

**THE SUCCESS OF RECORD KEEPING BY EMPLOYEES ON
THEIR OWN EMPLOYMENT HISTORIES IN MVOMERO
DISTRICT COUNCIL, TANZANIA**

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THEIR OWN EMPLOYMENT HISTORIES IN MVOMERO
DISTRICT COUNCIL, TANZANIA**

**By
Nice Ephraim Ngasala**

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

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a thesis entitled: ***The success of record keeping by employees on their own employment histories in Mvomero District Council, Tanzania*** in partial fulfillment of the requirements for award of the degree of Master of Science in Human Resource Management of the Mzumbe University.

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I, Nice Ephraim Ngasala, 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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DEDICATION

I dedicate this research work to my lovely husband, Johnson Mkangira and sons, Marvin, Jorvin and Cuthbert. Thank you for your unconditional support with my studies, thank you for believing in me and allowing me to further my studies. I am honored to have you. I am proud of you, and therefore, this work is your reward.

LIST OF ABBREVIATIONS

BC	Before Christ
ELRA	Employment and Labour Relations Act
HR	Human Resource
IMF	International Monetary Fund
IRMT	International Records Management Trust
MDC	Mvomero District Council
MDGs	Milleniaum Development Goals
MU	Mzumbe University
NARA	National Achieves Records Administration
PSRP	Public Service Reform Programe
SANParks	South African National Parks
SOPAM	School Of Public Administration and Management
URT	United Republic of Tanzania
US	United States
WSPS	Window Share Point Server

ABSTRACT

The general objective of this study is to find out the success of record keeping by employees on their own employment histories in Mvomero District Council. Specifically the study expected to address the following three research questions: How do employees keep their own employment record history? How does the employer get the missing personnel records concerning their employment histories and how does employer ensure employees keep their employment records?

The study will employ a case study research design to answer the above research questions. The sample of the study consists of 25 respondents; 20 respondents from simple random sampling and five respondents from the purposive sampling which will include District Executive Director, Heads of Administration and HR Departments, Heads of Planning Department, Supervisor of open registry and supervisor of confidential registry within the council. The methods to be used for data collection in this study will be questionnaire and interview, where both primary and secondary data will be collected.

The study is about an investigation on the success of record keeping by employees on their own employment Histories;The study discovered that employees tend to keep record through various methods and employer is very sensitive to ensure employees keep their employment records. The policies,Laws and Acts should be modified in which employees in this globalised era they are not obligated to keep those records as those records are supposed to be saved through Human Capital Information System. Also the employer instead of giving employment document through envelope should provide it through file where an employee can keep all hi necessary document so as to reduce misplacement of employment documents.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter provides background of the study, statement of the problem, objectives, and research questions, significance of the study and limitation of the study.

1.1 Background of the Study

Record keeping itself has a long history dating back to 3600BC where clay tablets were predominantly used to maintain records and list of commodities. Records are vital to virtually every aspect of the governance process. The effectiveness and efficiency of the public service across the range of government functions depends upon the availability of and access to information held in records. All over the World Governments, Organizations and Institutions as well as individual people use different ways of keeping record to assure that, the documents are well managed (Bitekerezo, 1993; Mairura, 2011; IMF, 1999).

The government of Tanzania has been involving in record keeping since and before 1964 when two countries united which is Tanganyika and Zanzibar, and its different administrative and sectoral policies and strategies such as Arusha declaration (1967) and Decentralization (1972) have remained in solid and reference because they were well documented and preserved. Record keeping underpin all public sectors' functions and services, for instance to establish entitlement such as pension. Over the past decades, great progress has been made to establish a solid foundation for managing government record from 1997 to date; a record management improvement program focusing on subject files has been undertaken in ministries, department and agencies of the government (URT, 2011).

Government of Tanzania takes initiative to ensure that records are kept properly by enacting different laws, policies, regulation so as to make record as valuable asset to both employee and employer. In 2003 the Government established Public Service Scheme in which Scheme Number (65) subsection (1), that, is the duty and responsibility of employee to keep his/her own employment records as reference for calculation of the employees terminal benefits, as original copies and any purpose which needed employees to submit. In 2004 Employment and Labour Relations Act No.6 of 2004 was enacted Section 96 Subsection (1) explain that every public employee shall be responsible for the custody of copies of their personnel records related to their employment history. National Archives and Record Management policy 2011 also was establish to put more emphasis on records management records as it is useful for employment life such as to establish entitlements such as pension, provide evidence of births and deaths, deriver equitable and efficient justice administration. Due to importance of records there is a need for employee to keep their own record without depending employer records which are over increasing and mostly misplaced.

1.2 Statement of the problem

Every public servant shall keep records of his /her employment. Relevant and accurate public records are essential for preserving the rule of law and demonstrating fair, equal, and consistent treatment of citizens. Without access to records, the public does not have the evidence needed to hold officials accountable (Gerber, 2003). The full and clear employment records can assist employees to keep track of employment history and skills acquired, hence facilitate employees' future job search, continuing education, skills recognition and provide evidence to support their employment claims (LD, 2013). Also Standing Orders for the Public Service 2009 Section C.19 Subsection (3) 'Every employer shall keep employment records for the purposes of reference for calculation of the employee terminal benefits and every employee is encouraged to keep his own records.'(URT, 2009:37).

Government as the major employer required to ensure that supervise employee to keep their own records as per ELRA of 2004 Section 96(1). As these records are useful for employment life such as to establish entitlements such as pension, provide evidence of births and deaths, deriver equitable and efficient justice administration, as per National Archives and Record Management Policy 2011. Public Service Scheme 2003 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 employees terminal benefit.' Section (3) where there is no possibility to get hold of employment records from the employer and records in custody of the employee shall be used for any purpose provided that such records are in original form.(URT 2003:111).

In spite of the Government Policies, Regulations, Laws and Public Service Schemes to require both employer and employees to keep the employment record, there are still many public employees in Tanzania who fail to verify their employment claims due to absence of documents to support their claims. Records and Achieves Management Act No.3 of 2002 Part III under

Section 9 states that Heads of public offices shall be responsible for creating and maintaining adequate documentation of the functions and activities of their respective public offices through the establishment of good record keeping. National Records and Archives Management Policy 2011 all of these are the efforts of government of Tanzania to ensure that records are kept properly, for instance some of teachers have lost their claims on sick allowance, annual leave allowance, subsistence allowance and arrears due to failure to present tickets, salaries slip, promotion letters, posting letters as evidence to authenticate their claims (Josiah, 2009).The failure of the employees to present documents to support their employment claims have raised questions whether the employees keep their employment records. Therefore, it has drawn the researcher's interest on success of record keeping by employees on their own employment histories in Mvomero District Council, Tanzania.

1.3 Objectives of the Study

There were two types of objectives which are general objective and specific objectives

1.3.1 General Objective

The general objective of the study was to find out the success of record keeping by employees on their own employment histories in Mvomero District Council, Morogoro.

1.3.2 Specific Objectives

- i. To identify methods used by employees to keep records at Mvomero district council
- ii. To identify availability of records kept by employees concerning their employment histories when need by employer.
- iii. To identify the responsibility of the employer on ensuring employee records are being kept by employees concerning their employment histories

1.4 Research questions

1. How do employees keep their own employment records?
2. How does employer get the missing personal records concerning their employment history?
3. How does employer ensure employees keep their employment records?

1.5 Significance of the Study

The findings of this study provided useful guidelines to policy makers and planners at various levels; including the Local Government office in Mvomero District Council enabling them to speed their efforts in sensitizing workers on keeping records. This study provided useful information and knowledge to academicians, government and private sectors regarding the role of keeping records at the working place. The study led to improved collaboration between Extension workers and Local Government office in Mvomero District Council thus speeding up the record keeping interventions. The study

also improved performance of public servant as it will provide useful information about the importance of keeping records at the working place. Also the study generate new knowledge about Acts, regulations and policies to employees concerning employee record keeping. The study helped the families to know the importance of keeping family records for the betterment of the family.

1.6 Limitations and Delimitations of the Study

During data collection respondents were not ready to fill in questionnaires, some of them lost the questionnaire so researcher supposed to provide a new one. It was difficult to interview those respondents of purposive sampling as shown in Table 3.3 because they were so busy because of the position they hold in the council. Researcher used high convincing power and strong follow up even by using time after working hours so as to get information.

1.7 Delimitation of the study

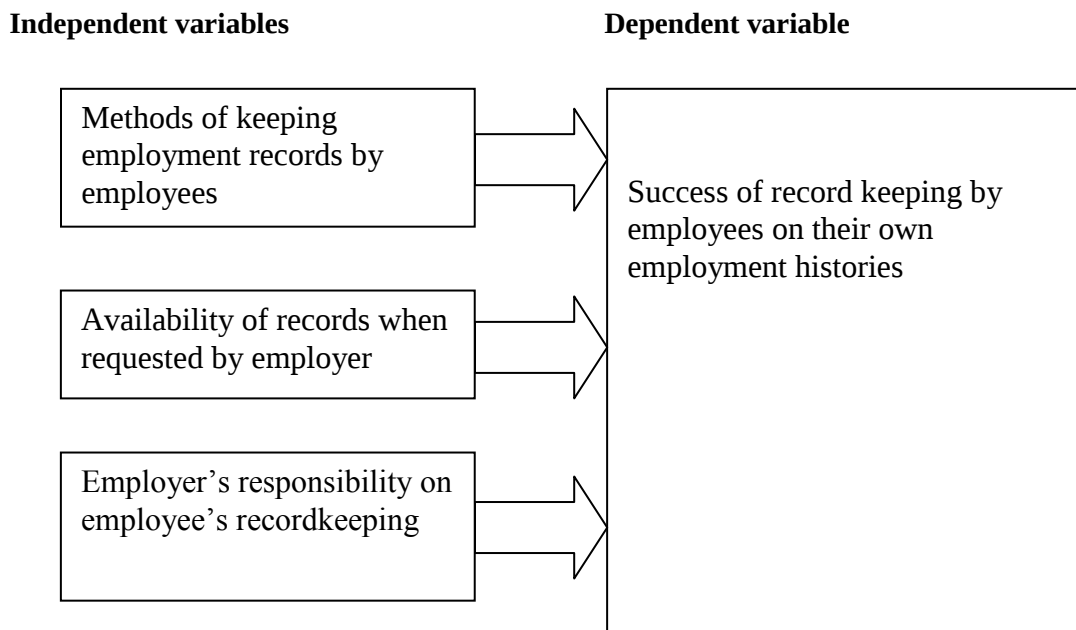
Researcher was aware on how wide the area of study it was, it was given time undergo the study and the financial position of the study. To make the study under control the researcher focused only in Mvomero district council so as to minimize cost and time.

1.8 Employee Records Framework

This section presents an employee records framework from which the analysis of this study were made. The objective of the study was to find out the success of record keeping by employees on their own employment histories in Mvomero District Council. The study developed a framework that indicating a relationship of variables based on the assumptions derived from the reviewed literature. The framework assumes that success of record keeping by employees on their own employment histories depends on three factors: methods of keeping employment records, availability of records and of responsibility of employer on employee records keeping. When there are good methods of keeping employment records, employer ensure that records are kept and there is

availability of records when needed will lead to success of record keeping by employees on their own employment histories. These aspects are clarified in Figure 1.1

Figure 1.1 Employee Records Framework



Source: Author (2014), based on literature reviewed

1.9 Definition of key Terms

Employee

ELRA (2004) defines an employee is a person who offers/renderers service under employment contract. According to this study employee is a person who is employed by Mvomero District Council.

Record: A document regardless of form or medium created, received, maintained, and used by an organization (public or private) or an individual in pursuance of legal obligations or in the transaction of business, of which it forms a part or provides evidence (Information Solution Group 2000).

Records management: That area of general administrative management concerned with achieving economy and efficiency in the creation, maintenance, use, and disposal of the records of an organization throughout their entire life-cycle and in making the information they contain available in support of the business of that organization (ibid).

Records management: That area of general administrative management concerned with achieving economy and efficiency in the creation, maintenance, use and disposal of the records of an organization throughout their entire life cycle and in making the information they contain available in support of the business of that organization. (IRMT,1999).

1.10 Organization of the Thesis

This thesis consists six chapters, Chapter one is about Introduction which include Background, Statement of the problem, Objectives of the study, Research questions, Significance of the study, Limitation, Delimitation, Conceptual framework and Definitions of the key terms. Chapter two is about Literature review which consist Theoretical, Literature review from earlier studies and the Synthesis, chapter three is about Research methodology and consist of research Design, Research area, Population of the study, Sample and sampling Procedures and the Sample size, Data collection methods and Data Analysis methods. Chapter four, it was a chapter of 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 respondent's distribution by sex, education level, age and department 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 discussed the research findings presented in chapter four. The chapter provides the link between study objectives, research questions, problem statement; literature reviewed and research findings.

Chapter six is about summary, conclusion, recommendations, need for further study, policy implications, bibliography and Appendices.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of three sections namely; theoretical literature review, empirical literature review and synthesis.

2.1 Theoretical Literature Review

Theories of record keeping are discussed in this section; these theories are big buckets, records management and archival theories.

2.1.1 Big Bucket Theory

The big bucket theory is the theory of management of records which used by public organization and even private organization in keeping their records. This theory was known as flexible scheduling due to the fact that organization should know which records is needed at what time and for what purpose and which of the records should be destroyed. There must be flexibility of records in organization and records must be scheduled. Records are not rigid which means those records which are out of date must be destroyed so as to easier retrieval of needed information.

Big bucket theory originally termed as flexible scheduling, at first proposed in 2003 by the U.S. National Archives and Records Administration (NARA), the approach consolidates paper and electronic information into broad categories, or buckets. Rather than following a lengthy checklist, employees classify their records by a handful of groupings. Those grouping may be based on time periods, business functions, legal and regulatory classifications, or whatever makes sense for the organization and complies with appropriate laws (Abraxas, 2012).

In the theory, the big bucket approach should simplify records retention, thus improving employee compliance and reducing the risk of mismanaging files.

The best advice for using big buckets is to select the categories carefully. Files tied to a particular event, regulatory action or legal proceeding should be classified separately from routine records.

Employees should ensure that those records in their buckets are useful by avoiding keeping records with less importance, and within the bucket those records must be arranged properly so as to ensure accessibility of the records which means those routine documents should not be kept far. Hence employees should make sure their bucket is user friendly to ensure accessibility of information.

Therefore as argued by Abraxas (2012) whether big or little, going with buckets does not replace the need for thoughtful and rigorous records management. The files in a bucket still need to be properly identified, documented, stored and readily accessible. But implemented properly, the approach offers a potential tool to increase compliance, reduce risk and streamline records retention.

Generally, the theory helps to understand on the importance of keeping records accordingly and in accessible manner, so an employee by having his own bucket at home on his employment history will be beneficial to him and to the organization at large. In most cases most of organization fail to keep record of its employees, so by having employee bucket as part of organization registry is necessary so as to be useful records when mostly needed.

The big bucket theory is also applied in local government in which different documents are organized according to the use, registry officers they arrange documents accordingly so as to make them accessible. That is why in local government there are subject files and personal files where by its records are arranged properly in different shelves which are identified by indexes or numbers. Apart from organization registry there are other buckets in departments where they use to keep records of the department. Those records kept in departments are part and parcel of organization registry can be used by the

organization for different purpose. Therefore even employees are encouraged to have their home big bucket in which all the important employee documents such as appointment letter, promotion letter, posting letter, salary slips must be kept at their home place so as to be used when it needed, so employee big bucket become as part of organization registry.

Magaya (2009) argues that, keeping records in an organization is to safeguard an Institutional memory and evidence of activities performed. Organization use records in the conduct of its business, to enable decisions to be made and appropriate actions beings taken. Records provide access to precedents or previous works and thus save time and money by eliminating the need to create resources again.

Organizations also use records to support accountability, when they need to justify that they have accomplished their obligations or complied with best practice. Organizations are accountable in various ways such as when meeting legal, regulatory and financial requirements especial during audits and inspections of public funds. Organizations also use records to respond to challenges made against them, whether in a court of law, legislators, regulations or Civil society. Records also used to monitor or assess performance of an organization as well as individuals in an organization.

Through records one can understand how the organization is moving from its establishment to the present state, so even to employees cannot move forward without having records, through record an employee can be promoted or demoted, hence having employment records kept by an employee hold a greater meaning in the public service. Organizations keep record depending with the necessity of those records, some records are kept for long time but some kept for short period of time. Magaya (2009) suggest that, Appraisal is the only means to determine records that contain information of enduring value. Appraisal process is important, if not carried out, Organization will be affected by the cost of retaining records in terms of limited space, increase time for retrieval and conditions of records may deteriorate.

In line with the afore-mentioned circumstances, appraisal of records is very vital process an organization should undertake in order to get away from afore said pitfalls.

Retention scheduling is the most satisfactory method for controlling the accumulation of records by providing economical storage for dormant records, disposal of the obsolete and useless records, as well as identifying and preserving the important and valuable records. And it is advisable each organization to develop this programme for enhancing effective records management programme.

Also this can be done to employee record keeping not all documents should be kept as records some records are useless, and when employee keeping record should understand which records are supposed to be kept for how long this means even if employee supposed to keep record must identify and preserving the important and valuable document and destroy the useless records.

2.1.2 Records Management Theory

The core concept underpinning records management theory is that of the life cycle, which sees records having a series of phases from creation to final disposition ultimately resulting either in their controlled destruction or being retained on a permanent basis as an archival record. The principle reason for applying the life circle concept to records management is to meet all internal business needs, enable the content of the record to be accessed, used and reused in a controlled and efficient manner, is compliant with all regulatory and statutory requirements.

The issues and principles of who should have access to records are both a legal issue and records management issue. The life circle concept is common to both archives and record management, a more efficient and more cost effective performance of any kind records management services is likely if the records manager becomes involved in a full life circle of records. In theoretical context records management serves a firm or organization, which means the mission of the record management service needs to be

related to and supportive of the mission of the organization as a whole. Also in professional context record management can be seen as one member of the family of retrieval based information system (Buckland, 1982). Records management theory it put emphasis on important of keeping records, and those records should align with organizational goal, due to that organization must ensure it keep the necessary records of employees and other documents necessary for organization. Though organizations have to keep record but it is important for employees to keep their own employment history records so as to meet statutory and regulatory requirement such as retirement benefits. Employee as the manager of his/her own records should be involved in life circle of records.

These two theories are relevant to my study as it shows the importance of keeping records at organizational level, so even employees are supposed to have their own bucket as part of organization registry. The type of recording keeping discussed through sophisticated theory is also explained by Galloway (2008) in the big bucket theory. The theory gives overview on the classification of records in the working place. This study bases on that Big Bucket ideas that emphasize organisation to keep record in electrical form. Although this way needs knowledge and skills to make sure data are kept safe. However, Structuration theory provides us with knowledge on recording keeping. An example of the structuration process is the development of e-mail. E-mail does not exist as a structural form but arose as people began to use the computer as a means of recording keeping (Bailey, 2008).

In relation to big bucket theory, given the history and the relationship between archives and records management, it can be concluded that at the base of records management theory lies archival theory. In other words, many records management practices are born from the same body of knowledge as archival practices. (Grigory, 2000). Archival theory encompasses a "systematic understanding of what documents were made, received, and kept; how and why this was done, and how and why these activities changed or did not change over time (Giuliano, 1995).

Cisco (2008) one of the solution for helping employees is to use a big bucket strategy for simplifying records retention schedules by consolidating record types related to the same business function or process and with similar retention requirements into bigger retention buckets or record series. With fewer buckets resulting in fewer retention choices, employees and out categorization tools are more likely to classify information consistently which ensures better compliance with organizations record retention requirements. This in turn reduces risks associated with keeping records too long and reduces costs for maintaining and responding to e-discovery demands for large volumes of unneeded records.

2.1.3 Archival Theory

Horseman (2001) assigns responsibility to the government to preserve its records in a proper and orderly state. That is to say, the records must be accessible and useable, as much to carry out its own business as for political, administrative and juridical control; as memory and evidence. Records are increasingly stored in electronic formats which create additional demands on their management. Points of departure and methodologies must be tested for their correctness and their usefulness in the digital age. This theory put more emphasis on the storage of the records in which means will simplify the use of those records.

Information Solution Group (2000) argued on importance of good record keeping within the public sector and explores the need to manage information as a strategic resource. Record keeping is a fundamental activity of public administration. Without records there can be no rule of law and no accountability. Public servants must have information to carry out their work, and records represent a particular and crucial source of information. Records provide a reliable, legally verifiable source of evidence of decisions and actions. They document compliance or non-compliance with laws, rules, and procedures.

Those theories are relevant to the study as it give guidelines to employees on how to keep their own employment records as it is emphasized by Employment and Labour

Relations Act No.6 of 2004 section 96 (1) and (15) and National Records and Archives Management Policy of 2011 in policy1 No. 4.10 items III that every public employee shall be responsible for the custody of copies of their personnel records related to their employment history because it have rationale which including; verifies the amount of employment rights and benefits calculated by their employers, and reduces labour disputes resulting from ambiguous terms and conditions of employment.

2.2 Literature Review from Earlier Studies

Schalwe (2011) in her study examines the current state of records management practices in fostering accountability in the implementation of the Public Service Reform Programme (PSRP) in Tanzania. The management of public sector records is a critical aspect of the Public Service Reform Programme (PSRP), because they enhance the efficiency and effectiveness of the public service.

However, African governments face major challenges with regard to the management of records. The reforms cannot succeed without proper, reliable and readily available records; a fact this has not been recognized by most developing countries. The findings of the study established that current records management practices in the government ministries were accorded low priority, registry personnel were not adequately trained and the absence of specific budgets allocated to registry sections hindered the effective 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.

In order to ensure the effective implementation of the PSRP, the paper recommends the enactment of records management policies, allocation of dedicated budgets for registry sections and training of registry personnel to enhance the proper management of records and to accommodate the changes brought by technology.

The study further recommends that records survey should be conducted regularly in order to ensure that records are well managed to facilitate the implementation of the PSRP objectives.

Keorapetse (2011) Neglected records in African countries have become a major barrier to development. Poor record keeping systems as argued by the International Records Management Trust (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 paper specifically suggests that the country should adopt a national records management policy.

The study conducted by Chinyemba (2011), argues that, records management programme is the tool for universities to establish their transparency and accountability. Without a robust records management in place universities cannot claim to be accountable and transparent. A good records management programme ensures that the institution meets its records keeping requirements by ensuring that the university captures and preserves the evidence required to establish its accountability. Major challenges to establishing accountability include the general shift of records creation and management to the transparency and individual employee whose primary interest is information for the present. The individual employee may not priorities future or the past interest and is quite often is poorly equipped in record keeping.

Records and archives support government's efficiency, transparency, accountability and good governance. Essential government decisions and activities including fundamental rights and obligations are documented in records and archives. However, the critical role of records and archives in national development is often overshadowed by many competing priorities in national development. Consequently, records and archives are often missing links in most developmental work especially in the implementation of the Millennium Development Goals (MDGs) (Mulauzi, 2011).

George (2008) in his research at United Nations International Criminal Tribunal for Rwanda to reveal common factors that lead to poor records management and recommendation geared to reduce them by assisting the institution to identify signs of poor records management as follows: management has no knowledge of numbers of files handled or cost involved, staff do not understand or know procedures, over duplications of documents, papers put on wrong files and of confidential files.

There are also studies in Tanzania concerned with record management. Kilua (2007) identifies benefits of records management as follows: barometer of progress, future reference, reduction of errors, legal evidence and efficiency. Also he identifies purposes of records management as follows: to keep an orderly account of progress, help in increasing the efficiency of office operations to facilitate future reference of records and helps the executive in taking decisions by providing relevant and up-to-date information. The study focuses on assessing the impacts of poor Records Management in public organization.

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

Makhura (2005), inform that the purpose of the study was to determine the extent to which the information user's behavior and proper records management contribute to the performance of an organization to ensure competitive survival. The purpose of records management in an organization, the records life cycle in an organization from the creator to the end user and electronic records management were thoroughly explored.

A survey was conducted to investigate the current position of records management function at South African national parks (SAN Parks) as well as the manner in which

records as information sources are used by end users (employees).Based on the Survey results, it was discovered that SAN Parks as an organization does not practice sound records management as preached by section 13 of the National archives and records service of South Africa Act (No.43 of 1996 as amended). There is no consistency with regard to filling methods and the manner in which records are destroyed or deleted tells that there is no officially appointed records manager at SAN Parks. Even though information is considered the most vital resource for the future survival of SAN Parks, records as the main source of information are neglected and managed voluntarily by end users themselves. There are control measures for ensuring care and safe custody of records. An e-mail policy, filling procedure manual and disaster recovery plan do not exist. End users are seen managing records on their own and there is no policy or guideline to ensure proper measurement and effective control of records.

The lack of records management at SAN Parks indirectly affects the information user behavior of employees to achieve competitive performance. The current means of communication dictates the manner in which records are managed. Since electronic means of communication are used most often, records management at SAN Parks is drastically shifting from manual to electronic. Recommendations for records management procedures within the context of empirical survey findings, the statutory framework and international standards are made. In conclusion it is recommended that the records management function should form part of performance appraisal evaluation and that all members of staff should be evaluated in terms of their record keeping skills.

Also the study was done by President Office, Public Service Management as is responsible for disseminating personnel information. Human Capital Information system was initiated in 1995 as before that employee records was not accessible to populate this new personnel and payroll system. So to these local government they keep employee records to the system called Lawson version 9,in the system all the important document are kept as employers records of employees.

2.3 The Synthesis

The literature review depict that there are gaps, at the sense that, researcher and theories seen the ways of keeping record into organizational level. Also most of researchers their studies are much based on organization records keeping, they failed to address on employee record keeping. They did not consider an employee that can keep his own record for future use especially records for calculation of terminal benefit. In order to consider employee as party of organization registry Therefore researcher wants to identify the success of record keeping by employee on their own employment history.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides detailed explanation on methodologies which used to collect, analyze, and present data. The specific section in this chapter includes data collection methods, study design, target population and sampling techniques, data analysis and data presentation. The chapter also presents research schedule which shows the research activities and allocated time.

3.1 Research Design

This is the case study design. Its findings is transmittable even other District Council can learn from the conclusion which concentrate in a particular specific institution/respondents. Any recommendation which will be available can be transferable to another context. It employed both quantitative and qualitative means of data collection, involved interview to purposive sample of respondents and questionnaire to respondents who obtained through simple random sampling and other data collected from different document such as personal and subject files, minutes, reports, schemes, laws and regulation. Case study design in this thesis provides the logical sequence, empirical data available from the field assisted to answer three research questions of chapter one and then supported my conclusion in chapter six.

3.2 Area of the Study

Mvomero District Council is one of 132 Local Government Authorities in Tanzania. Mvomero District Council is in Morogoro Region. The choice of the Council prompted by Report of Controller General of 2010/2011 which explains the problem of keeping records of Mvomero District Council and because is among the new Councils hence researcher want to know how they are aware on records keeping.

The map of Mvomero District is attached in Appendix I and organization structure of Mvomero District Council as Appendix II.

3.3 Units of Inquiry

The population of the study in the current investigation included all employees of Mvomero District Council as described in Table 3.1

Table 3.1: Units of Inquiry

No.	Department/Unit	No. of Staff	Percentage of the Total
1	Administration and Human Resource	205	7.25
2	Finance	16	0.5
3	Secondary Education	478	16.9
4	Primary Education	505	53
5	Land and Natural Resource	12	0.4
6	Health	376	14.9
7	Environment and Sanitation	15	0.6
8	Community Development	18	0.7
9	Water	12	0.4
10	Works	7	0.2
11	Planning	5	0.19
12	Agriculture and Irrigation	99	3.5
13	Livestock and Fishing	67	2.37
14	Legal	1	0.04
16	Election	1	0.04
17	Information Technology	1	0.04
18	Procurement	3	0.106
19	Internal audit	3	0.106
20	Bee keeping	1	0.04
	Total	2825	100

Source: MDC Seniority List Book (2014)

Table 3.2: Quota Sampling

Serial number	Department/Unit	Sample	Percentage
1	Administration and Human Resource	4	2
2	Finance	1	6
3	Secondary Education	2	0.5
4	Primary Education	3	0.2
5	Land and Natural Resource	1	8
6	Health	2	0.5
7	Environment and Sanitation	1	7
8	Community Development	1	6
9	Water	1	8
10	Works	1	14
11	Planning	1	20
12	Agriculture and Irrigation	2	2
13	Livestock and Fishing	1	1.5
14	Legal	0	0
15	Election	0	0
16	Information Technology	1	100
17	Procurement	1	33
18	Internal audit	1	33
19	Bee keeping	1	100
Total	Total	25	1

Source: Author (2014)

3.4 Sampling Techniques

The objective of any sampling procedure is to secure a sample which will be representative of the characteristics of the study population. Therefore sampling in social research is an important tool for generalization of information this is because it is difficult to study the entire population in the study area. Similarly, due to limited time and financial constraints, sampling of the study population allows the researcher to have a thorough physical observation of the respondents and study area to provide

explanation within a short time (Chambua, **1997**). The technique which used in this study is purposive sampling and simple random sampling as explained below.

3.4.1 Purposive Sampling

Purposive sampling used to select five respondents, who are District Executive Director, Head of Planning department, Head of Administration and Human resource department, Supervisor of open registry and Confidential Registry Supervisor.

Table 3.3: Purposive sampling

No.	Sampled respondents selected purposively	No.	Percentage
1	District Executive Director	1	20
2	Head of Administration and HR Department	1	20
3	Head of Planning Department	1	20
4	Supervisor of open Registry	1	20
5	Supervisor of confidential registry	1	20
	TOTAL	5	100

Source: Author (2014)

3.4.2 Simple Random Sampling

Simple Random Sampling used to select 20 respondents who included in the study. Employees selected by quota method as table 3.2 explains. From the department of education teachers who selected comes from the schools near the Headquarter so as to save cost of transportation. The researcher made a list of all fifteen departments/units and prepares pieces of paper matching the number of employees in each department. The researcher wrote names of each employee on separate pieces of paper and collected them into container prepared for each department. The researcher mixed up thoroughly pieces of paper in all containers, after mixing up selected one piece of paper (without looking the name in it) and continued until the researcher obtained the required number of respondents in each department.

Table 3.4: Simple Random Sampling

S/N	Department/Unit	Respondents	Percentage
1	Finance	1	5
2	Secondary Education	2	10
3	Primary Education	3	15
4	Land and Natural Resource	1	5
5	Health	2	10
6	Environment and Sanitation	1	5
7	Community Development	1	5
8	Water	1	5
9	Works	1	5
10	Planning	1	5
11	Agriculture and Irrigation	2	10
12	Livestock and Fishing	1	5
13	Information Technology	1	5
14	Procurement	1	5
15	Internal audit	1	5
	Total	20	100

Source: Author (2014)

3.5 Data Collection Methods

The methods used for data collection in this study is primary and secondary data collection method.

3.5.1 The Primary Data Collection Method

Questionnaire and interview were used for collection of primary data.

3.5.2 Questionnaires

Questionnaires administered to employees at different department from quote. Questions where both of open ended question and closed ended question prepared in English and translated in Swahili because most of employees understands well Kiswahili than English. For closed ended questions respondents were required to choose one appropriate answer, and answers for open ended questions provided a special space to be filled. The questionnaires starts with the explanation on how to go about, it comprises 20 questions the first four question is about respondents characteristics and question 5 up to 20 those questions aimed to get information concerning research questions .Sample questionnaire is attached in Appendix III.

3.5.3 Interviews

The method administered to purposive sample. Information obtained through interview guide which is scheduled in close ended questions. Interview solicit the information on how employees keep their employment records, interview retrieved information about the role of employer on providing copies of employment records, strategies used by employer to ensure availability of records etc. The interview guide is in Appendix IV.

3.6 Secondary Data Collection Method

Secondary data collection method collect data from personal files and subject files to identify if employees provide records requested by the employer, and to see if employee complained to employer about his record. From benchmarking reports which shows the rank of Mvomero District council on record keeping in which in 2011 MDC scores 68% on record keeping especially records of minutes of different council meetings from village level to headquarter, and through council management team meetings, department meetings where record keeping is a permanent agenda on records keeping of individual and organizational at large. Also standing Order of 2009, Public Service Regulations of 2003 emphasize on records keeping of employee and employer.

3.7 Data Analysis Techniques

In this section data analysis techniques of both Primary and Secondary data was described.

3.7.1 Primary Data Analysis Techniques

Data collected from questionnaire filled by respondents transferred into a spread sheet. Each possible answer is assigned number or code. Once the data from all questionnaires has been entered into spread sheet, there is a need for checking some of the data for accuracy, if there are many errors more data should be checked. When all the data is presented each response and correct, then the analysis is done through Statistical Package for Social Sciences (SPSS) according to research objectives.

Data that which collected from the interview analyzed by formulating themes emerging from transcript of interviews in relation to research questions addressed by the study. The analysis entails the use of direct quotes with a view to capturing the respondents' own talk and experiences.

3.7.2 Secondary Data Analysis Techniques

Data collected from Documentary review also analyzed by formulating themes emerging from transcripts of documentary data in relation to research questions of this study. Data from secondary source used to cross check what was transcribed from the questionnaire.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.0 Introduction

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

4.1 Demographic Characteristics of the Respondents

The demographic characteristics of respondents examined were sex, age, occupation and level of education. These features are essential because they may suggest the nature of responses or possible reasons for the responses provided by the respondents.

4.1.1 Respondents Distribution by Age

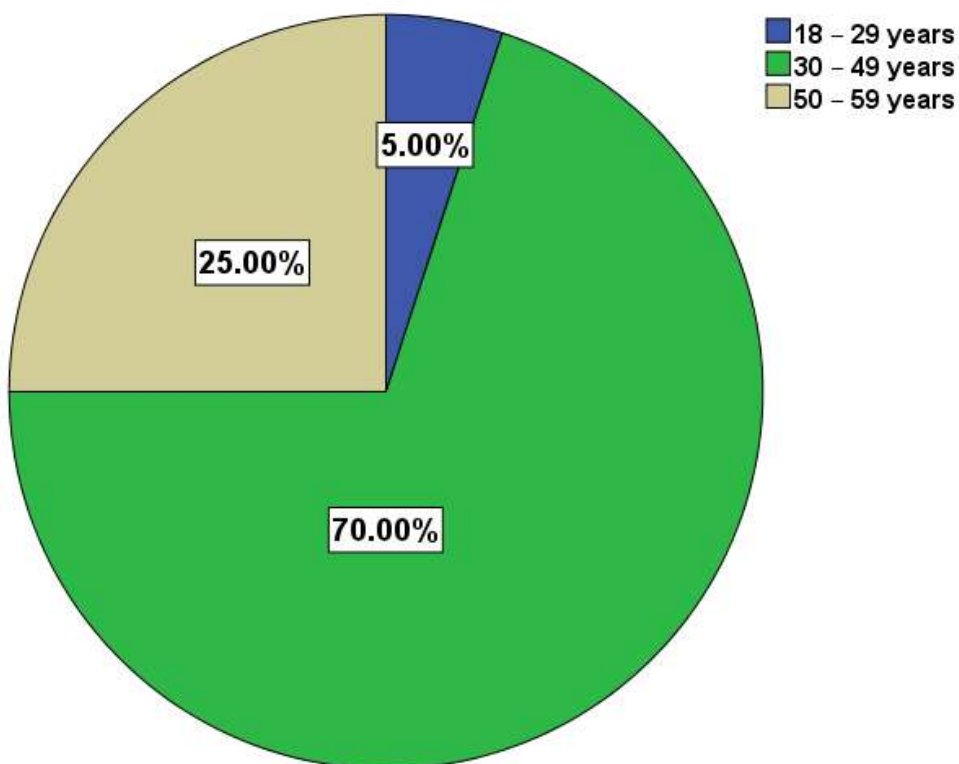
The age of respondents was categorized into three age groups: 18-29, 30-49 and 50-59. The findings in Table 4.1 and Figure 4.1 show that the majority of respondents were those aged between 30 and 49 (70%) followed by those aged between 50 and 59 years (25%). Only one respondent (5%) was aged between 18 and 29 years. The motive behind this aspect was simply to observe relationship between age group and record keeping. Information on this particular aspect has been presented clearly in Table 4.1 and Figure 4.1.

Table 4.1: Respondents distribution by age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 – 29 years	1	5.0	5.0	5.0
30 – 49 years	14	70.0	70.0	75.0
50 – 59 years	5	25.0	25.0	100.0
Total	20	100.0	100.0	

Source: Field data (2014).

Figure 4.1: Respondents Distribution by Age



Source: Field data (2014).

4.1.2 Distribution of Respondents by Sex

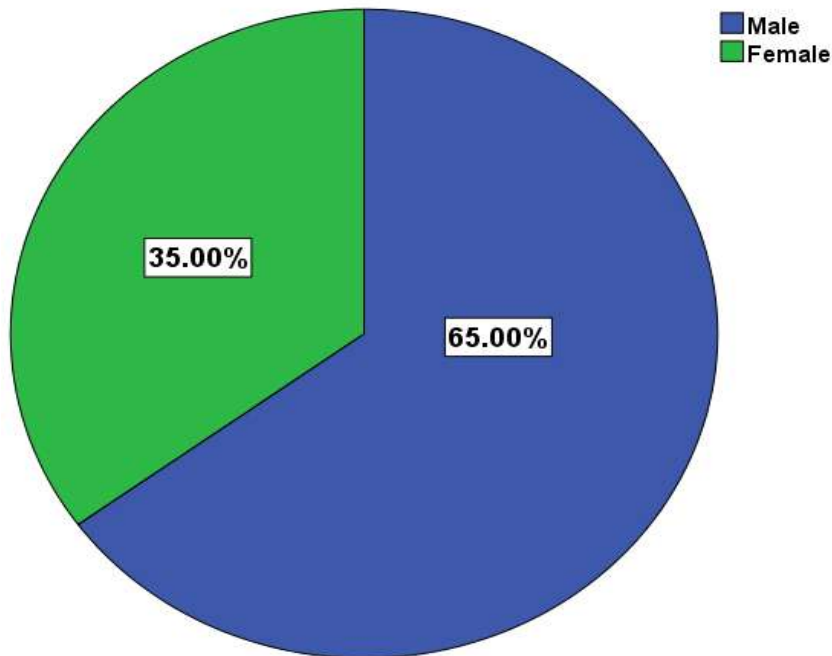
The findings in Table 4.2 and Figure 4.2 show that respondents (65%) were males while seven respondents (35%) were females. The mean average of respondents by sex is males this means there is more male's respondents than females. The motive behind this aspect was simply to observe relationship between sex and record keeping. Information on this particular aspect has been presented clearly in Table 4.2 and Figure 4.2.

Table 4.2: Distribution of Respondents by Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	13	65.0	65.0	65.0
Valid Female	7	35.0	35.0	100.0
Total	20	100.0	100.0	

Source: Filed work (2014).

Figure 4.2: Respondents Distributions of Respondents by Sex



Source: Field data (2014).

4.1.3 Distribution of Respondents by Level of Education

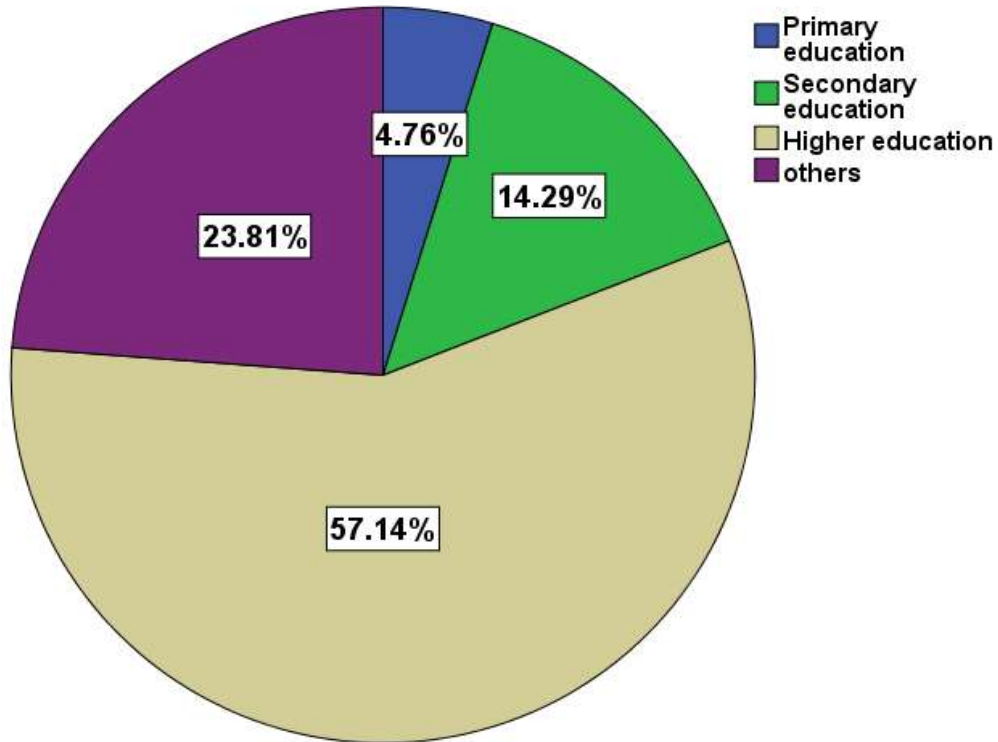
The education level of respondents was categorized into three groups: Primary education, Secondary education and Higher education and other levels. The findings in Table 4.3 and Figure 4.3 show that twelve respondents (57.1%) had attained high education, five respondents (25%) had attained other level of education, two respondents (10%) and one respondent (5%) had attained primary education. This shows that in this study most of the respondents have higher education level. The motive behind this aspect was simply to observe relationship between level of education and record keeping. Information on this particular aspect has been presented clearly in Table 4.3 and Figure 4.3.

Table 4.3: Distribution by Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary education	1	4.8	4.8	4.8
Secondary education	3	14.3	14.3	19.0
Higher education	12	57.1	57.1	76.2
Others	5	23.8	23.8	100.0
Valid				
Total	21	100.0	100.0	

Source: Field data (2014).

Figure 4.3: Respondents Distribution by Level of Education



Source: Field data (2014)

4.1.4 Distribution of Respondents by Department

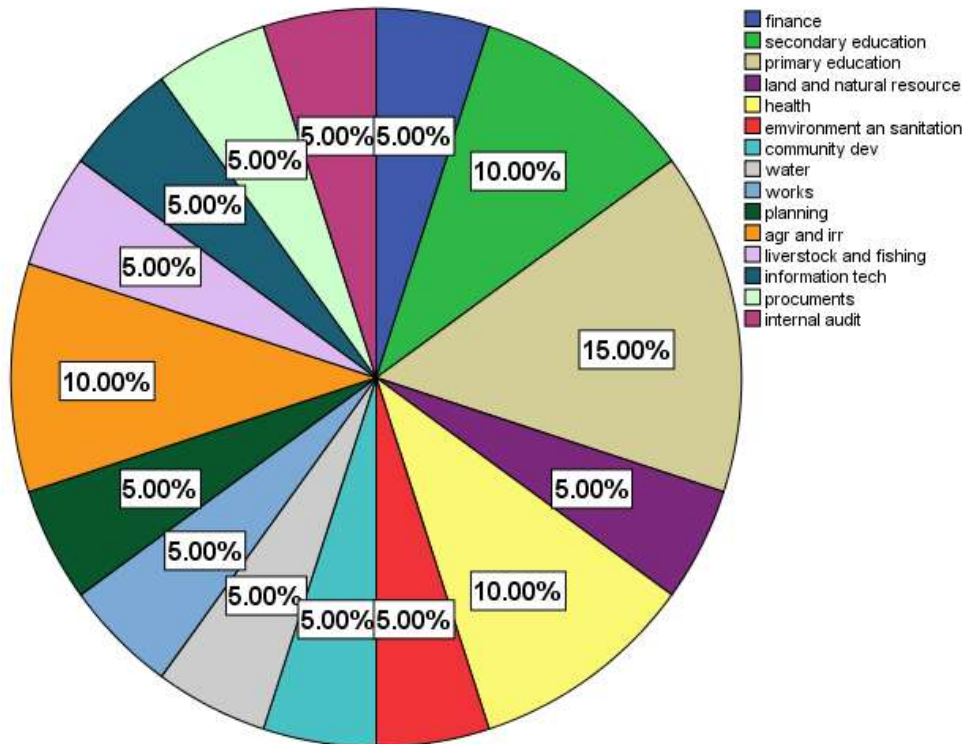
The population under study was engaged in varied types of departments. 10 percent of the respondents come from secondary department, 15 percent primary education, 10 percent of the health department, 10 percent from agriculture and irrigation department remaining percent (55%) including other departments. The motive behind this aspect was simply to observe relationship between department and record keeping. Information on this particular aspect has been presented clearly in Table 4.4 and Figure 4.4.

Table 4.4: Distribution of Respondents by Department

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Finance	1	5.0	5.0	5.0
secondary education	2	10.0	10.0	15.0
primary education	3	15.0	15.0	30.0
land and natural resource	1	5.0	5.0	35.0
Health	2	10.0	10.0	45.0
environment and sanitation	1	5.0	5.0	50.0
community dev	1	5.0	5.0	55.0
Water	1	5.0	5.0	60.0
Works	1	5.0	5.0	65.0
Planning	1	5.0	5.0	70.0
agr and irr	2	10.0	10.0	80.0
livestock and fishing	1	5.0	5.0	85.0
information tech	1	5.0	5.0	90.0
Procuments	1	5.0	5.0	95.0
internal audit	1	5.0	5.0	100.0
Total	20	100.0	100.0	

Source: Field data (2014)

Figure 4.4: Distributions of Respondents by Department



Source: Field data (2014)

4.2 Method Used by Employees to Keep their Own Employment Records at Home

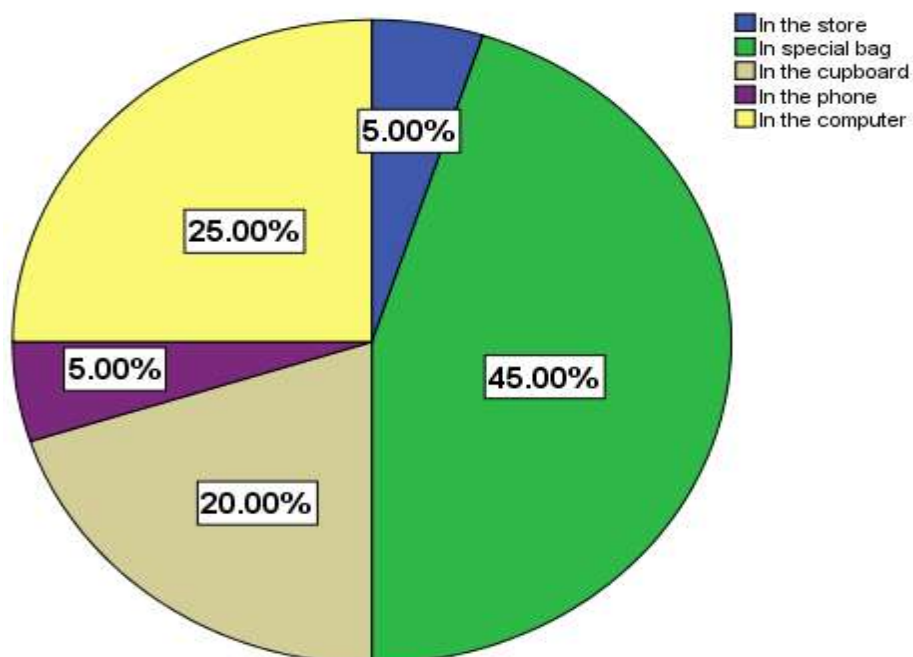
The findings show that 25% of respondents keep their own records in the computers, 20% in the cupboards, 5% in the store (the store which argued by this respondent is a place/room where comprises different things like books, outdated magazine) and 5% keep their employment records in the phone while majority of employees (45%) agreed that they keep their employment records in their special bags .Due to these findings it shows that most of the respondents use special bags to keep their own employment documents.

Table 4.5: Methods Used by Employees to Keep their Own Employment Records at Home

	Frequency	Percent	Valid Percent	Cumulative Percent
In the store	1	5.0	5.0	5.0
In special bag	9	45.0	45.0	50.0
In the cupboard	4	20.0	20.0	70.0
In the phone	1	5.0	5.0	75.0
In the computer	5	25.0	25.0	100.0
Total	20	100.0	100.0	

Source: Field data (2014).

Figure 4.5: Methods used by employees to keep their own employment records at home



Source: Field data (2014)

The findings from interview with DED and head of departments support the above findings from questionnaires. Respondents argue that employees keep their employment records in their special bags, cup boards and computer at home, but majority of the respondents have revealed that many of employees keep their employment records in special bags. Head of Secondary Education department had the following to argue, “...

Many teachers come with their documents kept in their bags when we are doing employment records auditing...” Also, head of human resource department had the following to say, “...*I think my employees keep their employment records in small bags, because majority of them revealed to me when we were inspecting ghost workers...”*

Figure 4.6: Special bag of one of respondent from education department used for employment record keeping



Figure 4.7: Computer of one of the respondents in healthy department used for employment records keeping



Source: Field Picture (2014)

4.3 Method used by employees to keep their own employment records in the office

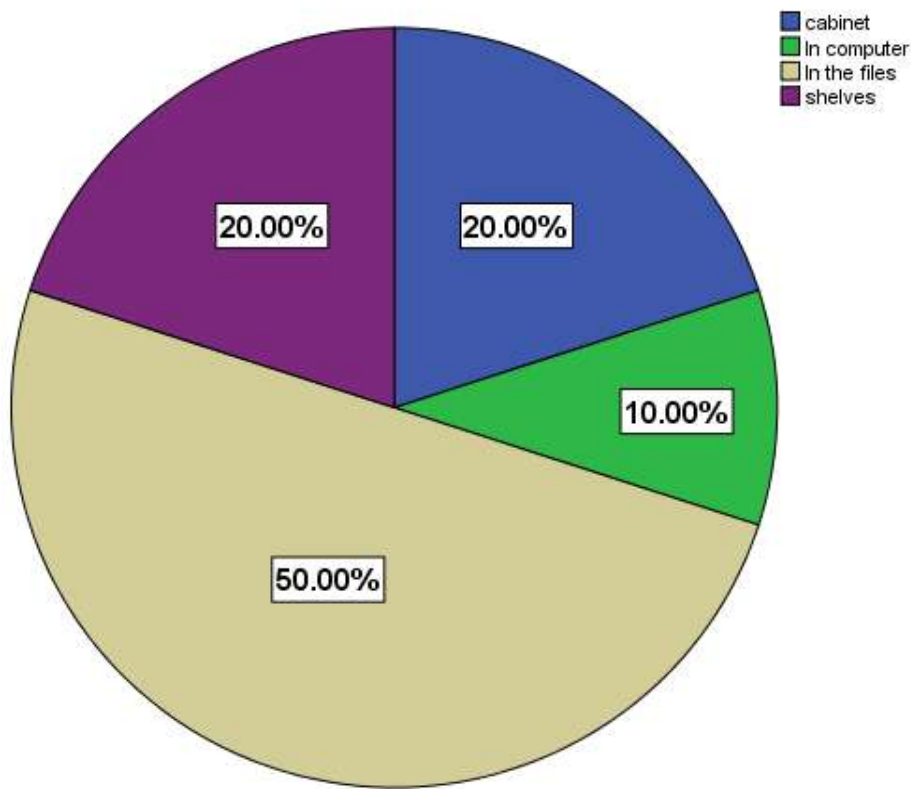
From questionnaire data, the findings show that majority of employees (50%) agreed that they keep their employment records in files when they are in office. Other employees accepted to keep their employment records in shelves (20%), in cabinet (20%) and in computer (15%)

Table 4.6: Methods of Employment Record keeping in the office

	Frequency	Percent	Valid Percent	Cumulative Percent
cabinet	4	20.0	20.0	20.0
In computer	2	10.0	10.0	30.0
Valid In the files	10	50.0	50.0	80.0
shelves	4	20.0	20.0	100.0
Total	20	100.0	100.0	

Source: Field data

Figure 4.8: Methods of Employment Record keeping in the office



Source: Field data (2014)

The findings from interview with DED and head of departments support the above findings from questionnaires. Respondents revealed that employees keep their employment records in cabinet, computer, shelves and files. Majority of respondents argued that although there are several methods of keeping employment records, many of employees in Mvomero district council keep their employment records in the files which are kept in their office. District Executive Director had the following to say, “... We do not have enough cabinets and shelves for every employee... many of my employees keep their employment records in the files...” Also, District Planning Officer had the following to argues,

...I think that every employee should keep his or her employment records in computer, because become easy to access... but because of financial constraint that we have, majority of our employees keep their employment records in their files...

Figure 4.9: Part of registry used by employees to keep their own employment records



Source: field picture (2014)

Figure 4.10: Cabinet at Human Resource Department used by employees to keep their own employment records



Source: field picture (2014)

4.4 Availability of records kept by employees concerning their employment histories when needed by employer

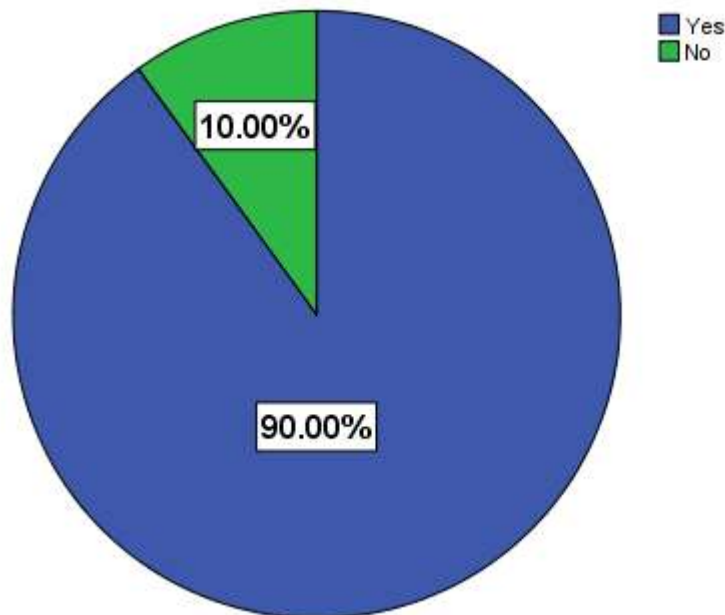
The availability of those important records in their own storage area, those records are like appointment letter, promotion letter, training letter. Results show that 10 percent said they do not have their own employment records while 90 percent said to have employment documents as their own records. And all respondents agreed that employer provides them all necessary documents for their own records. On other side District Human resource officer who is the head of Human resource department realized this situation. He said majority of employees have employment documents in their storage areas. This statement is also supported by other heads of departments as well as the District executive director this is because most of employee tends to attach supportive documents when it comes to demand of some claims.

Table 4.7: Availability Employment records kept by employees

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	18	90.0	90.0	90.0
No	2	10.0	10.0	100.0
Total	20	100.0	100.0	

Source: Field data (2014)

Figure 4.11: Availability Employment records kept by employees



Source: Field data (2014)

4.5 Responsibility of the employer on ensuring employee records is being kept by employees

Researcher aimed to understand the role of employer on ensuring those employees keep their own employment records. The results show that 70% accepted that employer often make a follow up on recording keeping matters. DED had the following to say:

... we often do auditing and sometimes remind employees through seminars on the importance of keeping their documents... I as employer, I am doing that as part of my responsibility to ensure that every employee keeps his or her own employment record without depending records kept in registry...

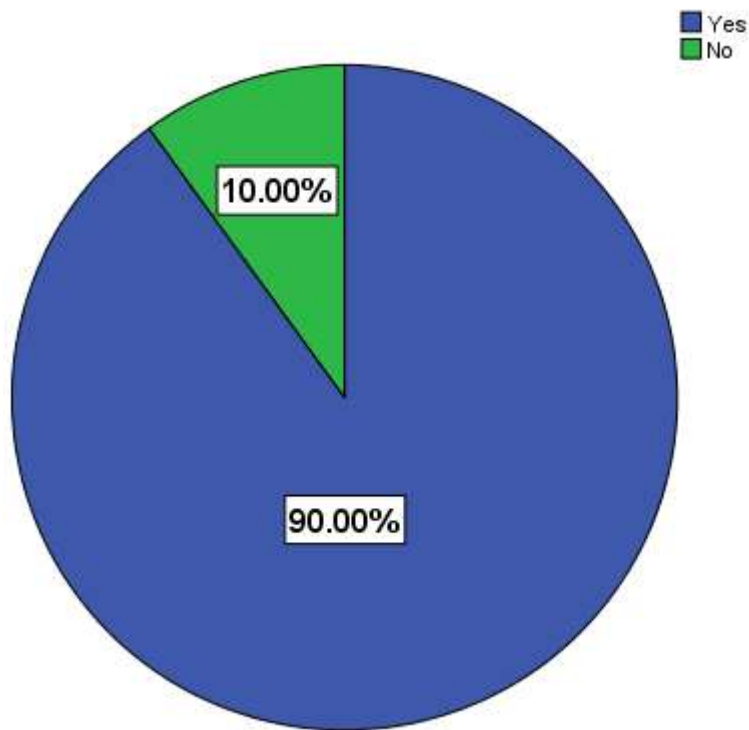
The findings in this objective revealed that Employer (DED) is responsible for ensuring all of his employees keep the employment records. DED provides seminars to remind the employees on the importance of keeping employment records also on the best way of keeping them.

Table 4.8: Employers records auditing

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	18	90.0	90.0	90.0
Valid No	2	10.0	10.0	100.0
Total	20	100.0	100.0	

Source: Field Data (2014)

Figure 4.12: Records auditing of employer



Source: Field data (2014)

The SPSS was used for correlation analysis so as to understand the correlation between variables in which dependent variable is keeping employment record while independent variables are level of education, gender and age of the respondents. The result showed that there is there is a weak negative relationship between keeping employments records with gender and level of education of the respondents while there is a weak positive relationship between keeping employment records and age of the respondents. Figure 4.13 shows the result.

Table 4.9: Correlation on availability of records

		Do you have employment records?	Gender	Level of education	Age of the respondent
Do you have employment records?	Pearson Correlation	1	-.245	-.053	.196
	Sig. (1-tailed)		.149	.412	.204
	N	20	20	20	20
Gender	Pearson Correlation	-.245	1	.050	-.082
	Sig. (1-tailed)	.149		.417	.365
	N	20	20	20	20
Level of education	Pearson Correlation	-.053	.050	1	.251
	Sig. (1-tailed)	.412	.417		.143
	N	20	20	20	20
Age of the respondent	Pearson Correlation	.196	-.082	.251	1
	Sig. (1-tailed)	.204	.365	.143	
	N	20	20	20	20

Source: field data (2014)

Regression analysis among dependent and independent variables which is having employment records as dependent variable and level of education, gender, departments and age of respondents as independents variable. The pears on regression analysis shows that the regression correlation is 0.330 which indicate that there is moderate positive relationship among variable and the R squire which is relationship among independent variables is 0.109 which means there is a weak positive relationship among them. The standard error of the estimate is 0.32704 which shows the degree of freedom is 95% so the study is perfect. Table 4.12 shows the result

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 ^a	.109	-.129	.32704

Source: Field data (2014)

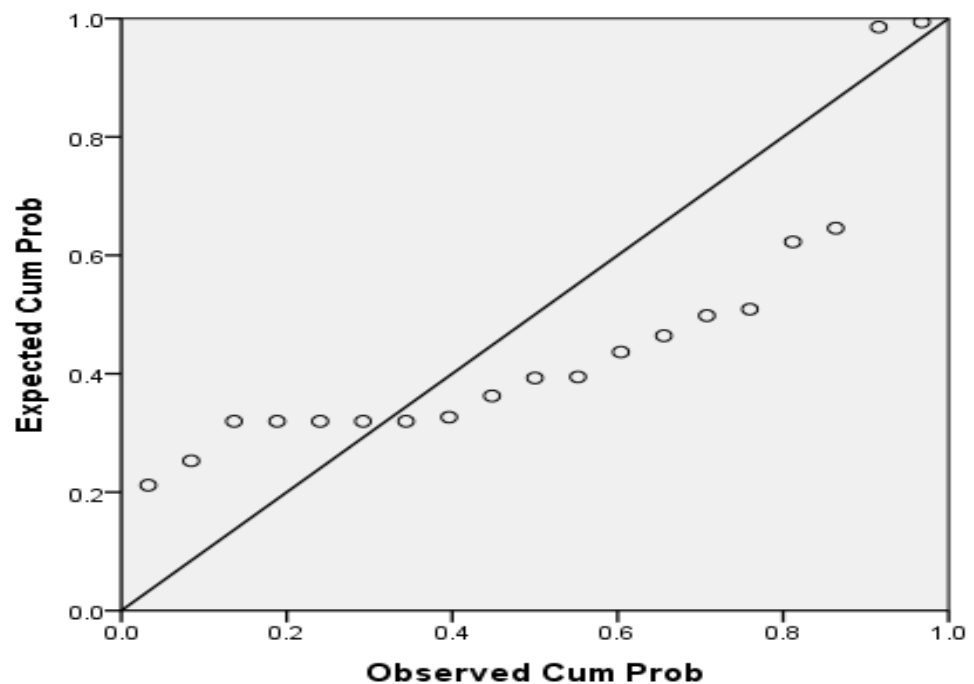
The regression analysis was carried out to identify keeping of employment records by employees at 96% significant level which means record keeping is valid every employee is supposed to keep record, and regression analysis shows that the significant level is 0.766b which means 76%. Table 4.13 shows the result

Table 4.11: Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.196	4	.049	.457	.766 ^b
	Residual	1.604	15	.107		
	Total	1.800	19			

Source: Field data (2014)

Figure: 4.13: Availability of employment records of employees of MDC



Source: field data (2014)

Regression analysis done find out that there was positive and strong relationship among variables as shown in Figure 4.14 this is because through regression analysis the line of

coefficient lies in positive and its variables lies in one direction which shows the study was perfect, the level of achievement was 96%. This means that employee are supposed to keep their own employment records.

4.6 General findings

It was found out that respondents keep their own employment records through various methods depending to each individual ability, accessibility to that kind of method he decided to use as storage facility like file, cabinet, computer, bag etc. and researcher identified that at least every individual know the importance of keeping record and the records to be kept for his own purpose. The study also revealed that the employer understand of his responsibility of ensuring that employee keep their own employment first by ensuring those important document are in hands of employee and the making follow up by providing training and auditing of personal records to ensure those important records are properly kept. Also regression analysis as shown in Table 4.14 finds the keeping record is the duty of every employee. Pearson correlation between having employment records and gender result shows is -0.245 which mean there is weak negative relationship between having employment records with gender this is because the role of keeping record is relevant to both when it comes to calculation of terminal benefit or demands of different claims.

Table 4.12: Correlation between having employment records and Gender

		Do you have employment records?	Gender
Do you have employment records?	Pearson Correlation	1	-.245
	Sig. (1-tailed)		.149
	N	20	20
Gender	Pearson Correlation	-.245	1
	Sig. (1-tailed)	.149	
	N	20	20

Source: Field data (2014)

The study shows most of respondents age range is 2 which means 30 to 49, and the mode of level of education is 3 which means majority of respondents have higher level of education in which means the level of understanding is high and they are aware on importance of record keeping. And education department have high number of respondents in relation to other department, 65% of respondents are males hence most of responses comes from males this is because even the purposive respondents among five only one respondent is female. Table 4.13 shows the result

Table 4.13: Respondents characteristics

	Age of the respondent	Level of education	Gender	Occupation of respondent
N Valid	20	20	20	19
N Missing	0	0	0	1
Mean	2.2000	3.1000	1.3500	3.0526
Median	2.0000	3.0000	1.0000	4.0000
Mode	2.00	3.00	1.00	4.00
Std. Deviation	.52315	.64072	.48936	1.26814
Range	2.00	2.00	1.00	3.00

Source: Field data (2014)

CHAPTER FIVE

DISCUSSION OF RESEARCH RESULTS

5.0 Introduction

This chapter provides the discussion of the findings. It is divided into five main parts which are introduction, discussion of findings of objective one, objective two, objective three and the general findings.

5.1 Methods used by Employees to Keep Records

Majority of employees of MDC keep their employment record some at home and others in their working place (office) to those who keeps their own record at home most of them use special bag as storage area as shown in table 4.6 while those who keep in the office most of them use files to keep their own records this supported by table 4.7. this implies that every employee understand the importance of keeping record that is why everyone tend to keep his/her own record through different methods but those methods used by employees to keep their own records does not guarantee the security from theft, misplacement, fire and flood disaster. This can be justified by government fail to process the claims of most of the employees due to lack of supporting document to justify the claims. And due to the methods used by employees to keep record if not handled properly those records can be useless even if are kept this is because due to un proper handling of document some documents become faint some words in the documents are not properly seen hence reduce the quality of that document.

5.2 Availability of Records Kept by Employees

Majority of respondents (90%) have the employment records and this imply that employer provide the employees with necessary employment document like appointment letter ,promotion letter etc this supported by the findings in table 4.10 this means that all employee understand well the importance of keeping record may be because of the knowledge they have because most of the respondents are having high

level of education as shown in table 4.3 that 57% of the respondents are having higher level of education. And the results justifies that understands the importance of keeping their own records as it is known that, employment records is very important at the end of public service which help employer to calculate terminal benefits whereby employee get his/her rights amount of benefits. And in really situation many retired people have been suffer for losing or misplaced their employment records like first appointment letter, confirmation letter, last promotion and salary records which are very important documents for calculating terminal benefit as the result to get less amount after retirement due lack of full records which needed in calculation. By understanding this they all make sure they keep well their own employment records.

5.3 Responsibility of Employer on Ensuring Employee Records Keeping

The study justified that the employer is responsible in ensuring that employees are keeping records this is done through record auditing by informing employees to bring their documents for auditing in order to know if they are having those documents. This supported by table 4.10 which shows 90% of respondents have employment records and may be is caused by employment auditing by the employer, this shows that the employer knows the importance of record keeping of his employees, employer need employees to have important records as party of organization registry.

5.4 General Discussion

It was found out that by having employment records shows that respondents were aware on the importance of record keeping, and the due the use of various method in keeping their own employment record imply that respondents understands the need of keeping their own records and their employer plays a great role to ensure all the necessary document are well kept by employees. Therefore record keeping to employees of Mvomero District Council given a great priority. The employer seem to be so responsible with records of employees because is the one who is processing any claims of employees especially terminal benefits, also he do it to reduce complains from employees when they think that their demands are not fulfilled on time due to

delayment of payments caused by absence of records. Processing and paying any claims in time increase working morale to employees that is why employer is so concerned about records.

Due to level of education as shown in Table 4.3, 57% of respondents are possessing higher level of education this shows that they have awareness on the importance of keeping records, and the age of respondents which is ranging from 30-44 as shown in Table 4.1 means that respondents their minds are still active to make sure that records are available once needed. Those findings provide a valid information as shown in Chapter one, Figure 1.1 which shows employee records frame work in which success of record keeping by employees depend on the method of keeping records, availability of records and responsibility of the employer on ensuring that those record are available and well kept.

These findings also justifies the validity of big bucket theory as explained in chapter two which emphasize management of records in which records must be scheduled due to the fact that organization should know which records is needed at what time and for what purpose and which document should be destroyed. Records which are out of date should be destroyed to easier retrieval of needed information. This should be applied to employees as well not all documents should be kept as records, employee should ensure that those unnecessary documents are destroyed so as to easier management of necessary records. And the best advice on using big bucket theory is to select the categories carefully. For employees have to apply this by keeping records depending on categories of those records in which routine documents should not be kept far to ensure accessibility.

CHAPTER SIX

SUMMARY, CONCLUSION, RECOMENDATION AND POLICY IMPLICATIONS

6.0 Introduction

This chapter presents the research summary, conclusion, recommendation and policy implications which different actors and research consumers should work on to improve the situation of recording keeping in public offices particularly in district councils.

6.1 Summary

The study wanted to understand on the need of employees on keeping their own employment records. It is the case study design conducted in Mvomero District Council between October 2014 and June 2015. The study aimed to make the problem of employee record in public service clearly understood by identifying the contribution of variables as stipulated in the theoretical framework. The study involved 25 respondents, 20 are selected from simple random sampling and 5 obtained by purposive means. The study used both primary and secondary means of data collection, and data collected analysed by various statistical means.

Due to the responses from the respondents of Mvomero District council the researcher find out that keeping of records to employees is very important to every employee and every employee tend to keep his own records by using any method he think is safe for his records ,and those methods used can ensure the availability of records if properly handled. Availability of records ensures that the employer is very sensitive with records that is why tend to provide the entire necessary document to employees. Particularly, the study aimed at identifying the extent to which records keeping help employees to have important documents in the future especially when they become to retire. However, in Mvomero District Council; the issue of record keeping needs to improved especially in

this time of science and technology where many working places using electronic machine for keeping their records.

6.2 Conclusion

There are eight methods of keeping records mentioned in this paper which are files, computer, shelves, cabinet, phone, cupboard, special bag and store. Employees use those methods to keep their own employment records and employer ensures that the entire necessary document is available by doing records auditing and conducting training on importance of records. Research result shows that presence of policies, laws concerning importance of record keeping to public servants and the level of education they have help them to keep their own employment records.

6.2.1 Methods used by Employees to Keep Records

Therefore various method used by respondents to keep their own employment records if handled properly ensures the availability of those records. But if those methods are not well handled those records within it are nothing because anything may happen like misplacement, floods that is why one can see some of the document are dim is no longer in use because is unreadable. Therefore employees should be very keen to ensure the security of those methods they use to keep their own employment records.

6.2.2 Availability of Records Kept by Employees

Due to availability of employment records as responded by respondents it shows that most of employees at Mvomero district council tend to keep their own employment records, also this shows that they understand the importance of keeping records for their own benefit without depending those records kept by the employer, and to ensure availability of those records they have to ensure the security of those methods they use to keep those records.

6.2.3 Responsibility of the Employer on Ensuring Employment Records are being Kept

Therefore employer played a vital role to ensure that he provide all necessary document to employees and making follow up to ensure that employee keep their own employment records so as to ensure the availability of those records for different purposes especially calculation of terminal benefits.

6.2.4 General Finding and Discussion

The study is valid as it shows that it is the duty of every employee to keep record this can be seen on figure 4.16 which shows the Plot of availability of records in which the line shows positive relationship. Therefore the study find out that keeping record is the duty of every employee. Employer has great role on ensuring that those necessary documents are given to employees and making follow up on the availability of those records. Through the findings of this study justifies the validity of theories discussed on chapter two in which Management theory concerned about the life circle, sees records into phases from creation to final disposition for this study it means there are some records which seem to be very important for a certain period of time therefore once those records are no longer in use should be destroyed. Big bucket Theory emphasize on records management. The theory known as flexible scheduling in which the organisation should know which document is needed and records to be destroyed, this concept is useful to employees as well as they are not supposed to keep every employment document some of them have less importance in their working history, therefore unnecessary document should be destroyed. Also Big bucket theory give best advice of classifying records by a handful of groupings and select categories carefully, this is very important to employees in which should ensure that they keep records into different categories this is because some records routines while others are not, employee bucket must be user friend to ensure accessibility of information.

6.3 Recommendations

Here are the recommendations for each finding done as well as general recommendation.

6.3.1 Methods Used by Employees to Keep Records

Though respondents shows that they use different methods in keeping their own employment records and most of them use special bag at home and files in the office so I suggest the employer to establish files for personal records in which instead of employer providing the letter into the envelope is supposed to establish a file in which he gave any employment document of an employee through that file. Those files should be given to an employee by insisting him to make sure all his document should be kept within it in order decrease the misplacement of employment documents. Human resource officers and supervisors of open and confidential registry should make sure they make strong follow up to employees to ensure that they keep their employment records properly.

Employer should establish some areas for employees to keep their own employment records here some shelves within the organisation registry can be selected where employees can keep their own records, also there can have departmental places for keeping employee records. To Head of department they advised to use phones to store their records this is because this kind of employees there records are needed now and then and so long they have ability to buy smart phones may assist them to retrieval those records easily once needed.

6.3.2 Availability of Records Kept by Employees

Though it seems most of the respondents have employments documents and the employer tend to give employee those necessary documents but much emphasis should taken on the quality of document kept, this means despite of the availability of those records employee must ensure the quality of those records. Initiate a public education and awareness campaign about the importance of keeping records whether at the office or home. Employer instead of giving employee only a hard copy of document should also give them soft copy in which employee can keep either in the flash or CDs. Also an

employer should capture those necessary documents of employees in Human Capital Information System (HCIM) so as to ensure availability of those records.

6.3.3 Responsibility of the Employer on Ensuring Employees Records are Kept

Employers shows that play important role on ensuring that important documents are provided to employees and ensuring that those records are available, here suggestion should be on the increasing the awareness to employees on importance of record keeping through different seminars and training. Employers establishment of party of the registry for keeping personal records and capturing employment records will ensure availability of records. Also employer through Workers Day can provide a Gift to the best Record keeper so has to harmonise others to keep their own employment records.

6.3.4 On General Findings and Discussion

Employer must put more emphasis on ensuring important document are provided to employees through personal files instead of giving them into envelopes where an employee will be storing his records and HR department has to ensure employee keep each of their records in that file, and to ensure availability some documents can be captured to HCIM, also party of the registry can be selected so as employee to keep their own employments documents. Employees who have ability to buy smart phones especially head of department are advised to use those phones to keep records in which any time needed he/she can provide those documents. Through records auditing employer must provide gifts to those seem to keep their records well so as to harmonise other employees.

Theories of record keeping especially Big bucket theory as explained in chapter two should not concentrate only to organisation management of records, emphasis should be given even to employees because they are supposed to have their own buckets for keeping their own employment records, employees buckets should be party of organisation registry. Also Information and Communication Technology can assist on record keeping in which employees scan and save their records through the internet.

Therefore ICT can be used as another bucket where employees can keep their own employment records.

6.4 Need for Further Research

Due to the result shown in this study it needs more scientific findings on which method is valid for keeping employment documents, it can be seen that every method have its own weakness so researchers have to undergo further studies so as for employees to understand which methods is suitable for keeping their own employment records.

6.5 Policy Implications

From the current study some policies , laws should be modified especially in this globalised era with full of technologies there is no need of emphasising employees to keep their records while there is a lot of information system like Lawson and the like where all employment documents are kept so there is no need of enforcing employees to keep records. Also registry should not be for organisation records only there must be some spaces for employees to keep their own employment records.

Also there is no need of employee to bring his/her records for calculation of terminal benefits, so those pension funds should ensure that they get all necessary copies of the employees from their employer which will be used to calculate their terminal benefits. Even employer should ensure that provides necessary employment document to respective pension fund so as to reduce the problem of calculation of terminal benefits of employees.

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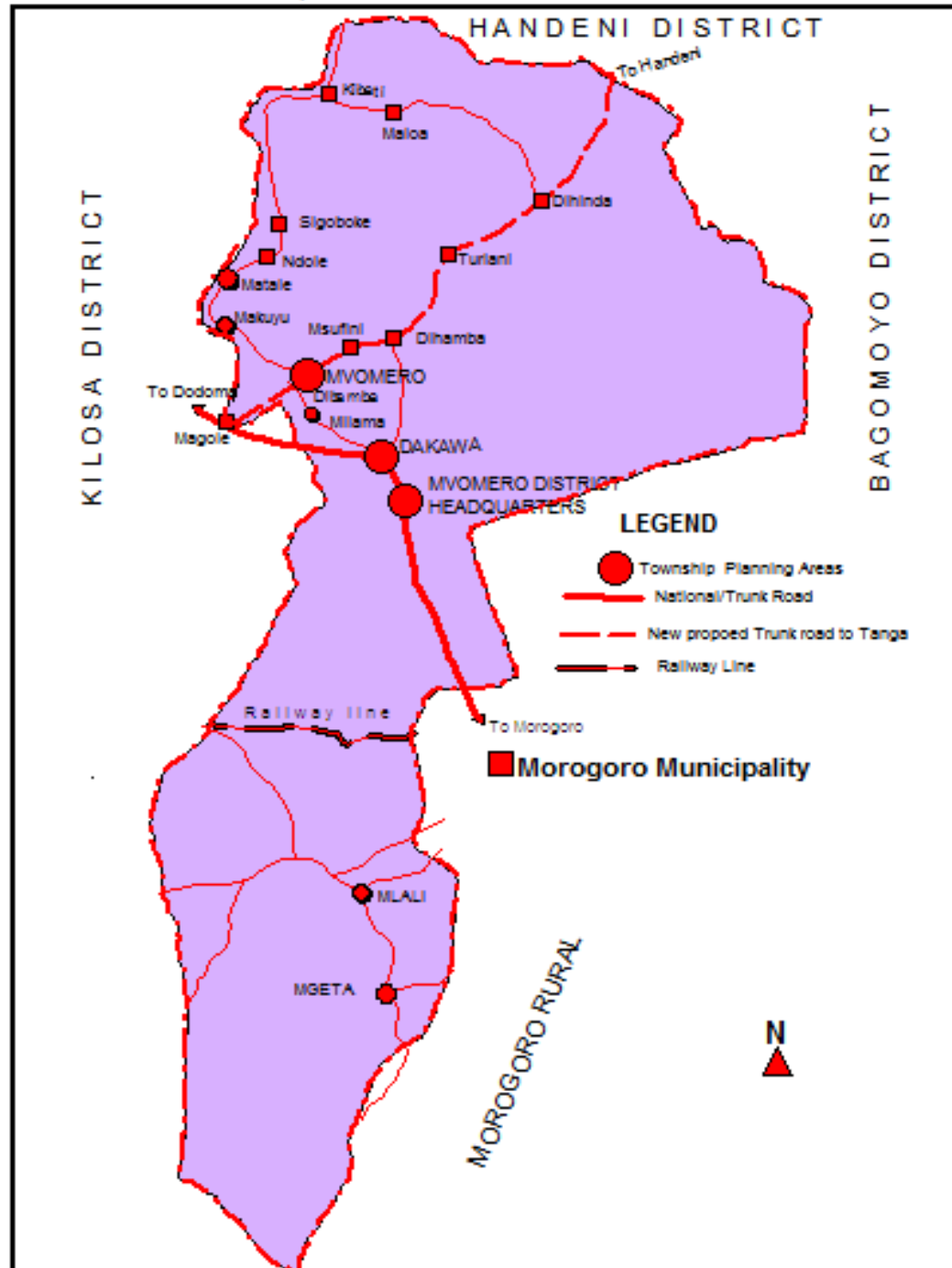
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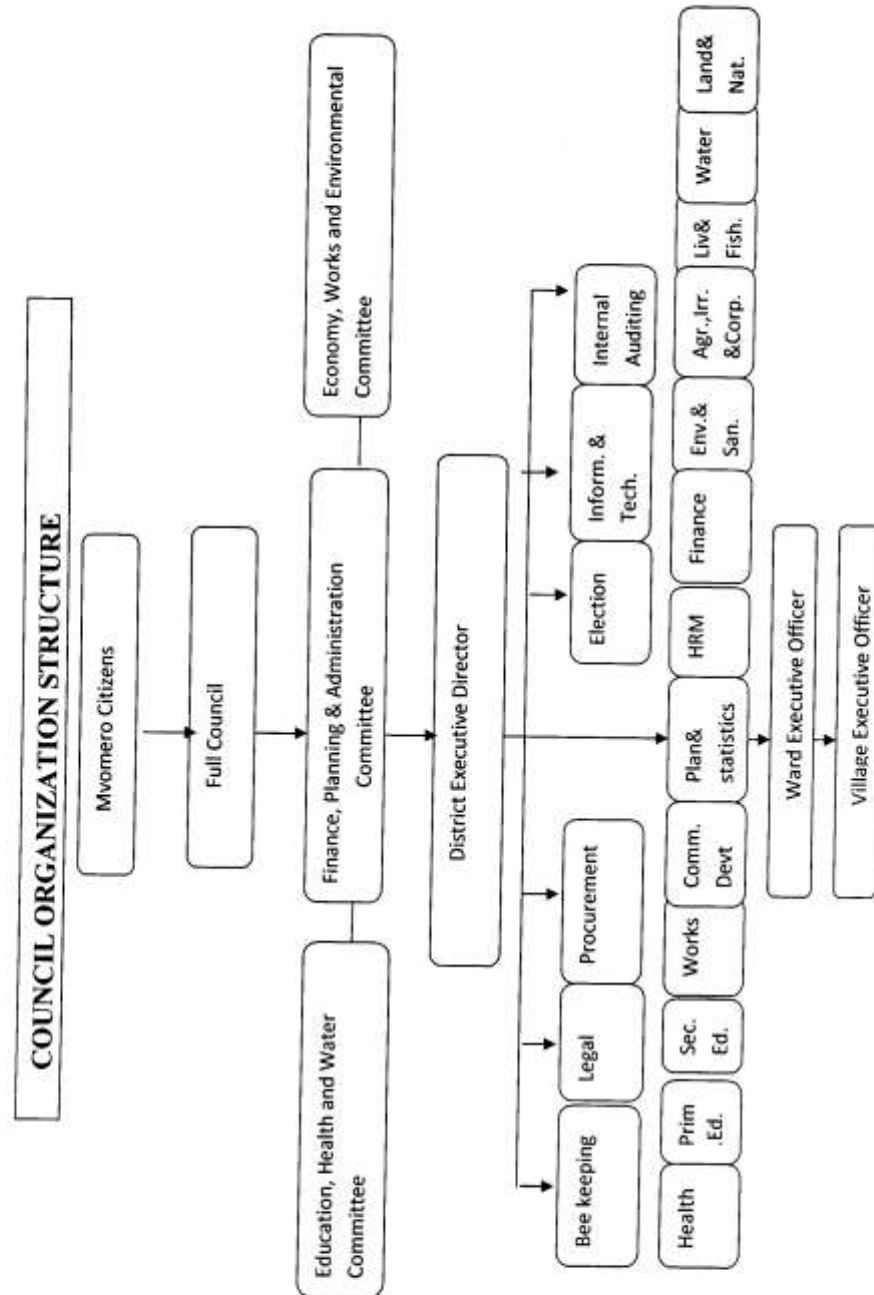
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APPENDICES

APPENDIX I

MAP 2: MOVOMERO DISTRICT, SHOWING MVOMERO URBAN PLANNING SETELITES CENTRES





APPENDIX III

QUESTIONNAIRE FOR MVOMERO DISTRICT COUNCIL EMPLOYEE

I am a student at Mzumbe University pursuing MSc. Human Resource Management. I am doing a study on record keeping by employees on their own employment histories in Mvomero district, Tanzania as a compulsory part of my programme. The aim of the research is to assess success of record keeping by employees on their own employment histories. Thus, I would be very grateful if you would spare some few minutes to fill in this questionnaire. The information that you give will be treated confidential and your identity will not be exposed.

Instructions:

- Please put √ where appropriate and to the blank space write a text

A: Demographic characteristics of respondent

1. Gender

1. Male	2. Female

2. Age (In Years)

1. 18-29	2. 30 – 49	3. 50-59	4. 60 and above

3. Level of Education

1. Primary education	
2. Secondary education	
3. Higher Education	
4. Other (Specify)	

4. Occupation

1. Teacher	
2. Medical officer	
3. Accountant	
4. Other (specify)	

B: Methods used by employees to keep their employment records

5. Where do you keep your employment records?

In the office	At home

6. If at home where do you keep?

In the store	In special bag	In the cup board	In the phone	In the computer

If others specify.....

7. If in the office where do you keep?

In cabinet	In computer	In the draw	In the files	In the internet

If others specify.....

8. Do you have special bag at home where you keep your valuable items and documents?

Yes	No

9. If yes which documents do you keep in that special bag?

1. Employment document
2. Family document
3. Others (specify)

C: Availability of records kept by employees concerning their employment histories.

10. Do you have employment records?

YES	NO

11. If yes, which documents do you have?

- 1) Appointment and promotion letter ()
- 2) Training letter ()
- 3) Others (specify) ()

12. If no, why you do not have?

- 1) not necessary ()
- 2) I don't know ()

13. Do your employer give you a copy of necessary employment document like appointment, promotion letter?

YES	NO

14. Since the date of your employment, have you ever been requested by your employer to present your employment records? Such as Letter of promotion and Letter of training?

YES	NO

15. If the employer requested your employment records how long will take you to present the documents?

1 day	2 days	3days	1 week

If others specify?

.....
.....

16. Do you have the following documents as your own records?

- (a) Letter of promotion ()
- (b) Letter of training ()
- (c) All of the above ()
- (d) None of the above ()

D: Responsibility of employer

17. Do you think your employer make follow up on employees record keeping?

YES	NO

If yes why?.....

.....

If no why?

.....

.....

18. Does your employer do employees records auditing?

YES	NO

19. Do you think Laws concerning records keeping for employees has any importance particularly in this time of globalization?

YES	NO

If yes, explain why?

.....

.....

If no, explain why?

.....

.....

20. Do you think there is any need for measures to be taken against those employees who do not keep their own employment records?

Yes	No

If yes, explain why?

.....

.....

.....

.....

Thank you for your cooperation.

APPENDIX IV

Interview guide to HODs, HOSs and DED

- Q1. When did you start working at Mvomero District Council?
- Q2. Do you provide your employees with copies of their employment record, such as Promotion, Appointment letter?
- Q3. What strategies do you use to make sure that employees keep their employment records?
- Q4. Do employees support their employment claims with all needed documents?
- Q5. Do you audit your employees' their employment records?
- Q6. Do you train your employees on how to keep their employment records?
- Q7. Are there any challenges that face employees on keeping their employment records?
- Q8. What do you think can be done to ensure that every employee keeps his/her employment records in Mvomero District Council?