

**THE SUCCESS OF PERSONAL RECORDS KEEPING BY
MAFIGA SECONDARY SCHOOL EMPLOYEES IN MOROGORO
MUNICIPALITY**

**THE SUCCESS OF PERSONAL RECORDS KEEPING BY MAFIGA
SECONDARY SCHOOL EMPLOYEES IN MOROGORO MUNICIPALITY**

**By
Obely Shadrack**

**A Thesis Submitted to the School of Public Administration and Management in
Partial Fulfillment of the Requirements for the Degree of Master of Public
Administration (MPA) of Mzumbe University**

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, thesis entitled **The Success of personal Records keeping by Mafiga Secondary School Employees in Morogoro Municipality in** partial fulfillment of the equipments for award of the degree of Master of Public Administration of Mzumbe University.

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DECLARATION

I, ***Shadrack Obely***, declare that this thesis is my own original work and that 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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DEDICATION

This work is dedicated first to my late lovely mother Magret Obely Mwakyusa who built a great foundation in my academic and struggles, I loved you so much and I have done your wish and am still keeping the promise rest in peace mama. Secondly my dedication goes to my late friend Stanley Careb. You are always in my soul and prayers rest in peace brother. Thirdly special dedication goes to my wife Nora, my sister Jackline and to my grandmother Twambilile You are my lovely people be blessed forever.

LIST OF ABBREVIATIONS

DEO	-	District Education Officer
ESARBICA	-	Eastern and Southern Regional Branch of the International Council
IRMT	-	International Records Management Trust
MMC	-	Morogoro Municipal Council
MOF	-	Ministry of Finance
MPA	-	Master of Public Administration
MSS	-	Mafiga Secondary School
MU	—	Mzumbe University
PSPF	-	Public Service Pension Fund
SOPAM	-	School of Public Administration and Management

ABSTRACT

The focus of this report was to examine how employees keep their personal records in the public sector. The study involved the respondents from Mafiga Secondary School, Municipal Education Officer and District executive officer.

Personal records keeping by public servants are a common phenomenon in developing countries. It is a well recognized fact that records keeping are the source of information which helps administrator to reach in a certain decision in all matters of pension benefits, promotion and retentions. This study had the objectives of finding out how employees in public institutions had succeeded in keeping their personal records. This investigation was a case study design which used one School in Morogoro Municipal as a study area while the population of the study included Teachers from Mafinga Secondary School and officers from Morogoro Municipality.

Research results have shown that personal record is of great important and it's the responsibility of each new employees in public working to keep personal records for future references and as policy requirements, despite existence of effort of government to come up with policies, labour Acts and employment Acts towards improving personnel records in public services, despite all these effort from the government personnel records has remained inferior. This state of affairs has continuously picked up the space towards loss of personnel documents and delay of payment of retired benefits and poor delivery of services in public services.

The study recommended several measures to be taken in order to improve. These recommendations are provision of on working training, rising of awareness' of the employees on importance of keeping personal records. If these recommendation will be effectively and concurrently implemented will improve the services delivery to the employees due to availability of right records which are kept by employees themselves.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter consists of the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitation of the study, conceptualization, definition of key terms and concepts and organization of the report.

1.1 Background of the study

The Government of Tanzania is implementing a range of strategies and reforms to improve social and economic conditions and quality of life of all Tanzania and reduce poverty, the success of which depends on the proper management of records throughout life cycle. It is an undeniable fact that we are living in information age where records and information are regarded as a key resource in all places, from home to work places. Every organization employs staff and creates personnel records. Staffs are among an organization's most important and usually most expensive assets. Like any other asset, staffs are resources that must be deployed maximum advantage. Records keeping play a critical role in fighting corruption; protecting citizens 'rights; in ensuring transparency; accountability and good governance. As such governments should recognize sound personal records keeping as one of the priority areas. In spite of their study International Records Management Trust [IRMT] (2003);and Mnjama(2007) suggest that record keeping systems in Africa have either collapsed or are in a state of disarray. Neglected records in these countries have become a major barrier to development. Poor record keeping systems as argued by the IRMT and the World Bank has led to corrupt practices and lack of accountability and poor governance structures. the paper argues that corruption and poor accountability is influenced by lack of proper record keeping in the public sector. The proper personnel records keeping can make a significant contribution by ensuring information is available to take decision and protect the rights of the state and individual.(Sichalwe,2011).

Moreover, because personnel records are closely linked to payroll system, improved personnel records will have a positive impact upon payroll system should run effectively whether it is in purely paper-based environment or in the emerging electronic environment, (IRMT, 1999). Now days the need for improving personnel records management is becoming an important instrument of management of change process upon which principles and practice of modern management depend on.

This study is linked to the aspects of efficiency, effectiveness, transparency, and accountability of the governments in esteemed services delivery. However, this is only practical if information and records are effectively created, organized, stored and managed throughout their life cycle, (Lyarru, 2007). Tanzania and some other countries responding to the need of managing personnel records have introduced several approaches one being automating certain aspects of the personnel function. However, these countries have realized that to a very large extent this process is dependent to well managed manual system (Mnjama, 2001). It is however argued that, in these countries it is rare to find personnel files that are complete they often include inaccurate or out of date information (World Bank, 2001).

1.2 Statement of the problem

There has been many efforts made by the Tanzanian Government to improve records keeping by the public servants in recently years. Lyaruu,(2007) stated that despite existence of effort towards improving personnel records keeping in public sector personnel records keeping Management has remained of inferiority to a great extent, moreover Mnjama,(2001:111)‘argue that of all public records, personnel records pose one of the greatest challenges. Despite of all efforts made by the government of Tanzania to come up with policy of archives and records keeping in public services, there is little attainment and contribution on solving the problem of missing information for public servants when they are retired and need to be paid their pension benefits. Policy paper (2011), “states the key priorities for personnel records or policy focus areas with standard and guideline for the management records, public officer shall ensure that personal information that document decision, are recorded and properly managed and stored; master file are created and properly managed, and all public

employees shall be responsible for the custody of copies of their personnel records related to their employment history”and Employment and Labour Relation Act of 2004 No. 6 which states that “Every employer and employee shall keep a records of the following, particulars of employment history and any remuneration paid to the employee, but none of these have been a solution to the missing of personal records and poor management of public records which led in delaying of payment of pension benefits to the retired public servant. There is indeed, a great need to come up with the study on the importance of personal records keeping in public services as identified by National Archive and Record Management Policy of 2011 and Employment and Labour Relations Acts No. 6 of 2004.

1.3 Objectives of the study

1.3.1 The main objective

The overall objective of this study was to investigate on how the employees in the public service have succeeded in keeping their own personal records regarding their employment history.

1.3.2 Specific objectives

- i. To identify reasons for the necessity of employees to keep their personal records,
- ii. To identify methods used by employees in keeping their personal records,
- iii. To find out how safe are records kept by employees in public service regarding their working history,

1.4 Research Questions

- (a) Why an employee needs to keep personal records?
- (b) Which methods are used in keeping personal records by employees?
- (c) How safe are the records kept by employees themselves?

1.5 Rationale of the study

The rationale of this study was to bring body of knowledge on the subject of personal records keeping in general and how it contributes to decision making transparency, effectiveness and efficiency in determining pension benefits for the retired workers in public service. The study will also increase awareness and consciousness on the

importance of personal records keeping in the process of working history for the current workers in public services. The study will also alert the public officers in the public services the importance of keeping records of employees on their employment appointment also create awareness on how to manage records were effectively with less stress. The study will help the policy maker and benefit them by assuring the available knowledge, and the government can get data whenever they are required. The need for accurate personnel information is important for the effective service deliver and in protecting the right of citizen. This study will provide bridges which have been missing between public officers and workers who are supposed to keep their records on their working history. This study will serve the host of purpose and to be of value, the study lead to have accurate, up to date and easily accessible and support decision making for the workers and retirement staff in Mafiga Secondary School.

1.6 Limitation of the a study

The study was limited with some difficulties from respondents whom were not willing to participant in the study.

1.7 Delimitation of the study

The study was limited to one public school at Morogoro Municipal where by some employed staff from this school selected to represent employees in public sector.

1.8 Definition of key terms

1.8.1 Records

Shepherd and Yeo (2001) observed that ‘a record is not simply recorded information but it more importantly possesses characteristics that provide evidence of some activity’.

Also international standard of records,(2011), define records as information created, and maintained as evidence and information of the organization or person, in pursuance of legal obligation.

1.8.2 Record keeping

This is the full and accurate individual records which should be kept it's separately and confidential records which should be created by individual. The aim of personnel records is to ensure that the right information is available to the right person at the right time and at the least possible cost (Lyaru 2007).

1.8.3 Personnel records

Every employee maintains personnel records documents involving employment relationship with employee. Personnel records range from employee recognition letters to job application to personnel file. Personnel records provide a paper trail of on employee's background, experience history, recognition and promotion, to name just after personnel records. An employee personnel records is an employees and saved documentation of the history and status of the entire employment relationship with individual employee.

1.8.4. Employment

Its living for doing a job for purpose of economic some income or it's a pay job from institution or any organization, its number of percentage of people who have jobs, its involves occupation, professional and job, it's a state of being employed and engaged in occupation, the activity in which one devotes times, and it's a work or occupation for which you are paid for.

1.8.5 Employment history

It's all about the information about individual's past employers location, employment date, position held, salary and duties attended to for period of time.

1.9. Organization of the Thesis

This Thesis is organized into six chapters, Chapter one is introduction and it's formalized the research problem by giving background of the study, objective, and statement of problem and rationale of the study. It had as well limitation of the study and definition of key term as well. Chapter two holds three parts which are theoretical review of literature, review of early study and synthesis of the study. Chapter three, it has methodology which explains the design of the study and techniques applied in

selecting area of the study sample, sample size, data collection methods, research approach and data analysis,.

Chapter four shows presentation of the findings of the study. The findings presented and analyzed in this chapter can be grouped in to two groups. First the chapter presents and analyses findings on respondents' profile which includes respondents distribution by sex, age groups, employment experience, education level, the researcher used the information suggested by the finding from the analysis of these variables to support the research questions. Descriptive statistics, measure of central tendency and measure of frequencies used in the analysis.

Chapter five discusses the findings presented in chapter four. In so doing it explains why the findings appear the way they are, and tries to associate the findings and real world. Three specific objective and result were discussed in this chapter.

Chapter six provides the summary, conclusion and recommendations. There is a bibliography and appendices presented after the presentation of Chapter Six.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of literature from early and current studies and explains big bucket theory which is useful in personnel record keeping and record management in public sector, and it classifies evolution of personnel record and record management in Tanzania.

2.1 Theoretical Review of Literature

2.1.1 Personal Records Management

There are various opinions concerning personal records management theories. According to Buckland (1990:346) some personal records management practitioners argue that there are well defined and established theories governing records management practice. He adds that some theories or models supporting records management practice belong to allied disciplines or sciences and are used whenever the need for action founded on principles manifest itself. One of the most well known theory or models in the field of records management is the big bucket theory.

2.1.2 Big bucket Theory

Big bucket theory is adaption of keeping records schedule, its **deals** with records management by properly identified, documented, storage and readily accessible, it simply used in records management and helps to allocate files in accordance with needs. These theories are greatly simplified records keeping and improve employee's compliance reduce the risk of records mismanagement.

The success of employees to keep their personal records is manifested and cleanly shown in big bucket Theory, which requires employees to categories records by developing the list of records, series of organization files, and gather relevant records.

Employees in public services need to consolidate and keep all records pertaining their working history. The success of keeping record needs employee to be aware with the importance of records keeping for their pension benefits but also in big bucket theory

its insist on keeping records in categories so that no records could lost and misplaced. This theory needs s employees to classify their records by hand full groupings which it base on their working history.

The successful of personal records keeping in public service needs high sight on how to keep records for works and reduce the risk of mismanagement of files. Big bucket theory needs employees to keep their own recodes in different buckets and hence simplify records keeping. In big bucket theory personal records are created and maintained by employees themselves in order to simplify records keeping and safety of records. The big bucket theory can be used in deferent public servant, in this study big bucket theory have developed and used to investigate how public servants keep their personal records particular teachers who are employed in public school a case of Mafiga secondary school. For the teachers who have employed by public service their records are kept by Ministry of Education and Vocational training, Prime Minister's office Regional Administrative and Local government, District Education Office, Head of school and employees needs to have their personal record keeping system as one of the bucket for records management.

Public employees must keep their personal records and one simple methods is to apply the big bucket theory in order to simplify records keeping, Employment and Labour Relation Acts number 6 of 2004 section 96(i) it states that 'every employer and employee shall keep a records of their working history 'and the National records and achieves Management policy of 2011 policy number 4.10 items (iii) it require all public employee to be responsible for the custody of copies of their personal records relating to their employment history.

Education policy of Tanzania requires one to be employed as a teacher in public service should be qualified and posses the certificate of Teaching professional given by commissioner of education as its in the National Educational Acts number 25 of 1978 section 45 (i) the commissioner shall issue an appropriate certificate to every person who has successful completed a course and approved for the training teachers, entitled that person to teach in such category of school as shall be specified in that **certificate also** the Education and Labour Relation Acts number 6 of 2004

section 96 (i) which requires all public servant to keep their records upon their employment history. The local government and urban authorities Acts number 8 of 1982 needs all schools to be registered and teach the curriculum of Tanzania as directed by Ministry of education and all Teachers should be one who qualifies and posses certificate which its appropriate and it needs every urban authority shall establish standing committee responsible for education and culture.

All records relating to public service needs to be kept with high care and security because it's the one used to calculate pension benefits in retirement period, big bucket theory influences records keeping by showing how records should be categories and kept in its buckets. Standing order for public service 2009 part C section 19 (1) states that 'full and accurate particulars and records of all public servants must be kept and maintained at the presidential office, public services management and at the public servants respective organization headquarter, care must be taken to ensure that whenever communication are addressed to the treasury or to the office responsible for public service management or to the public service commission concerning an individual public servants and where these communication have a bearing on the public servants terms of services shall be furnished(3) every employee and employer shall keep records for the purpose of references of the calculation of the employee terminal benefits and every employee is encouraged to keep his/her own records.

2.1.3 Personal Records keeping and storage Facilities

Personal records have serious problems of storage in relation to costs, space, physical conditions or accessibility, these problems are exacerbated by increases in the volume of records produced, storing personal records in inappropriately places and preserving records for far too long, attributes some of the poor state of records management keeping in public services and lack of adequate storage facilities. Good personal records management begins with establishing policies, procedures and priorities before records are even created, personal records management constitute a form of management policy which ensures that records are part of a system in which information flows logically and systematically within the organization, satisfying the needs of creators, users and custodians. Most African countries developed and

implemented personal records management policy on an ad hoc basis, bad personal records management is compounded by a number of factors such as lack of records management guides/manuals, poor storage system, lack of security and lack of trained staff in records management who should provide guidance or assistance to personal and institutions.(Lyarru,2007).

2.2. Literature Review from Earlier Studies

There are other studies conducted about personnel records keeping in public sector. The studies from different authors have shown the high contribution of records retentions to the great information management for maintenance of personnel records. Lyarru,T (2007),found that information used for personnel records creation in ministries, departments, and personnel data base in the public service pension fund (PSPF) was not accurate and complete. This situation was also evident particularly from registry clerks in the pension registry in the ministry of finance (MOF) who uncounted missing of important records in the personnel roles that came from ministries and departments for processing pension and other terminal benefits. The study revealed that such process took a long process for the records to be found or created given the sample complicity of the way the records were managed in different ministries and department were individuals worked.

Missing of these records in personnel role gives indicators that such records were either not created by human resources officers or were mismanaged during the years when the employee were in employment. That they were lack of seriousness among officers who created personnel records as they could note dawn information from employees that had no supporting document like certificate to justify date of birth lack of importance document like birth certificate, working history document etc have brought big problem for public servants who have retired in getting their retirement benefits.

Furthermore he pointed out that once personnel files were opened, there was no auditing of files to see whether all necessary records existed. Auditing would allow further follow up with employees and not only when certain action is needed and certain record is wanted. That study tells about employees had no initiative ensure that their files are completely, accurate and updated. Even if this could be the case, the

system as it is now in the public services, employees are not allowed to review their own file. With flexibility in the system employee could review their files in the presence human resources officers. This would then contribute in ensuring competencies of records in the files and their management, in which the case, anything partnering provision of the right to these individual would be quick and easy as document to provide evidence are readily available.

The most problem of managing personnel records was aggravated by ignorance of the employees as whole. For quit long management of personnel records was seen as duty of records keeping staff alone. But the fact is, several individual are involved from creation stage to appraisal. The study revealed that, they was lack of general of awareness of the importance of records among the employees and this contributed towards restrain effort of improving management of records in ministries and departments.

The study noted that such situation is contributed by the facts that ministries and department lacked awareness raising to their employee not only on the sensitivity of the records, but also on the duty and responsibility of each employee to contribute in giving accurate and complete records as well as managing their own records. Authorities in public service assume that a namely employed individual will automatically understand the role of records and accurate information.

Mnjama (2001),states that the need for accurate recorded personnel information is important for effective and efficient services delivery and in protecting the rights of the citizens. Personnel records serve a host of purpose and to be of value, these records must be accurate, up to date and easily accessible. Most information and personnel records management programmes intends to furnish accurate, timely and completely information for efficient decision making of the organization. Personnel records are facts to support decision made and facts upon which the future decision are carried out, facts to communicate to employee, to customers, to potential customers, to government and stockholders. The facts, if managed properly improve employee morale (Gill, 1993).

Also International Records Management Trust (IRMT 1999) argues that good personnel records are necessary to allow the best use of available staff and promote efficiency in the organization. The records also help the organization make use good use of scarce resources and help provide an accurate source of data, which can be used in other information systems throughout the organization. According to World Bank (2000),and as recorded by Lyaruu (2007) ,personnel files should have information necessary for decision about suitability of promotion, transfer, disciplinary procedure, educational training, health, safety and welfare and also information that explain and authorize changes to payroll pertaining individual, including supporting documentation most importantly, the records provide the authority for determining pension entitlement for the employees.

However, in order to save the objective of the employers and employees, personnel records must be trust worthy in term of their accurate completeness and variability. Unfortunately “in some countries records systems have broken down to such an extent that accurate information on these topics is not longer available”, (IRMT 1999:6).

Moreover Ndibalema (2001:14) in his study report that, there are many complaints from the clients that they are not paid on time or their particulars are not kept properly and are sometimes completely absent. Maintenance of records and information is not taken seriously instead information is scattered in the departments with appropriate “need to know” whether centralized or departmentalized, information still has to flow and get organized effectively.

Word Bank, (2000) state that in Africa, many countries, government payroll systems have been inflated with “ghost workers” non-existing worker or employees who draw a salary, taken by someone else. “The personnel file should be primary source of evidence that a person actually exists that the grades is appropriate to the salary paid and that any additional benefit are appropriate and have been authorized”. Thus has impact also in assigning pension payments for retired public servants, in the absence of complete personnel files, the “ghost workers” problem cannot be addressed in a sustainable manner. Entries on the payroll database cannot be addressed in sustainable

manner. Entries on the payroll database cannot be checked against an authoritative source to ensure that the person actually exists and that payments have been authorized.

Furthermore Sichalwe, (2011) in her study on the role of personnel records management, states that ‘the introduction of personnel records management practices in the government ministries, records in government were not well managed and personnel records keeping was not taken seriously’. The study reveal that current records management practices in the government ministries were accorded low priority, registry personnel were not adequately trained and there were absence of specific budgets allocated to registry section hindered the effectiveness operations of the registries. The records surveys were conducted irregularly and the majority of government registries lacked records retention and disposition schedules which lead to the congestion of records which were also disorganized and poorly managed.

International Records Management Trust (IRMT 2007), standard order which were under revision, full and accurate personal records should be kept by both personal and the officer’s employing authority. Separate “open” and “confidential” personnel files were created for each civil servant and were kept separately in “open” and “confidential” registries with their own staff and procedures. The confidential personnel files accounted for the buck of confidential records held by registries. The creation of personnel file was further complicated by the common cadres which fell under a parent ministry. In theory, the parent ministry of common cadre also maintained a personnel file for the employee.

According to primarily personal records keeping, personnel files are created to serve the needs of the Organization that creates them. These records provide a sore of information about each employee, providing their personal employment history, their carrier within the organization, personal details of age, training, and records of performance” (Mnjama 2001:115). The need for accurate recorded personnel information is important for effective and efficient services delivery and in protecting the rights of the citizens. Personnel records serve a host of purpose and to be of value, these records must be accurate, up to date and easily accessible. Most information and personnel records keeping programmers intends to furnish accurate, timely, and

complete information for efficient decision making in the management of the organization. Personnel records are facts to support decision made and facts upon which the future decisions are carried out; facts to communicate to employee, to customers, to potential customers, to government, and stockholders. The facts, if managed properly, improve employee morale (Gill, 1993). IRMT, (1999), argues that, good personnel records are necessary to allow the best use of available staff and promote efficiency in the organization. The records also help the organization to make good use of scarce resources and help provide an accurate source of data, which can be used in other information systems throughout the organization.

According to World Bank, (2000); personnal files should have information necessary for decisions about suitability for promotion, transfer, disciplinary procedures, educational training, health, safety, and welfare and also information that explains and authorize changes to payroll pertaining individual, including supporting documentation. Most importantly, the records provide the authority for determining pension entitlement for the employees. However, in order to save the objectives of the employers and the employees, personnel records must be trustworthy in terms of their accuracy, completeness, and verifiability. Unfortunately “...in some countries, records systems have broken down to such an extent that accurate information on these topics is no longer available” (IRMT1999:6).

Although filing is the heart of personnel records retrieval, few office managers place any importance on the work. Most government institutions have their records and information management in chaotic situation. There are problems of misfiling and with flying papers which leave gaps in personnel files. It also takes too long for records working staff to retrieve files, which lead to frustrations in carrying out their work and hence, administrators are forced to take decisions on an ad hoc basis. Citizens suffer from inadequate services with long delays, and their rights are not protected (World Bank, 2000).

This is apparent in the public sector as there are many complaints from the clients that they are not paid on time or their particulars are not kept properly and are sometimes completely absent. Maintenance of records and information is not taken seriously,

instead information is scattered in the departments with appropriate “need to know” whether centralized or departmentalized, information still has to flow and get organized effectively (Ndibalema 2001:14).

2.3 Conceptual Framework

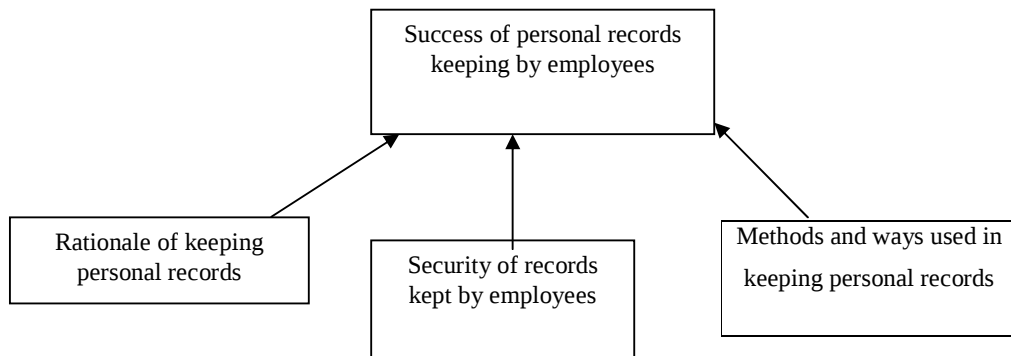
Records and archives keeping practices in public offices are frequently not followed by desk officers and are not enforced by senior public officials. This situation has provided a room for public officials to become non accountable and non compliant to records and achieves management rules and procedures. This study involved employer and employee in investigating how employees have succeeded in keeping their personnel records in public services working history. The study developed and presents theoretical ideas in which this study was laid up on the explanation of the phenomena, in theory, the study used the big bucked theory, this approach its greatly simplify record retention, thus improving employee compliance and reducing the risk of mismanaged files. This was developed from the theory of big bucket which requires each employee to keep his/her working documents and it have used in the study to show how workers are supposed to keep their working documents for retirement benefits.

Ways used in keeping personal records in relationship to how records have been kept and which ways and methods had been used to keep the records.

Safety of records kept by employees in their working history which might be influenced by how records have been kept and what has caused records to mis when it required for different references and it examined the rationale for the keeping personal documents.

Personal records keeping, this is the fourth bucket where by all employee are required to keep his/her personal records on working history as per Employment and Labour Relation Acts number 6 of 2004 section 96(i) and Public Service Schemes of 2003 section 65 (i) which insist on employees to keep personal records and solve the problem of mismanagement of records.

Figure 1:1 Framework of records kept by employees themselves



Source: Researcher initiative

2.4 The synthesis

Government is always employing new staff and this accelerates the needs of personnel records in large quantities, lack of investment in records keeping systems for long period of time has led to a serious need of personnel records keeping and it pose one of the greatest challenges to public servant when they are retired and need to be paid their pension.

Dispute the presence of policy which states that “all public employees shall be responsible for the custody of copies of their personnel record related to their employment history” and presence of Employment and Labour Relations Acts, of 2004 No. 6 Section 96(i) of United Republic of Tanzania, it states that every employer and employee shall keep a records of these information” written particulars and any changes to those particulars as its prescribed in section 15 of the Acts, also any remuneration paid to the employee its records should be kept.

Apart of having all these policies but there is still a problem of managing personnel records, there is a state of affair in delaying on provision of benefits to the retired public servants whose records could not be retrieved and total could not be traced. However these problem have received little interest, retired public servants have been making follow up of their rights from time to time without any achievement due to poor and disorganized records for public servants; missing of the important records in the

personnel files show that there is great importance of individual employees taking serious step in making and keeping their personnel records in working history in public sector. Based on these discussions it is the aim of study therefore to find out how public servants have succeeded in keeping personal records in public sector in their working history.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Chapter three describes the research design, area of the study, target population, detailed procedures in sampling, data collection, the statistical analysis method used in the study and characteristics of the respondents.

3.1 Research Design

This study was a case study design, the design which basically gives explanations in depth and it used to narrow down a very broad area of research to make it smaller so as to be manageable per the resource available to the researcher. As the requirement of this study (i.e to give a clear understanding of the phenomenon) the Researcher decided to use case study design to fulfill that requirement.

3.2 Research approach

The study employed the mixed design approach in order to meet the demands of data collected in the field; Qualitative data analysis was done through narration of data, Percentage and frequencies. While Quantitative approach used bi-variant analysis through the help of statistical package of social science (SPSS).

3.3. Area of the study

This study conducted at Mafiga Secondary School which is located at Morogoro Municipality Council. Appendix I shows the map of MMC. Appendix II shows an organogram of MSS. There were various criteria for choosing Mafiga Secondary School to be involved in the study, one of the criteria was that Mafiga was among School which have many public workers who are found in Morogoro Municipality, the School has extensive workers who require to keep personal records and it represents other worker from other part who also are required to keep personal records in their working history ,Thus the researcher was able to get required data relating to the success of the employees in keeping their personal records in their working history in public service.

The study managed to categorize the respondents in their Teaching Departments and there were eleven departments that participated in the study. Mathematics department had 2 respondents which is 5% of respondents, English department had 12 respondents which is 27%, History department had 7 which is 16%, Geography department had 2 respondents which is 5% of the respondents, Kiswahili department had 4 respondents which is 9% of the respondents, Civics had 6 respondents which is 14% of the respondents, physics had 3 respondents which is 7% of the respondents, Chemistry department had 3 respondents which is 7% of the respondents, Biology department had 3 respondents which is 7% of the respondents, Commerce department had 3 respondents which is 6% of the respondents and Bookkeeping department had 2 respondents which is 4%. All these respondents had participated fully in the study and they had different answers on the entire study about personal keeping records in working History. Table 4.5 and Figure 4.5 show the Teaching Staff at Mafiga Secondary School who participated in the Study.

Table 3.1 Teaching staff at Mafiga Secondary School

Subjects	Number of staff	Percentages
Mathematics	2	4
History	7	15
Geography	2	4
Kiswahili	4	9
Civics	6	13
English	12	26
Physics	3	6
Chemistry	3	6
Biology	3	6
Commerce	3	6
Bookkeeping	2	4

Source: Mafiga sec School

3.4 Population of the study

The target population of the study included teachers from Mafiga Secondary in Morogoro Municipal Council, District Education officer, District human resources officer, and Municipal Executive Officer. The population of study was 83 teachers but was narrowed to 47 teachers by applying sampling technique. The sample also included the some administrative within the Municipal like Headmistress of School at Mafiga Secondary school and Second Master at Mafiga Secondary School and officers like District Education officer, District Human Resource officer and Municipal Executive Director whom also included in the study. The summary of unit was given in Table 3.2

Table 3.2 Units of Inquiry

SN	Subject/Category	Human Resource		Total
		Teaching staff	Administrative	
1	Mathematics	4	0	4
2	English	12	0	12
3	Kiswahili	10	0	10
4	Geography	7	0	7
5	Chemistry	3	0	3
6	Biology	3	0	4
7	Physics	2	0	2
8	Civics	6	0	6
9	Commerce	2	0	2
10	History	28	0	28
11	Bookkeeping	2	0	2
12	Second Mistress Office	0	2	2
13	Headmistress Office	0	1	1
14	Municipal Education Officer	0	1	1
15	Human Resource Officer	0	1	1
16	Municipal Executive Officer	0	1	1
Total		80	6	86

Source: Mafiga Secondary School

3.5 Sampling Procedures and Sample size

3.5.1. Sample Size

The target population of the study was 86 public workers, which then it narrowed to 53 public workers. This happened automatically when the researcher applied technique of narrowing the area of the study; the study selected a sample of 53 public workers. The selected sample represents 62% of the target population who took part in this study. This included 47 Teachers and 1 Head of School from Mafiga Secondary School and 2 second masters, 3 officers from the Municipal. Officers from Morogoro Municipality participated in face to face interviews while Teachers and their Headmistress involved in filling Questionnaire and face to face interview. This sample was representative sample which stand for entire population. The sample selected it's

resemble the unit of population and it's satisfy the need of the Researcher because they were picked from among the public workers.

3.5.2. Sampling Techniques

a) Simple Randomly Sampling

The study used simple randomly sampling to get 47 Teachers to participate in the study this sample picked randomly from among the teachers at Mafiga Secondary to represents public workers, the researcher prepared small piece of paper and wrote all names of 80 teachers at Mafiga Secondary School, those piece of paper mixed in a big container and one teacher allowed to pick up 47 piece of papers, and any name picked included in sample for the study, unit of summary shown in Table 3.3

Table 3.3 Simple random sampling

S/N	Subject	Teaching Staff
1	Mathematics	2
2	English	12
3	Geography	3
4	Kiswahili	4
5	History	7
6	Civics	6
7	Commerce	2
8	Bookkeeping	2
9	Chemistry	3
10	Physics	3
11	Biology	3
Total		47

Source: Mafiga Secondary School

b) Purposive Sampling

The study applied the Non probability sampling technique by using purposive technique by selecting One Head of School and his two assistant and three officers from the Municipality of Morogoro whom were Municipal Executive Director, Human

resource officer and District Education officer, and purposive sampling used to get three Head of School and three officers from the Municipality. The use of purposive sample technique it's created the sense of belongingness and inclusiveness that all academic and public administrators have included in the study, this selection does not give equal chances to all respondents in sample, its judgmental and purposive technique while probability technique by using simple random sampling was used to select 47 Teachers from Mafiga Secondary School, the process was sample because the population was ready available. The involvement of public workers, officers and executive who are all public servant, it created the sense of participative study in the research, the unit of summary was given in Table 3.4.

Table 3.4 Purposive Sampling

S/N	Category	Administrative
1	Head-mistress	1
2	Second mistress	2
3	District Human Resource	1
4	District education officer	1
5	Municipal Executive Director	1
Total		6

Source: Morogoro Municipal Council

3.6 Characteristics of the Respondents Profile

The study takes into consideration the respondent's personal characteristics and their distribution to give general assist the researcher understanding of the findings, variables included here are sex, age, and working experience and education level of respondents.

3.6.1 Respondents Distribution by sex

The study managed to capture both Sex, females and males, the presence of Gender relationship were used to determine the relationship between the Gender and keeping personal records.

3.6.2 Respondents Distribution by Age

The study settled three groups from which each respondents was asked to identify her/his group, the age of the respondents was used to check if there is any relationship between the age of employees and keeping personal records. The study had set the group as follows, from 25 to 34 years old, 35 to 44 years old and 45 years above.

3.6.3 Respondents Distribution by level of Education

Under this point the study settled three possible academic levels the respondents were asked to identify which level of education he / she have reached. The level of education was used to show the relationship of the two variables of education of respondents and the process of keeping personal records in working history. The modality was postgraduate, first degree and Diploma.

3.6.4 Respondents Distribution by work Experience

Research findings on work experience, it was revealed that there is direct relationship between experiences of workers and keeping personal records.

Table 3.5 Characteristics of the Respondents

Characteristics of respondents	Frequencies	Percentages
1. Gender		
Male	16	34
Female	31	66
2. Age groups 25-34	26	55
35-44	15	32
45 and above	6	13
3. Level of education		
Postgraduate	2	4
Degree	31	67
Diploma	14	30
4. Working experiences		
Less than one year	6	13
1 to 4 years	21	45
4 years and above	20	43

Source: Mafiga sec school

3.7 Data Collection Methods

3.7.1 Primary Data

Questionnaires and interviews were used as instruments of data collection, the researcher decision to this methods of data collection laid on the fact that these methods has all benefits of getting first hand data and at the same time can offset some weakness of each other, although they are very much like the same. To instrument the method, the researcher prepared both open ended and closed questionnaire which were prepared in English. The set of answer were provided for closed ended questions and respondent was requested to choose one (s) that are most closely represent his/her views and enumerator wrote number (code) correspond to answer/response. Answers for open-ended questions also were recorded in the special space provided in the questionnaire and then coded.(Appendix IV).The questionnaire starts with title followed by explanations which provide some directions on how to go about. It comprise 10 questions, in general the first 4 questions provide information about respondents profile.

3.7.2 Secondary Data collection Methods

The researcher reviewed the existing literature (Secondary Data Sources) to compliment the primary data. The researcher reviewed different published documents from different resources, the researcher kept on reviewing during report writing so as to supplement as well as complement information that was gathered through questionnaire and interview.

3.8 Data analysis

The data gathered was analysed using descriptive statistic through graph frequent tables, percentages, Pearson Correlation and multiple Regressions. Descriptive statistics was used to summarize the findings and determine distribution of the data, content analysis and computer system (SSPS) was applied, the use of computer system simplified the analysis of data. The analysis was conducted in order to investigate how public workers have succeeded in keeping their personal records in their employment history, and final finding was presented in tables and bar charts. It was also included editing questionnaire for the completeness and Coding of responses.

3.9 Validity of the data

The data collected were validated by using different methods like pre-testing, pilot testing, coding, and editing questionnaire.

3.10 Ethical consideration

Permission to conduct research at Mafiga secondary School was obtained from District Executive Director from Morogoro Municipal. Before the questionnaire was distributed the overall purpose was of the research was explained to the District Executive Director and later on the research participants. Research participants were also informed that they were free to participant in the research or not to. They also asked not to indicate their names or any personal particulars on the questionnaire and were assured that data collected would be treated as collective responses from all respondents.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF THE FINDINGS

4.1 Introduction

This chapter presents and analyzes the findings of this study and it gives interpretation of the findings, according to the objectives of research, research questions and theoretical framework of the study. The variables presented are research questions and theoretical framework of the study.

4.2 Rationale of keeping personal records by employees

The study asked if the respondent knew why they were keeping personal records. The researcher intended to find out if the employees in public services know the importance's of keeping their own records on their working history. 55% of the respondents were of the views that they kept records for future use, 6% of the respondents were of the views that they kept records because it was policy requirement, 38% of the respondents had other reasons for records keeping, results are shown in table 4.1 below

Table 4.1 Rationale for keeping personal records

Reasons for keeping records	Frequency	Percentage
for future use	26	55.3
policy requirements	3	6.4
Others	18	38.3
Total	47	100.0

Source: Fieldwork

The study interviewed administrative officers from Morogoro Municipality and they had these views *'it was responsibility of each employee to keep his/her records which are given when they were employed, each new employee was requires to keep the copy of records given when were employed.* Moreover when Headmistress at Mafiga

Secondary School was asked she had the views that *most of workers were keeping their records because there were required by their Supervisor to show employment documents before they start working.*

4.3 Methods of keeping records by employees themselves

The study asked the respondents how they kept their personal records; the aim of this question was to find out which methods were used in keeping personal records. 50% of the respondents had the views that they kept their records by using personal files and they kept those records at their homes where they had small shelves at their homes 6% were the views that they kept their records using computer, and 13% they were the views that they used both personal file and computer and 32% said they don't have any formal system of keeping records, meanwhile results from Administrative Officers showed that personal records which they had were kept in the special room which had shelves, those records were kept Manual and were arrange according to the numbers, this was local methods of personal keeping records and it lead to have low amount of data which due to poor storage facilities and unawareness of employees in keeping personal records, the result are shown in Table 4.2

Table 4.2 Methods used to keep records by employees themselves

Methods used	Frequency	Percentage
use of personal records file	23	50
use of personal computer	3	6
use of both	6	13
Others	15	32
Total	47	100.0

Source: field work

The study how ever discovered that all new employees were given employment records on the first day when they were employed, the receiving of the personal records was 100% from the employer but not all new employees were keeping their own records, The findings at Mafiga Secondary School and from Morogoro Municipal shows that each department had its own shelve which used for keeping personal records, the

findings also discovered that most workers kept their own records at home after being given them by employer, the scale of records kept by employee differed due to several reasons, 89% of the respondents had own personal records which they kept it at their homes, 4% had no personal records though they were given when they were employed and 7% were not sure if they had personal records, Figure 4.8 shows the results.

Figure 4.1 Personal records kept at home in the cupboard



Source: Fieldwork (2015)

The study also found that the records kept by administrative officers were many due to opening of file and keeping records of any new employed work this was due to policy requirement which required each employer to keep records of his employees, Figures 4.4 the shows results.

Figure 4.2 Shelves of the files used to keep records at Morogoro Municipal



Source: Fieldwork (2015)

4.4 Security of the records kept by employees themselves

The study wanted to know how safe was the records kept by employees themselves after being given to them by their employer, results were as follows, 13% of the respondents were of the views that the methods which they used were suitable and safe for keeping their personal records, 62% of the respondents were of the views that it was slightly safe and 23% said that it was not safe, the views from Administrative Officers on the Security of records kept by employees themselves showed that it was very safe and protected well since it was kept by employees themselves but also to those records kept by Administrative Officer it was safe since no one was allowed to remove any file from one place to another without permission from Head Officer, the results are shown on Tables 4.3.

Table 4.3 Security of the records kept by employees themselves

Security	Frequency	Percentage
very safe	6	13
slightly safe	30	64
not safe	11	23
Total	47	100.0

Source: Field work

The researcher managed to observe the security of records kept by employees themselves and found that the storage facilities and equipment were very safe and protect, figure 4.12 and 4.13 shows the results.

Figure 4.3 Shelves used to keep personal records at Mafiga Secondary School



Source: Fieldwork (2015)

4.5 General findings

The findings from the study conducted on success of employee on keeping their personal records had showed that employees were given documents when they were employed for the first time, the provision of working documents to the new employees was 100%,these was stated by Administrative officer which shows that each new worker was provided with working documents, but it was only 89.4% of the respondents whom were keeping their personal records, the study had found that the respondents were receiving working records particulars on the first day they reported at their working place and this was also proved by Headministress during face to face interview when asked if they were providing records to the newly employed workers, she said *‘....each new reporting worker must bring copy of his/her employment records...’* this also was proved by the Municipal executive director and Human resource officer who said that...*‘They provided documents to each new employed worker on his first time reporting on working place.....’*Table 4.4 show results.

Table 4.4 Provisions and keeping of employment records by employees themselves

Provision of records	Frequency	Percentage
Yes	42	89.4
No	2	4.3
not sure	3	6.4
Total	47	100.0

Source: fieldwork

The study also had found that each department at Mafiga Secondary School had its own shelves for keeping personal records. Department of Mathematics had two respondents which shows that they were keeping their personal in the shelves at school but some of their own records were kept at home, the same to other Department like English which had 12 respondents, History 7 respondents, Kiswahili had 4 respondents, Geography had 2 respondents, Chemistry had 3 respondents, Physics had 3 respondents, Biology had 3 respondents and Commerce 2 respondents, all these department had shown their

records which are kept at the shelves found at Mafiga Secondary School and copy of them kept at their homes, Figure 4.4 show the results.

Figure 4.4 Department Shelves for keeping personal records at Mafiga School



Source: Fieldwork (2015)

The study found that among the age group of the respondents which kept more records was the age group of 25-34 years which had 55% of respondents and its mode was 31 this group was a group of youth whom had knowledge of keeping personal records and were aware with the policy requirements, also results shows that workers with the level of first degree were keeping more records than others groups while for the level of experiences the respondents with experience of 1 to 4 years were keeping records more than others groups.

In the face to face interview with administrative officers if the employees they know the policy of keeping personal records, the results showed that most of public workers employed had no any knowledge of keeping personal records and were not familiar with the policy of personal record keeping. The researcher interviewed three officers from Morogoro Municipal, all three officers when were asked how personal records were stored in their office all three officers had on the views that they stored and kept the personal records in shelves which are found in the office, and when were asked if the employees know the importance of records and keep their personal records their views was that most employees kept records for future use but most of them were not aware with the policy pertaining the employment history. This implies that there are some reasons for missing of personnel records in some files. The interviewees showed that same public workers have no tendency of keeping all documents in personnel file as directed and they don't responds to what the policy of records keeping orders, while same officials were of the views that same clacks who are used to store and arrange personnel records are not qualified hence they have tendency of misplacing of same files in the office.

So to understand the relationship between keeping personal records by employees themselves and Respondent profile the researcher run SPSS regression analysis, the result showed that, Pearson correlation was 0.149 for the Gender and keeping personal records and 0.153 for education and keeping personal records, which tell that there is a weak positive relationship between Gender and education with keeping personal records, while Pearson correlation for Age was -0.209 for age and keeping personal records and experience was -0.083 for experiences and keeping personal records, this tell that there is weak negative the relationship between age and experience with keeping personal records, Table 4.12 shows the results

Table 4.5 Correlation

	keeping personal records	male or female	age group of respondents	level of education	experience in working	
keeping personal records	Pearson Correlation	1	.149	-.209	.153	-.083
	Sig. (2-tailed)		.317	.159	.304	.578
	N	47	47	47	47	47
Sex	Pearson Correlation	.149	1	-.178	.435**	-.081
	Sig. (2-tailed)	.317		.230	.002	.587
	N	47	47	47	47	47
age group of respondents	Pearson Correlation	-.209	-.178	1	-.338*	.528**
	Sig. (2-tailed)	.159	.230		.020	.000
	N	47	47	47	47	47
level of education	Pearson Correlation	.153	.435**	-.338*	1	-.153
	Sig. (2-tailed)	.304	.002	.020		.304
	N	47	47	47	47	47
experience in working	Pearson Correlation	-.083	-.081	.528**	-.153	1
	Sig. (2-tailed)	.578	.587	.000	.304	
	N	47	47	47	47	47

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Fieldwork (2015)

The researcher combined the dependent and independent variables to find out the regression analysis; the Pearson regression analysis applied shows that correlation was 0.375 which indicate that there was moderate positive relationship between Personal records and reasons for keeping personal records, Scale of records kept and its security, and R.squared was 0.141 which indicate there is weak relationship among independent variables while the Std.error of the estimate was 0.50258 and the significance level was 99%. Table 4.13, 4.14 and 4.15 shows the results.

Table 4.6 Modal summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375 ^a	.141	.081	.50258

- a. Predictors: (Constant), how you keep your personal records, how safe are records kept by employees, reasons for keeping personal records
- b. Dependent Variable: keeping personal records

Source: Fieldwork

The level of significant of the study was 0.086 which meant that it was 86% of the study this was perfect and it was successful in the study and the degree of freedom was 3 which mean significant level was 99% perfect of the study and sum of squares was 12.638.its shows the correlation was very strong and positive between the study and findings.

Table 4.7 Regression Analysis and Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.777	3	.592	2.345	.086 ^a
	Residual	10.861	43	.253		
	Total	12.638	46			

- a. Predictors: (Constant), how you keep your personal records, how safe are records kept by employees, reasons for keeping personal records

- b. Dependent Variable: keeping personal records

Source: Fieldwork

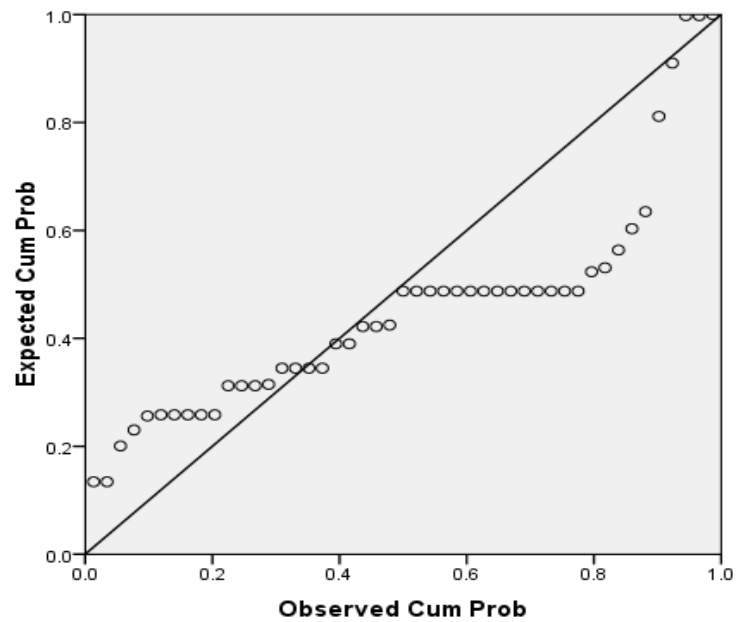
Table 4.8 Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.421	.302		1.392	.171
	how safe are records kept by employees	.230	.126	.263	1.828	.075
	how you keep your personal records	.042	.063	.108	.659	.514
	reasons for keeping personal records	.093	.088	.170	1.051	.299

a. Dependent Variable: keeping personal records

Source: Fieldwork(2015)

Figure 4.5 Plot for Regression Standardized Residual



Source: Fieldwork (2015)

The study run Regression analysis and the findings show that there was positive and strong relationship of the variables as shown in the Normal Plot of Regression Standardized. This show that the study was strong as it shown the line of coefficient its lies in positive and its variables lies in one direction which shows the study was perfect, the level of achievement was 97%,which shows that employees have succeeded in keeping their personal records in their working history as shown significant level shown in Regression analysis.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter brings in the discussion about the findings of the research based on success of employees in keeping their personnel records in public services. The issue under discussion included identification of ways used by employees to keep their personnel records in public service, to find how safe was the records kept by employees and reasons for keeping personal records in public working history.

5.1 Rationale for the employees keeping their personal records

The findings showed that majority of workers knew the importance of personal records which they got it when they were employed for the first time and they kept it for future use. When the researcher asked if the public workers at Mafiga Secondary School they had personal records, the results in Table 4.1 in chapter four had showed that 55.3% of employees had personal records which they got it when they were employed and they kept it for future use. This showed that the big bucket theory had applied and used, this is the fourth bucket where by all employee are required to keep his/her personal records on working history as per Employment and Labour Relation Acts number 6 of 2004 section 96(i) and Public Service Schemes of 2003 section 65 (i) which insist on employees to keep personal records which could help to solve the problem of mismanagement of records.

5.2 Ways used in keeping records by employees themselves

The study findings showed that employees understood the importance of keeping personnel records and they kept it. The aim of keeping personnel records was to ensure that right information is available to the right person, to the right time. The employees in public service identified two ways which they used to keep their personnel records. The table 4.2 in chapter four explained ways used in keeping personal records, these ways are the use of personnel file in hard copy and use of computer in soft copy, the large number of employee's shows that they used personal file which are found at their homes in keeping personal record. The identified ways which were used by workers had different challenges. The findings had showed that great number of public workers

they kept their personnel records in hand copy in their personnel records files kept at home, even though some public servants they kept their records in computer but it was in few number.

5.3 Security of records kept by employees themselves

One of the most important factor examined by the study was how safe was the records kept by employees themselves. The findings showed that public workers were not satisfied with security of records kept by themselves, table 4.3 and figure 4.4 in chapter four showed that 63.8% of the respondents said that the security was slightly safe, the findings also had found problem in a records kept by employers, records were not safe were not kept in a proper place at homes no proper room or space for storage and there were insecurity due to accident which might occurs like fire or same might be eaten by rabbits. It was also evident that some records kept by employer were also not safe as some clerks who deal with records keepings were unfaithfully used to misplace same document which were kept by employees.

5.4 General Discussion

When the study asked the respondents on how to improve and protect personnel records the findings had showed that computerized system should be used to keep and improves records keeping, However one challenge faced public workers was the illiterate on how to use computer and other digitalized devices. Respondents also suggested provision of training to the workers on the importance of keeping personal records.

There is nothing more frustrating than the inability to find records. Despite existence of policy and Acts but there is still weakness as it was pointed by workers regarding on records keeping. The study found out that once personnel files were opened, there was no auditing of the files to see whether all necessary records existed. Auditing would allow further follow up with the employees and not only when certain action is needed and certain record is wanted. It was also revealed the employees had no initiative to ensure that their files are complete, accurate and updated. Even if this could be the case, the system as it is now in the public service, employees are not allowed to review their own files. With flexibility in the system employee could review their files in the

presence of human resource. This would then contribute in ensuring completeness of records in the files and their management, which the case, anything partnering provision of right to these individuals would be quick and easy as documents to provide evidence are readily available. Problem of managing personnel records was aggravated by the ignorance of the employees as a whole. For quite long, management of personnel records was seen as a duty of records keeping staff alone. But the fact is, several individuals are involved from creation stage to appraisal.

So the study concluded that there is great relationship between keeping personal records and security, scale and magnitude of the records kept by employees as the degree of achievement and significant level was 99% while the degree of freedom was 3, this study was successful since the records kept was 99% and the significance level show 99% from Regression analysis, the relationship was very strong and positive.

CHAPTER SIX

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

6.0 Introduction

This chapter presents summary, conclusion and recommendations for an action and further studies. The summary of the study focuses particularly on the findings which had been presented in chapter four and five.

6.1 Summary

This study was about success of employees on keeping their personal records in public service. It is a case study design conducted at Mafiga secondary School in Morogoro Municipal between July 2014 and June 2015. It aimed to make the clear knowledge and understanding on the importance of public servant to keep their personal records as it contributed by other sectors like records kept by the ministry of education and training, records kept by regional and local government authority and records kept by district education officer which stipulated in theoretical framework and the three set of the specific objectives of the study in success of records keeping in public services.

This process involved 53 public workers among 47 were randomly selected and 6 obtained by purposeful means. All 53 public servants were from Morogoro Municipal council. The study used primary means of collecting data. The data collected were analyzed using various statistical means including Frequencies, percentages distribution and pie chart. Based on these statistical means the study came up with these results.

6.2 Conclusions

Research results have clearly shown that personal record its of great important and it's the responsibility of each new employees in public working to keep personal records for future references and as policy requirements, despite existence of effort of government to come up with policies, labour Acts and employment Acts towards improving personnel records in public services, despite all these effort from the government personnel records has remained inferior. This state of affairs has continuously picked up the space towards loss of personnel documents and delay of payment of retired benefits and poor delivery of services delivery in many faces in public services.

6.2.1 Rationale of keeping records by employees themselves

The study has revealed that 55.3% of respondents had views that they were keeping personal records for future references, based from these findings it show employees kept records for their working history in order to use it as references in future especially in retirement period.

6.2.2 Ways used to keep records by employees themselves

Since some problem rose due to poor records keeping, this study identified some way which used by employees in keeping their personal records. The study showed that 48.9% of public workers keep their records manual in files which are found at home, they kept their records in hard copy and some have no even file for keeping their employment particulars like employment letters and other documents.

6.2.3 Security of records kept by employees themselves

Based on facts that records should be safe and protected, employees need to pay high attention on keeping their record with care and trustful, based on the study it revealed that 63.8% of the respondents were not satisfied with the records kept by themselves due to poor ways and technology used to keep them. As noted in the study most of servants kept their records manual in files which were kept at home but it was unsafe due to poor storage.

6.3 General Conclusion

The aim of personal records keeping is to ensure that the right information is available to the right person, at the right time, and at the least possible cost. There is nothing more frustrating than the inability to find a record. If it takes too long to find a record, the operating cost of the government or institution rises. Record management calls for specialists, who must be effective, skilled, problem solvers and decision-makers of the employment of the operations relaying on information. For one to be a professional in keeping personal records there is a need to undergo some form of specialized training to acquire the requisite skills, there for Its recommended that training of skills and knowledge to public workers on how and importance of keeping personnel records. One of the most problems that were apparent in finding of the study was lack of skills and knowledge in managing personnel records professionally. Provision of training in

personnel records for public employees and officers was essential for improving personnel records. This can be done continually as in training for those who are in employment and further training for officers, Wamukoya (2000.30) argues that “it is the duty of Officers to make sure public servants and general employees are aware of the importance of personnel records keeping, and which could support good decision and good governance. It is recommended that such awareness raising programs be provided to employees frequently or on job employees in the form of seminars and as orientations course for newly employed individuals, this can help for employees to know the importance of keeping personnel records and its policies. There is a need that Policies, Labour and employment Acts should not remain in hand of public officers who formulate it, it should be clear understood and brought to the all stakeholders’ whom are required to follow it, all new employed should be educated on the importance of the policy on keeping personal records for further and future use, also there is no need of forcing the employees having had copy records while the employer can keep them in data base and use them when needed and he can get them from the data base in software even the employees can keep their records in their computer.

The study had revealed that there was strong relationship on success of keeping personal records among the employees but also it’s the duty and responsibility of each employee to contribute in giving accurate and complete records as well as managing their own records. Authorities in public service assume that a newly employed individual will automatically understand the role of keeping their personal records and accurate information, the situation which this study has proven to be otherwise. The study has proved that there is also relationship between the Theory of big bucket and the Study of personal records keeping.

6.4 Recommendations

In order to improve personnel records keeping in public working, following recommendations should be taken into consideration.

6.4.1 Rationale of records kept by employees themselves

Based on the framework of the study which explains the success of keeping personal records depends from the theory and it identified the big bucket theory which requires each employ to have personal records which should be kept by them. New employed workers are required to be given document for their employment and as the requirement of the policy, each employee should keep personal records for their working history and improve services delivery. It was shown from the results that most of employees kept their records for future use especially when there are retired. It's recommended that apart of keeping records for future use after retirements it's also the requirements of the policy which required each newly employed to keep documents for working history so as to give right decision during working history like promotion, recategorization, training or other personal benefits.

6.4.2 Ways used to keep records by employees themselves

Since most of employees and departments have not yet digitalized personnel records keeping, adoption of Information Technology in keeping records is highly recommended in this study since it would improve efficiency through storage of personal records, speeding up retrieval and facilitate reuse of information in different ways.

6.4.3 Security of records kept by employees themselves

Most of personal records are exposed to neglect and hazards due to poor storage facilities, this led to misfiling, misplacement and waste personal records, it was caused by poor storage and lack of awareness of workers in keeping personal records, its recommended that the safety of records kept by employees depends on the methods used to keep it,therefor the use of computer should be emphasized in keeping personal records, the use of such software helps and facilitate the process of keeping personal records.

6.4.4 Recommendations for Policy

The study come up with challenge of the policy in Tanzania which required each employees to keep his/her records for future references, but with the development of Technological new employees nowadays are having computer and others improved Technology tools for keeping records, so employer should not only give employees hard copy records they need also to produce records which are in soft copy, also employer should not force employees to have documents while he/she is not demanding it in near future and also due to presence of data base which used to keep all records so employer he/she could get them from that data base, no need of demanding from employees which are in hard copy.

6.5.1 Recommendation for future research

The researcher would like to call for future study which could provide a greater contribution to personnel records keeping in public services in the future as far as a way to give and provide rights to the public savants and future researcher should look on these, electronic and use of digital records in keeping personal records and risk management in keeping personnel records, infrastructures and facilities, and training and awareness of keeping personal records.

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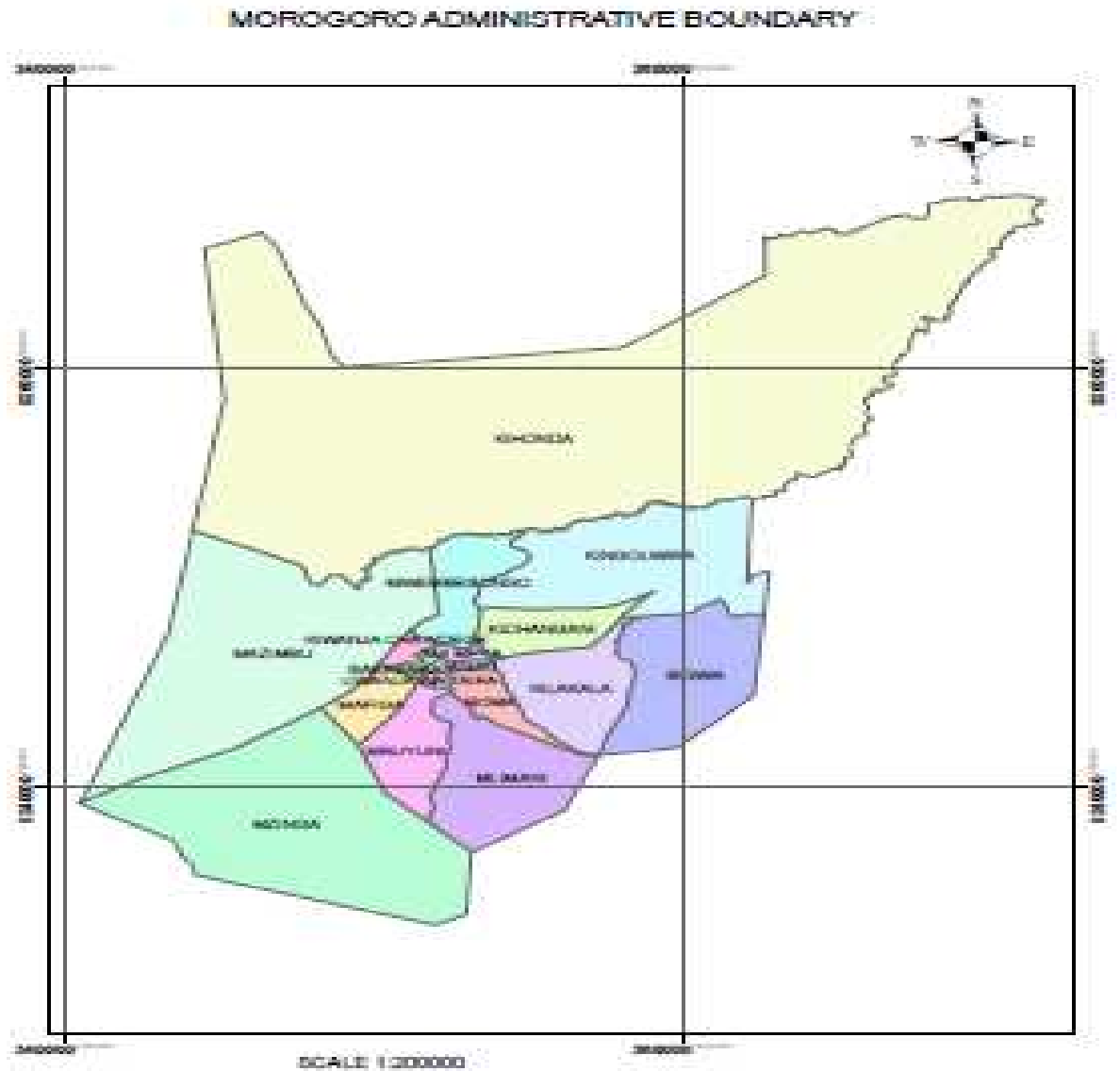
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APPENDICES

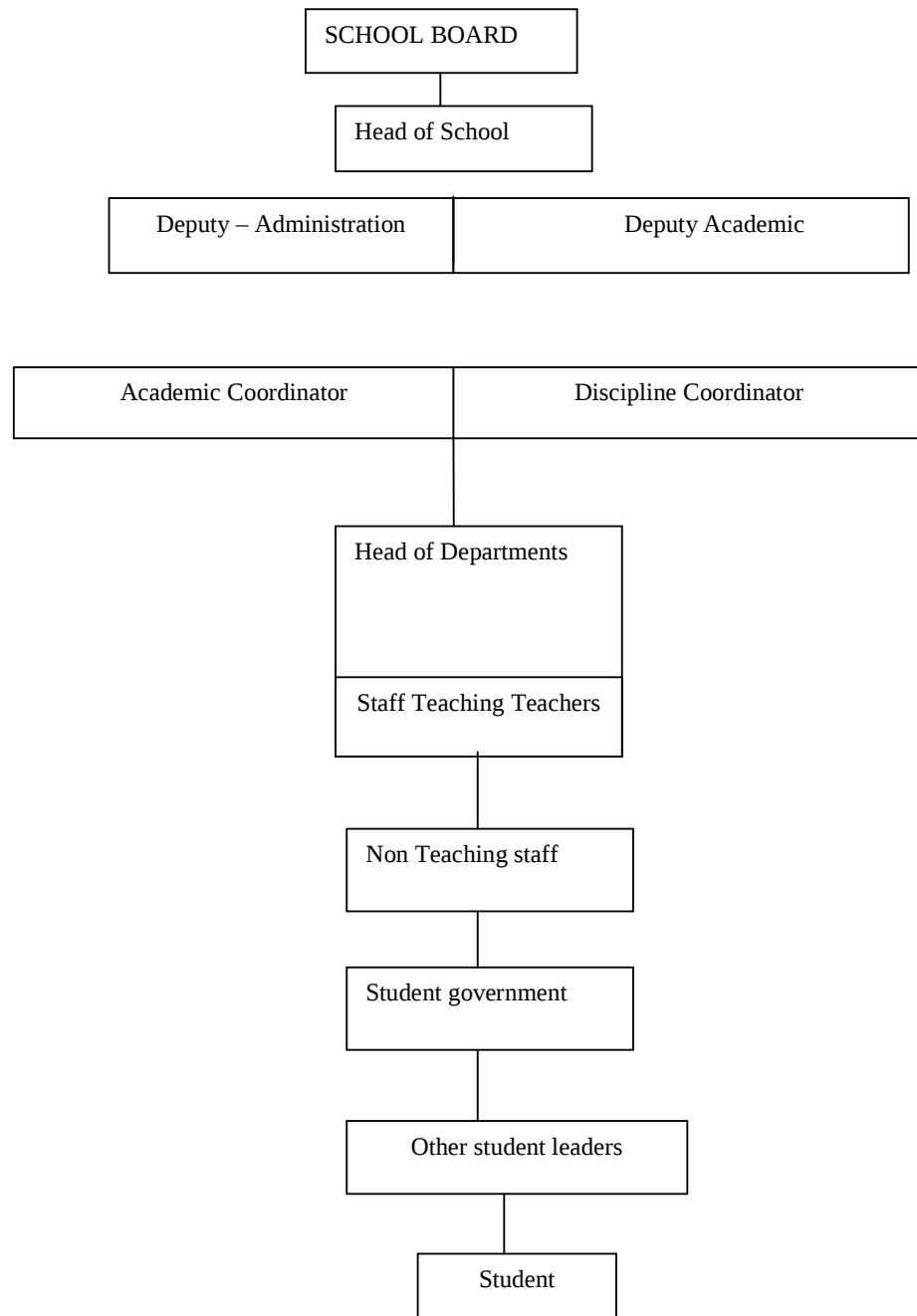
APPENDIX I

Map of Morogoro municipality



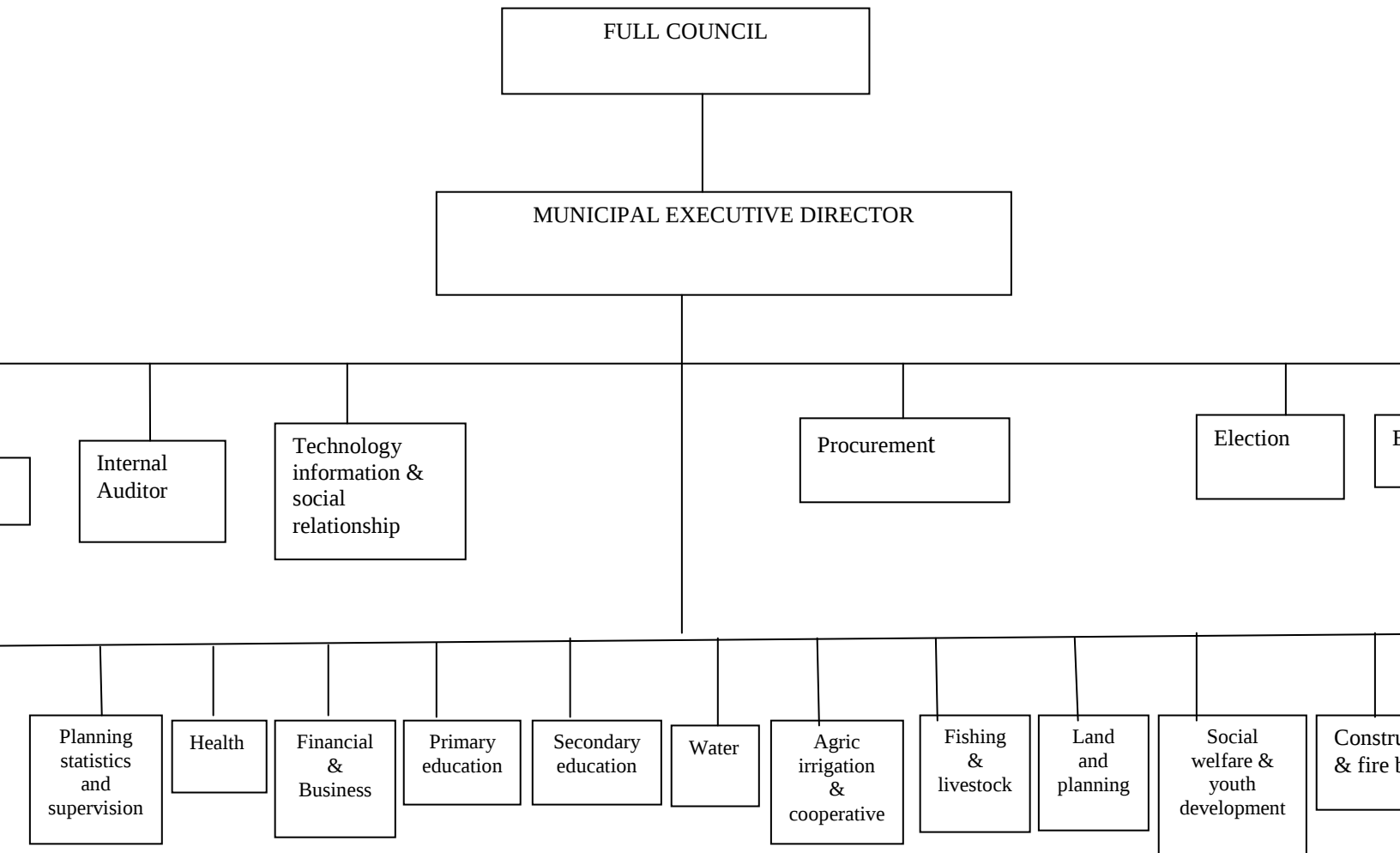
APPENDIX II

MAFIGA SECONDARY SCHOOL ORGANISATION STRUCTURE



APPENDIX III:

MOROGORO MUNICIPAL COUNCIL ORGANIZATION STRUCTURE



APPENDIX IV

QUESTIONNAIRE ADMISTERED TO THE TEACHERS AT MAFIGA

SECONDARY SCHOOL

Introduction

Questionnaire for research on the success of employees on keeping their personal records in public service. These questionnaires have been prepared for you as among the public servant whom you have been employed for public service. I have chosen you to fill this questionnaire because you are among the public workers whom have records on their working history. Please fill in the space provided or choose the best answer from alternative given.

Objective

These Questionnaires have been prepared for the purpose of collecting data for the research of Masters at Mzumbe University. My name is Shadrack Obely whom am collecting these data for my research as part of my studies at Mzumbe University, If you need the feedback of this research please write your name and your Email so that I can send to you the feedback. Please fill this questionnaire and return it to me.

Instruction

- i. Tick on appropriate option, opinion or view
 - ii. Insert or fill in the given space as required
 - iii. Responds to all question fully and honestly
 - iv. Your responses will be included and treated as part of aggrete responses from all respondents
 - v. Confidentiality will be upheld throughout the study
1. Your gender
Male=1
Female=2

2. Age of respondents

25-34=1

35-44=2

45 and above=3

3. Highest academic Level,

Postgraduate=1

First degree=2

Diploma=3

4. Experience in working.

Less than one year=1

One to 4 years=2

Over 4 and above=3

5. Do you have personal records?

Yes=1

No= 2

Others=3

6. Why employees need to keep their personal records?

For future use=1

Policy requirement=2

Others=3

7. How do you keep your personal records?

Use of personal file=1

Use of personal computer=2

Use of both=3

Others=4

8. Did your employer give you employments documents when you were employed for the first time?

Yes =1

No =2

Others =3

9. Do you know the policy of records keeping?

Yes=1

No=2

Not sure=3

10. How safe is that system of keeping your records?

Very safe=1

Slightly safe=2

Not safe =3

11. Why there is missing of records kept by employees?

Poor storage facilities=1

Lack of awareness=2

Others =3

12. How can you describe awareness of employees in keeping their personal records?

Very high=1

Very low=2

Intermediate=3

13. How can you describe your knowledge of using computer in keeping your personal records?

Advanced= 1

Intermediate= 2

Beginner = 3

Others =4

B. Answer the following questions accordingly (if the space is not enough you can use an extra sheet/paper).

14. What are the problem do you face in the process of keeping your personnel records?_____

15. Please give suggestion on how to improve personnel records keeping?_____

APPENDIX V:

QUESTIONNAIRE FOR ADMINISTRATIVE OFFICERS

These Questionnaires have been prepared for the purpose of collecting data for the research of Masters at Mzumbe University. My name is Shadrack Obely whom am collecting these data for my research as part of my studies at Mzumbe University. Please fill this questionnaire and return it to me.

Instruction

- i. Tick on appropriate option, opinion or view
- ii. Insert or fill in the given space as required
- iii. Responds to all question fully and honestly
- iv. Your responses will be included and treated as part of aggregate responses from all respondents
- v. Confidentiality will be upheld throughout the study

1. How many staff do you have in your Department () does all staff have personnel file?

() Yes () No

2. How are personnel files are stored?

3. Do the employees keep the records of their working history?

☐

Yes

☐

No

4. According to your experience do the employees know importance of keeping personnel records?

☐

Yes

No

☐

4. How are personnel records supervised?

6. Are all employees are familiar with the policy of personnel records?

() Yes () NO.....If no why some employees are not familiar with it?

7. What problems do you face as for personnel records are concerned?

8. Does your office have personnel records guides manual?

☐

Yes

☐

No

9.Suggest the ways of improving personal records keeping

APPENDIX VI:

INTERVIEW GUIDE

1. When did you employed in public sector?
2. How did you get this employment?
3. When you were employed did you got any employment particulars?
4. Where do you keep your working history particulars?
5. Have you ever promoted in public services? If yes _____when were you promoted, did you receive any letters for promotion or you were told verbal?
6. Have you ever taken for further training?
7. Do your employer told you to keep your working document? _____ if yes for what reasons?
8. Why the governments insist on personnel records keeping?
9. Do you know the National Records and archive management policy of 2011?
- 10 Do you have accessibility to the records kept by your employer?
- 11 Are you aware with Employment Labour Relations Act of number 6 of 2004?

Thanks for your participation.