

**ROLES OF INDIVIDUAL EMPLOYEES IN THE MANAGEMENT
OF EMPLOYMENT RECORDS IN KILWA DISTRICT COUNCIL**

ROLES OF INDIVIDUAL EMPLOYEES IN THE MANAGEMENT OF EMPLOYMENT RECORDS IN KILWA DISTRICT COUNCIL

By

Adolphina Loyd Mvulla

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

2015

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “***Roles of individual employees in the management of employment records in Kilwa District Council***” in partial fulfilment of the requirements for award of the Degree of Master of Science in Human Resources Management of Mzumbe University.

Montanus C. Milanzi

Major Supervisor

Internal Examiner

External Examiner

Accepted for the School of Public Administration and Management (SoPAM)

Chairperson
School Board

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Signature: _____

Date: _____

Email: **mvulla.phina@gmail.com**

Telephone: **+255 789 606 056/ 0717 534 491**

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DEDICATION

I dedicate this Thesis to my lovely parents Lucy Tobias and my late father Loyd J. Mvulla, who built a great foundation in my academic and struggles, I loved you so much and I have done your wish, rest in peace daddy. Also to my lovely husband John Suka, his tireless efforts and courage have made me who I am today!! Finally, without forgetting my lovely son Kingsley J. Suka and daughter Karen J. Suka for being lonely all the time and tireless waiting their mother till the end of this study. Also, my child's Sister Dalini Mohamed for being patient and cares my children during this study. My almighty God bless you.

LIST OF ABBREVIATIONS

ARL	Army Research Laboratory
ARMA	Association of Records Managers and Administrators
COTS	Commercial – off – the shelf
DED	District Executive Director
ELRA	Employment and Labour Relation Act
FGD	Focus Group Discussion
HCMIS	Human Capital Management Information System
HoDs	Heads of Department
HR	Human Resource
HRM	Human Resource Management
ICT	Information and Communication Technology
KDC	Kilwa District Council
MU	Mzumbe University
NARA	National Achieves Records Administration
PSA	Public Service Act
PSRs	Public Service Regulations
PSS	Public Service Scheme
RIM	Records Information Management
SLAIS	School of Library, Archival and Information Studies
SoPAM	School of Public Administration Management
UBC	University of British Columbia
ERT	United Republic of Tanzania

ABSTRACT

This study was an attempt of revealing the roles of individual in the management of employment records in Kilwa District Council (KDC). Sample of the study consisted of 120 respondents. Data gathering was done through interview and questionnaire methods; data analysis was done each for each study objective where by the simple qualitative classifications of data, distribution and the measures of dispersions was used in the measure of various study variables. Descriptive statistics including simple percentages, descriptive analysis and explanations to establish relationships of the variables employed in the study were also employed. Furthermore the study employed descriptive statistical analyses and inferential statistics including logistic regression model towards revealing influence, relationship and effect of the study variables

The study findings revealed adequate level of awareness of the employees on the responsibility of managing individuals own employment records among the respondents in the study area. Results indicated that majority of employees (75.7%) at KDC were aware of the responsibility of keeping their own employment records. Also, the study revealed factors which hinder the practices of employees managing their own employment records including ignorance on the importance of keeping records, lack of technical know-how and lack of appropriate record keeping facilities. The study findings revealed perceived roles of individuals' participation in keeping own employment records such as Ensuring records security and safety, Ensuring consistency and accuracy, Employment rights and responsibilities, Ensuring confidentiality of personal records and Maintain records integrity. Furthermore the study concludes that majority of workers are aware of what is stipulated in the employment act and laws concerning their rights and responsibilities towards employment record keeping.

However it was concluded from the study findings that majority of workers are not used to the modern and reliable records keeping methods including internet and electronic devices. Finally the study recommends that the KDC should provide capacity building programs on modern and reliable records keeping methods to her employees. Also individual employees should enhance their ICT capabilities to be able to adopt new records keeping methods.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope and limitation of the study, definitions of different operational terms used in the study, conceptual framework and lastly the chapter presents the organization of the thesis.

1.1 Background of the study

Records management is the process of planning, controlling, directing, organizing, training, promoting, and other managerial activities related to the creation, maintenance and use, and disposition of records to achieve adequate and proper documentation of organizational policies and transactions (FNAL, 2011). All public and private offices, including businesses and government, generate personnel records. Personnel records play a vital role in providing the information needed by organisations to manage and pay their staff members, plan their workforce requirements and monitor staff performance.

Personnel records are critical to the personnel management function. The fact that personnel records management ensures a complete and comprehensive employment history of each employee is readily available for as long as it is needed, the information contained in personnel records supports the management, deployment, payment and development of staff. Consequently, any organisation's development and sustainability will depend on sound and effective human resource management, and the approaches it chooses to follow will be derived in part from an analysis of the information contained in personnel records (Sichalwe, 2011). Other key objectives of personnel records management are to support transparency and organizational accountability and to enable accurate audits by creating and protecting human resource records as reliable evidence. In many respects, personnel records are similar to other kinds of administrative records.

In Tanzania records management by employees themselves is a recent phenomenon, government ministries, departments, local authorities and institutions had been creating and keeping records in open registry and confidential registry since independence to 2004 when ELRA was established. Traditionally, once records had served their short term use, there was little attention paid to preserving them as valuable assets. About 30 years after independence most government agencies have been operating in crisis due to records mismanagement such as loss of management information, inability to provide information to the appropriate authorities, inability to fulfill legal, contractual and statutory responsibilities, inability to provide information to the auditors for financial accountability, breaching of confidentiality and national security and inconsistency in decision making. Indeed, the government failed to promote record management and result it was left in the hands of employees themselves.

In 2004, Employment and Labour Relations Act No.6 was established whereby in Section 96 subsection (1) compel that, every public employee shall be responsible for the custody of copies of their personnel records related to their employment history. From there, government established Policies, Acts and schemes those are National Records and Archives Management Policy of 2011 in Policy No. 4.10 items III, Public Service Scheme of 2004 Section (65) subsection (1), Scheme Number (65) subsection (1), all these explaining and putting emphasis 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 original form to employer for decision making including promotion, appointing for new post and confirmation.

Being a custodian of his/her own records can be of highly usefulness towards revealing important aspects and information pertaining the employees' terms of employment. Although integrating proper records management into employees' daily routines can be a challenge, records managers strive to apply consistent policies to multimedia records (Laserfiche, 2009). As dynamic government institutions, local authorities in independent

period have also created a considerable amount of records, which consist of administrative, financial, statistical, demographical and economic documents. In this ever-increasing mass paper, documents were regularly misplaced. Since an employee becomes a record manager in this course, the primary responsibility of a records manager is to manage records and due to their job responsibilities, records managers are often forced to be more interested in the rules (i.e., published retention schedules) they must follow and less interested in the importance of records from a business perspective. They must also be less concerned with designing a repository layout that allows them to quickly find records and more concerned with designing a structure that logically satisfies the retention schedule. Therefore, this among other things has posed a rationale of revealing the unknown roles of individual employees towards keeping their own employment records history in an organization.

1.2 Statement of the problem

Despite employees being given the rights to keep their employment records through various acts and laws as it is provided in ELRA number 6 of 2004, PSS of 2003 and 2004, PSRs of 2002 and PSA of 2002, less is known on the level in which employees adhere to these clauses of acts and laws. Manyambula, (2011) and Sichelwe, (2011) posit that majority of employees think that the act of managing employment records is the duty of employer. For a long time ago the responsibility of keeping important employment records such as first appointment letter, promotion, confirmation and salary history has been left to the employers. In most reported cases, employees do not know how to keep and manage those records.

This among other things has brought myriad consequences as many employees suffer to find their employment records at the end of their public service tenure. Most of employers have been reported to misplace some of the important employment records required to be submitted to the pension funds for calculation of terminal benefits. This has provided a rationale of conducting an empirical study to reveal the unknown roles of individual employees in managing employment records by employees themselves towards keeping their own employment records history in an organization.

According to IRMT, (2009), all public and private offices, including businesses and government, generate personnel records and the ultimate goal of personnel records management is to ensure that a complete and comprehensive employment history of each employee is readily available for as long as it is needed, and that the information contained in personnel records supports the management, deployment, payment and development of staff. The fact that rigorous analysis of the information contained in personnel records yield sound and effective human resource management, they serve to result to the organisation's development.

Following the public service scheme of 2004 Section 65 subsection (1) to (3) explained that it shall be the duty of both employer and employee to keep employment records for the purposes of reference for calculation of the employees terminal benefits, therefore those records which has been kept by employee will be used as reference in calculation of terminal benefit which will help employee to get his/her rights amount, subsection (2) explained that, can be used as original copies duly signed by authorized personal, so it can be used as true document when it needed by employer in decision making. On subsection (3) of the section 65 explained that, where there is no possibility to get copy of employment records from the employer and the records from the employee shall be used for any purpose provided that such records are in the original form. Hence it has been emphasis on National Records and Archives Management Policy of 2011 in policy No. 4.10 items III, that it a duty of employee to their own employments records.

IRMT, (2009) assert that the creation and control of personnel records are not only for the purposes of reference for calculation of the employees terminal benefits but also are critical to for the success of an organisation's operations. This is such that the effective management of personnel records enables organisations to manage their employees efficiently and equitably, encourages informed and consistent decision making, supports transparency and accountability and facilitates the monitoring and evaluation of staff performance.

This among other things has brought myriad consequences as many employees suffer to find their employment records at the end of their public service tenure. Therefore it very important for the employees to keep their own employment records, thus why the researcher intend to investigate on management of employment records by employees themselves. The fact that individual employees have not been considered in managing their own employment records has provided a rationale of conducting an empirical study to assess the roles of individual employees in managing their employment records in Kilwa District Council in Lindi Region. This study was an attempt to reveal the unknown roles of individual employees in managing their own employment records in Kilwa District Council in Lindi Region.

1.3 Objectives of the study

The objectives of this study were two-fold namely general objective and specific objectives;

1.3.1 General objective

The main objective of the study was to explore the roles of individual employees in managing their own employment records in Kilwa District Council.

1.3.2 Specific objectives

- i. To identify the level of awareness of the employees on the responsibility of managing their own employment records.
- ii. To examine the methods used by employees in keeping their employment records in Kilwa District Council.
- iii. To determine the level of participation of employees in keeping their employment records in Kilwa District Council.

1.4 Research questions

- i. How does the level of employees' awareness influence on the managing their own employment records?
- ii. How do employees in Kilwa District Council keep their employment records?

- iii. How do employees in Kilwa District Council participate in keeping their employment records?

1.5 Significance of the study

The findings of this study have filled the existing gaps in knowledge on the less known roles of individual employees in managing their own employment records. The fact that roles of individual employees in managing employment records have been widely contextualized in many organizational institutional and policy frameworks to support the accountability and participation of the employees in keeping their own employment records, the findings of this study will inform the policy makers, administrators and actors in the organization to enhance the accountability, transparency and responsibility of their employees. This study is also significant in generating empirical information on the ways in which the accountability and participation among the employees towards managing their own employment records will be built and improved. However, apart from revealing the inputs for strengthening and enhancing the potentials and capacities of the employees in managing their employment records, this study serves as a significant input in the records management field in the country as it aims at improving the whole traditional records management practices in organisations. Furthermore this study was also useful to the researcher since it serves as the partial fulfillment of the requirement for the award of the Degree of the Master of Science in Human Resource Management from Mzumbe University.

1.6 Scope of the study

The study went through the individual employees from four departments in Kilwa District Council in Lindi Region. This study was an attempt to reveal the unknown roles of individual employees in managing their own employment records due to the fact that individual employees have not been considered in managing their own employment records. This study centered in surveying respondents from Kilwa District Council from all ranks and cadres as well as detailed interviews from the registry records staff. The study was conducted by using a sample of employees from different departments and

levels including District Executive Director and Heads of department, middle level officers and operational staffs. Since the subject matters pertaining in this study focused on the roles of employees in managing their own employment records. The study consider different levels of employees because all employees have being facing a problem of miss-place of their employment records at the time when its needed for decision making, so this problem is for every employee in public organization in all levels.

1.7 Limitations of the study

In the course of pursuing this study the researcher faced the following limitations:

i. Low willingness of the respondents

This was emerged in terms of poor response of the respondents such that not all respondents were able to provide full cooperation to the researcher during the time of undertaking this study since some of them were busy with official duties and some of them did not take it as a serious matter. Also there was a delay in returning the questionnaires as some of respondents failed to return the questionnaires on the time hence hinder the researcher to completing this study on time. To minimize this, researcher has to make time to time to follow up to the respondents. The researcher overcomes this constraint by persuading the respondents to willingly participate in the survey since it could be of their own benefits.

ii. Little has been written concerning individual record keeping and therefore weakens the part of literature review of this study.

1.8 Conceptual framework for the study

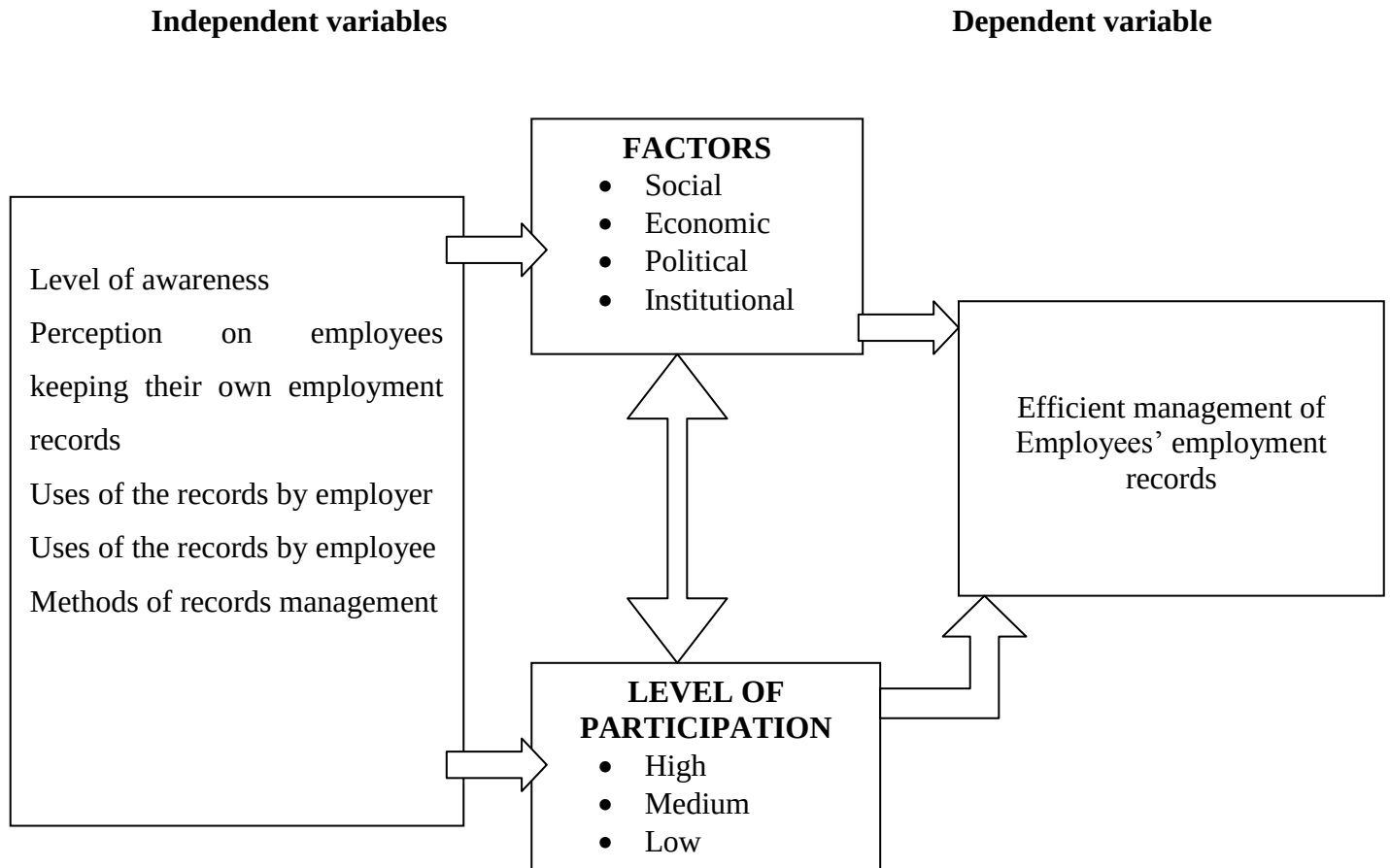
Figure 1.1 shows a conceptual framework underlying the present study. This conceptual framework was used to determine the study variables. According to Linda (1999), cited by Lusambo (2009), the conceptual framework acts as a basis for discussing the relationships between different groups, individuals or issues and can always be progressively revisited as further information relating to the study variables becomes

available. Maxwell (2006) further suggests that a conceptual framework justifies the entire research process by providing the necessary pieces of arguments.

The conceptual framework underlying the study in Figure 1.1, highlights the relationship and interrelationship among independent variables which entails level of awareness, perception on employees keeping their own employment records, uses of the records by employer, uses of the records by employee and methods of records management. The study independent variables are linked with Social, Economic, Political, Institutional factors which are related to different participation levels which are hypothesized to result to dependent variable namely efficient management of employees' employment records.

The level of awareness of the employees on the responsibility of managing their own employment records was of pertinent need to be understood since it has been a notion that once the awareness is low the practices become of little importance. Towards revealing the applicability of the practices of employees to keep their own records, the methods used by employees in keeping their employment records in Kilwa District Council were examined. The underlying level of participation of employees in keeping their employment records in Kilwa District Council was also crucial to be revealed as it could go along the factors affecting the participation of employees in keeping their employment records in Kilwa District Council. In the presented conceptual framework underlying the study in Figure 1.1, the social, economic, political, institutional factors influencing the level of participation of which employees are responsible in keeping their own employment records. The inter-linkage of all of the presented variables in the conceptual framework results to the efficient management of employees' employment records in the organization hence availing records for performance appraisal for the ongoing operational effectiveness and continuing development of the organisation, as well as to the well-being of the individual members of its staff.

Figure 1.1: Conceptual framework underlying the study



Source: Researcher, (2015)

The fact that all organisations develop personnel policies including establishing guidelines for hiring or dismissal, for standards of work and so on, many of these policies may be interlinked with other organisational policies and guidelines. These guidelines will usually be codified and consolidated in the form of a personnel manual or in some cases, standing orders or regulations for use by personnel officers and to inform staff members of their rights and obligations.

As shown in Figure 1.1 the institutional factors entail organizational policy. Performance appraisal should be seen in the context of the aims and objectives set out in the organization's strategic plan. This appraisal should be conducted by the line manager with the support of the personnel department, and it should result in a formal record. Appraisal should be followed up by the production of an agreement, agreed between the line manager and the member of staff, setting training requirements and other rights and responsibilities of the employees hence having an enhanced records management system whereby employees themselves become part of the records keeping process.

1.9 Definitions of the key operational terms

i. Records

Records can be defined as any document or source of information compiled recorded or stored in written form or on film or by electronic process or in any other manner or by any other means. Records can also defined as information created received and maintained as evidence and information by an organization or person in pursuance of legal obligation or in the transaction of business (Davis, 1997). Also Magaya (2009) defines records are stored information regardless of form or medium, created or received and maintained by any institution or individual in the transaction of business and kept as evidence of such activity. Therefore, for the purpose of this study, records are defined as the information created received and maintained as evidence.

ii. Records Management

Records management is the process of planning, controlling, directing, organizing, training, promoting, and other managerial activities related to the creation, maintenance

and use, and disposition of records to achieve adequate and proper documentation of organizational policies and transactions (FNAL, 2011). Records management is the process by which an organisation manages all the elements of records, whether externally or internally generated and in any format or media type, from their inception/receipt all the way through to their disposal (Ngulube 2000; Wallace 1987; Yusof and Chell 1999). It also refers to 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). On the other hand, Place and Hyslop (1982) view records management as a “process of controlling organisational information from creation through to its final disposition”. The thrust of all the above definitions is that records management manages records from creation to disposal. Therefore, for the purpose of this study, records management is defined as the systematic control of records through the entire life cycle.

iii. Record keeping

Record keeping involves making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information (Yusof and Chell 1999). Record keeping systems are not simply software applications designed to manage records, they are organised collections of people, policies, procedures, tools and technology. These combinations enable organisational business to be adequately documented. For the purpose of this study, record keeping is defined as the making and maintaining of complete, accurate, reliable evidence of business transactions.

iv. Records creation and capturing

Records creation and capturing involves developing consistent rules to ensure integrity and accessibility, deciding on systems to log and track records, and procedures for registering, classifying and indexing (Yusof and Chell 1999). When pen is put to paper or data is generated by the computer or information is captured on film/tape, a record is

generated. Doing business sometimes results automatically in a record being created. Other transactions in which records are routinely generated include the forming of contracts, submitting draft documents for approval and sending invoices. Other business activities do not, by themselves, result in the creation of records. In these cases a record must be made on purpose because the nature of the work does not automatically result in a record.

iv. *Employee*

ELRA (2004) defined employee is a person who offer/render service under employment contract. Employee as employee should obey rules and regulation under that contract, and has recognized rights and duties.

1.10 Organization of the Thesis

This thesis constitutes of six (6) chapters. Chapter one covers introduction of the problem which was dealt by this study. Chapter two covers literature review which reveals the actual state of art on the roles of employees towards handling the employment records. This chapter was followed by chapter three which covered the research methodology presenting the entire layout of the study undertaking. Chapter four presents results and findings revealed by the study while chapter five entails discussion of the study findings. Chapter six covers conclusions and recommendations. The thesis also contains references and numerous appendices which contain relevant information relating to this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature review by exploring theories and earlier studies on the management of employment records context conducted by different authors. This review will shed light on what has been done on the management of employment records particularly on the role of the employees themselves in managing their own records. Theoretical literature review attempted to review the theories and concepts related to the problem of records keeping system and understand the gaps in the literature.

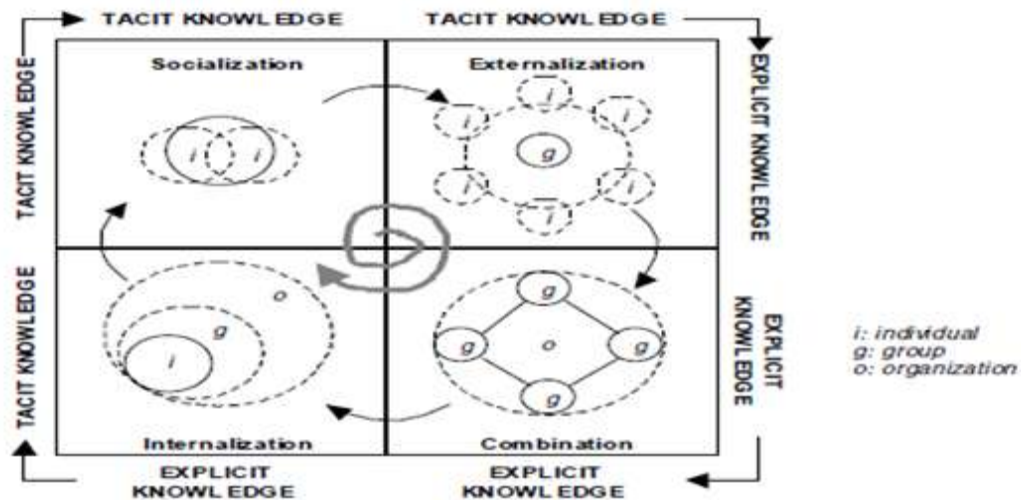
2.1 Theoretical review of literature

A theoretical framework like a theory is a collection of interrelated concepts, but not necessarily well worked-out. The theoretical framework guides research in determining what should be measured, and what statistical relationships it should look for (Vicent and Norma 2006). There are various theories which explain on records keeping and records management, but in this part the researcher going to use two theories of records management and records keeping by employees themselves, namely; the Management theory, Big bucket theory and record management theory bases on employees themselves.

2.1.1 Management Theory

This study was guided by the knowledge Management Model, also known as the Knowledge Creation Model proposed by Nonaka and Konno (1998) (Figure 2.1). The model emphasizes the creation of knowledge through conversion of tacit knowledge hence having direct influence to the experience of managing records. Tacit knowledge is personal knowledge embedded in individual experiences and is shared and exchanged through direct, eye to-eye contact. It can be communicated in a most direct and effective way (Borghoff and Pareschi, 1997).

Figure 2.1: The engine of knowledge creation



(Adapted from Nonaka and Konno, 1998; Pg 43)

Tacit knowledge is difficult to formalize and communicate because it is often intimately tied to action and experience. It includes people's know-how, secrets and personal skills. This knowledge can be gathered by socializing, using face-to-face communication or by sharing experiences directly at work through arrangement such as tutor and the apprentice. The fact that explicit knowledge is formal knowledge that can be packaged as information and is found in organizational documents such as reports, articles, manuals, patents, pictures, images, video, sound, software etc. (Borghoff and Pareschi, 1997), the records management could be turned into the behavior of the employees.

Explicit knowledge can be put into words, written down, modeled and is easily transferred. Modes of knowledge conversion include socialization (from tacit to tacit knowledge), externalization (from tacit to explicit knowledge), combination (from explicit to explicit knowledge) and internalization (from explicit to tacit knowledge). Therefore, because much of the knowledge possessed by local people is mostly tacit, this knowledge creation model is suitable for this study. Personnel records and information procedures can be managed manually, but there is an increasing trend toward introducing computerised systems. It is important to understand that, whatever the technology used, the system must adhere to the requirements of a good record system.

Therefore, if an organisation is unable to manage its existing paper-based records it should not move to an electronic environment until manual control is achieved.

The fact that the model can be used to provide a structure for a fundamental analysis of the earliest of recordkeeping systems, the understandings can be thrown into many different technical contexts. It can be used to analyse electronic business including recordkeeping within and between an organization's 'back office' and the broader levels of organisational and enterprise control. Records managers are operating in a multi-dimensional environment in terms of document creation structures, workflow procedures, enterprise control and what the public or client actually sees either directly or through intermediary interpretations from other agencies. These dimensions have always existed, but the need to concentrate on architecture in modern organizations has made them particularly apparent and led to the development of a new vocabulary for expressing them.

For most records managers, however, circumstance is the essence of practice. No records manager can afford to be so fascinated by the complexity of the layering processes that they are unable to act in the present moment. On the other hand it is also necessary to remain in contact, during present actions, with the potential of our technologies. An understanding of the architectural complexity usually has to be drawn down and acted on quickly. The layering approach provides a base for a multi-dimensional 'patrol and control' approach to archives and records management.

According to Ngulube (2003) there is a tendency amongst organisations not to base their records management practices on existing theories or principles of records management. According to IRMT (1999:5) the care of records and archives particularly within the context of the public sector is governed by four important principles or theories. "These are (1) that records must be kept together according to the agency responsible for their creation or accumulation, in the original order established at the time of their creation; (2) that records follow a life cycle; (3) that the care of records should follow a continuum; and (4) that records can be organised according to hierarchical levels in order to reflect the nature of their creation" (IRMT 1999). Management of circumstance in records management

increasingly means being able to draw upon the ideas from a number of information management and systems areas of activity. The purpose of the management theory on the records management is to help initial task analyses involving evidential requirements for recordkeeping.

2.1.2 Big Bucket Theory in Records Management

As policies and acts of many countries including Tanzania compel the employees to be responsible for keeping their employment records, NARA proposed the big bucket approach should greatly simplify records retention, and improving employee compliance and reducing the risk of mismanaged files whereby every individual supposed to have a big bucket at his/her home for records keeping. The first sentence of an American Bar Association treatise makes a simple yet compelling argument for well-managed records: “It is impossible for an organization to achieve acceptable legal compliance without an appropriate and functioning records retention program” (Abraxas, 2012).

The emphasis is ours, and it’s key because the greatest program around is useless if those responsible don’t follow the policies developed to implement it. Among the biggest deterrents are lengthy and complicated retention schedules that discourage already busy employees. In a 2009 co-sponsored survey by ARMA International and Cohasset Associates, 31 percent of respondents said their organization’s retention schedules had between 250 and 1,000 categories or retention series. An unfortunate 3 percent had more than 5,000. It’s no wonder 66 percent said they longed for an easier way.

Recognizing the risk of non-compliance, RIM managers are embracing a relatively new concept the big bucket theory. Originally termed “flexible scheduling” and 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 groupings may be based on time periods, business functions, legal and regulatory classifications, or whatever makes sense for the

organization and complies with appropriate laws. In theory, the big bucket approach should greatly simplify records retention, thus improving employee compliance and reducing the risk of mismanaged files. And, in practice, it often does just that. But the big buckets do carry some considerations of their own. There's the danger of creating categories that are too broad, which affects accessibility and the volume of records stored. The documents in a single category are retained for as long as the longest retention schedule in that bucket. This means that some records may be kept far beyond the time they normally would have been destroyed.

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. Documents and files that are related to the same business activities or requirements specific products or services, for example can share a bucket. Involving the people who work with these records on a daily basis will help create bucket categories that make sense and are user-friendly. Some companies that aren't quite ready for the leap from long lists to big buckets has taken a "little bucket" approach, consolidating a portion of their retention categories into smaller, narrower groupings.

This reduces the complexity for employees managing their records, but isn't quite as simple as the broader method. Whether big or little, going with buckets doesn't 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. And that's not just a drop in the bucket (Abraxas, 2012).

Public employees needed to have bucket of their own employment history record, as recommended on 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.

Records retention compliance begins with employees who create, receive, and use records, organizations are searching for ways to make it easier for them to classify records into the correct retention categories. One 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 auto-categorization tools are more likely to classify information consistently, which ensures better compliance with an organization's 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. Despite these advantages, big bucket proponents cite difficulties associated with managing exceptions. Exceptions include records with event-driven retention requirements and case-type files made up of multiple record types that have different retention requirements. Project files that contain contracts, statements of work, proposals, and deliverables are one such example (Cisco, 2008).

The U.S. National Archives and Records Administration (NARA) is credited with being an early promoter of the "bigger bucket" approach for streamlining granular (usually departmental) retention schedules because the existing processes required federal agencies to commit too much effort in inventorying and scheduling routine records. Initially called "flexible scheduling," the approach provided flexibility in defining record groupings composed of multiple records series in large aggregation retention schedules. Record series that were related to the same or similar business process and were supported by the same or similar legal and business requirements were aggregated into bigger buckets.

Private sector organizations also have found it necessary to streamline their retention schedules for effective implementation in enterprise content management, e-mail archiving, and other recordkeeping systems to ease the classification burden on users, who were having difficulty selecting correctly from hundreds, or even thousands, of categories when classifying content for retention and information lifecycle purposes. Another approach has as few as five buckets (for example, one bucket each for one year, three years, five years, 10 years, 25 years, and indefinite). The approach is being promulgated by various technology vendors, especially information lifecycle management (ILM) system vendors. ILM is a process for managing information through its lifecycle in a manner that optimizes storage and access by storing content on the most cost-effective media (Cisco, 2008).

These understandings can be thrown into many different technical contexts. The model can be used to provide a structure for a fundamental analysis of the earliest of recordkeeping systems. It can be used to analyse electronic business including recordkeeping within and between an organization's 'back office' and the broader levels of organisational and enterprise control. Records managers are operating in a multi-dimensional environment in terms of document creation structures, workflow procedures, enterprise control and what the public or client actually sees either directly or through intermediary interpretations from other agencies. These dimensions have always existed, but the need to concentrate on architecture in modern organizations has made them particularly apparent and led to the development of a new vocabulary for expressing them.

The layering approach provides a base for a multi-dimensional 'patrol and control' approach to archives and records management. For most records managers, however, circumstance is the essence of practice. No records manager can afford to be so fascinated by the complexity of the layering processes that they are unable to act in the present moment. On the other hand it is also necessary to remain in contact, during present actions, with the potential of our technologies. An understanding of the

architectural complexity usually has to be drawn down and acted on quickly. Management of circumstance in records management increasingly means being able to draw upon the ideas from a number of information management and systems areas of activity. The purpose of the records continuum model is to help initial task analyses involving evidential requirements for recordkeeping.

2.1.3 The life cycle and records continuum theories

Since the late 1930s, the life cycle theory has been the main conceptual framework for managing records, especially in the paper environment. The life cycle concept was invented by Theodore Schellenberg of the National Archives of the USA in 1934 (Shepherd and Yeo 2003). It falls into three phases, which may be defined as “(1) records creation or receipt (born or adopted); (2) records use and maintenance (that is, they live actively), and (3) records destruction (they die) or transfer to an archival repository (they are reincarnated)” (Ricks and Gow 1988).

According to Akussah as quoted by Chachage and Ngulube (2006) “it is universally acceptable among archivist and records management professionals that the life cycle concept is the most integrated and comprehensive approach to records management”. This, according to Ngulube and Tafor (2006), explains why the life cycle is popularly used as a framework for managing public sector records in majority of African countries.

With the massive shift in Information and Communication Technology (ICT) in the 1980s and 1990s, there was proliferation in electronic records, leading to new archival and records management practices. This has resulted in debates that have challenged the relevancy of the life cycle approach in managing records and culminated in the continuum theory. The life cycle theory states that records can only live once at each stage in their life. This clearly defines responsibilities for the management of records at each stage. The life cycle theory states that records can only live once at each stage in their life.

In contrast, the continuum theory developed in the 1990s by Ian MacLean argues that record keeping is a continuing and rolling process that does not separate the life of records in time and space (Upward 2000). When he developed the continuum concept, MacLean was of the view that the work of archivists and records managers are interrelated and that there is continuity between records management and archives (Kemoni, Ngulube and Stillwell 2007). According to Upward (2003), “the continuum theory has been defined in ways which show it is a time or space approach instead of a life of the records approach”.

This clearly defines responsibilities for the management of records at each stage. In contrast, the continuum theory developed in the 1990s by Ian MacLean argues that record keeping is a continuing and rolling process that does not separate the life of records in time and space (Upward, 2000). When he developed the continuum concept, MacLean was of the view that the work of archivists and records managers are interrelated and that there is continuity between records management and archives (Kemoni, Ngulube and Stillwell 2007). According to Upward (2003), “the continuum theory has been defined in ways which show it is a time or space approach instead of a life of the records approach”.

In the continuum approach, there are no strict boundaries between archives and records management responsibilities, as current records can also become archives right from creation, instead of waiting for final disposal to determine this. Proponents of the continuum paradigm, such as Bearman (1994) and Cook (1997) have advanced debates in favour of this model as a better approach to modern record keeping. For example, they argue that archivists should not wait until the end of the life cycle, but be actively involved in the management of records from creation.

2.1.4 Linkage of the theoretical framework to the study

Despite the acknowledged success of the records continuum model in explaining the usefulness of records, it is important to note that fundamental practices in the paper environment as illustrated in the all of the four reviewed theories are still relevant. While

the need for a new paradigm shift is recognised, the researcher is of the view that the any of the reviewed theories must not be dismissed or rejected. Instead, the theories should be looked at as an additional strategy that is useful for managing records and particularly on the role of individuals to manage and administer their own records. In view of this, and also of the fact that in majority of record keeping in Tanzanian public and private organizations manual systems are still prevailing, the risk of records destruction remains high.

2.2 Records Management

Records management is the process by which an organisation manages all the elements of records, whether externally or internally generated and in any format or media type, from their inception/receipt all the way through to their disposal (Ngulube 2000; Wallace 1987; Yusof and Chell, 1999). On the other hand, Place and Hyslop (1982) view records management as a “process of controlling organisational information from creation through to its final disposition”. The thrust of all the above definitions is that records management manages records from creation to disposal. Therefore, for the purpose of this study, records management is defined as the systematic control of records through the entire life cycle.

In public service records carry out their daily responsibility, an organization or public institutions without records there cannot exercise the rule of law, no accountability and good governance. Since records represent a particular and crucial source of information they provide a reliable, legally verifiable source of evidence for effective decision making and action taken. In local authorities like Kilwa District council they have records keeping system where they keep records on registry such as open registry where they keep normal document which use in daily activities including personal fails, incoming and ingoing letters which fulfill daily activities, confidential registry where there is special personal who vetted to deal with those confidential issues bases on organization activities and personal issues like, disciplinary actions.

Despite of those two registries open and confidential, there are small registries in department which they use to have department bucket to keep their daily uses records such as records centre; which means a low cost storage area or facility for the storage of semi-active records. This can either be located within the department or it can could be centrally located to cater for records of the entire organization, for example; department of primary and secondary education, it is the one of department which have many staff covers at the whole district, its staff being separated all around the district in village and town areas, so it very crucial to have big bucket in the department.

This followed by health department which deals with the health of people in the district, so they have own registry for keeping department records including patients files and the likely, this simplify daily responsibilities and improve service delivery for having historical background of the patients. Others department are planning which is dealing with the whole planning and budget of the organization whereby used to run the organization, also there are works and contractions department, land unit which used to keep land records of indigenous people which is crucial part in daily life of people and it has been caused many land conflict in Tanzania as we heard on media and financial department which deals with daily transactional of organization funds, they have its own buckets for keeping money transaction records and the likely which uses as reference and auditing time.

As Magaya (2009) explained 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.

Although the Organization supposed to keep records, it is obvious the Organization cannot keep records they create forever. 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.

2.2.1 Challenges facing Records Management

According to NECCC, (2004), employees need guidelines to manage all the information resources on their desktops, in their files, and in the computer systems with which they interact. Further, they need to determine which of those information resources are records and how much of that information is subject to open records laws. Although mandated by government, records management has been unevenly implemented with few agencies devoting a full-time position to the task. Even then, the job of records management has been driven by the need to destroy vast amounts of paper rather than to systematically control, manage, and use information and knowledge of the agency. As budgets have tightened and governments have turned to technology to “do more with less,” e-mail, web portals, databases, and other electronic applications have been

typically implemented without regard for managing the information or for ensuring the creation and preservation of records.

Traditionally, paper records were managed long after creation, once they were physically filed into agency filing systems and began to take up valuable office space. This management typically consisted of transferring the records offsite to a records center facility or warehouse dumping ground where they were forgotten. With electronic records, management must be included in system planning and implementation and must take place immediately upon creation as the agency classifies the information for further use. This classification is vital for the application of corresponding electronic controls to ensure the effective maintenance and disposition of the record.

The following is a discussion of the challenges that the face every governmental employee who participates in the creation and use of records. Ambiguity of What A Record Is People often think of “record” in very narrow terms, as limited to formal documents documenting a significant event and often bearing official signatures and seals. State records laws generally define the term record much more broadly, creating some confusion as to what records management encompasses.

Records may be formal or casual. Memos and scribbled notes, e-mail, voice mail, and sketches on paper placemats may all be records. Records are not limited to “official” documents signed by senior management. Records are created throughout an agency. Records can be in any format. They are more than text on paper, and include maps, photographs, audio and video recordings, and publications. Records include the electronic equivalents of those formats, including word processing files, spreadsheets, databases, graphics (jpg, gifs, and tiffs), and video and sound recordings (wav, mp3).

Records include drafts and final versions. Although drafts may not have the same value or retention period as the final version, drafts may capture important information showing how the final document evolved. For example, drafts may show shifts in thinking or indicate when a certain decision leading up to the final version was made and

who made it. Records may be of limited or permanent value. Many records have only ephemeral value and need to be kept for only a short period of time. Most have limited value and must be kept for a limited period of time, ranging from a few weeks to years. Only a few records have permanent value and will be transferred to an archive to be kept indefinitely.

In short, a record can be anything that contains information that has been created or received in the course of business that can be used to provide information about some action. This ambiguity in what constitutes a record is especially complicated by electronic communications and computer-based workflows, and their consequent production of digital records. The government “paper trail” is now just as likely to be made up of electrons on a disk as ink on paper. Hard disks, magnetic tape and memory cards are replacing paper and file cabinets.

The electronic office poses unique challenges to recordkeeping. As noted in a previous section of this paper, the most essential qualities of a record are that it is authentic and that its content is fixed over time. In other words, people must have confidence that a record is what it says it is. Electronic records, unfortunately, do not intrinsically inspire this confidence in the same way that paper records do. The ease with which electronic documents can be created, altered, accessed, duplicated, and shared jeopardizes their value as records. Ironically, the most appealing aspects of creating electronic documents are what weaken our confidence in electronic records.

There are six fundamental challenges in maintaining confidence and trustworthiness in electronic records. Organizations should adopt practices and policies to address all of these challenges. Firstly, *classification*: Develop and adopt data classification standards to protect information from unauthorized or accidental disclosure, modification, or loss. Data classification categories may be as simple as “Open” or “Confidential,” or the classification categories may be more elaborate. Classification standards should be based on applicable laws, legal, and regulatory requirements, not individual desires.

Secondly, *authenticity*: Provide assurances that every record truly originates from its attributed author. Thirdly, *integrity*: Detect and track unintentional or malicious record alteration. Fourthly, *non-repudiation*: Prevent authors from refuting any record that they created. Fifthly *security persistence*: Maintain a document's security throughout its lifecycle, from first draft to archived record, per the classification assigned. Sixthly, *usability*: Finally, the practices and policies to address the five preceding challenges should be easy to understand and easy to use so that everyone in an organization who creates and accesses electronic documents protects document confidentiality, authenticity, integrity, etc.

For a record to remain reliable, authentic, with its integrity maintained, and useable for as long as the record is needed, it is necessary to preserve its content, context, and sometimes its structure. A trustworthy record preserves the actual content of the record itself and information about the record that relates to the context in which it was created and used. Specific contextual information will vary depending upon the business, legal, and regulatory requirements of the business activity (e.g., issuing land use permits). It also may be necessary to preserve the structure or arrangement of its parts. Failure to preserve the structure of the record will impair its structural integrity. That, in turn, may undermine the record's reliability and authenticity.

2.2.2 Employment records

Management of Records in the Public service is a responsibility of each individual in an organization. Formally, many people believe that only registry clerks had this responsibility and it had nothing to do with other employees. But it is not true, every individual employee have responsibility to keep his/her own employment records history for benefits uses. Public Service Scheme of 2004 Section 65 (1) to (3) insist employee to keep their own employment records and its importance.

Subsection (1) explains that, it shall be the duty of both employer and employee to keep employment records for the purposes of reference for calculation of the employees' terminal benefits. This means 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. Most of employees they think it is not their duty keep their own employment records, thus is why the scheme shows the responsibility of both employer and employee to keep employment records.

Subsection (2) of the Section 65 of the scheme, explained that, employment records kept by both employer and employee shall be regarded as original copies duly signed by authorized person. This means that, those employment records which have been received from employer and kept by employee which have authorized signature its term as original copies for office uses such as to support better management decision making process, to safeguard vital information, to minimize litigation risks and keep memory.

Subsection (3) explained that, where there is no possibility to get copy of employment records from the employer, and the records in custody of the employee shall be used for any purpose provided that such records are in the original form. So employer can use records kept by employee as original form in the circumstance of no possibility to employer to get that document to organization record center.

Hence, Section C.19 subsection (3) of Standing Orders for the Public service 2009 compel that, 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. Even though Public service schemes insist employee to keep their own employment records also Standing Orders for the Public Service encourage employee to keep his/her own records regardless employer shall keep employment records for the purpose of references for calculating employee terminal benefits.

Scheme Number 65 (1) also recommended that, it shall be the duty of both employer and employee to keep employment records for the purpose of reference for the calculation of employee terminal benefits. Various Acts, Schemes, Policies and Laws namely; ELRA number 6 of 2004, PSA number 8 of 2002, PSRs 2003, PSS of 2003 2004 Standing Order of 2009 and National Records and Archives Management Policy of 2011 encourage and give the rights employees to keep their own employment records history because; firstly it verified the amount of employment rights and benefits calculated by their employers, secondly it keeps track of employment history and skills required, thirdly it reduce labour disputes resulting from ambiguous terms and conditions of employment. It provides evidence to support employment claims where necessary and it manages personal account.

National Records and Archives Management Policy of 2011 in policy Number 4.10 item III state that, all public employees shall be responsible for the custody of copies of their personnel records related to their employment history. The policy emphasis employees to be responsible on keeping their employment history, to so it can simply be easy for employee to get their rights at the rights time, there is a needs of all Public servants to know and understand their rights, roles and responsibility in keeping their own employment history.

Employment and Labour Relations Number 6 of 2004, also recommended on Records to be kept by employers and employees in Section 96 (1) (a and b) that; Section 96 (1) every employer and employee shall keep a record of the following information: Firstly, the written particulars prescribed in Section 15 and any changes to those particular; secondly any remuneration paid to the employee. Whereby, section 15 (1) state that, Subsection to the provisions of subsection (2) of section 19, an employer shall supply an employee, when the employee commences employment, with the following particulars in written, including name, age, permanent address and sex of the employee, place of recruitment, job description, date of commencement, form and duration of the contract,

place of work, hours of work, remuneration, the method of its calculation, and details of any benefits or payments in kind, and any other prescribed matter

One of the most common problems with neglected records systems is that they are crammed with files that are not required on a daily basis. In personnel records systems, these files may relate to individuals who have been transferred to another department or to an executive agency or privatized organization as well as to staff who have died, resigned, retired or been retrenched. It has been further argued that the government ministries of Tanzania examines the current state of records management practices in fostering accountability in the implementation of the Public Service Reform Programme (PSRP) in Tanzania.

In such overcrowded storage conditions, it is almost impossible to provide the information ministries need however the act emphasis the employer to supply employee with particular mentioned documents (Ndenje-Sichalwe, 2011). 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 which has not been recognized by most developing countries.

However Keorapetse, (2011) argued that records and information play a critical role in fighting corruption; protecting citizens' rights; in ensuring transparency; accountability and good governance. As such governments should recognise sound records management as one of the priority areas. 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. There are numerous studies on corruption and lack of accountability by governments in Africa and how that has impacted negatively on socio-economic development.

In spite of their significance, studies by the Chebani (2005); International Records Management Trust [IRMT] (2003); Keakopa (2006); Kenosi (2010); Mnjama (2007) Tough (2009) and among others, suggest that recordkeeping systems in Botswana in particular and in Africa generally have either collapsed or are in a state of disarray. While reports by the corruption watchdogs, Transparency International and World Economic Forum, rank Botswana among the least corrupt countries in Africa, there are concerns that corruption is becoming endemic. Recently very important citizens including a minister, public enterprises chief executives, lawyers and top civil servants have been prosecuted for corruption and economic crime. Focusing on Botswana and citing general research and cases in a number of African countries, the paper argues that corruption and poor accountability is influenced by lack of proper record keeping in the public sector.

According to the International Records Management Trust (1999), there can be substantial gaps in the completeness of personal files. Moreover, as personnel registries have become congested and control systems have broken down, large numbers of files have been mislaid within the system. The objective is to reduce the proliferation of duplicate personal files and to ensure that those that remain are complete. Before a records management programme can be implemented to restore control there must be agreement over responsibilities for maintaining up-to-date personnel information.

It is important also to clarify rules for handling records when civil servants are transferred or leave the service. This mishandling of files can lead to the creation of numerous 'temporary' files. Crucial personnel information is thus spread across a variety of files. In addition, procedures for sending documents for filing are often disregarded or overlooked. The result is that information on any given employee may be fragmented; it is impossible to know whether the record in question is complete.

Public Service Scheme of 2003 Section 65 (1) to (3) stipulated that; firstly 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 benefits. Secondly, employment

records kept by both employer and employee shall be regarded as original copies duly sign by authorized person. Where there is no possibility to get hold of employment records from the employers and records in custody of the employee shall be used for any purpose provided that such records are in the original form.

This explained above on the Public Service Scheme of 2004, many laws, schemes, acts and policies emphasis and show the importance of employee to keep their own employment records, it is a rights time now for employees to understand their rights in records keeping for their own records so as to minimize claims to their employers and to get their rights at the right time.

The fact that the term records includes all the materials that an agency creates or receives in the course of business and the phrases open records and confidential records refer to that subset of records without or with restrictions on access, respectively. Although not all records are equally important, they are all records that must be faithfully managed in accordance with state law. The principal task of records management and records managers is to help employees manage the records in their desks, cabinets, and computers. That includes helping employees to know how to organize materials so that those who need them not, they are all subject to records management laws and good records management practices.

To effectively manage records and information, governmental agencies should develop, implement, and maintain a codified set of records management policies and procedures. This is especially important in the current milieu where agency personnel must no longer manage just paper-based records, but the proliferation of records in electronic form in conjunction with paper, microform, and other formats. Magaya, (2001) assert that now days there is a new system established by President Office, Public Service and management, the system of Human Capital Management Information System (HCMIS) known as LAWSON which uses by all Human Resources Officers of the Public Organizations to update employees information and dealing with all human rights like, hiring, promotion, termination, salary change and likely, in promotion action HR do not

post employee promotion letter for salary grade and position change without attaching the last or previous promotion letter.

So, if there is no possibility for HR to get copy of the last promotion letter of such employee in his/her personal file and such employee fail to submit his/her last promotion letter to HR it is obvious the employee to lost his/her right on promotion. Not only on promotion action itself, but also in each action which supposed to be done and post to President Office, Public Service Management for approval it should be attached by supported documents, For example; in hiring process, there should be attached by, birth certificate, education certificates, personal details form, letter of placement and letter of first appointment which provided by employer, so, all these records should be provided by employee his or her self to HR for fulfill the hiring procedure, and when do not do so, or do not attach those particular documents, the hiring action will be rejected by President Office, Public Service Management where approval done.

For the employee being late or to fail to get his or her employment rights at the right time is not only the employers faults but also employees faults, because it is a duty of both employers and employees to keep employment records as recommended on ELRA Number 6 of 2004 and schemes of 2003 and 2004. Therefore, public servant encouraged to have own bucket at their home place for keeping their all employment records instead of waiting employer to keep their employment history, so as to remove such kind of problems and claims, because it can be the starting point of strikes and lockout in the work place. The big bucket approach greatly simplifies records retention, thus improving employee compliance and reducing the risk of mismanaged files. And, in practice, it often does just that. But the big buckets do carry some considerations of their own.

2.3 Literature review from earlier studies

According to Wutete, (2011), code of ethics states says that archivists should promote access to records, publish guides and finding aids to encourage their use, and be personally available to help researchers, at the same time observing, that is to say any established policies restricting the use of records. The challenge posed is that of

available, but inaccessible records, yet archival principles are soundly based on aspects of acquisition, preservation and provision of access to a country's documentary heritage. From the fact drawn from the National Archives of Zimbabwe, the dilemmas facing archivists was looked at, particularly being employees of an archival institution, themselves having access to the records, but then are required to explain to the researchers that access to the records is restricted due to the consequential effects arising from accessing and using the records.

The issue of restricted access to certain records, cuts across the globe, however, the suggestions gained from stakeholders, (archivists, researchers and depositors of records), were quite interesting. There have been revealed that the predicament of a researcher/s who may be interested in conducting research, making reference to records such as adoption cases, hospital records, restricted archives with a longer closure period or even personnel records whose closure period is indefinite. Others literatures including Murambiwa (2011) suggested the need for a review of the current legislation or the revision of the copyright law restricting access to some records. Others suggested the need to come up with what should be called the archives week, where by visitors come to the archives to learn about a wide range of operational issues, rules and regulation to gaining access to the reading room as well as to the records in the holdings.

However a research project conducted by the School of Library, Archival and Information Studies in 2007, UBC has addressed the development of functional requirements for a recordkeeping system that preserves the reliability and integrity of the electronic records. Collaboration with the DoD Records Management Task Force involved adopting the IDEFO and IDEF methodologies and software tools that support these methodologies. From the agency perspective, a business activity model and data model were developed for managing the Archival Funds.

Additionally the research in records management sponsored by the Army Research Laboratory (ARL) at the Georgia Institute of Technology and the Department of Defense (DoD) Records Management Task Force. An objective of this research has been to demonstrate the use of commercial-off-the-shelf (COTS) recordkeeping software in supporting classification, filing, retrieval and disposition of electronic records according to MARKS, the integrated records classification, filing and disposition schedule of the US Army. This has involved reengineering the Army's integrated file plan and records schedule and manual filing system for paper records to operate with the COTS electronic recordkeeping system. The objective has been generalized to address electronic recordkeeping needs in all DoD agencies. The question of functional requirements has been pursued in collaboration with the School of Library, Archival and Information Studies (SLAIS) of the University of British Columbia (UBC).

A few numbers of studies have attempted to investigate the factors affecting records keeping management in relationship with government responsibilities and proper record keeping as well record keeping through ICT. However, we find some aspects of relevance worth considering that the importance of records keeping and emphasize in good management of records in any organization that mean both public and private sector.

Evidence based governance research project done by IMRT, aimed was to make records management a cornerstone of the global development agenda. The challenge was to rebuild and modernize information and records management systems in parallel with complementary measures to improve broader environment for public sector management (IMRT, 2007). The project represents an opportunity to integrate records management into global strategies for good governance, economic development and poverty reduction. The project was successful in addressing infrastructure and capacity issues and in greatly improving the management of subject filing systems in central government registries.

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

Urassa (2009) in his study on factors affecting negatively proper records management practices in the government agencies. The researcher found the factors as absence of registry staff which leads to the delays on files movements which takes a lot of time to find a file caused by reluctant of employees who deals with a lot of things and hence delayers who in decision making and problems solving; Poor communication among departments in registry offices which leads into misplacement of files.

Presence of untrained staff for keeping records and lack of enough space in the office for keeping records was another factor. The researcher's recommendations were to improve the storage equipment, the use of computers training and improve file movement and recruitment. Marandu (2007) conducted a research an Investigation on the effectiveness of record management system and posed out recommendations including the point that institute has to provide workshops and training to the registry clerks and other staffs dealing with records an issues concerning records management so as to let them learn proper principles of records management system in performing their daily duties and responsibilities effectively also the registry clerks should ensure that all records are properly opened, enclosures checked, date stamped and filed or kept accordingly.

Kilua (2007) conducted a research at the Ministry of Energy and minerals in Dar es Salaam assessing the impacts of poor personnel records management in public organization. He identifies benefits of records management as follow; Barometer of progress, future reference, reduction of errors, legal evidence and efficiency. Also he identify 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 and shed light on the roles of individuals in records management.

Tabitha (2010) conducted a research on assessment on the problems of records management and their influences to the organizations performance where by the researcher came out with the following recommendations; firstly the organization should arrange the program of having big rooms for keeping records because the records are many in small rooms/offices, secondly the organization should increase the number of workers to deals with records keeping in statistics and record department to simplify work when dealing with records, thirdly the registry office should have a hatch door (half-cut door) which will allow other workers who are not registry to get their services without entering, to ensure confidentiality of the information.

However, Sasali (2007) conducted his study at the Ministry of Finance in Dar es Salaam and identified importance of records management as follows; records management is used in 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. International Records Management Trust, (1999) assert that human resource planners also need to know the qualifications, competencies, dates of promotions and retirements of staff. In some countries, record systems have broken down to such an extent that accurate information on these topics is no longer available. Without this information it is impossible to deploy and manage staff effectively. This is due to the fact that personnel records are the primary source of information about an organisation's staff. The head of every organisation needs to know how many people work for him or her, who they are, where they are, what responsibilities they have and how effective they are.

It was asserted that there are strong links between personnel management and other government systems, notably the management of the payroll and control of pensions expenditures. Personnel record-keeping systems can be linked to payroll systems. Personnel records provide the authority for the payment of salaries and benefits to employees. The linkage between personnel records and payroll systems must be fully understood before changes to either are implemented. Changes to one system may have a significant impact upon the functioning of another system. There may be advantages to creating a combined computerised personnel and payroll system, for example. However, records managers need to be aware of the electronic records management issues involved with doing this. It is also important to consult widely with all of the relevant stakeholders before implementing any changes.

According to Ngoepe, (2008), the fact that an effective records management programme is a major element of the governance of any organisation, role played individuals towards records management has not reached a consensus amongst researchers. This is such that many organisations, including government departments, pay little attention to the management of records. In South Africa and other African countries, government departments are under legislative obligations to adopt a systematic and organised approach to the management of records. For example, the National Archives and Records Service of South Africa Act (Act No. 43 of 1996) requires government departments to develop, implement and maintain proper records management systems.

The purpose of this study was to explore records management trends in the Department of Provincial and Local Government (DPLG) to establish if the Department was managing records according to legislative requirements. Data was collected through online questionnaires, physical observation and interviews with selected DPLG employees and analysed through an open source software. The key findings of the study revealed that an enormous benefit for the implementation of a records management programme is the commitment and support of top management

2.4 The Synthesis

Many studies based on several areas such as factors that lead to poor records management, effectiveness of records management system and poor personnel records management in Public Organization and identifies that there are challenges in record management in public organization and there are poor record keeping in organization which based on management records keeping and not employee themselves, in this study the researcher identify the gap to look on the employment records by employees in public organization because they did not touch in that area, and it is the rights of employees to keep their own records due to the numbers of rationales such as, to mention the few; it reduces labour disputes resulting from ambiguous terms and condition of employment and it provides evidence to support employment claims where necessary.

So, through this study employees will know the important of keeping their employment records as their right which indicates in Employment and Labour Relation Act, No. 6 of 2004, section 96 (1) and (15) and National Records and Archives Management Policy of 2011 particularly policy Number 4.10 item III. It states that all public employees shall be responsible for the custody of copies of their personnel records related to their employment history. From the presented theoretical, operational, methodological and empirical review the role of individual employees in managing their employment records hence this study attempted to reveal the same.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology used in the undertaking of this study. It covers the description of the study area, research design, sampling procedure, data collection methods and data analysis techniques involved.

3.1 Research design

Case study design was adopted in the undertaking of this study because it allows intensive study of the social unit over a range of variables but always maintains its unitary nature so as to obtain enough information for drawing correct inferences. Hence, it provides a space of flexibility in the use of data collection methods like, interview, questionnaire, observation and documentation. Furthermore, this study design was less expensive compared to survey design due to the fact that there was less movement for researcher from one place to another. Also employed study design was advantageous as it was compatible to the available time and resources.

3.2 Area of study

The study was conducted at Kilwa District Council (KDC) in Lindi Region. The study area was selected because KDC is one of the districts which her employees have been suffering for lacking employment records during the retirement and there had been many claims from retired people for getting less terminal benefits compared to their working time.

Kilwa District Council is one of the public organizations which are located away from the centre of the government operations (Dar es Salaam and Dodoma) where laws and policies to be implemented come from. It is not easy for the government to make follow-up frequently compared to other public organization which are found around the fact KDC is located in periphery, the area is not easier to be reached in rainfall seasons.

This among other things has substantiated the need of undertaking this study to reveal several aspects towards understanding the roles of employees in keeping their own employment records. KDC map and KDC Organogram are found in the Appendices I and II respectively.

3.3 Population of the study

The target population of this study entailed all employees found in the KDC headquarters. The population involved different stakeholders ranging from different levels including high, middle and lower cadres such as District Executive Officer, Heads of department and Officers. These are considered as the Units of inquiry as presented in the Table 3.1. The target population was proposed to entail all these stakeholders due to the fact that all employees are responsible for their employment records history, no matter the status and position they hold in the organization. The population yield units of interest for establishing relationship of the study variables.

Table 3.1: Units of inquiry

Department/Unit	Total Population	% of the Total population
Administration and Human Resources	211	10.9
Procurement	2	0.1
Legal	1	0.05
Election	1	0.05
Internal Audit	2	0.1
Primary Education	969	50.1
Secondary Education	284	14.7
Health	332	17.2
Planning and Statistic	3	0.1
Works	13	0.7
Water	21	1.2
Land and Natural Resource	8	0.4
Agriculture and Irrigation	36	1.9
Livestock and Fishing	22	1.1
Finance	10	0.5
Community Development	18	0.9
Total	1933	100

Source: KDC Seniority List Book of 2013/2014

Table 3.2: Quota sampling

Department/Unit	Total Population	Percentage
Human Resource Department	4	3.3
Procurement and Supply	1	0.8
Legal	1	0.8
Election	1	0.8
Internal Auditing	1	0.8
Primary Education	40	33.3
Secondary Education	20	16.6
Health	24	20
Planning and Statistics	1	0.8
Works	4	3.3
Water	4	3.3
Land and Natural Resource	2	1.6
Agriculture and Irrigation	7	5.8
Livestock and Fishing	4	3.3
Finance	2	1.6
Community and Development	4	3.3
Total	120	100

Source: KDC Seniority List Book of 2013/2014

3.4 Sampling technique

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 will be used in this study will be purposive sampling and simple random sampling as explained below.

3.4.1 Purposive sampling

For corroboration purpose, purposive sampling was employed to sample respondents for interviews where the following key informants were drawn: who are District Executive Director, District of Planning Officer, District Human resource Officer, Supervisor of open registry and Confidential Registry Supervisor.

Table 3.3: Purposive sampling

No.	Sampled respondents selected purposively	Sample	Percentage
1	District Executive Director	1	20
2	District Human resource Officer	1	20
3	District of Planning Officer	1	20
4	Supervisor of open Registry	1	20
5	Supervisor of confidential registry	1	20
	Total	5	100

Source: Seniority List Book 2013/2014 (2015)

3.4.2 Simple Random Sampling

Simple random sampling technique was employed to select respondents from department of Procurement and Supply, Legal, Election, Internal Auditing, Primary Education, Secondary Education, Health, Works, Water, Land and Natural Resource, Agriculture and Irrigation, Livestock and Fishing, Finance, Community and Development in Kilwa District Council.

Therefore, every employee from each department had equal chance to be selected into the study. Sampling frames (list of employees) was obtained from the *Department of Human Resource Management*. Slip of papers were prepared and then numbered to present every employee from each department. To minimise the selection bias the numbered slips of paper were systematically shuffled in a box and then one of piece of paper was randomly picked at a time. The process was repeated until a required sample of 115 respondents was obtained.

Table 3.4: Simple Random Sampling

Department/Unit	Total Population	Percentage
Procurement and Supply	1	0.8
Legal	1	0.8
Election	1	0.8
Internal Auditing	1	0.8
Primary Education	40	34.7
Secondary Education	20	17.3
Health	24	20.8
Works	4	3.4
Water	4	3.4
Land and Natural Resource	2	1.7
Agriculture and Irrigation	7	6
Livestock and Fishing	4	3.4
Finance	2	1.7
Community and Development	4	3.4
Total	115	100

Source: Author (2014)

3.5 Data collection Methods

Methods of data collection classified into primary and secondary data collection, the study will employ primary data collection methods. In primary data collection method the questionnaires, interview, observation and focus group discussion.

3.5.1 Questionnaire

Questionnaires were administered in the study area, where both closed and open ended questions. The rationale for choosing questionnaire is that, it is a reliable means for data collection from people who can read and write well (Keya et al, 1989). The questionnaire was divided into four sections. The first section deal with socio demographic items on the respondents who took part in the study. The second section of the questionnaire sought to bring responses on responsibility of employees in keeping their personal employment records. The third sections intend to explore the knowledge that employee have in keeping their personal employment records and the fourth part were interested in exploring the roles of individual employees in managing their employment records in KDC.

The total of one hundred and fifteen (115) respondents from the study area was surveyed. This method was undertaken to gather primary data from respondents from all

of the study respondents from seven departments and two units namely; Procurement and Supply, Community Development, Secondary education, Primary education, Health, Water, Works, Agriculture and Irrigation, Livestock and Fishing, Land and Natural Resource, Election, Legal, Internal auditing and Finance. The researcher later met research participants in their respective working areas and explained the purpose of the study. Ethical considerations of the study were also explained to the participants. The participants were also given a chance to ask questions before questionnaires were administered to them. Those questions aimed to get information concerning research questions. (Appendix III)

3.5.2 Interviews

The researcher was used interviews method of data collection which involved presentation of oral-verbal stimuli and reply in terms of oral-verbal response simply because through this method personal information can as well obtained easily and the more information which is too greater in depth can also be obtained because there is direct interaction between the researcher and respondents so as to get information.

For corroboration purpose, purposive sampling was employed to interview the following key informants: District Executive Director, District of Planning Officer, District Human resource Officer, Supervisor of open registry and Confidential Registry Supervisor because they supervise crucial departments in District Council and have department record centre in their department and they have experience of records keeping from different level of their working. An interview guide checklist was prepared to gather information from key informants (Appendix IV). Key informant refers an individual, who is knowledgeable, accessible and willing to talk about the issues under study. For the purpose of this study several individuals were consulted including the DED and Heads of Departments in KDC were consulted.

3.5.3 Literature survey

Survey on the literatures related to the records keeping was conducted so as to collect secondary data to supplement the primary data. Reports on related studies were gathered from libraries and electronic sources were the major sources of information and relevant information collected in order to supplement collected primary data. The secondary information was collected and reviewed including official government documents were used to supplement the collected primary data from the study area.

3.6 Data Processing and Analysis

3.6.1 Data processing

After data collection exercise, primary data were checked for completeness before coding, entering and verification for analysis. The filled questionnaires were cleaned to remove all unintended information and were made ready for coding. The coding process resulted to the data entry exercise. The entered data were cleaned to resemble the collected information. Microsoft Excel and Statistical Package for Social Sciences (SPSS version 16.0) computer programs were employed for proper housekeeping, arrangement, management and analysis of the collected data.

3.6.2 Data analysis

Microsoft Excel and Statistical Package for Social Sciences (SPSS version 16.0) computer programs were employed for data analysis. Both descriptive and inferential statistical analyses were employed to reveal the aspects relating to records management from the collected data. Data analysis was rigorously performed, presented and discussed. Data analysis was done each for each study objective where by the simple qualitative classifications of data, distribution and the measures of dispersions was used in the measure of various study variables. Descriptive statistics including simple percentages, descriptive analysis and explanations to establish relationships of the variables employed in the study were also employed. Furthermore the study employed distriictive statistical analyses and inferential statistics including logistic regression model towards revealing influence, relationship and effect of the study variables.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.0 Introduction

This chapter contains the findings which were derived from the analysis of the data found from the study case study. The presented results focused on answering the identified research questions in order to meet the specific objectives of the study. The thorough analysis in response to each question posed by the study was made. The main objective of the study was to examine the roles of individual employees in the management of employment records in Kilwa district council in Lindi region. The result presented from the analysis of the data which were found from questionnaires, interviews, documentations and research observation. Results are presented by using descriptions, tables, and graphs. During data analysis and presentation of findings explanations and descriptions have been provided where necessary to make the findings more elaborative. The findings are well presented in response to the research objectives accordingly.

4.1 Characteristics of Respondents in Kilwa District Council

Relevant characteristics of the 120 respondents who took part in this study include age, sex, education and working experience. These were summarized and presented in the Table 4.1. Respondents' characteristics were important in order to provide a snapshot on the background of the respondents and their suitability for this inquiry. The socio-economic characteristics of respondents are presented in Table 4.1 show important characteristics of the total of the 120 respondents who took part in this study. These include age, sex, education, working experience and positions held by respondents in KDC.

These characteristics were summarized and presented to give a snapshot of the surveyed respondents in relation to their influence in the records management practices. Respondents' characteristics were important in order to provide a snapshot on the background of the respondents and their suitability for this inquiry. The respondents

were randomly drawn from the selected KDC departments and units where the study was undertaken was purposively done to fit statistical analyses hence meeting a total of 120 people.

Table 4.1: Characteristics of respondents

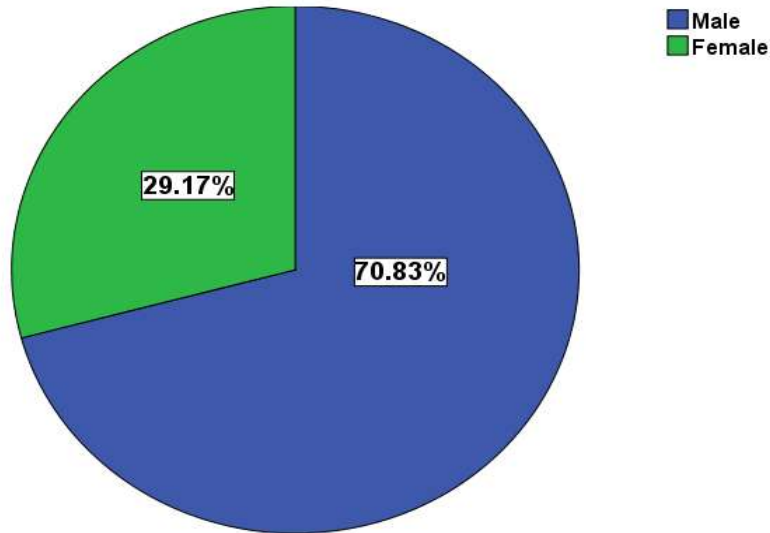
Characteristic	Frequency	Percentage
Sex of respondents		
Males	85	70.8
Females	35	29.2
Age of respondents		
18-29 years	64	53.3
30-49 years	48	40.0
50-60 years	8	6.7
Education level of respondents		
Primary education	2	1.7
Secondary education	11	9.2
Diploma Education	98	81.7
Tertiary Education	9	7.5
Work experience with KDC		
1-10 years	40	33.33
11-20 years	39	32.50
21-30 years	41	34.17

Source: Field data (2015)

4.1.1 Sex of respondents

The study sample comprised of both male and female respondents. Results presented in Table 4.1 showed that, male respondents were 70.8% of all KDC workers interviewed in the questionnaire survey while the female respondents were 29.2% of the all respondents interviewed during the questionnaire survey. The study findings presented in the Table 4.1 and Figure 4.1 imply patriarchy kinship in the organization and it mostly reflects African traditions settings. The prevalence of high level of men in leading technical units is still high in the current time as what KDC study respondents reflects.

Figure 4.1: Respondents' sex distribution

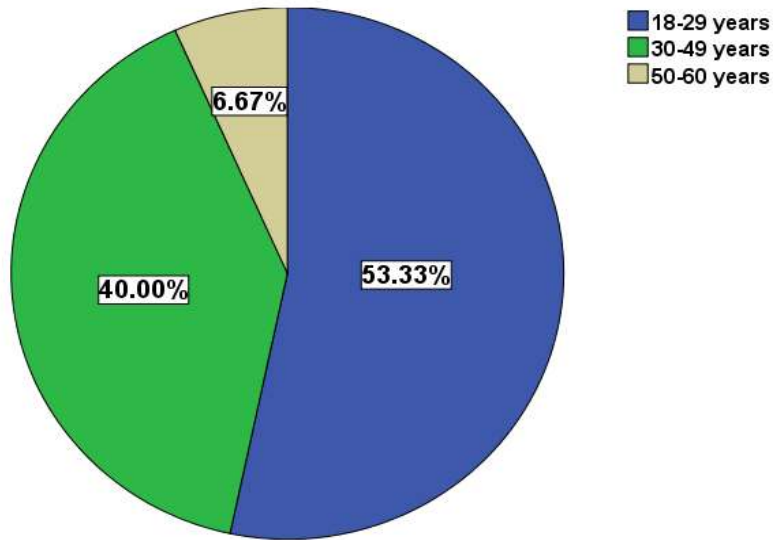


Source: Field data (2015)

4.1.2 Age of respondents

The respondents involved in the study were of different ages. 53.3% of the KDC workers interviewed in the questionnaire survey were aged between 18-29 years, followed by 40.0% of the KDC workers interviewed in the questionnaire survey were aged between 30-49 years. Furthermore 6.7% of the KDC workers interviewed in the questionnaire survey were aged between 50-60 years. The study findings in Table 4.1 and Figure 4.4 imply the presence of high-level young generation and steady workforce among the entire population of KDC workers interviewed in the questionnaire survey. This ensures long stay in the workplace hence being the organization with right number of people belonging to a generation to be useful for any modern interventions.

Figure 4.2: Respondents' Age Distribution

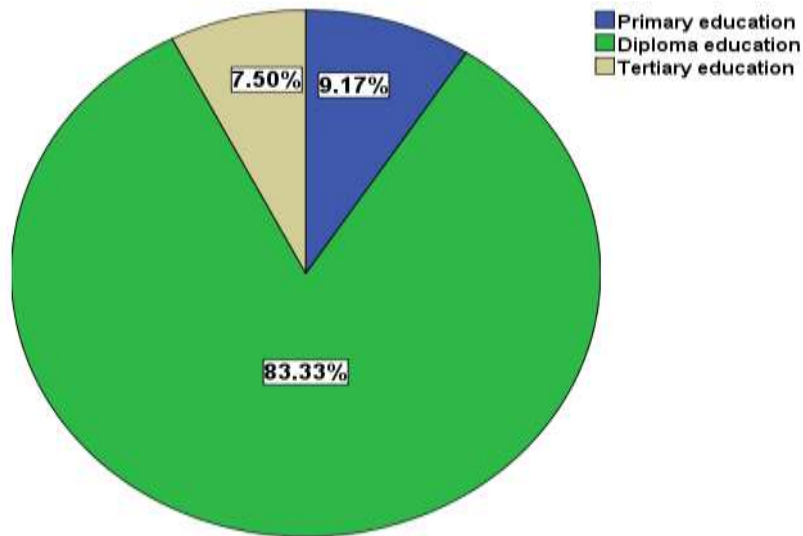


Source: Field data (2015)

4.1.3 Education level of respondents

Education level of individuals within a particular organization was as an indicator of the level of organizational workers human capital. Study findings in Table 4.1 and Figure 4.2 showed that the education levels of respondents who took part in the study were 1.7% with primary education, 9.2% had only acquired secondary school education. The study findings show 81.7% had diploma education while 7.5% of the respondents had acquired tertiary education. Since the education levels of respondents who took part in the study entailed majority of respondents who had acquired higher education levels.

Figure 4.3: Education levels of respondents

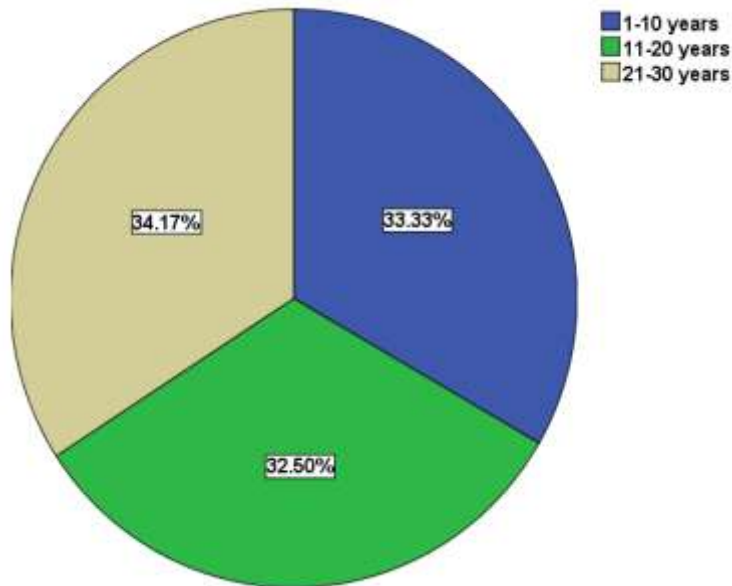


Source: Field data (2015)

4.1.4 Work experience with KDC

The study further explored the work experience with KDC among the respondents who took part in the study. It was revealed from the study findings presented in Table 4.1 and Figure 4.3 showing that the 33.3% of respondents who took part in the study had 1-10 years, 11-20 years and 21-30 years respectively. The fact that 33.3% of the entire pool of respondents has served the organization for 20-30 years implies that the organization has enough number of people who are ready for any intervention including newly introduced record management practices. The work experience with the said organization implies the proper group of respondents in which the views concerning the records management are to be drawn.

Figure 4.4: Respondents' distribution by work experience



Source: Field data (2015)

4.2 Awareness of the responsibility of managing own employment records in KDC

The first objective of this study was to assess the level of awareness of the employees on the responsibility of managing their own employment records in KDC. The study strived to explore levels of awareness from the designated number of the study respondents hence reveal how employees in Kilwa District Council keep records of their employment history. This was pursued through the described data collection methods and the respective analysis was carried out to bring the information pattern of the interest of the study.

4.2.1 Awareness on the responsibility keeping own employment record

The study strived to reveal the awareness of the employees on the responsibility of managing their own employment records in KDC following Public Service Scheme of 2004 Section 65 (1) to (3) insisting employee to keep their own employment records and its importance. The fact that the management of records in the public service is a responsibility of each individual in an organization many people believe that only registry clerks had this responsibility and it had nothing to do with other employees. The

interview with District Executive Director, District Human Resource Officer, Supervisor of Open Registry, and Planning Officer revealed that Employees at KDC are aware of keeping their own employment records. Concerning awareness of employment records keeping, District Human resource officer had the following to say:

Majority of my employees attach the required documents.... When they are asked to request for their different claims, such as arrears, subsistence and leave allowance. This is the evidence that they are aware of their own employment record keeping.

District Executive director had similar explanation about whether employees are aware about keeping their own employment record, he commented as follows:

I do not think that employees in KDC are not aware on keeping their own employment.... Because majority of them are paid their claims... nobody can be paid his claims without attachment.

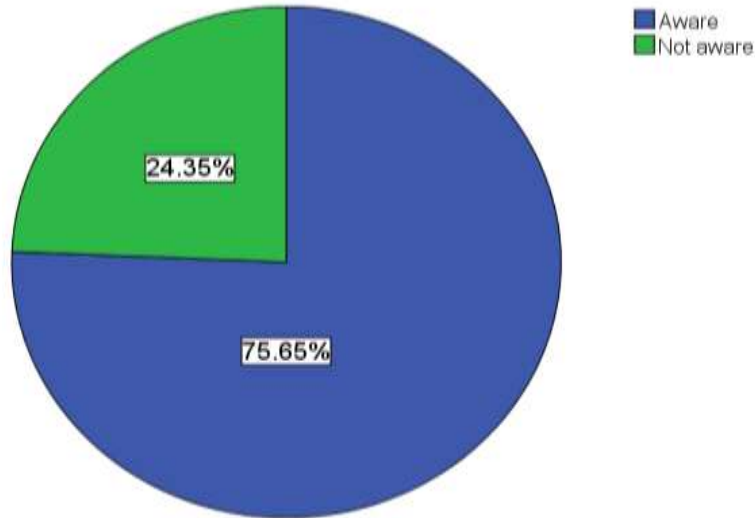
The findings from questionnaire confirmed that employees at KDC are aware of keeping their employment records. Results indicate that 75.7% were aware of keeping their own employment records, while 24.3 % were not aware of keeping their own employment records. This implies the majority of the respondents were aware of their responsibility of keeping their own employment records and hence showing that the entire pool of KDC employees are used to the Public Service Scheme of 2004 Section 65 (1) to (3) instruction to the employees to take care of their own employment records . Table 4.2 and Figure 4.2 illustrate awareness of employees on the responsibility to keep employees own employment records.

Table 4.2: Awareness on the responsibility to keep employees own employment records

S/N	Employees' awareness on employment records keeping	Frequency	Percentage
1	Aware	87	75.7
2	Not aware	28	24.3
	Total	115	100

Source: Field data (2015)

Figure 4.5: Awareness on the responsibility to keep employees own employment records



Source: Field data (2015)

4.2.2 Factors influencing workers to keep their own employment records

The study further strived to explore the reasons of why some do employees do not keep own employment records despite of being required by act to do so. The logistic regression model was employed to assess the significant factors influencing the workers in KDC keep their own employment records. This was done by assessing the level in which the factors influencing the workers to keep their own records. The factors were entered sequentially in the logistic regression model, checked and the insignificant factors were removed from the prediction model.

Table 4.3: Variables used in the Logistic Regression

<i>Variable</i>	<i>Description</i>
Y	Keep own employment records (0 =Yes, 1 = No)
X ₁	Age (In years)
X ₂	Education level (1=Pri,2=Sec,3=Dipl, 4=Tert)
X ₃	Working experience with KDC (In years)
X ₄	Positions held by respondents in KDC (1,2,3... Tab 4.1)
X ₅	Availability of training programs (0 =Yes, 1 = No)

Source: Field data (2015).

The results of the logistic regression indicate that the goodness of fit of the model was found to fit well with the findings of this study (88.8%). A chi-square value of 67.88 with a degree of freedom of 7 was highly significant at 5% probability level ($P < 0.001$), meaning that the dependent variable was affected by the independent variables (factors) (Table 4.3).

Table 4.4: Binary Logistic Regression results for factors influencing workers to keep own employment records

Variables	B	S.E.	Wald	Sig.	Exp (B)
X ₁	.026	.052	6.251	.051	1.027
X ₂	-.048	.201	2.057	.006**	.953
X ₃	-.754	.692	3.186	.037*	.471
X ₄	-.387	.271	2.045	.065	.679
X ₅	.000	.000	5.415	.003**	1.000
Constant	-1.660	3.258	1.260	.061	.190

* Statistically significant at $\alpha = 0.05$; ** statistically significant at $\alpha = 0.01$

Source: Field data (2015).

The Binary Logistic Regression model with five predictors namely age, education level, working experience with KDC, positions held by respondents in KDC, lack of training programs respectively revealed only three variables were found to be statistically significant towards influencing some employees to keep or not to keep own employment records. The revealed factors were responsible following the fact that section C.19 subsection (3) of Standing Orders for the public service 2009 assert that 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, the study revealed some other reason of why do employees do not keep own employment records.

According to Norusis (1990) and Powers and Xie (2000) as cited by Lusambo (2009), the non-zero Wald statistic values indicate the presence of relationships between the dependent and explanatory variables. Thus, the results presented in the Table 4.4 show that Wald statistics are non-zero values, which implies that there is high interaction between the dependent and independent variables in the model. The employed logistic

regression model revealed the significant factors influencing the workers in KDC to be engaged in keeping in their own employment records in the study area as follows:

Education level of the respondents in the study area was found significant at $P=0.006$. This implied that the level of education the respondent possesses is of high usefulness towards making an individual to keep his or her employment records. This was followed by the working experience with KDC which were referred to as a number of years the respondents has worked with KDC as it was found significant by $P=0.037$. The employed logistic regression model revealed the availability of training programs significant factor influencing the workers in KDC to engage themselves in keeping in their own employment records as it was reported at the $P=0.003$. Since records represent a particular and crucial source of information they provide a reliable, legally verifiable source of evidence for effective decision making and action taken, level of education of the record bearer is of high usefulness. The fact that education results from training and the experience one has accrued from working, the revealed factors reflect the reality in the study area.

4.2.3 Reasons on why some employees do not keep their own employment records

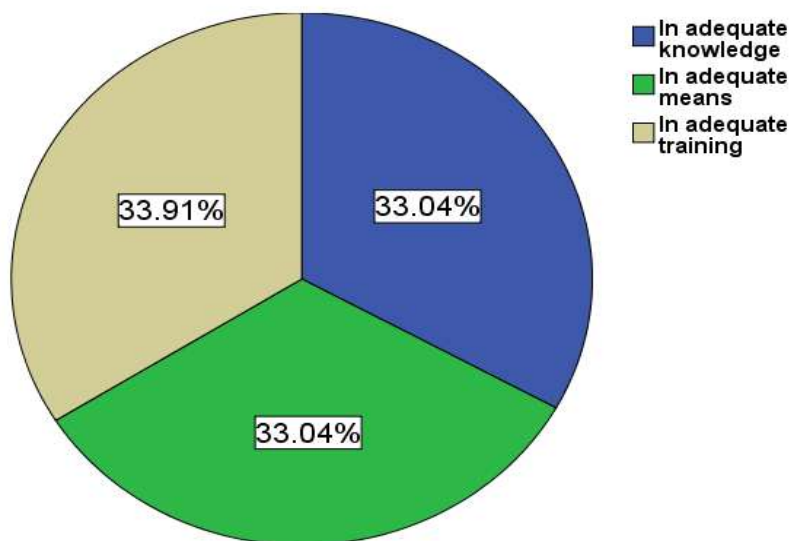
Furthermore the study revealed some other reason of why do employees do not keep own employment records the reasons are presented in the Table 4.5. The study extended to explore the reasons of why some do employees do not keep own employment records despite the order to make them do so. Following the fact that section C.19 subsection (3) of Standing Orders for the public service 2009 which assert that every employer shall keep employment records for the purposes of reference for calculation of the employee terminal benefits and every employee, it was of high usefulness to all employees to participate in keeping their own records. The study attempted to reveal some reasons of why do employees do not keep own employment records. The reasons with their respective responses the study respondents from the study area are summarized in Table 4.4.

Table 4.5: Reasons for some employees not keeping their own employment records

S/N	Reasons	Frequency	Percentage
1.	In adequate knowledge	39	33.91
2.	In adequate means	38	33.04
3.	In adequate training	38	33.04
	Total	115	100

Source: Field data (2015)

Figure 4.6: Reasons for some employees not keeping their own employment records



Source: Field data (2015)

Reasons on why do employees do not keep own employment records were revealed in the interviews with District Executive Director, District of Planning Officer, District Human resource Officer, Supervisor of open registry and Confidential Registry Supervisor, whereby majority of them mentioned inadequate knowledge, inadequate trainings and inadequate means of records keeping as the prevailing reasons which hinder the workers to adhere to the keeping individuals' employment records. Supervisor of open registry and District of Planning Officer had the following to comment:

Employees who fail to keep their employment records are those whom were employed recently, they lack adequate trainings which make them not to have knowledge concerning keeping their personal employment records...

Also District Human Resource officer had comment concerning inadequate means of records keeping. The following was his remark:

I admit that we have not provided employees with enough means of keeping their employment records, though some offices have shelves where employees keep their employment records... When every employee has reliable means of keeping her/his employment records in the office help him to submit the records in time when needed by the management

The questionnaire data confirm the findings from the interview that in adequate training, in adequate means of transport and in adequate and in adequate knowledge reasons which hinder the workers to adhere to the keeping individuals' employment records. Where by majority of respondents (33 %) said in adequate training, (34%) said in adequate means and (33 %) said in adequate knowledge.

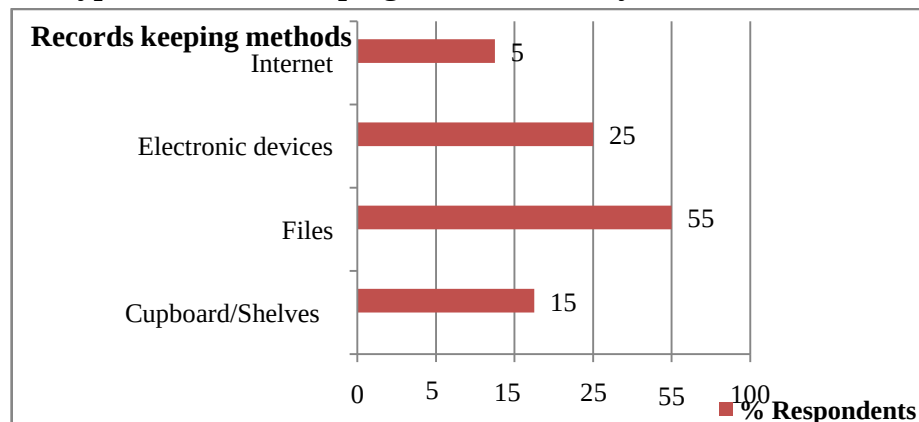
4.3 Methods used by employees in keeping their employment records

The study strived to reveal the methods used by employees in keeping their own employment records. This was in the quest of addressing the second objective of this study, the methods were explored from the designated number of the study respondents in Kilwa District Council through the described data collection methods and the respective analysis was carried out to bring the information pattern of the interest of the study. This objective attempt was three-fold namely types of methods used by the KDC workers and factors influencing the choice of the records keeping methods among the employees.

4.3.1 Types of records keeping methods used by the KDC workers

The fact that majority of organization which provide public service handle records responsibly, the record keeping practices have been done different by individuals. It is of little doubt that organization or public institutions without records there cannot exercise the rule of law, no accountability and good governance due to the fact that records represent a particular and crucial source of information they provide reliable, legally useful evidence over time. It was against this point that the study strived to reveal the types of records keeping methods used by the KDC workers as presented in the Figure 4.7.

Figure 4.7: Types of records keeping methods used by the KDC workers



Source: Field data (2015)

Table 4.6: Place where employees at KBC use to keep their employment records

S/N	Place	Frequency	Percentage
1.	At home	45	39
2.	In the office	70	61
Total		115	100

Source: Field data (2015)

The results presented in Fig. 4.7, show majority of the study respondents (55%) uses files as a method used to keep their own employment records. It was further revealed that 25% of workers in KDC are conversant in using electronic devices and hence prefer electronic devices as a method used to keep own employment records. It was also revealed from the study that cupboard shelves as a method used to keep own

employment records such that 15% of the entire pool of respondents contended to be a useful method while only 5% of the study respondents contended internet as a useful method used to keep own employment records. Furthermore this study went further to reveal the place preferred most for record keeping. Table 4.6 shows that 61% of the respondents keep their employment records in the office while only 39% of the respondents keep at home.

The revealed types of records keeping methods used by the KDC workers in keeping their own employment records was also supported by the list of plate found in the study area. The fact that workers in KDC were not much conversant in using electronic devices, filling record keeping was highly preferred in keeping own employment records. The finding reflects actual situation in the study area such that Plate 4.1 and 4.2 revealed from the study area that cupboard shelves as a method used to keep own employment records. The figure below show the preparation of filling record keeping practices in KDC.

Figure 4.8: Preparation of filling record keeping practices in KDC



Source: Field data (2015)

Figure 4.9: Filing record keeping method in KDC



Source: Field data (2015)

4.3.2 Factors influencing the choice of the records keeping methods among the employees.

The study findings revealed four records keeping methods which are mostly used by employees in keeping their own employment records in KDC. The revealed records keeping methods namely files, electronic devices, cupboard shelves and internet were adopted by some of the interviewed respondents. The study strived to reveal the reasons which influence the choice of the records keeping methods among the employees.

The fact that records can be in any format, records may be formal or casual memos and scribbled notes, e-mail, voice mail, and sketches on paper placemats may all be records. Traditionally, paper records were managed long after creation, once they were physically filed into agency filing systems and began to take up valuable office space. With any type record be it electronic on hard record the record keeping methods sounds a sensitive note towards making more sustainable.

The study strived to find out the factors influencing the choice of the records keeping methods. The logistic regression model was employed to assess the significant factors influencing the choice of the records keeping methods among the KDC employees. Towards revealing these factors linear regression analysis was performed to reveal the factors influencing the choice of the records keeping methods among the KDC employees. The designated factors were entered sequentially in the logistic regression model, checked and the insignificant factors were removed from the prediction model.

Table 4.7: Variables used in the Logistic Regression

Variable	Description
Y	Records keeping Method (1=Electronic 2=Filling 3=Internet 4=Shelves)
X ₁	Income level (Tshs)
X ₂	Education level (1=Pri,2=Sec,3=Dipl, 4=Tertiary)
X ₃	Level of awareness (1=High 2=Medium 3=Low)
X ₄	Inadequate financial resources (1 =Yes, 2 = No)
X ₅	Ability to face risk the method (1 =High, 2=Medium 3=Low)
X ₆	Technical capability (1 =Yes, 2 = No)

Source: Researcher, (2015)

A chi-square value of 67.79 with a degree of freedom of 7 was highly significant at 1% probability level ($P < 0.001$), meaning that the dependent variable was affected by the independent variables (factors) (Table 4.6). The results of the logistic regression indicate that the goodness of fit of the model was found to fit well with the findings of this study (92.8%).

Table 4.8: Binary Logistic Regression results for factors influencing the choice methods

Variables	B	S.E.	Wald	Sig.	Exp (B)
X ₁	.102	.072	5.091	.03*	1.20
X ₂	.089	.198	1.233	.001**	.843
X ₃	-.010	.198	2.122	.024*	.472
X ₄	-.801	.601	1.347	.014*	.342
X ₅	-.298	.374	2.114	.065	.441
X ₆	.021	.001	1.251	.003**	1.451
Constant	-2.010	2.348	2.064	.061	.201

* Statistically significant at $\alpha = 0.05$; ** statistically significant at $\alpha = 0.01$

Source: Field data, (2015)

The study strived to find out the factors influencing the choice of the records keeping methods, the Binary Logistic Regression model results in Table 4.7 revealed five significant factors namely Income level with $P=0.03$, Education level with $P=0.001$, Level of awareness with $P=0.024$, Inadequate financial resources with $P=0.004$ and Technical capability with $P=0.003$. Among the revealed significant factors technical capabilities and education levels were found to be statistically significant at $\alpha = 0.01$ hence being strongly and urged as the factors influencing the choice of the records keeping methods. The fact that world of records management is turning into the electronic records, educational levels and technical know-how of how to operate and manage the electronic devices must be included in system planning and implementation and must be held and controlled by the actor who is equipped with knowledge and technical know-how.

4.3.3 Satisfaction level for keeping own employment records

The study strived to find out the level of satisfaction for keeping own employment records.

The questionnaire in data in Table 4.8 show that majority of employees (60%) at KDC were strongly satisfied with keeping own employment records, (40%) were satisfied, (14%) were not satisfied and (1%) were strongly dissatisfied. The employees who were not satisfied with keeping their own employment records explained their dissatisfaction was for the reason that Electronic environment not yet adequate and their not well knowledgeable because the council has not yet provided training to them.

Table 4.9: How satisfied with methods used to keep own employment records

S/N	Satisfaction	Frequency	Percentage
1.	Strongly satisfied	60	52
2.	Satisfied	40	35
3.	Not satisfied	14	12
4.	Strongly dissatisfied	1	1
	Total	115	100

Source: Field data (2015)

Basing on employees who were not satisfied with keeping their own employment records, majority of respondents during the interview agreed with the findings from questionnaire data, the respondents elucidated that employee who keep their records in internet and electronic devices are not satisfied with the methods due to the fact that Electronic environment at KDC no yet adequate, since there are no enough computers for every department, most of employees are not well knowledgeable about the use of electronic devices and internet net work is still unreliable for the employees to access information online at any time. District Human Resource Officer had the following:

Most of youthful employees keep their employment records on internet and in computer, but there are not satisfied with the methods because internet network and power supply is reliable all the time at KDC. Therefore, they fail to submit their documents on time when required by the office of Human resource. (Source; Field data)

4.4 Participation of employees in keeping their employment records in KDC

The study strived to reveal the level of participation of employees in keeping their own employment records at KDC. The level of participation of employees in keeping their employment records at KDC was viewed in three aspects namely; awareness of the act, participation in the records keeping awareness program at KDC and perceived roles of individual participation in records keeping.

4.4.1 Awareness of the Laws and Acts (ELRA, 2004, REGULATION 2003)

The study strived to reveal the awareness and understanding of the requirements stipulated in the laws and acts in relation to the roles of employees in keeping their own employment records. Following the study findings presented in the Table 4.9 it was found that majority of respondents at KDC are aware of the responsibilities of keeping own records provided in the laws and acts, the findings are summarized in the Table 4.9 entailing all of the consulted people with their positions at KDC such that the study could reveal the level of awareness of the laws and acts in relation to the roles of employees in keeping their own employment records.

Table 4.10: Awareness of the Laws and Acts

S/N	Awareness	Frequency	Percentage
1	Right of employee to keep his/her own employment records	80	70
2	Do not know	20	17
3	Never heard of Law and Act	15	13
	Total	115	100

Source: Field data (2015)

The findings in the Table 4.9 shows the levels of responses the respondents in regard to the awareness and understanding of the requirements of the roles of employees in keeping their own employment records stipulated in the laws and acts. It is pointed out that the majority of respondents (70%) were aware of the right of employee to keep own records.

When the respondents in the study area were asked to suggest some ways and strategies to improve own employment records, 52.0% suggested that training should be done, 13% suggested to integrate record keeping into policy, 9 % suggested sensitization and 26% suggested awareness creation as presented in the Table 4.10.

Table 4.11: Suggested strategies towards employees' own employment records keeping

S/N	Suggestion	Frequency	Percent
1	Awareness creation on own record keeping	30	26
2	Integrate into individual record keeping policy	15	13
3	Sensitization of the employees	10	9
4	Training on own employment record keeping	60	52
	Total	115	100

Source: Field data (2015)

Following the findings presented in the Table 4.11, there were deliberate issues which were suggested to be provided in place to ensure every employee keeps his own employment records at KDC. Training on own employment records keeping was mentioned by 52% of respondents. Following the fact that lack of technical know-how

being the main hindrance towards getting trained and knowledgeable employees with hands-on skills and understanding of proper employment records keeping among workers themselves. This proposes provision of capacity building programs being of high usefulness in ensure every employee keeps his own employment records in KDC.

Similar to the findings from questionnaire data, during the interview majority of respondents explained that Training is very important strategy for helping employees to be aware of keeping their own employment records. District planning officer had the following remark:

When employees are well trained on the importance of keeping their own employment records, therefore I suggest training as the strategy to be implemented by the council... In my department, one of my subordinates failed to process her arrears claims because she had lost copies of her salary slips...

The study results indicate that majority of employees at KDC are aware of their right as employee on keeping their own employment records, also they know strategies towards raising their awareness on employment records keeping , hence showing that the entire pool of KDC employees knew the role of participation in keeping their own employment records.

Table 4.12: Correlations Results for factors influencing employees' towards keeping own employment records

		If is aware of employment records	Education level of respondent	Age of respondent	Work experience with KDC
If is aware of employment records	Pearson	1	-.070	.190*	.159
	Correlation				
	Sig. (2-tailed)		.446	.037	.083
	N	115	115	115	115
Education level of respondent	Pearson	-.070	1	.006	.064
	Correlation				
	Sig. (2-tailed)	.446		.952	.489
	N	115	115	115	115
Age of respondent	Pearson	.190*	.006	1	-.033
	Correlation				
	Sig. (2-tailed)	.037	.952		.720
	N	115	115	115	115
Position of respondent	Pearson	-.042	.138	-.176	-.225*
	Correlation				
	Sig. (2-tailed)	.646	.133	.055	.014
	N	115	115	115	115
Work experience with KDC	Pearson	.159	.064	-.033	1
	Correlation				
	Sig. (2-tailed)	.083	.489	.720	
	N	115	115	115	115

Source: Field data (2015).

The study revealed the factors which influence the individual where by the correlation results presented in the Table 4.11 present the results on the 4 factors namely if is aware of employment records, education level of respondent, age of respondent and work experience with KDC. The correlation results presented in the Table 4.12 support the deliberate issues which were suggested to be provided in place to ensure every employee keeps his own employment records in KDC. The existing education seems not to correlate highly proposes provision of capacity building programs being of high usefulness in ensure every employee keeps his own employment records in KDC. Hence calling for capacity building programs including training on own employment records keeping was mentioned by 52% of the entire pool of the respondents involved in the study from Table 4.11

4.4.2 Perceived roles of individual employees' participation in records keeping

The study strived to reveal the perceived roles of individual employees' participation in records keeping. Employee's perception on the roles of own employment record keeping refers to as an important aspect in the third objective of this study which determines if the employees know the importance of participating keeping their own employment histories and how the council uses employees employment records. The surveyed respondents revealed the level of participation of employees in keeping their own employment records in KDC, several dimensions and aspects were covered by the study to be able to vividly reveal the level of participation of employees in keeping their own employment records in KDC. The findings are two-fold namely; Perceived roles of records keeping and Perceived roles of individuals' participation in keeping their own employment records.

4.4.2.1 Perceived roles of records keeping

The revealed the dimensions of the aspects including the awareness of the perceived importance of record keeping and the importance of own employment record keeping, it was found that most employees (90.0%) were aware of the importance of record keeping. They were also aware on the usefulness of record keeping. For instance 90.8% were aware that records are useful for provision of decision making, verification of amount of employment and rights and in keeping track of employment history while 90.0% stated that records are used to verify employment matters like retirement age, social security funds, and salary adjustments and so on as it is summarized and presented in Table 4.12.

Table 4.13: Perceived roles of record keeping

Item	Frequency	Percent
If knows the importance of keeping own employment records	108	90.0
Importance of own employment record keeping		
Provision of decision making	109	90.8
To increase the number of records in the file	44	36.7
Helps to verify employment	108	90.0
Ranking of the importance of keeping records		
Evidence in decision making	55	45.8
Increase the number of records in file	12	10.0
Verification of employment	53	44.2

Source: Field data (2015)

Furthermore on the education and kinds of records kept by employees and the council the study revealed several dimensions related to the aspects posed in the inquiry. Employees were asked also to state if the council offers education on record keeping. Over half of them (58.8%) stated that they keep letter of appointment and salary and promotion letters. They were also willing to present to district council any own employment documents when needed (85.8%) as presented in the Table 4.12. Overall, evidence in decision making was ranked higher in the importance (45.8%) followed by verification of employment (44.2%) and increase in the number of records (10.0%).

4.4.2.2 Perceived roles of individuals' participation in keeping own employment records

The study strived to reveal the perceived roles of individual employees' participation in records keeping. The study captured the employee's perception on the roles of the individual employees in keeping own employment record. This stage followed the revealed rationale summarized in Table 4.12 which paved the way towards realizing the roles of individual employees' participation in keeping their own employment records as summarized in the Table 4.13. The search of the roles individual participation in keeping own employment records in KDC as presented in the Table 4.13 was referred to as an important aspect since the study was attempted to reveal the roles of individuals' participation in keeping own employment records.

Table 4.14: Perceived roles of individuals' participation in employment records keeping

S/N	Responsibility	Frequency	Percentage
1	Ensuring records security and safety	35	30
2	Ensuring consistency and accuracy	25	22
3	Employment rights and responsibilities	30	26
4	Ensuring confidentiality of personal records	10	9
5	Maintain records integrity	15	13
	Total	115	100

Source: Field data (2015)

The perceived roles of individuals' participation in keeping own employment records as presented in the Table 4.13 were useful towards integrating individuals in the keeping records make them to remain reliable, authentic, with its integrity maintained, and useable for as long as the record is needed. The study revealed the five perceived roles of individual employees' participation in records keeping as presented in the Table 4.13 as follows:

Firstly, ensuring records security and safety was mentioned as one of the perceived roles of individuals' participation in keeping own employment records. It was envisaged by the respondents that once an individual is involved in taking care of his or her records towards tackling fundamental challenges in maintaining confidence and trustworthiness in individual employment records. The role of ensuring records security and safety was highly mentioned in the questionnaire survey, this means that employees at KDC such are highly concerned with the role of ensuring records security and safety.

Secondly the study revealed individual participation as the one which *ensures consistency and accuracy* of the record as it maintains a document's security throughout its lifecycle, from first draft to archived record, per the classification assigned. It is of little doubt that the practices and policies to address the preceding challenges should be easy to understand and easy to use so that everyone in an organization who creates and accesses electronic documents protects document confidentiality, authenticity, integrity, etc.

Also there was another pertinent role of adhering to the ***employment rights and responsibilities*** where the majority of the workers in the study area provided it as one of the sense of making that it as a trustworthy record preservation as a due obligation of the actual content of the record itself and information about the record that relates to the context in which it was created and used. The fact that employment related information may vary depending upon the employment, business, legal, and regulatory requirements of the business activity. Failure to preserve the structure of the record will impair its structural integrity. That, in turn, may undermine the record's reliability and authenticity. This role was in line with what is stipulated in the Public Service Scheme of 2004 Section 65 (1) to (3) insist employee to keep their own employment records and its importance that every individual employee have responsibility to keep his or her own employment records history for benefits uses.

Fourthly the study revealed the role ensuring ***confidentiality of personal records*** where standards should be based on applicable laws, legal, and regulatory requirements, not individual desires. As it is referred from Table 4.13 this keeps authenticity of the record being it unemployment or bio-record hence provide assurances that every record truly originates from its attributed author or source will be kept as original as it was created. Fifthly the study envisaged the role of individuals play role of ***maintaining records integrity*** in keeping their employment records which helps detect and track unintentional or malicious record alteration.

The study concludes the roles of individual participation being known to the majority of workers since the act of keeping employment record refers to the duty of both employer and employee. Also it was concluded that the lack of awareness on the importance of keeping records as the major factor affecting participation of employees in keeping their employment records at KDC, other factors includes lack of technical know-how and lack of appropriate record keeping facilities.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.0 Introduction

This chapter contains the discussions of the findings from the analyzed data collected found from the case study. The discussion part succeeds the results section which presents results focusing on answering the identified research questions in order to meet the specific objectives of the study. The discussion is in response to the findings of each study objective.

5.1 Characteristics of Respondents in Kilwa District Council

Characteristics of the 120 respondents who took part in this study include age, sex, education, marital status and occupation. The study sample comprised of both male and female respondents. Results presented in Table 4.1 showed that, male respondents were 70.8% of all respondents interviewed in the questionnaire survey while the female respondents were 29.2% of the all respondents interviewed during the questionnaire survey. The study findings of 70.8% and 29.2% of total male and female respectively in the study area is widely supported by Stiglitz (1997); URT (2013) and Njana (2008) as they are quite revealing and depicting usefulness of sex of respondents towards adaptation of any intervention technology including the adoption of new records keeping methods. Stiglitz (1997) considered high level of women participation useful towards achieving sustainable development and poverty alleviation through high level of community participation.

Also the fact that study found the majority (53.3%) of age of respondent involved in this study were 18-29 years followed by 40.0% who belong to 30-49 years group suggests the availability of supportive workforce for effective and sustainable adaptation and adoption of any technology including adoption, participation and utilization of new records keeping methods. This finding further concurs with (URT, 2013) that the population aged 15 to 64 years entail a working age population hence becoming the community's workforce for various activities. Hence the revealed findings suggest the

availability of supportive workforce who is aged to undertake new records keeping methods and hence being a self-aware group for being able to take of their own employment records.

5.2 Awareness on the responsibility keeping own employment record

The study strived to reveal the awareness of the employees on the responsibility of managing their own employment records in KDC following Public Service Scheme of 2004 Section 65 (1) to (3) insisting employee to keep their own employment records and its importance. The fact that the management of records in the public service is a responsibility of each individual in an organization many people believe that only registry clerks had this responsibility and it had nothing to do with other employees. This resulted to the need of unraveling the level of awareness employees' responsibility to keep their own employment records for future uses as presented in the Table 4.2.

The study findings in Figure 4.5 indicate that 75.7% of employees were aware on responsibility to keep their own employment records, this imply that majority of employees at KDC are aware of the Public Service Scheme of 2004 Section 65 (1) to (3) that instruct employees to take care of their own employment records as shown in the Figure 4.9.

The study revealed that those who do not keep records stated the following reasons: lack of knowledge on record keeping (33.91%); do not have means to keep the records (33.04%) and lack of training (33.04%) as they can be referred from Table 4.5. This study finding is in line with Urassa (2009) study where by the factors affecting negatively proper records management practices in the government agencies, found the factors such as presence of untrained staff for keeping records and lack of enough space in the office for keeping records was another factor as absence of registry staff which leads to the delays on files movements which takes a lot of time to find a file caused by reluctant of employees who deals with a lot of things and hence delayers who in decision making and problems solving; poor communication among departments in registry offices which leads into misplacement of files.

Also concurrently to was found by George (2008) at United Nations International Criminal Tribunal for Rwanda where by common factors that lead to poor records management and recommendation geared to reduce them by assisting the institutional to identify signs of poor records management as follows management as no knowledge of numbers of files handled or cost involved, staff do not understand or known procedures, over duplications of documents, papers put on wrong files and of confidential files. Hence lack of knowledge stands as key factor and reason towards inhibiting proper handling of employees' records by employees themselves.

As Magaya (2009) explained 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. Although the organization is supposed to keep records, it is obvious the organization cannot keep records they create forever.

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.

In line with the findings in Table 4.5, 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.

Furthermore the Binary Logistic Regression model with five predictors namely age, education level, working experience with KDC, positions held by respondents in KDC, lack of training programs respectively revealed only three variables were found to be statistically significant towards influencing some employees to keep or not to keep own employment records. The revealed factors were responsible following the fact that section C.19 subsection (3) of Standing Orders for the public service 2009 assert that 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, the study revealed some other reason of why do employees do not keep own employment records.

According to Norusis (1990) and Powers and Xie (2000) as cited by Lusambo (2009), the non-zero Wald statistic values indicate the presence of relationships between the dependent and explanatory variables. Thus, the results presented in the Table 4.4 show that Wald statistics are non-zero values, which implies that there is high interaction between the dependent and independent variables in the model. The employed logistic regression model revealed the significant factors influencing the workers in KDC to be engaged in keeping in their own employment records in the study area as follows:

Education level of the respondents in the study area was found significant at $P=0.006$. This implied that the level of education the respondent possesses is of high usefulness towards making an individual to keep his or her employment records. This was followed by the working experience with KDC which were referred to as a number of years the respondents has worked with KDC as it was found significant by $P=0.037$. The employed logistic regression model revealed the availability of training programs

significant factor influencing the workers in KDC to engage themselves in keeping in their own employment records as it was reported at the $P=0.003$. Since records represent a particular and crucial source of information they provide a reliable, legally verifiable source of evidence for effective decision making and action taken, level of education of the record bearer is of high usefulness. The fact that education results from training and the experience one has accrued from working, the revealed factors reflect the reality in the study area.

5.2.1 Reasons on why some employees do not keep their own employment records

Reasons on why do employees do not keep own employment records given by the study respondents in Table 4.5 show that majority of employees at KDC (33.91%) mentioned inadequate knowledge as the prevailing reason which hinders the majority of workers to adhere to the keeping individuals' employment records.

5.3 Methods used by employees in keeping their employment records

Following what is presented in the Table 4.8 the methods, places and means of record keeping are well presented. The study strived to find out the factors influencing the choice of the records keeping methods, the Binary Logistic Regression model results in Table 4.8 revealed five significant factors namely Income level with $P=0.03$, Education level with $P=0.001$, Level of awareness with $P=0.024$, Inadequate financial resources with $P=0.004$ and Technical capability with $P=0.003$. Among the revealed significant factors technical capabilities and education levels were found to be statistically significant at $\alpha = 0.01$ hence being strongly and urged as the factors influencing the choice of the records keeping methods. The fact that world of records management is turning into the electronic records, educational levels and technical know-how of how to operate and manage the electronic devices must be included in system planning and implementation and must be held and controlled by the actor who is equipped with knowledge and technical know-how.

In terms of preferred methods of record keeping, findings in Table 4.6 indicated that majority of employees (80.0%) at KDC stored records in form of files, followed by

electronic devices (60.0%), internet (35%) and cupboard/ shelves (45%). The places where records are placed are mainly in the office (61%) and at home (39%) as it was presented in Table 4.6.

The revealed findings on the methods, places and means of record keeping as presented in the Table 4.6 are in line with Tabitha (2010) findings on the assessment of the problems of records management and their influences to the organizations performance where by the researcher came out with the following recommendations; which recommended the organization to arrange the program by having big rooms for keeping records because the records are many in small rooms/offices, increase the number of workers to deals with records keeping in statistics and record department to simplify work when dealing with records, have a hatch door (half-cut door) which will allow other workers who are not registry to get their services without entering, to ensure confidentiality of the information.

However the study findings align Sasali (2007) study findings at the Ministry of Finance in Dar es Salaam and 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 hence calling for the need of making record keeping more sophisticated.

5.3.1 Satisfaction level for keeping own employment records

It was found reasonable to undertake an exploration of the levels of satisfaction among the methods used in the records management of the particular employees. Following Public Service Scheme of 2003 Section 65 (1) to (3) mandating both employer and employee to keep employment records for the purpose of reference for calculation of the employees' terminal benefits there is no possibility to get hold of employment records from the employers and records in custody of the employee shall be used for any purpose provided that such records are in the original form. Following the findings presented in the Table 4.10. This explained in relation to the Public Service Scheme of

2004, many laws, schemes, acts and policies emphasis and show the importance of employee to keep their own employment records, it is a rights time now for employees to understand their rights in records keeping for their own records so as to minimize claims to their employers and to get their rights at the right time.

Proper handling of personal employment records are not only on promotion action itself, but also bring satisfaction in each action which supposes to be done and post to President Office, Public Service Management for approval it should be attached by supported documents, For example; in hiring process, there should be attached by, birth certificate, education certificates, personal details form, letter of placement and letter of first appointment which provided by employer, so, all these records should be provided by employee his/her self to HR for fulfill the hiring procedure, and when do not do so, or do not attach those particular documents, the hiring action will be rejected by President Office, Public Service Management where approval done.

Although it is often difficult to integrate proper records management into employees' daily routines the level of satisfaction with own employment record keeping as presented in the Table 4.10. With transparent records management, records management requirements do not interfere with your line of business. One of the greatest strengths of transparent records management functionality lies in the way it enables records managers to create a file plan and manage retention schedules without interfering with any department's line of business. Furthermore, the system enables records managers to more easily transparent records management allows records managers to retain control over the way information is categorized and filed outside of the view of everyday users of the system.

This concurs with Magaya (2009) 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. In virtually all organizations, the majority of users are not records managers.

These users need quick and easy access to documents; they don't want to learn an unintuitive records management layout, and they don't want to be concerned with records management processes.

5.4 Level of participation of employees in keeping their employment records at KDC

Towards revealing the dimensions of the aspects including the awareness of the importance of record keeping and the importance of own employment record keeping, findings in Table 4.10 shows that most employees (70.0%) were aware of the importance of record keeping. They were also aware on the usefulness of record keeping. Also, majority of employees at KDC explained that they are aware that records are useful for provision of decision making, verification of amount of employment and rights and in keeping track of employment history.

Furthermore on the education and kinds of records kept by employees and the council the study revealed several dimensions related to the aspects posed in the inquiry. Employees were asked also to state the strategies for raising their awareness of employees on keep their own employment records. 26% respondents stated that they need awareness creation on own record keeping, 13% stated individual record keeping policy, 9% stated sensitization of employees and 52% stated training on own employment record keeping as shown in the Table 4.11. Also the study strived to reveal the understanding of the requirements stipulated in the laws and acts. It was found majority know the rights in keeping own records provided in law and the findings are summarized in the Table 4.10.

Following the findings presented in the Table 4.11, there were deliberate issues which were suggested to be provided in place to ensure every employee keeps his own employment records in KDC. Training on own employment records keeping was mentioned by 52% of the entire pool of the respondents involved in the study. Following the fact that lack of technical know-how being the main hindrance towards getting trained and knowledgeable employees with hands-on skills and understanding of proper

employment records keeping among workers themselves. This proposes provision of capacity building programs being of high usefulness in ensure every employee keeps his own employment records in KDC.

5.4.1 Perceived roles of individuals' participation in keeping own employment records

Following the revealed roles of individual employees' participation in keeping their own employment records as summarized in the Table 4.14. The search of the roles individual participation in keeping own employment records was referred to as an important aspect since the study was attempted to reveal the roles of individuals' participation in keeping own employment records.

The perceived roles of individuals' participation in keeping own employment records as presented in the Table 4.14 were useful towards integrating individuals in the keeping records make them to remain reliable, authentic, with its integrity maintained, and useable for as long as the record is needed. The study revealed the five perceived roles of individual employees' participation in records keeping as presented in the Table 4.14 as follows:

Firstly, ensuring records security and safety was mentioned as one of the perceived roles of individuals' participation in keeping own employment records. It was envisaged by the respondents that once an individual is involved in taking care of his or her records towards tackling fundamental challenges in maintaining confidence and trustworthiness in individual employment records. The role of ensuring records security and safety was highly mentioned in the questionnaire survey such that Administration and Human Resource officers and Health workers were highly concerned with the role of ensuring records security and safety.

Secondly the study revealed individual participation as the one which ***ensures consistency and accuracy*** of the record as it maintains a document's security throughout its lifecycle, from first draft to archived record, per the classification assigned.

It is of little doubt that the practices and policies to address the preceding challenges should be easy to understand and easy to use so that everyone in an organization who creates and accesses electronic documents protects document confidentiality, authenticity, integrity, etc.

Also there was another pertinent role of adhering to the ***employment rights and responsibilities*** where the majority of the workers in the study area provided it as one of the sense of making that it as a trustworthy record preservation as a due obligation of the actual content of the record itself and information about the record that relates to the context in which it was created and used. The fact that employment related information may vary depending upon the employment, business, legal, and regulatory requirements of the business activity. Failure to preserve the structure of the record will impair its structural integrity. That, in turn, may undermine the record's reliability and authenticity. This role was in line with what is stipulated in the Public Service Scheme of 2004 Section 65 (1) to (3) insist employee to keep their own employment records and its importance that every individual employee have responsibility to keep his or her own employment records history for benefits uses.

Fourthly the study revealed the role ensuring ***confidentiality of personal records*** where standards should be based on applicable laws, legal, and regulatory requirements, not individual desires. As it is referred from Table 4.13 this keeps authenticity of the record being it unemployment or bio-record hence provide assurances that every record truly originates from its attributed author or source will be kept as original as it was created. Fifthly the study envisaged the role of individuals play role of ***maintaining records integrity*** in keeping their employment records which helps detect and track unintentional or malicious record alteration.

CHAPTER SIX

SUMMARY, CONCLUSION, RECOMENDATIONS AND POLICY IMPLICATIONS

6.0 Introduction

This chapter contains the summary of the overall study findings from the data collected from the case study. It was followed by the conclusion and recommendation to the actors which translate the study findings into policy implication.

6.1 Summary

The present study sought to enrich the prevailing scanty understanding on the roles of individual employees in managing their own employment records in Kilwa District Council, Lindi Region. This study was undertaken firstly to asses the level of awareness of the employees on the responsibility of managing their own employment records, secondly to examine the methods used by employees in keeping their employment records, thirdly to determine the level of participation of employees in keeping their employment records and lastly to assess factors affecting the participation of employees in keeping their employment records in Kilwa District Council.

According to the results presented in Table 4.1, the study interviewed 70.8% male respondents and 29.2% female respondents during the questionnaire survey who were all KDC workers. Results further indicate that 88.3% were aware of the presence of employment records. Of these, 82.5% were keeping their own employment records. Education level, working experience and availability of training programs were found significant at $P=0.006$, $P=0.037$ and $P=0.003$ respectively. The results presented in Fig. 4.2 further shows that majority of the study respondents (55%) uses files as a method used to keep their own employment records. Other methods were use of electronic devices, cupboard shelves and internet where by 25%, 15% and 5% of workers were reported to use the methods respectively.

On the most preferred places for records keeping the study revealed 61% of the respondents were reported to keep their employment records in the office while only 31% store own employment records at home. With regard to methods thought effective in keeping employees records. The Binary Logistic Regression model results in Table 4.7 revealed five significant factors namely Income level with $P=0.03$, Education level with $P=0.001$, Level of awareness with $P=0.024$, Inadequate financial resources with $P=0.004$ and Technical capability with $P=0.003$ while the revealed the perceived roles including ensuring records security and safety, consistency and accuracy, employment rights and responsibilities, confidentiality of personal records, maintain records integrity.

6.2 Conclusion

The study concludes that there is adequate level of awareness of the employees on the responsibility of managing their own employment records among the respondents in the study area. The revealed high level of awareness among workers in KDC was not a sufficient condition for the individual employees to managing their own employment records since there were also revealed a myriad of factors which hinders the high level practices of managing their own employment records.

Additionally the study concludes filing as the most useful employment records keeping method. Majority of workers were found to use filling method in keeping their employment records. The fact that majority workers do not have access to electronic sources reported to be satisfied with the filling records keeping method. It was further concluded that record keeping is meant for revealing evidence in decision making such that 90.8% of all respondents reported that records are useful for provision of decision making while 90.0% stated that records are used to verify employment matters like retirement age, social security funds, salary adjustments etc.

Furthermore the study concludes the roles of individual participation being known to the majority of workers since the act of keeping employment record refers to the duty of both employer and employee. Also it was concluded that the lack of awareness on the importance of keeping records as the major factor affecting participation of employees

in keeping their employment records at KDC, other factors includes lack of technical know-how and lack of appropriate record keeping facilities.

6.3 Recommendations

Based on the study findings the following recommendations are put forward:

To Kilwa District Council:

- i. The study hereby recommends that the council should conduct routine training to equip employees by skills of utilizing electronic devices in record keeping. This should be incorporated in the policy so as to guide routine training on individual employment records keeping.
- ii. The council should create awareness to the employees on the rights, duties and responsibilities as required by the Act and Laws in handling of their own records.
- iii. There should regular programs of crosschecking employees' employment records and remind workers on the responsibility endowed to them.

To individual employees:

- i. The study hereby recommends that the individual workers to enhance their ICT capabilities to be able to adopt latest and efficient records keeping methods.
- ii. Individual employees should improve their reading culture so as to be able to easily adopt skills in record keeping and other related skills in writings.
- iii. Individual employees should regularly cooperate with the district council in updating their employment records and voluntarily attending routine training on individual employment records.

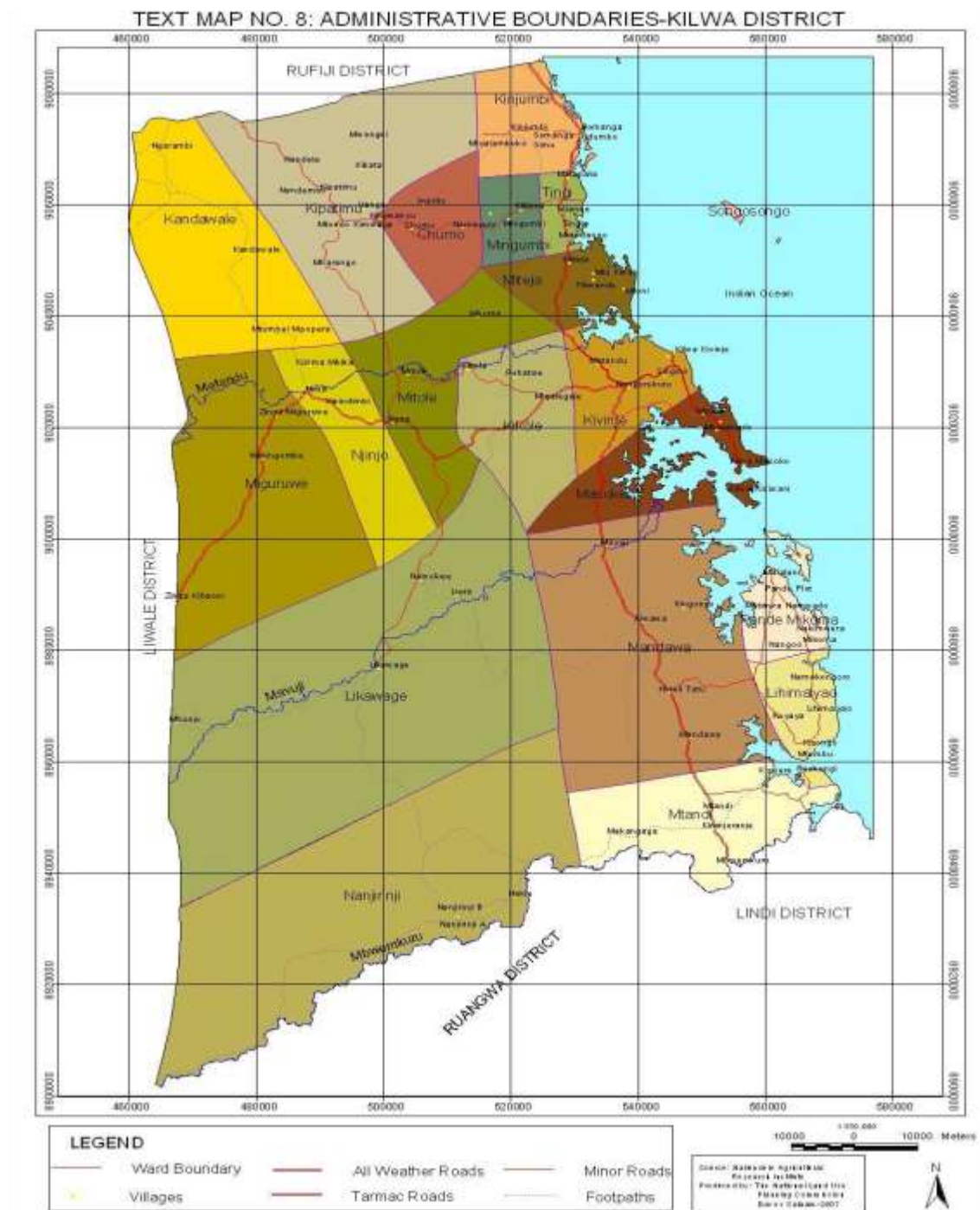
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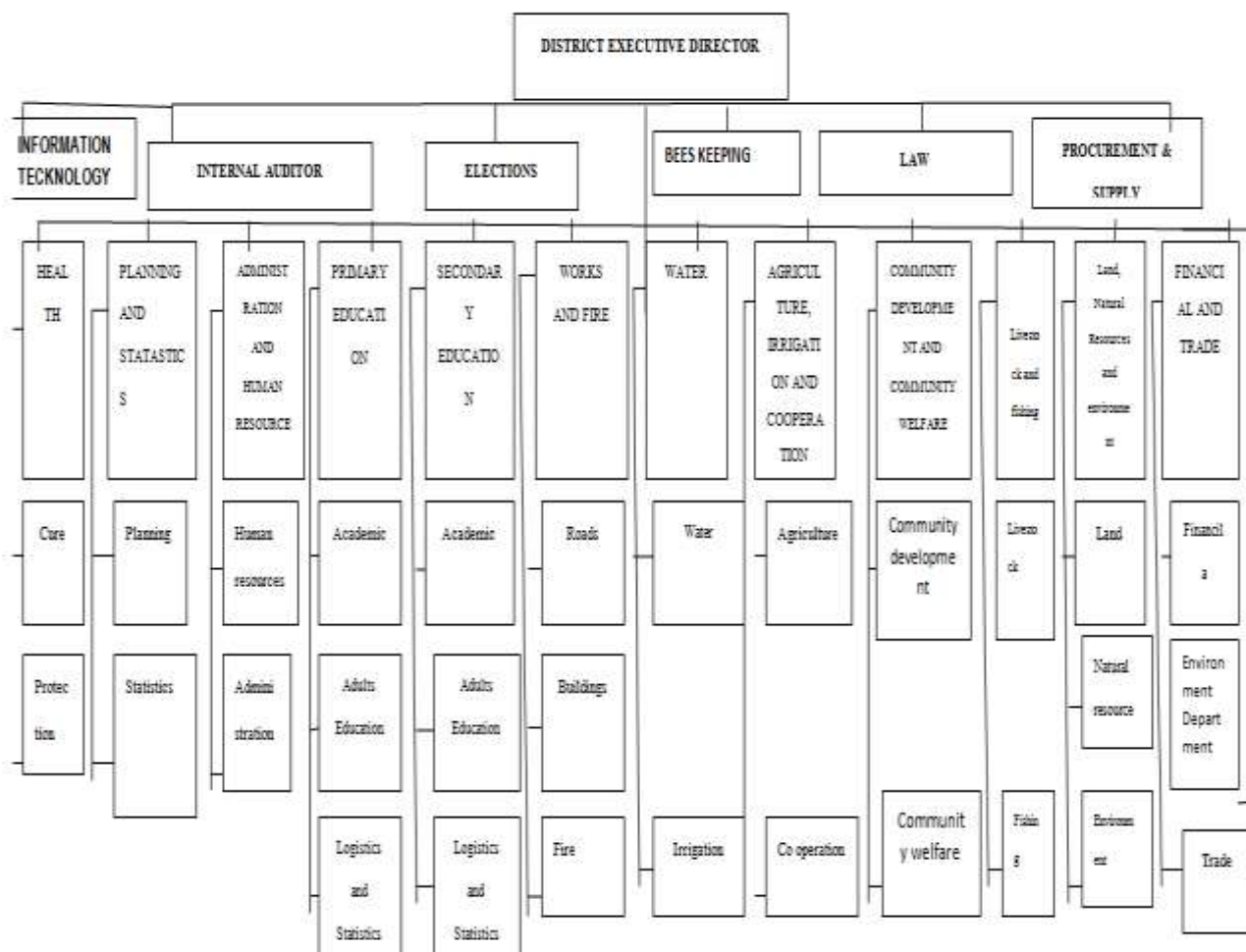
APPENDICES

MAP OF KILWA DISTRICT COUNCIL



Appendix II

ORGANIZATION CHART OF KILWA DISTRICT COUNCIL



Appendix III

SAMPLE OF QUESTIONNAIRE FOR KDC WORKERS

I am, Adolphina Loyd, Mvulla student of Mzumbe University, Morogoro Tanzania pursuing Master of Science in Human Resources Management. This questionnaire is prepared for the respondents of this study, of whom you are one of them; the study is about ***The role of individual employees in the management of employment records.*** This questionnaire intends to collect data for my research study as a part of completing my Master Degree. Would you accord the data collection exercise with maximum cooperation towards attaining honesty answers for generating the reliable and valid study findings.

- All the information that you're going to give will be treated confidential.

Section 1: QUESTIONNAIRE IDENTIFICATION

S/No	Item	Response
1.	Date of interview	
2.	Questionnaire No	
3.	Name of interviewer	
4.	Name of respondents (optional)	
5.	Work Department/Unit	
6.	Profession	

Section 2: SOCIO-ECONOMIC CHARACTERISTICS OF RESPONDENTS

1. Sex
2. Age Years
3. How long have you worked with KDC? Years
4. Marital status
5. What is your highest level of education?
6. What is your position in KDC?

Section 3: EMPLOYMENT RECORDS (OBJECTIVE QUESTIONS)

7. Are you aware of your employment records?

- 1) Yes () 2) No ()

8. Do you keep your own employment records?

- 1) Yes () 2) No ()

If No state

why:.....
.....

9. What method(s) do you use to keep your employment records?

- 1) Internet ()
- 2) Files ()
- 3) Electronic devices ()
- 4) Other ways (specify)

10. Where (place) do you keep your own employment records?

- 1) At Home ()
- 2) Office ()
- 3) Other place (specify)

11. Are you satisfied with methods you use to keep your employment records?

- 1) Yes ()
- 2) No ()

If No, state

.....
.....

12. How satisfied are you with methods you use to keep your employment records?

- 1) Strong satisfied ()
- 2) Satisfied ()
- 3) Not Satisfied ()
- 4) Strong dissatisfied ()

13. Which methods do you think are effective in keeping employees' employment records?

Write appropriate number from the question number 9 ()

14. What problems do you face in keeping your employment records?

.....
.....

15. Do you know the importance of keeping your own employment records?

- 1) Yes () 2) No ()

16. What is the importance of keeping your own employment records?

- 1) Provide evidence in decision making, verify amount of employment rights and benefits and keep track of employment history ()
2) To increase the number of records in your file ()
3) Help to verify your employment ()
4) Others (mention) ()

17. From the question Number 16, which one do you think is Strong importance of keeping your own employment records?

(Write the appropriate number in box) ()

18. Does the council management offer education to employees on the importance of keeping their employment records?

- 1) Yes () 2) No ()

19. Do you have the following documents on your own records?

- 1) Letter of appointment and confirmation ()
2) Promotions and salary records ()
3) All of the above ()
4) None of the above ()

20. Why is it important for you to be engaged in keeping of your own employment records?

.....
.....

21. What do you think are the roles of individuals in keeping their employment records?

.....
.....
.....

22. Do you present to district council any of your employment documents when needed?

- 1) Yes () 2) No ()

23. Do you know your rights in keeping your own employment records provided in the law?

- 1) Yes () 2) No ()

If yes, state what explained on your right.

.....
.....

24. What do you think can be done by the government and council management to ensure that every employee keeps his/her own employment records in Kilwa District Council?

.....

Thank you for your consideration and cooperation.

Appendix IV

SAMPLE INTERVIEW GUIDE FOR KDC DED AND HoDs.

I am, Adolphina Loyd, Mvulla student of Mzumbe University, Morogoro Tanzania pursuing Master of Science in Human Resources Management. This is a checklist prepared to guide the interview in regard to the solicitation of data for this study, of whom you are one of them; the study is about ***The role of individual employees in the management of employment records.*** This interview guide intends to collect data for my research study as a part of completing my Master Degree. Would you accord the data collection exercise with maximum cooperation towards attaining honesty answers for generating the reliable and valid study findings.

- i. What is the perceived level of awareness your employees are aware of responsibility of managing their own employment records?
- ii. What is the extent your employees are aware of the responsibilities of managing their own employment records?
- ii. What are the common methods used by employees in keeping their employment records in Kilwa District Council?
- iii. What are the methods used by employees in keeping their employment records in Kilwa District Council?
- iv. Which methods are perceived to be more useful?
- v. What is the level of participation of employees in keeping their employment records in Kilwa District Council?
- vi. Are the workers satisfied with the existing records keeping methods in KDC?
- vii. What are the factors affecting the participation of employees in keeping their employment records in Kilwa District Council?
- viii. What are the measures and strategies towards enhancing the roles of employees in keeping their employment records in Kilwa District Council?

Appendix V

SAMPLE INTERVIEW GUIDE FOR REGISTRY OFFICIALS (FGDs).

- i. What is the perceived level of awareness your employees are aware of responsibility of managing their own employment records?
- ii. What is the extent your employees are aware of the responsibilities of managing their own employment records?
- iii. What is the extent your employees have become aware of the responsibility of managing their own employment records?
- iv. What are the common methods used by employees in keeping their employment records in Kilwa District Council?
- v. What are the methods used by employees in keeping their employment records in Kilwa District Council?
- vi. Which methods are perceived to be more useful?
- vii. What is the level of participation of employees in keeping their employment records in Kilwa District Council?
- viii. Are the workers satisfied with the existing records keeping methods in KDC?
- ix. Do employees keep their own employment records?
 - x. Do employees support their employment claims with all needed documents?
 - xi. How do you influence your employees to keep their employment records?
 - xii. Do you train your employees on how to keep their employment records?
- xiii. How often do you receive complaints from the employees on losing their employment records?
- xiv. Are there any challenges that face employees on keeping their employment records?
- xv. What do you think can be done to ensure that every employee keeps his/her employment
- xvi. What are the factors affecting the participation of employees in keeping their employment records in Kilwa District Council?
- xvii. What are the measures and strategies towards enhancing the roles of employees in keeping their employment records in Kilwa District Council?

Appendix VI

OBSERVATION SHEET

S/N	OBSERVATION THINGS	HOW TO OBSERVE
1	Employees personal files	Reviewing personal files if there are any written evidences from employer to emphasis employee to keep their employment records.
2	Employer documents which support employees to keep their employment records	Watching careful in the Council open registry
3	Employment claims with all needed supporting document(s)	Watching receiving/coming mails in open registry
4	Employments claims without all needed supporting document(s)	Watching receiving/coming mails in open registry