrease of independent variables MFRE, MEED,GMKP leads to the increase and decrease in dependent variable MKER respectively.

$R^2 = 0.701 \times 100 = 70\%$  that means; 70% change in dependent variable MKER has been attributed to independent variables MFRE, MEED, and GMKP.

**Table 4.18: Relationship between MKER and MFRE, MEED and GMKP**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	58.095	3	19.365	36.028	.000 <sup>a</sup>
Residual	24.725	46	.537		
Total	82.820	49			

**Source:** Field work (2015)

$H_{10}$  = There is no relationship between MKER and MFRE, MEED, GMKP.

$H_{11}$  = There is relationship between MKER and MFRE, MEED, GMKP

P value = 0.000

Significance level= 0.05

Decision:

Reject null hypothesis since p value is smaller than significant level.

Conclusion:

Therefore there is relationship between MKER and MFRE, MEED, GMKP

**Table 4.19: Coefficients between MKER and MFRE, MEED and GMKP**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.669	.671			
The magnitude of keeping fiscal records by employees at MDC	.243	.106	.270	2.279	.027
The magnitude of employees to keep their records in different ways at MDC such as Flash Disk, CD and internet (E-mail) for future use.	.094	.116	.087	.807	.424
The general magnitude of keeping records at MDC	.766	.102	.703	7.548	.000

**Source:** Field work (2015)

Dependent variable = MKER

Independent variable = MFRE, MEED and GMKP

Model of the data

Let  $z = \text{MKER}$

$y = \text{MFRE}$

$x = \text{MEED}$

$t = \text{GMKP}$

$z = a + by + cx + dt$

$z = -0.669 + 0.243y + 0.094x + 0.766t$

Correlation coefficients of the above variables are as follows;

Hypothesis set: I

Relationship between MKER and MFER

$H_{10}$  = there is no relationship between MKER and MFER

$H_{11}$  = there is relationship between MKER and MFER

Significance level = 0.05

P value = 0.027

Decision:

Reject null hypothesis because significant level is greater than p-value.

Therefore there is statistical significant between MKER and MFER

Hypothesis set: II

Relationship between MKER and MEED

$H_{10}$  = there is no relationship between MKER and MEED

$H_{11}$  = there is relationship between MKER and MEED

Significant level = 0.05

P value = 0.424

Decision:

Do not reject null hypothesis because significant level is smaller than p-value.

Therefore there is no statistical significant between MKER and MEED

Hypothesis set: III

Relationship between MKER and GMKP

$H_{10}$  = there is no relationship between MKER and GMKP

$H_{11}$  = there is relationship between MKER and GMKP

Significance level = 0.05

P value = 0.000

Decision:

Reject null hypothesis because significant level is greater than p-value.

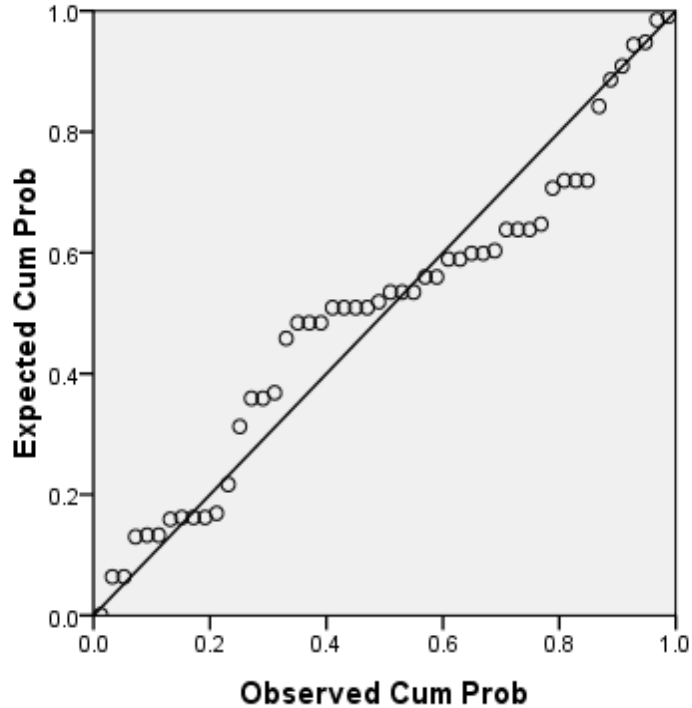
Conclusion:

Therefore, there is statistical significant between MKER and GMKP

As the statistical justification shows that there is high relationship between variables under the study, independent variable MKER and dependent variables MFER, MEED, GMKP, the following is the probability plot which shows the relationship.

**Figure 4.12: Normal P.P Plot of Regression Standardised Residual**

**Dependent Variable: The magnitude of keeping employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC**



**Source:** Field work (2015)

#### **4.5 General findings**

Generally, the researcher in the investigation of the Employees’ responsibility of keeping their own employment at MDC, after running SPSS regression analysis between variables under the study, dependent variable Duty of Employees in keeping their Employment Records (DEER) and independent variables Employees’ Knowledge of keeping Employment Records (EKER), Magnitude of Keeping Employment Records (MKER) the researcher came out with the following findings:

**Table 4.20: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837 <sup>a</sup>	.701	.688	.733

**Source:** Field work (2015)

$R=0.837$ , strong positive relationship, that means there is strong statistical evidence to prove that the increase and decrease of independent variables EKER and MKER led to the increase and decrease in dependent variable DEER respectively.

$R^2 = 0.701 \times 100 = 70\%$  that means; 70% change in dependent variable DEER has been attributed to independent variable EKER and MKER

**Table 4.21: Relationship between DEER and MKER, EKER**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.227	2	29.614	55.073	.000 <sup>a</sup>
	Residual	25.273	47	.538		
	Total	84.500	49			

**Source:** Field work (2015)

$H_{10}$  = There is no relationship between DEER and EKER, M KER

$H_{11}$  = There is relationship between DEER and EKER, MKER

P value = 0.000

Significance level= 0.05

Decision:

Reject null hypothesis since p value is smaller than significant level.

Conclusion:

Therefore, there is significant relationship between DEER and EKER, MKER

**Table 4.22: Coefficients between DEER and MKER, EKER**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.382	.381		6.255	.000
	At MDC employees know how to keep their records	-.464	.085	-.438	-5.488	.000
	The magnitude of keeping employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC	.708	.081	.701	8.778	.000

**Source:** Field work (2015)

Dependent variable = DEER

Independent variable = EKER and MKER

Model of the data

Let  $z = \text{DEER}$

$y = \text{EKER}$

$x = \text{MKER}$

$z = a + by + cx$

$z = 2.382 - 0.464y + 0.708x$

Correlation coefficients of the above variables are as follows;

Hypothesis set: I

Relationship between DEER and MKER

$H_{10}$  = there is no relationship between DEER and MKER

$H_{11}$  = there is relationship between DEER and MKER

Significant level = 0.05

P value = 0.000

Decision:

Reject null hypothesis because significant level is greater than p-value.

Therefore, there is statistical significant between DEER and MKER

Hypothesis set: II

Relationship between DEER and EKER

H<sub>10</sub>= there is no relationship between DEER and EKER

H<sub>11</sub>= there is relationship between DEER and EKER

Significance level = 0.05

P value = 0.00

Decision:

Reject null hypothesis because p value is smaller than significant level.

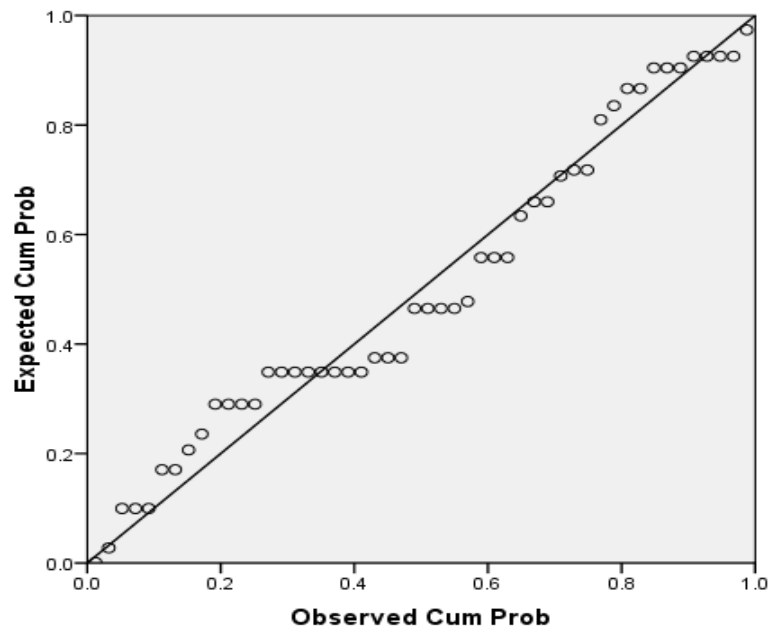
Conclusion:

Therefore there is statistical significant between DEER and EKER

As the statistical justification shows that there is high relationship between variables under the study, independent variable DEER and dependent variable EKER, MKER the following is the probability plot which shows the relationship.

**Figure 4.13: Normal P.P Plot of Regression Standardized Residual**

**Dependent Variable: Employees have responsibility to keep their employment records**



**Source:** Field work (2015)

## **CHAPTER FIVE**

### **DISCUSSION OF STUDY FINDINGS**

#### **5.0 Introduction**

This chapter is concerned with the discussion of the study findings after being presented in the previous chapter. It divided into three sections: section one is the discussion concerning the responsibility of public servants to keep their own employment records, section two discusses the knowledge that public servants have in keeping their own records at MDC, the last section discusses the magnitude of records keeping by public servants in their own personnel records

#### **5.1 The responsibility of public servants to keep records concerning their own employment at MDC**

It has been stressed that it shall be the duty of both employer and employee to keep employment records for the purpose of reference and for calculation of the employee terminal benefit (Public Service Scheme, 2004). On the contrary, this study has revealed that more than half 25 (54%) of the total respondents denied that employees are responsible for keeping their own employment records. Also, one employee at MDC when he was in discussion with the researcher highlighted that; the district concerned has to be responsible for keeping employment records and not an employee.

Also, it has been suggested that it is essential to preserve and protect the privacy and confidentiality of the records. The level of security must be commensurate with the level of the sensitivity of the records (Department of Defense, 2014). Moreover, this study discovered that 23 (50.0%) of the total respondents reported that employees are not responsible to consider the sensitivity of their employment records.

Although the World Bank (2000) stress the possible use of the records in their care, giving due attention to confidentiality, personal privacy and physical preservation. Nevertheless, this study revealed that proper handling of employment records at

MDC is an issue. This was justified by 26 (56.5%) of the total respondents who reported that employees are not responsible for ensuring security of their employment records. Additionally, nearly half 20 (43%) of the total respondents reported that at MDC employment records are not safely kept by the employees themselves.

The findings of this study are somehow in line with the findings of Nabombe (2014) who conducted a study on assessment of records management at the courts of law in Zambia: The case of court registries' contribution towards access to justice. Research findings showed that the general lack of infrastructure development in the courts of law has contributed to the congestion in court registries. Secondly, court registries' failure to comply with regulations stipulated in the National Archives Act of Zambia had contributed to bad records management in the court registries. Thirdly, findings showed that court registries lacked guidance on how to manage records due to lack of a records management policy and the failure to apply internationally recognised records management standards. Research findings also showed that over staffing in registries, lack of a clear policy on in-service training, and dissatisfaction with work context factors might have influenced poor work culture and morale among registry clerks. Lastly, research results showed that while administrative risks in the court registries had negatively affected the records management function, reputation risks had eroded public confidence in the courts of law and court registries in particular. The similarity of Nabombe's findings with this study is based on the fact that Zambia and Tanzania are developing countries in which the issue related to records management by both employer and employee is not well addressed than in the developed countries.

## **5.2 Knowledge that public servants have in keeping records at MDC**

It has been said that if an employee gets into the habit of keeping employment records, it will help him safeguard his employment rights and provide evidence to support his employment claims where necessary (Labour Department, 2013).

However, it is surprising that almost half 23 (50.0%) of the total respondents reported that not all employees at MDC are aware of what an employment record is. Also, 22 (48%) of the total respondents reported that at MDC employees do not know how to keep their records.

Also, it has been argued that disposal is an important part of records management. Properly done, it ensures both employees and organisation to retain records for as long as they are needed and then, when they are no longer needed, destroys them in an appropriate manner or disposes of them in some other way, e.g. by transfer to an archives service (The National Archives, 2011). Sadly this study discovered that majority 29 (63%) of the total respondents reported that employees at MDC do not dispose of their employment records properly.

Moreover, it has been advised that you can either store the file on the computer, on a CD, or other storing device. Documents scanning and storing in devices such as CD and Flash Disk is very important you will need these as reference for future (Brown, 2011). Such disk devices and card readers constitute a modern way of record keeping (Department of Defense, 2014). Furthermore, majority 35 (76%) of the total respondents reported that at MDC employees do not keep their employment records in modern ways (e.g. through internet, CD and Flash Disk) for future use.

In contrast with previous findings by Kayuki (2011) who conducted a study on assessing the effectiveness of records management in Tanzania Breweries Limited in Dar es Salaam, the researcher discovered that there was good record keeping within the organisation and employees as long as the management understood the importance of record management and that was revealed through good storage facilities, good disposing way. The disparity of the findings is based on the fact that the management and employees of Tanzania Breweries Limited in Dar es Salaam are exposed to a better working and technological environment than those of Maswa District Council. It is obvious that employees of Tanzania

breweries Limited in Dar es Salaam are in better position to access modern records storages devices such as laptop computers, CD and Flash Disk than those of Maswa District Council.

### **5.3 The magnitude of records keeping by public servants in their personal custodies of their own personnel records**

Employment and Labour Relation Act (2004) in Part IX Section Ninety six, item one state that every employer and employee shall keep the written particulars of employment as prescribed in section 15 of the act and any records of payment to an employee. Nearly half 20 (43%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is very low.

Also, Employment and Labour Relation Act (2004) and The Public Service Scheme (2004) argued that it is the task for both employer and employee to keep records concerning employment. However, the findings of this study revealed that 21 (46%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is low.

The big bucket theory proposed that in order to ensure effective record keeping, records in different forms (paper or electronic) should be consolidated into broad categories or buckets (Harris, 2008). Furthermore, in this study it was discovered that 25 (54%) of the total respondents reported that the general magnitude of keeping records at MDC is low and 11 (24%) of the total respondents reported that the general magnitude of keeping records at MDC is very low. Also, this study revealed that 37 (81%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is low.

The findings are consistent with previous study by Modestus (2010) who conducted a study on personnel records management system in SELFINA. His findings revealed that personnel records at SELFINA are created by Human resource Officer who ordered various important information's from employees such as education certificates and birth certificates as the major qualification documents that enable employee to be employed within the organisation. Then after all basic information is being collected, the employee may sign contact between him/her and the organisation. Generally in SELFINA human resource manager is the one who create and holds various all employment records. The similarity of Modestus findings with this study can be grounded on the fact that some employees here in Tanzania are still have a notion that a duty of employment records keeping is a solely a concern of their management.

## **CHAPTER SIX**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **6.0 Introduction**

The concern of this chapter is to summarise the study and its findings discussed in the previous chapter, provide conclusions and recommendations for actions and further research.

#### **6.1 Summary**

The general objective of this study was to investigate the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers. The study was conducted in Simiyu Regional specifically at Maswa District Council. The research questions were aimed at identifying the responsibility of public servants of keeping records concerning their own employment in MDC, to find out the knowledge that public servants have in pursuing this responsibility in MDC and to determine the magnitude of records keeping by public servants in their personal custodies of their own personnel records.

In this study data was collected from a sample size of 50 respondents through questionnaires and through documentary review and interview. The findings of this study revealed that more than half 26 (52.0%) of the total respondents denied that employees are responsible to keep their own employment records. Moreover, this study has discovered that 24 (48.0%) of the total respondents reported that employees are not responsible to consider the sensitivity of their employment records. Nevertheless, this study has revealed that proper handling of employment records at MDC is an issue.

This has been justified by nearly half 20 (40.0%) of the total respondents who reported that at MDC employment records are not safely kept by the employees themselves. Additionally, 29 (58.0%) of the total respondents reported that employees are not responsible to ensure security of their employment records.

Moreover, it was discovered that almost half 25 (50.0%) of the total respondents reported that not all employees at MDC are aware of what an employment record is. Also, nearly half 22 (44.0%) of the total respondents reported that at MDC employees do not know how to keep their records. Moreover, 32 (64.0%) of the total respondents reported that employees at MDC do not dispose their employment records properly. Furthermore, majority 39 (78.0%) of the total respondents reported that at MDC employees do not keep their employment records in a modern ways (eg though internet, CD and Flash Disk) for future use.

Furthermore, nearly half 21 (42.0%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is very low. However, the findings of this study revealed that 22 (44.0%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is low. Additionally, in this study it was discovered that 26 (52%) of the total respondents reported that the general magnitude of keeping records at MDC is low and 10 (20.0%) of the total respondents reported that the general magnitude of keeping records at MDC is very low. Also, this study revealed that 40 (80.0%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is low.

## **6.2 Conclusions**

This study investigated the responsibility of individual public servants on keeping their own personal employment records for their use and making them available

when required by their respective employers. Thus, it can be concluded that employees at MDC denied that are responsible to keep their own employment records. Moreover, this study discovered that some employees do not take into consideration the sensitivity of their employment records. Nevertheless, this study revealed that proper handling of employment records at MDC is an issue. This has been justified by nearly half 20 (40.0%) of the total respondents who reported that at MDC employment records are not safely kept by the employees themselves. Additionally, 29 (58.0%) of the total respondents reported that employees are not responsible for ensuring security of their employment records.

Moreover, it was discovered that almost half 25 (50.0%) of the total respondents reported that not all employees at MDC are aware of what an employment record is. Also, nearly a half 22 (44.0%) of the total respondents reported that at MDC employees do not know how to keep their records. A good number 32 (64.0%) of the total respondents reported that employees at MDC do not dispose their employment records properly. Furthermore, majority 39 (78.0%) of the total respondents reported that at MDC employees do not keep their employment records in modern ways (e.g. though internet, CD and Flash Disk) for future use.

Furthermore, nearly half 21 (42.0%) of the total respondents indicated that the magnitude of keeping fiscal records by employees at MDC is very low. However, the findings of this study revealed that 22 (44.0%) of the total respondents reported that the magnitude of keeping other employment records (e.g. transfer letters, appointment letters, confirmation letters, promotional letters) at MDC is low. Additionally, in this study it was discovered that 26 (52%) of the total respondents reported that the general magnitude of keeping records at MDC is low and 10 (20.0%) of the total respondents reported that the general magnitude of keeping records at MDC is very low. Also, this study revealed that 40 (80.0%) of the total respondents reported that the magnitude of employees to keep their records in modern ways at MDC such as Flash Disk, CD and internet (E-mail) for future use is low.

## **6.3 Recommendations**

### **6.3.1 Recommendations for actions**

Based on presented results, discussions, summary and conclusions, the researcher is going to recommend the followings in order to improve the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers:

- It is recommended that employees at MDC should keep their employment records because those documents acts as reference when their needed.
- Also, it has been stated that disposal is an important part of records management. Thus, it is recommended that employees at MDC have to insure properly disposal of their employment records as it ensures them to retain their records for as long as they are needed.
- Moreover, it is recommended that employees at MDC are to be aware that are responsible to ensure security of their employment records.
- Employees have to keep their employment records as it will help to reduce labour disputes resulting from ambiguous employment terms and incomplete employment records.
- Furthermore, it is recommended that it is a duty of MDC to educate its employees about employment records and various ways of keeping those records for present and future use.

### **6.3.2 Recommendations on areas for further research**

This study investigated the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers at Maswa District Council. A similar study could be replicated in other Districts Councils in order to address the responsibility of individual public servants on keeping their own personal employment records for their use and making them available when required by their respective employers.

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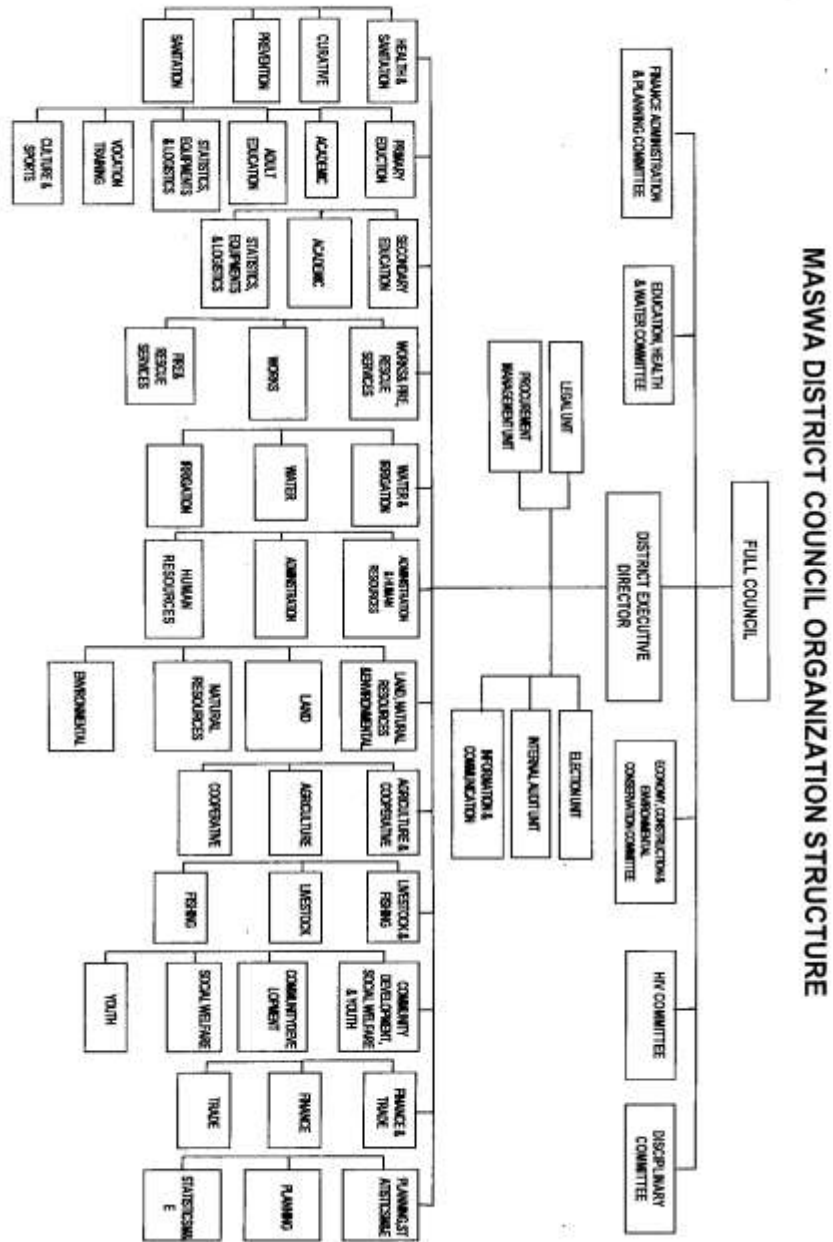
# **APPENDICES**

Appendix I

Map of Maswa District



MASWA DISTRICT COUNCIL STRUCTURE



**Questionnaire for respondents**

Dear respondent,

The following questions are part of research project aimed at investigating the “**Employees’ responsibility of keeping their own personal records in Maswa District Council**” as a partial requirement for completing Master of Human Resource Management of Mzumbe University. You are kindly requested to spare your valuable time to answer those questions. Your responses will be highly appreciated and treated with high confidentiality. Thank you so much for taking time to complete this questionnaire

**Part I: Background information**

1. Gender (tick only one)

Male ( ) Female ( )

2. Academic qualification (tick only one)

- (i) Certificate ( )
- (ii) Diploma ( )
- (iii) Degree ( )
- (iv) Masters ( )
- (v) PhD ( )

3. How long have you been working at MDC? (Tick only one)

- (i) Less than 4 years ( )
- (ii) 5 – 10 years ( )
- (iii) 11 – 15 ( )
- (v) Above 15 ( )

4. What is your job designation? (Tick only one)

- (i) Economist ( )
- (ii) Agricultural officer ( )

- (iii) Secondary school teacher ( )
- (iv) Primary School Teacher ( )
- (v) Accountant ( )
- (vi) Head of Department ( )
- (vii) Accountant ( )
- (viii) Internal Audit Officer ( )
- (ix) Health and Sanitation Officer ( )
- (x) Livestock and Fishing Officer ( )
- (xi) Community Development officer ( )

**Part II: The responsibility of public servants to keep records concerning their**

**own employment at MDC**

Description	Strongly agree 1	Agree 2	Neutral 3	Disagree 4	Strongly disagree 5
Employees have a duty to keep their own employment records					
Employees have a responsibility to consider the sensitivity of their employment records					
At MDC employees records are safely kept by the employees themselves					
Employees are responsible to ensure security of their employment records					

**Part III: The knowledge that public servants have in keeping records at MDC**

Description	Strongly agree 1	Agree 2	Neutral 3	Disagree 4	Strongly disagree 5
All employees at MDC are aware of what an employment record is					
At MDC employees know how to keep their employment records					
Employees at MDC dispose their records properly					
At MDC employees keep their records in a modern ways (eg though internet, CD and Flash Disk) for future use.					

**Part IV: The magnitude of records keeping by public servants in their personal custodies of their own personnel records**

	Very high 1	High 2	Moderate 3	Low 4	Very low 5
The magnitude of keeping fiscal records by employees at MDC					
The magnitude of keeping employment records ( e.g. transfer letters, appointment letters and promotional letters) at MDC					
The magnitude of employees to keep their employment records in different ways at MDC					
The general magnitude of keeping personal records at MDC					

**Interview guide**

Dear respondent,

The following questions are part of research project aimed investigating the **“Employees’ responsibility of keeping their own personal records in Maswa District Council** “as a partial requirement for completing Master of Human Resource Management of Mzumbe University. You are kindly requested to spare your valuable time this interview guide. Your responses will be highly appreciated and treated with high confidentiality. Thank you so much for taking time to complete this interview guide.

**Part I: Background information**

1. Sex of the Respondent

Male ( ) Female ( )

2 Academic qualification

(i) Certificate ( )

(ii) Diploma ( )

(iii) Degree ( )

(iv) Masters ( )

(v) PhD ( )

3. How long have you been working at MDC? .....

4. What is your job designation? .....

**Part II: The responsibility of public servants to keep records concerning their own employment at MDC**

5. Do you think that employees have a duty to keep their own employment records?

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.....

6. Do you think that employees have a responsibility to consider the sensitivity of their records?

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.....

7 Are employees records safely kept by the employees themselves at MDC?

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8 Who is responsible to ensure the security of employment records of an employee?

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**Part III: The knowledge that public servants have in keeping records at MDC**

9. Are all employees at MDC aware of what an employment record is?

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10 How employees keep their records at MDC?

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11 How do the employees dispose their employment records at MDC?

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12. Are employees keep their employment records in a modern ways?

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**Part IV: The magnitude of records keeping by public servants in their personal custodies of their own personnel records**

13 What can you say about the magnitude of records keeping by employees at MDC?

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