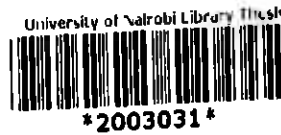


**RECORDS MANAGEMENT PRACTICES THAT ENHANCE SERVICE DELIVERY IN
PUBLIC ORGANIZATIONS IN KENYA: CASE STUDY OF THE OFFICE OF THE
DIRECTOR OF PUBLIC PROSECUTION**

KAMAU ESTHER WANJIRU



**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF MASTER OF LIBRARY AND INFORMATION
SCIENCE, DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE, UNIVERSITY
OF NAIROBI**

2020

DECLARATION

This research project is my original work and has not been submitted for examination to any other university.

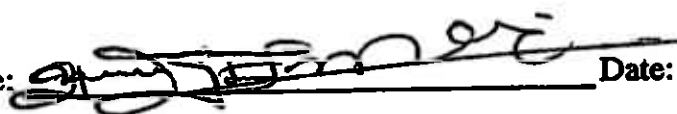
Signature:



Date: 25/11/2020

This research proposal has been presented for examination with our approval as the university supervisors.

Signature:



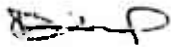
Date:



Dr. Elisha Ondieki Makori

Department of Library and Information Science

Signature:



Date:

8th December 2020

Dr. Dorothy Njiraine

Department of Library and Information Science

DEDICATION

I dedicate this work to my family for the love, prayers and support they have accorded me all through. More so, I dedicate it to my daughter Rose Wanui and Winfred Nyandia for inspiring me to be the best that I can be.

ACKNOWLEDGEMENT

I would like to acknowledge God for providing me with good health and resources to continue with this academic journey. I am grateful to my family, classmates for their support and prayers. I am also grateful to my supervisors Dr. Elisha Ondieki Makori and Dr. Dorothy Njiraine for their continued support, guidance and encouragement in the entire process.

ABSTRACT

This study aimed at investigating the value of effective records management practices in enhancing service delivery service delivery at the Office of the Director of Public Prosecution in Kenya. The objectives of the study included establishing records management practices that enhance effective service delivery in public organizations; determining guidelines applied for managing records and information in public organizations. The other objectives included examining professional competencies required for effective records management practitioners in public organizations and proposing an appropriate framework for effective records management practices and service delivery in public organizations. The descriptive research design was adopted as the methodological framework for the study. A sample size was determined by stratified sampling procedure that targeted 143 staff that included both legal and non-legal staff at the Office of the Director of Public Prosecution. The questionnaire that was used in data collection consisted of both open-ended and closed-ended questions. The qualitative data from the open-ended questions were analyzed using the content analysis method whereas the quantitative data from the close-ended questions were analyzed using the Statistical Package for Social Science. The study established that records management practices, records management guidelines, and professional competency enhanced the delivery of service in the organization. The study recommended the integration of Office of the Director of Public Prosecution records management system with that of other relevant public organizations such as police and judiciary. The study also recommended continuous training of Office of the Director of Public Prosecution staff on records management practices, procedures, and policies. Besides, the study recommended further research on the implementation of emerging Information communication technology trends like blockchain technology, which is a digital mechanism that provided for secure and verified management of documents at reduced costs and increased efficiency, noting that Kenya is yet to enact legislations in favor of bitcoins and/or blockchain technology.

TABLE OF CONTENT

DECLARATION.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENT.....	iii
ABSTRACT	iv
TABLE OF CONTENT.....	v
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS AND ACRONYMS.....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background to the study.....	1
1.1.1 Context of the Study.....	5
1.2 Statement of the Problem.....	5
1.3 Purpose of the Study.....	6
1.3.1 Research Objectives.....	6
1.4 Research Questions.....	6
1.5 Significance of the Study.....	7
1.6 Assumptions of the Study	7
1.7 Scope of the Study.....	7
1.8 Limitations of the Study.....	7
1.9 Operational Terms and Concepts.....	8

1.10 Organization of the Study.....	8
1.11 Chapter Summary	9
CHAPTER TWO	10
LITERATURE REVIEW.....	10
2.0 Introduction.....	10
2.1 Contemporary Records Management Practices	10
2.2 Records Management Practices and Service Delivery Enhancement.....	11
2.3 Guidelines for Records Management Practices	11
2.4 Professional Competencies and Modern Records Management.....	12
2.5 Effective Framework Records Management and Public Service Delivery	12
2.6 Summary of Literature Review and Research Gap.....	15
2.7 Theoretical Framework.....	17
2.7.1 Information Governance Reference Model	17
2.7.2 Maturity model.....	18
2.7.3 Systems theory	19
2.8 Conceptual Framework	20
2.9 Chapter Summary	22
CHAPTER THREE	23
RESEARCH METHODOLOGY.....	23
3.0 Introduction.....	23
3.1 Research Design.....	23
3.2 Area of Study.....	24
3.3 Target Population.....	24

3.4 Sampling Strategies and Sample Size.....	24
3.4.1 Sample Size.....	24
3.4.2 Sampling Techniques.....	25
3.5 Data Collection Methods.....	26
3.5.1 Questionnaires.....	26
3.5.2 Semi Structured interviews.....	27
3.6 Research Instruments.....	27
3.6.1 Pilot Study.....	27
3.6.2 Reliability.....	28
3.6.3 Validity.....	28
3.7 Ethical Considerations.....	29
3.8 Data Analysis and Interpretation Procedures.....	29
3.9 Chapter Summary.....	29
CHAPTER FOUR.....	31
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	31
4.0 Introduction.....	31
4.1 Distribution of Respondents.....	31
4.2 Background Information of the Respondents.....	32
4.3 Records Management Practice and Effective Service Delivery.....	33
4.3.1 The Level of Application of Records Management.....	33
4.3.2 Role of Records Management Practices.....	34
4.3.3 Effective Records Management System.....	35
4.4 Guidelines for Managing Records and Information in Organizations.....	36

4.4.1 Guideline Procedures and Policies.....	36
4.4.2 Records Management Guidelines	37
4.4.3 Benefits of Records Guidelines	38
4.5 Professional Competency.....	39
4.5.1 Professional Competency of Records Management Staff.....	39
4.5.2 Level of professional Competency of Records Management Practitioners.....	40
4.5.3 Professional Competency and Service Delivery.....	41
4.6 Appropriate Framework for Records Management.....	42
4.6.1 Effectiveness of the Framework.....	42
4.6.2 Application of Appropriate Records Management Framework.....	43
4.6.3 Quality Service Delivery and Appropriate Records Management Framework.....	44
4.7 Service Delivery.....	47
4.7.1 Quality Service Delivery.....	47
4.7.2 Responsiveness of Service Delivery.....	47
4.7.3 Reliability of Service Delivery	48
4.8 Regression Analysis.....	49
4.8.1 Model Summary of Records Management and Service Delivery	49
4.8.2 ANOVA for Records Management Practices and Service Delivery.....	50
4.8.3 Regression Coefficient for Records Management Practices and Service Delivery.....	51
4.9 Chapter Summary.....	52
CHAPTER FIVE.....	53
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	53
5.0 Introduction.....	53

5.1 Summary of the Findings.....	53
5.1.1 Records Management Practice and Effective Service Delivery.....	53
5.1.2 Guidelines for Managing Records and Information in Public Organizations	54
5.1.3 Professional Competencies Required for Records Management.....	55
5.1.4 Appropriate Framework for Effective Records Management.....	56
5.2 Conclusion.....	57
5.3 Recommendations.....	58
5.3.1 Integration of the Records Management System in Public Organizations.....	58
5.3.2 Training of the Staff in Public Organizations	58
5.3.3 Employing more Staff with Records Management Competencies	59
5.3.4 Adoption of Records Management Framework.....	59
5.3.5 Documenting Records Management Policies and Guidelines.....	59
5.3.6 Initiate Awareness programs for other Staff.....	60
5.4 Suggestions for Further Research.....	60
5.5 Chapter Summary.....	60
REFERENCES.....	62
APPENDICES AND ANNEXES.....	64
APPENDIX I: LETTER OF INTRODUCTION.....	64
APPENDIX II: QUESTIONNAIRE.....	65
APPENDIX III: INTERVIEW GUIDE.....	71
APPENDIX IV: AUTHORITY TO COLLECT DATA.....	72

LIST OF TABLES

Table 3.1: Operationalization of the Study's Objectives.....	24
Table 3.2: Sampling Table.....	25
Table 4. 1: Level of Application of Records Management.....	34
Table 4. 2: Role of Records Management Practices.....	35
Table 4. 3: Effective Records Management System.....	36
Table 4. 4: Guidelines Procedures and Policies.....	37
Table 4. 5: Modern Records Management Guidelines.....	37
Table 4. 6: Benefits of Records Guidelines.....	39
Table 4. 7: Professional Competency of Records Management Staff.....	40
Table 4. 8: Level of professional Competency of Records Management Practitioners.....	40
Table 4. 9: Professional Competency and Service Delivery.....	42
Table 4. 10: Effectiveness of the Framework.....	42
Table 4. 11: Application of Appropriate Records Management Practitioners.....	33
Table 4. 12: Quality Service Delivery and Appropriate Records Management Framework.....	46
Table 4. 13: Quality Service Delivery.....	47
Table 4. 14: Responsiveness of Service Delivery.....	48
Table 4. 15: Reliability of Service Delivery.....	49
Table 4. 16: Model Summary.....	50
Table 4. 17: ANOVA for Modern Records Management and Service Delivery.....	51
Table 4. 18: Regression Coefficient for Modern Records Management Practices and Service Delivery.....	52

LIST OF FIGURES

Conceptual Framework.....22

LIST OF ABBREVIATIONS AND ACRONYMS

CBD	: Central Business District
ERM	: Electronic Records Management
ERMS	: Electronic Records Management System
IoT	: Internet of Things
IT	: Information Technology
ICT	: Information Communication Technologies
NSSF	: National Social Security Fund
ODPP	: Office of the Director of Public Prosecution
US	: United States

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers the background of the study, the statement of the problem and the purpose of the study. The chapter also discusses the objectives of the study and the research questions, the significance and scope of the study, the limitations and the definition of operational terms and concepts. The chapter also included the organization of the study and the chapter summary.

1.1 Background to the Study

Records are one of the critical organizational assets that pose inherent value beyond the immediate context (Usman & Udensi, 2013). Since they are crucial sources of data, information and knowledge, which they form the basis upon which organizations make their decisions, formulate policies and provide services. The development of any country is therefore pegged on the country's ability to access and use well managed records effectively. In this regards, records become critical in improving an organization's efficiency and effectiveness. Various government across the globe have faced challenges in the management of their records, this has consequently affected the quality of service delivery in their public institutions (Moemi & Rotich, 2015; Okoli & Onuigbo, 2014). This paper study examined how the records management practices in public organizations can be optimized to enhance the delivery of public service.

Kwatsha (2010: 10) defines records as recorded data or information, either in physical or electronic format, created or received by the organization and stored as evidence of the decisions, policies, functions, procedures, transactions, and activities. Brocke & Simons (2013: 11) note that public organizations use records to for instance document staff work, confirm and review policies and procedures and confirm staff personal details. Darshana and Hidayati (2016:21) further note that public organizations use records to collect statistical data, establish and handle

legal claims, provide guidelines for administration and litigation and project organizational plans and evaluation.

According to Akor and Udensi (2013: 7) records are essential to the public organizations providing information regarding past activities and determining the current business activities.

They also support compliance with regulations and laws. Lung'aho and Rotich (2014: 13) note that records give evidence of decisions, communication, actions and the history of the organization. Records are related to the official business of the organization and are stored as evidence.

Service delivery is a key issue for governments as it is critical for national wellbeing and stimulation of the economy. Daily, governments and their institutions carry out activities that provide citizens with services; these services must be in accordance to the rule of law. Most of the procedures and processes facilitating the delivery of public services require documentation.

Records management is, therefore, critical to public service delivery as evidenced by public institutions across the world. In Malaysia effective records management indicate the integrity and accountability of the public institutions. The accuracy and reliability of public organizations influence the efficiency in the court processes and delivery of justice (Saman & Abrar Haider, 2013:11).

In Nigeria, the Federal University of Technology relies on effective records management provide orderly and reliable flow of information, which enable the administration and lectures to effectively carry out their tasks (Akor & Udensi (2013:102). Abuki (2015) considers their effective management of records as the lifeblood of public organizations that result in transparency and accountability in quality service delivery. Proper records management

facilitates compliance with the existing rules and regulations, promotes transparency and accountability, thereby preventing corruption or leading to its detection.

The competency of records management staff influences the effectiveness of records management system. This is essential considering the fact that technology is revolutionizing record management procedures and processes facilitating efficient and effective information sharing. Freda (2014: 16) notes that technological advancements are challenging the competencies of records management professionals in terms of their tasks and responsibilities. For instance, in public institutions people assigned records management tasks without having any training on records management.

There is, therefore, the need for appointing professional records management officers to handle records management in public organizations for them to be of value to the institutions and the public that they serve (Saman & Abrar Haider, 2013: 7). There is also need for upgrading the knowledge and skills of the existent records management professionals particularly to empower them to use the emergent technologies that are enhancing the processes of records management

The effective management of records must be based on some specified guidelines that should be developed by each organization. The guideline should be based on the needs of the organization and should also comply with any existing laws. The customization of the records management guidelines is based on the premise that there is no particular standard that can fully address the information needs of all organizations (McWay, 2014: 42).

The guidelines for managing records stipulate not only the procedures to be used but also the records management personnel; their roles and responsibilities. The senior records management executive needs to be topmost the organizational leadership structure so that they may have enough authority to effectively operationalize the records management programs (Abuki, 2015:

32). The senior executive also needs to take charge of the records management issues, point out the actions that should be undertaken to mitigate or resolve records management challenges.(Smallwood, 2013: 36)

Record management practices consist of activities that involve stakeholders managing recorded based on guidelines and policies. Darshana & Hidayati (2016: 9) notes that records management include establishment of records management policy; the appointment or designation of duties and responsibilities to personnel charged with records management; the establishment and promulgation of procedures and guideline, and the designing, implementation, and administration of a records keeping system, including the monitoring and auditing of records.

The policy formulation and implementation regarding records management include government sanctioned requirements that could affect the privacy, procedures, duration and destruction of records (Mohamed et al., 2018: 23). This ensures the organization safeguard the rights of public members as a component of quality service delivery. It also clarifies the responsibilities and authorities of the records management officers, streamlining records management, preventing records loss, misplacement or delays, which in turn may interfere with service delivery (Freda, 2014: 9).

Furthermore, Records management practices require a recordkeeping system that will facilitate retrieval, use, preservation, distribution, and disposal. The recordkeeping system should be aligned with guidelines, practices, procedures, and policies of the organization (Muratha, 2011: 5). More importantly, the record management processes involved in the lifecycle of record-keeping need to be handled comprehensively right from creation, monitoring, auditing, use and disposal therefore ensuring effective service delivery (Chiwanza & Mutongi, 2016 : 10).

1.1.1 Context of the Study

The ODPP is headed by the Director of Public Prosecution (DPP). The ODPP is headquartered in Nairobi, even though it has got its offices in all the 47 Counties in Kenya. The ODPP County Offices are headed by a Chief County Prosecutor who is charged with the responsibility of working with courts and the investigative agencies within the count to enhance the provision of high-quality prosecutorial services within their jurisdiction. The ODPP prosecutors handle a broad range of cases that range from the minor offenses in Magistrate courts to more heinous crimes such as rape and murder that are handled in the High Court. However, the majority of the ODPP's prosecutors' workload is found in the Magistrate's Courts. (ODPP, 2017)

1.2 Statement of the Problem

Records management is an invaluable tool in the administration of public service (Lowry & Wamukoya, 2014, p. 13), particularly in terms of ensuring the efficiency and effectiveness of the service delivered. The 2016 – 2022 ODPP's Strategic Plan indicated that there is a laxity in the records management practices that are used in the organization (ODPP, 2017). There seem to be a lack of responsive and comprehensive case management system for processing the caseloads; the records managements officers also have difficulty of ensuring that the system is updated regularly and accurately. This is highly likely to impede the quick access to information, which has in turn hampered the efficiency and effectiveness of the delivery of the ODPP's services, in terms of information availability and ease of information sharing. This could manifest in form of delayed prosecutorial duties, which may delay the discharge of justice. This study, therefore, sought to examine how the records management practices at the ODPP could be optimized in order to enhance the office's delivery of services.

1.3 Purpose of the Study

The purpose of this study was to investigate the records management practices used in enhancing service delivery in public organizations in Kenya, a case of the Office of the Director of Public Prosecution.

1.3.1 Research Objectives

- i. Establish records management practices that enhance effective service delivery in public organizations.**
- ii. Determine guidelines applied for managing records and information in public organizations.**
- iii. Examine professional competencies required for effective records management practices in public organizations.**
- iv. Propose an appropriate framework for effective records management practices and service delivery in public organizations.**

1.4 Research Questions

- i. How are records management practices used to enhance effective service delivery in public organizations?**
- ii. What guidelines should be applied for managing records and information in public organizations?**
- iii. What professional competencies are required for effective records management in public organizations?**
- iv. What is the appropriate framework for effective records management practices and service delivery in public organizations?**

1.5 Significance of the Study

This study's findings aimed at helping public organizations such as ODPP appreciate records management practices to improve service delivery. The study's findings provide policy makers with ideas for developing policies that support effective information management in public sector to enhance service delivery. Lastly, as a contribution to knowledge on record management practices, this study was invaluable to future researchers focused carrying out studies on or related to the subject.

1.6 Assumptions of the Study

The study assumed that the sampled respondents in this study provided honest and accurate answers to the questions served in the questionnaires and interviews. The study also assumed that the qualitative and quantitative data collection methods employed in the study resulted into meaningful findings that adequately addressed the research questions.

1.7 Scope of the Study

This study focused on the records management practices used in public sector organizations, more specifically, the Office of the Director of Public Prosecution (ODPP). The study included ODPP staff categorized as the legal, paralegal and the records management staff. This study was limited to ODPP Headquarters in Nairobi County, and did not include the other offices in the 46 Counties in Kenya.

1.8 Limitations of the Study

The data collection process in the study was limited by the on-going COVID-19 pandemic, which delayed responses by some participants as some were working from home and could not respond to hard copies of the questionnaire or avail themselves for interviews. The researcher overcame the limitation by sending questionnaires via email and following up with SMS reminders.

1.9 Operational Terms and Concepts

Electronic Records

Records created, stored, access, retrieve and used through computer technology.

Electronic Records Management

This is the process of managing the electronic and non-electronic records in the IT system.

Internet of Things

The interconnectedness of devices through ICT system, facilitating information sharing

Public Service

The services that are supported or provided by public institutions to the people that it serves

Records

Recorded electronic and non-electronic information which is stored for later retrieval

Records Disposal

The process of destroying or erasing records from the records' storage

Records Management

The control or management of records in their various formats to facilitate proper classification, storage, accessibility and retrieval

Service Delivery

The activities performed by organizations to resolve or respond to public problems or issues.

1.10 Organization of the Study

The study was arranged into five chapters. Chapter one was the introductory chapter. It included elements such as background of the study; the statement of the problem; the purpose of the study; objectives of the study; the research questions; the significance; the scope of the study, the study's limitations; the definition of operational terms and concepts; the organization of the study and the chapter summary.

Chapter Two involved a critical examination of literature that is relevant to the study. The literature was reviewed based on the objectives of the study. The chapter therefore included the theoretical framework, empirical review of literature and the conceptual framework.

Chapter Three was the methodology chapter. The chapter discussed the research design; area of research study; research population; sampling technique; sampling size; data collection instruments and procedures; ethical considerations and data analysis.

Chapter Four involved data presentation, analysis and interpretation. The chapter therefore, presented the quantitative and qualitative results of the study as analyzed using quantitative and qualitative methods respectively. The chapter also discussed the findings with respect to the findings of empirical studies discussed in the literature review.

Chapter Five presented the summary of the findings and discussed the conclusions and recommendations of the study. Besides, the chapter discussed the recommendations based on the findings of the study also recommendations for further studies in the areas of records management and service delivery.

1.11 Chapter Summary

This chapter has provided a background for records management practices and service delivery in public organizations. The problem statement has revealed the gap in knowledge with respect to the need for understanding the role that record management practices play in enhancing service delivery in public organizations. Based on this the chapter has outlined the salient emergent research objectives and research questions. The chapter also discussed the necessity for conducting the study, the assumptions that were made; the scope and limitations of the study and the operational definition of terms and concepts. Additionally, the chapter outlines the organization of the whole study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter on literature review was based on the study's objective. The chapter also includes the theoretical and conceptual framework, which presents the researcher's conceptualization how the key variables in the study are related.

2.1 Contemporary Records Management Practices

The records management process involves planning, staffing, controlling, organizing and directing all the steps that are undertaken in the cycles of records, right from the creation, creation, archiving, retrieval, use, and disposal (Prit & Nathan, 2016: 115). Public organizations at all levels have established requirements for the proper maintenance of records, particularly in the advent of electronic record-keeping and the changing record media. With the advancement in technology, electronic record-keeping has become a viable alternative to paper records (Penn & Pennix, 2017: 17).

The ERMS is designed to collect and manage records both in electronic and paper formats based on the record-keeping principles laid down by an organization. The system, therefore, organizes and manages the organization's record right from the time they are created up until they are destroyed, disposed or permanently stored (Gunnlaugsdottir, 2012: 24). Cloud computing is an example of a records management form that is occasioned by technological advancements that enables organizations to use the amount and types of service that they need without incurring unnecessary expenditure on infrastructural investments (Richards, 2018: 284).

In the context of public service delivery, records management can be considered from the perspective of information governance. According to Borek, Parlikad, Webb, & Woodall (2014: 27) information governance is a major priority for the public sector organizations, especially due to the ongoing unprecedented reforms. They note that as the public sector becomes more advanced technologically and digitally, with information and data at the center of the day to day activities, the success of public service delivery becomes increasingly reliant on information governance. This implies that information governance strategies have become quite essential for public organizations to effectively provide key services. In turn, this has demanded that public

organizations strike the balance between confidentiality and information sharing, which is essential, considering that information hoarding in these institutions is normally based on the pretext of safeguarding confidentiality.

2.2 Records Management Practices and Service Delivery Enhancement

The delivery of better public service begins with sound records management practices. According to Saman & Abrar Haider (2013: 11) the efficiency of service delivery in public institutions in Malaysia was the benchmark of the excellence of public service. The study further established that through the adoption of the electronic records management the Malaysian judicial system was able to efficiently manage their cases, boost productivity and work vigor. It also enabled the ease of tracking cases, speedy generation of statistics that enable accurate decision making, uniform court procedures that ensure fairness for the public and guaranteed information security.

Akor & Udensi (2013:102) established that sound records management practices significantly contributed to the effective administration of the Federal University of Technology in Nigeria, which in turn enhanced efficient and effective service delivery to students, lecturers and the community at large. He found out that proper records management ensured that there was an orderly flow of information that enables the officials at the university to carry out their tasks effectively.

In particular, effective records management practices in public institutions will be integral in helping the Kenyan government to deliver on its Big Four Agenda. The government's Big Four Agenda is based on four key social and economic pillars, which include, manufacturing, affordable housing, food security and universal healthcare. The Big Four Agenda that is set by the current government seeks to create about 1.3 million jobs in the manufacturing sector by 2022. In this case, the government aims at raising the manufacturing sector share from 9 – 15 percent of the economy's Gross Domestic Product (GDP). The Agenda also seeks to attain a 100 percent healthcare coverage for all Kenyans and provide about 500 000 affordable housing units for Kenyans. (Kiplagat, 2018: 6)

2.3 Guidelines for Records Management Practices

According to McWay (2014: 42), organizations should have reasonable guidelines for managing their records. They should develop policies and procedures that are practical, realistic and

customized to their organization. The formation of such policies should also be based on the strategic and operational value of the records in the development of the records management program.

In 2009 ARMA International published eight principles referred to as the Generally Accepted Recordkeeping Principles (GAR Principles) to foster the awareness of good record management practices. The principles and their associated metrics provide a framework for supporting continuous improvement. The eight principles include accountability, transparency, integrity, protection, compliance, availability, retention and disposition. (Smallwood, 2013: 36)

Chiwanza & Mutongi (2016: 67) argue that for organizations to maintain the quality of their services they need to establish procedures, standards, and guidelines that yield quality through the framework of records management. Records management policies stipulate the responsibility of the personnel records management personnel; establish effective management of records controls throughout the records management lifecycle and safeguards against the unauthorized access, use, destruction or removal of the organizational records.

2.4 Professional Competencies and Records Management

According to Section 11 of the international records management practice (ISO 15489 – 1 2001), organizations need to establish programs to train its records management personnel. Organizations may, therefore, design and/or set training programs in collaboration with other external bodies.

Saman & Abrar Haider (2013: 7) notes that one of the greatest challenges that public organizations encounter in their quest to adopt ICTs in records management involves retraining its records management personnel. Mäkinen (2013: 25) further notes the professional crisis that the records management world is undergoing because organizations do not value contributions made by records management professionals. The attempt by records managers to link records management to information management indicates an inevitable shift in records management from the archival function to it becoming a value-addition activity, which requires that records managers be equipped with the relevant competencies.

2.5 Effective Framework Records Management and Public Service Delivery

Records management practices involve establishing records management policy, assigning responsibilities, establishing procedures and guidelines, and designing and implementation of a

records keeping system, including monitoring and auditing of records (Penn & Pennix, 2017: 17). In the context of public organizations, records management involves planning, directing, controlling, organizing, training, reviewing and any other managerial activities such as the creation or capture, classification and indexing, sharing or distribution, tracking, handling, using, storing, retrieval, protection and the disposal of records, with the aim of achieving proper and adequate documentation of the public policies, transactions and decisions as well as cost-effective and efficient of the organization (Akor & Udensi, 2013: 102).

Sound records management practice begins with a policy, which reflects the records' needs of the organization. The major objective of the policy should be to create and manage authentic, reliable, usable and complete records that are capable of supporting the business activities and functions of the organization whenever they are required. Chiwanza & Mutongi (2016: 68) recommends public organizations formulate and communicate their records management policy. These policies outline the intentions of the organization regarding records management and also identify the personnel with the key responsibilities for records management. The policy needs to be underpinned by the guidelines and procedures that the staff should comply with.

The second component of records management practice is the designation of records management responsibilities. Kalusopa & Ngulube (2012: 33) argue that defining and assigning records management responsibilities and promulgating them within the organization is essential for achieving good records management and meeting the information needs of both the external and internal stakeholders. This implies that the responsibilities and authorities of the different employees regarding managing records in the organization need to be defined clearly.

The third salient component of records management is the recordkeeping system. Saman & Abrar Haider (2013:7) defines the recordkeeping system as the tool that organizations use to manage their records. This could either be in form of a manual or an automated information system that has the necessary functionality that can enable it to carry out and support the numerous record management processes, including collection, classification and organization of records for facilitating the retrieval, use, preservation, distribution, and disposal.

Finally, there are records monitoring and auditing as another component of records management practices. According to Saman & Abrar Haider (2013: 7) organizations need to undertake compliance in regards to regular monitoring of records to ensure that their control and processes

are implemented based on the requirements and policies of the organization. This goes a long way to ensure that the records management program functions in an effective manner.

2.6 Summary of Literature Review and Research Gap

Study	Focus of the Study	Research Gap
Gunnlaugsdóttir, (2012)	The use of electronic records management systems (ERMS) in Iceland organizations.	The study did not cover the influence that ERMS has on service delivery.
Kalusopa & Ngulube (2012)	The e-records readiness and current records management practices Botswana labor organizations.	The study did not examined association between records management practices and service delivery
Joseph et al., (2012)	Examined changing regarding record management responsibility under ISO 15489.	The study did not show the link between the guidelines and quality service delivery.
Makinen (2013)	The use of mobile information technology in records management in organizations.	The study did not connect the use of mobile information technology in organizations to service delivery.
Saman & Abrar Haider (2013)	Electronic records management in the judicial system in Malaysia.	The study did not link the implementation of the system to service delivery.
Akor & Udensi, (2013)	Assessed records management system in Nigerian universities.	The study failed to connect records management practice, and personnel competency to service delivery.
Akor & Udensi (2013)	Evaluated records management systems that have been established in Nigerian universities.	The study did not did not link these components to the delivery of quality services.
Freda (2014)	Assessed The assessment of records management practices in Ghanaian universities.	The study did not look at other aspects examined by the current study such as records management guidelines.
Muemi & Rotich (2015)	Examined the influence of records management	The study did not consider the influence of records

	on service delivery in Kenya's public sector.	management guidelines on enhancing service delivery.
Abuki (2015)	Effectiveness of records management in service delivery by the government institutions in Kenya.	The study did not consider records management guidelines as another critical factor for enhancing service delivery.
Chiwanza & Mutongi (2016)	Quality service delivery service through records management in learning institutions.	The study did not cover records management personnel competency.
Richards, (2018)	Examined the system design for resource ownership while managing records in the cloud.	The study did not indicate how such modern records management practices affect service delivery.

2.7 Theoretical Framework

The study of relevant theories helps to understand the complex relationships between the variables in a particular study (Mohamed, Rasheli, & Mwagike, 2018: 23). The theories considered for this study include the records life cycle theory (Mohamed et al., 2018: 23); record continuum theory (Brocke & Simons, 2013 : 26); record entity life history model (Österle, 2013: 298); adaptive structuration theory (Schmitz, Teng, & Webb, 2016: 663); systems development life cycle (Roebuck, 2011:11); information governance reference model (Franks, 2013: 322); maturity model (Franks, 2013: 333) and system theory. However, only three of these models were adopted; namely the information governance reference model, maturity model, and system theory.

2.7.1 Information Governance Reference Model

The Information Governance Reference Model (IGRM) integrates policy and process amongst information management stakeholders in organizations. These stakeholders are business units that include Information Technology, Records and Information Management (RIM), Legal, Business, Security and Privacy (Franks, 2013: 322).

Information is critical to the business units and it is created and used as a normal component of the operations of the business. The business units coordinate with IT in the management of information assets to achieve efficiency. Besides, the RIM is charged with the responsibility of making sure that all the regulatory obligations for organizational information are observed: it, therefore, assists the IT and business unit in regards to retention, preservation, and disposition to minimize the risks. The legal unit is also critical in minimizing risks: it notifies the IT and RIM in case of a potential lawsuit; it also describes the information to collect or put a hold on e-discovery. (Smallwood, 2014: 72)

The integration results in process transparency through which stakeholders can appreciate the duty and value of the organizational information assets. According to Ballard et al. (2014: 36), it can be such a daunting task to bring stakeholders together to work through information governance issues. The IRGM model, therefore, provides a critical starting point for achieving such cooperation. The resultant benefit includes securing valued information within the organization, reducing information costs and minimizing its risks to the organization. Franks (2013: 325) further notes that the model provides a unified governance approach that is

developed based on collaboration, cooperation, and transparency amongst the organizational parties that are involved in the creation and management of information. This model is essential when organizations formulate information governance strategies.

The IGRM is relevant for this study given that it supports the principles by ARMA International by pointing out the cross-functional groups of the major information governance stakeholders (Smallwood, 2014: 74). The model was, therefore important in intersecting the objectives of the ODPP in regards to records management practices to realize efficient and effective delivery of service. The model was essential in demonstrating the cooperation amongst the ODPP stakeholders in a bid to attain the desired level of maturity regarding the effective management of information in the organization.

2.7.2 Maturity Model

The maturity model is also referred to as the information governance maturity model. The model depicts a more vivid picture of the effective governance of information. The model goes beyond the simple prescription of the generally accepted records management principle through starting with the definition of the various levels of records management program maturity. The model related each principle to traits that describe each of the five levels. The first level is referred to as the substandard level.

Franks (2013: 333), notes that this level outlines the environment where records management concerns are handled in a very ad hoc manner or are not addressed at all. Organizations that fall under this level need to be concerned that their programs may not meet the regulatory or legal scrutiny. The in-development level is the second level and depicts an environment where there is the developing acknowledgment regarding the impact of records management on the organization; therefore, the organization may reap benefits from developing more specified information governance programs. However, even at this level, the organization is still prone to regulatory and legal scrutiny, given that their records management practices are still ad hoc and ill-defined (Katu, 2019: 72).

The third level is referred to as the essential level. This level defines the minimum or rather essential requirements that need to be addressed for the organization to meet the regulatory and legal requirements. This level is normally characterized by well-defined procedures and policies,

and more specific decisions that are made in a bid to improve on records management. However, the organizations that identify with this level are still prone to missing critical opportunities that may help them to streamline business and control costs.

The fourth level is also referred to as the proactive level (Franks, 2013: 333). This level involves organizations that are in the process of adopting information governance programs in all of their business operations. They therefore, integrate information governance in their processes of decision making as a routine; they also adhere to their legal and regulatory requirements easily. The organizations that fall under this level need to consider the business benefits of the availability of information in the transformation of their entities (Katu, 2019: 73).

Finally, the fifth level is also referred to as the transformational level. This level consists of those organizations that have already integrated information governance into their overall corporate business processes and infrastructure so that it had now become routine for them to comply with program requirements. These organizations acknowledge that effective information governance is essential for managing costs, increasing competitive advantage and improving client service (Fuhr, Kovács, Risse, & Nejd, 2016: 15). This model is relevant for this study was helpful in evaluating the maturity of the information governance practices at the ODPP through gauging them based on the characteristics provided by the model regarding effective information governance.

2.7.3 Systems Theory

The system theory was adopted for helping in understanding the relationships between the variables in this study. The theory was developed in 1968 by a biologist called Ludwig von Bertalanffy (Shepherd & Yeo, (2013: 34). The theory posits that systems within an organization are open and normally interactive; they also acquire some qualitatively new properties by the emergence that result from continual evolution. The system theory is made up of three components which include the inputs, processes, and outputs. Therefore, whenever one component is affected the ripple effects are felt throughout the whole system.

The system theory has been applied in previous studies in a bid to explain the relationship between records management practices and effective service delivery in the organization. For instance, Muemi & Rotich,(2015) affirm that records management and service delivery can be

understood through system theory lenses. Meomi used the theory in understanding records management influence on service delivery in the ministry of lands, housing and urban development in the Kenyan public sector.

This theory is essential in understanding how ODPP system operates where the internal environment consists of the staff interact while the external environment is the public that the organization service. The input involves the creation, archiving, retrieval, sharing, and destruction of public prosecution files with the relevant users. The processes include the guidelines that are used in the creation, archiving, retrieval, sharing, and destruction of public prosecution files, which for instance stipulate how records should be shared in the ODPP and who should it be shared with and at what time. The outputs are the services that the ODPP provides to the public and their effectiveness is measured by the accuracy, efficiency, and effectiveness of sharing records in the course of advancing the administration of justice for the public.

2.8 Conceptual Framework

The conceptual framework explains the relationship between the independent (records management practices) and the dependent variables (service delivery), including the intervening variable (records management guidelines) in the study (See Figure 2.1 below). The records management practices in regards to the use of technology to create records, classify them, store, appraise and dispose them is expected to affect how the ODPP deliver its services in term of the transparency and accountability of its processes. This is expected to translate into the effectiveness, efficiency, and reliability of the services being provided by the ODPP. Notably, as the moderating variable, the records management policies that the ODPP has put in place are integral in influencing the success of the records management practices.

Independent Variable

Dependent Variable

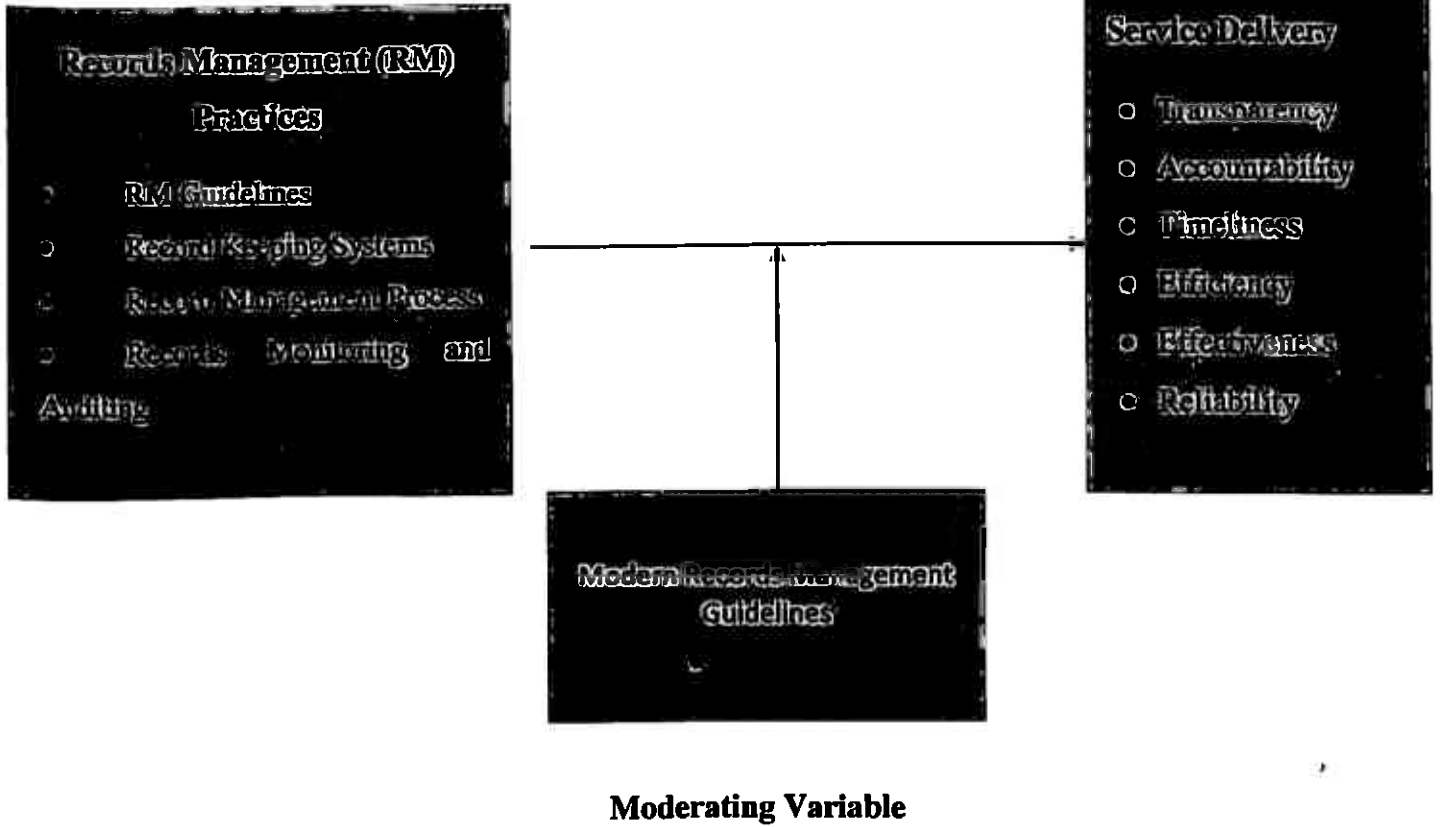


Figure 2.1: Conceptual Framework

2.9 Chapter Summary

The chapter reviewed relevant literature regarding records management practices and service delivery in public organizations. This was imperative in outlining the gaps existing in these previous studies. Three models were considered for the theoretical review, which included the information governance reference model, maturity model and the system model. The conceptual framework outlined the indicators of the independent variable and their relationship with the dependent variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter will address the methodology that was adopted for this study. The chapter, therefore, will discuss aspects of the methodology such as the research design, area of study and the population. The other methodology elements included the sampling techniques and sample size, data collection instruments and procedures. The chapter also discusses the ethical considerations to be employed in the study and the procedures of analyzing the data.

3.1 Research Design

The research design is the structure on which the study is organized (Kombo and Tromp 2012: 27). A descriptive research design was adopted for this study. According to Kombo and Tromp (201, p. 28) the descriptive research design is used when the researcher seeks to understand the salient characteristics of the participants and the relationship between the key variables in a study. This study intended to understand the relationship between records management practices and service delivery in public organizations. The descriptive research adopted both quantitative and qualitative approaches were used in the collection and analysis of data. Both sets of data were collected using the questionnaire.

Table 3.1: Operationalization of the Study’s Objectives

Objectives	Method	Instrument
Establish records management practices that enhance effective service delivery in public organizations.	Qualitative and Quantitative	Questionnaire; Observation
Determine guidelines applied for managing records and information in public organizations.	Qualitative and Quantitative	Questionnaire; Observation
Examine professional competencies required for effective records management practitioners in public organizations	Qualitative and Quantitative	Questionnaire
Propose appropriate framework for effective records management practices and service delivery in public organizations.	Qualitative and Quantitative	Questionnaire

3.2 Area of Study

The area of study in this research is the headquarter of the Office of the Director of Public Prosecution, which is situated in Nairobi at the National Social Security Fund (NSSF) building, at the Community Area, outside the Central Business District (CBD).

3.3 Target Population

The population in the context of research refers to the group of people or elements that are being investigated in the study (Cooper & Schindler, 2003: 52). The population in this study included the staff at the Office of the Director of Public Prosecution (ODPP). The sampling frame for this study was the 324 staff (Based on the HR staff distribution list 2019) at the ODPP headquarters in Nairobi County.

3.4 Sampling strategies and Sample Size

3.4.1 Sample Size

The sample of the study was drawn from a sample frame of 324 legal and non-legal staff at the ODPP headquarters, as acquired from the human resource department (ODPP Staff Distribution List, 2018). The legal staff consists of the senior prosecutors and the state counsels total up to 213. The non-legal staff includes records management officers, secretaries and clerical officers

who total up to 111. The study, therefore, conducted a census of the non-legal staff. On top of that, the study included 15% of the legal staff, which translated into 32 prosecutors. This percentage is based on the suggestion by Cooper & Schindler (2003: 52) that a sample of between 10 – 30 % of a target population is appropriate for social science studies. In this case, 15% is half of what is suggested and is considered likely to translate into a reasonable representation of the total population. However, the study conducted a census of the 111 non-legal staff and included 15% of the legal staff, which translated into 32 prosecutors. Therefore, the total sample size in this study was 143, including both legal and non-legal staff.

Table 3.2: Sampling Table

	Total No of staff	Sample Ratio	Sample size
Legal Staff	213	15%	32
Non Legal Staff	111		111
Total	324		143

3.4.2 Sampling Techniques

Probability sampling strategies was used in this study. Johnson & Christensen, (2013: 32) notes that this strategy is applicable in studies that apply some form of random selection of the participants and is most suited for quantitative researches, therefore, relevant for this study. In particular, the probability sampling strategy that was adopted for this study was stratified sampling. The stratified sampling technique is a probability sampling method that is effective when the researcher intends to attain a desirable representation of the various subgroups that are found within the study's population. The first step in the stratification sampling entails identifying the target population (Johnson & Christensen, 2013: 34). The target population in this context is the 324 legal and non-legal staff at the ODPP headquarters. The second step of

stratified sampling involves the identification of the subgroups (Johnson & Christensen, 2013: 34). The subgroups of interest in this study included both the legal and non-legal staff. The third step in stratified sampling entails the selection of the appropriate number of the subject for each of the subgroups (Johnson & Christensen, 2013: 34).

3.5 Data Collection Methods

3.5.1 Questionnaires

The questionnaire was used in the collection of both the qualitative and quantitative data that was used in this study. The questionnaire was preferred for this study because it is cost-effective, easy to administer and provides consistency in the questions that are used to test the variables in a study (Kothari, 2014: 14). Questionnaires are normally developed in such a manner that each item addresses a specific objective, hypothesis or research question of the study (Johnson & Christensen, 2013: 234).

The questionnaire to be used in this study was developed taking into account the objectives of the study. The questionnaire was divided into five sections. Section A consisted of questions inquiring about the demographic data of the respondents. Section B included questions that measure the dependent variable of the study, which is service delivery at the ODPP. Section C includes questions on the professional competencies required for records management practices at the ODPP; Section D included questions on the relationship between records management practices and service delivery at the ODPP whereas Section E included questions on records management practices concerning accountability and integrity in public organizations. The questionnaire was made up of open-ended questions and, close-ended questions. The close-ended questions will be based on a Likert scale. As suggested by Kothari, (2014: 19) the Likert scale was preferred for the questionnaire in a bid to minimize subjectivity and enable reliable

quantitative analysis; the open-ended question will further expound on the answers provided in the close-ended questions.

The questionnaires were self-administered by the respondents. The researcher delivered the questionnaires to the respondents either as hard copies or soft copies that were sent through the email. The questionnaire was accompanied by a letter of transmittal. Where hardcopies were used, they were personally signed by the researcher. The researcher provided the respondents with the duration of two weeks to respond and follow them up through sending reminder SMSs and/or making follow-up calls a week after delivering the questionnaire to the respondents.

3.5.2 Semi Structured Interviews

The semi-structured interview was used to collect data in this study. The interviewing process involved contacting and scheduling the key informants. The researcher explained to them the purpose and objectives of the study and upon their agreement to participate, schedule an appointment for conducting the interview. The interview lasted for an hour and started with the researcher explaining the purpose of the interview and seeking their consent by requesting them to read and sign the consent form.

3.6 Research Instruments

3.6.1 Pilot Study

A pilot study was conducted to pretest the draft questionnaire. The pre-testing was conducted amongst five employees at the Nairobi High Courts, targeting court clerks and lawyers. The employees who participated in the testing of the questionnaire were, therefore, not included in the actual data collection of the research. The testing helped the researcher to make some meaningful observations regarding the data collection tool (Johnson & Christensen, 2013: 247).

3.6.2 Reliability

The reliability of the questionnaire in this study was ascertained using the test-retest technique. Johnson & Christensen (2013: 247) regards the test-retest technique as involving the assessment of the reliability of the data through administering the same research instrument at least twice to the same groups of respondents. There should be a time-lapse between the first and second tests. After the development of the questionnaire, the researcher pre-tested and tested it with a sample of the respondents. Kothari (2014: 16) recommends that the pretesting should be conducted on a sample that bears similar characteristics to the actual sample that the researcher intends to use in their study.

3.6.3 Validity

Both content validity and construct validity was used in the development of the research instrument to be used in this study. Schwartz-Shea & Yanow (2013: 92) regards content validity as the measure of whether the research instrument adequately covers the content that it is meant to cover taking into account the variables of the study. On the other hand, construct validity tests whether the researcher can draw inferences from the test scores as related to the concepts that are being measured in a study. In this regard, the development of the questionnaire ascertained whether it does cover the whole domain as related to the study's variables that the researcher seeks to measure. The development of the questionnaire also took into account the practicability of drawing inferences from the responses that were provided using the tool.

3.7 Ethical Considerations

The ethical issues involved in this study included informed consent, anonymity and confidentiality. Every participant in a research study was informed about the nature of the research study and how the researcher was going to use the information that they are providing. On the other hand, the anonymity of the participants was implemented by ensuring that the

identity of the participants and the privacy of the information that they provide are protected. This was achieved through delinking the collected data and by excluding the names and phone numbers of the participants.

3.8 Data Analysis and Interpretation Procedures

The quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS). The descriptive statistical analysis was used in analyzing the demographics of the respondents included in the study. The multiple regression analysis was used to measure the statistical significance of the variables in the study. The qualitative data was analyzed using the thematic analysis method. The thematic analysis was conducted based on the six steps as suggested by Suter, (2012: 42). The researcher was, therefore, first familiarize with the data through reading and rereading the provided answers; it was organized into systematically to generate the initial codes. This was followed by theme identification of themes, then the review the themes to modify and develop them further. The final refinement of the theme then allowed the researcher to come up with a write up of the qualitative analysis.

3.9 Chapter Summary

The chapter outlined the suitability of the descriptive research design that was adopted for the study. The Nairobi-based headquarters of the ODPP was identified as the area of the study, whereas the 324 staff at the headquarters accounted for the study's population out of which a sample of 143 was generated using the stratified sampling technique. The questionnaire and semi-structured interviews were discussed as the method of data collection. The chapter outlines how data collection tools were ascertained using reliability and validity methods before they

were used for actual data collection. Additionally, the chapter discusses the ethical considerations and the methods used in data analysis for both qualitative and quantitative data.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the result of the study, which examined records management practices that enhance service delivery in public organizations in Kenya, with a specific focus on the Office of the Director of Public Prosecution. To achieve the objective of the study the researcher used both questionnaires and interviews to engage the staff at the ODPP, which basically involved a census of the non-legal staff that included the records management officers, secretaries, and clerical officers and 15% of the legal staff in the organization. The research questions of the study provided the framework upon which the data in this study was analyzed and presented. Therefore, based on the research questions the followed areas of the study were covered: records management practices, guidelines for managing records and information in the organization, professional competencies, and appropriate framework for records management.

The qualitative data collected in the study through the interview was transcribed. The transcripts were cleaned to remove verbal cues and grammatical mistakes. The transcripts were then studied carefully to establish patterns of concepts which were considered as codes. The codes were thereafter integrated into themes, which were later translated into a written finding of qualitative analysis.

4.1 Distribution of Respondents

The sample for this study was generated using stratified sampling. The sample size consisted of 111 non-legal staff who included records management officers, secretaries, and clerical officers, and 32 legal staff who majorly included the prosecutors. Therefore, the total sample size for the study was 143 participants. Therefore, a total of 143 questionnaires were distributed to the legal and non-legal staff at the ODPP. A total of 112 questionnaires were completed and returned for

analysis. The study's response rate in this case was 78%. According to Babbie (2008), a response rate of more than 70% is considered appropriate for analysis and reporting in social studies as they indicate a minimal chance for response bias. Besides, the researcher conducted five interviews with senior non-legal and legal staff at the ODPP.

4.2 Background Information of the Respondents

The questionnaire inquired of the background information of the respondents, which included details such as the name of their organization, department, and profession/occupation, position in the organization, the highest educational qualifications, and other training. The results showed that all the respondents were staff at the ODPP. They, however, came from a broad scope of departments, which included Prosecution, Administration, Offense against Persons, Central Facilitation Services, Registry, County Affairs, Library, and Investigation. This indicated that the findings of the study took into account the views of various departments at the ODPP.

The respondents were drawn from a broad range of professions and therefore included Prosecution counsels, advocates, records management, accountants, librarian, and investigators. They also held various positions in the organization such as Prosecution Clerks, Receptionists, Prosecution counsels, Records management officers, senior personnel secretary, Clerical Officers, and Investigation officers. This indicated that the findings of the study were based on a mixed view of the staffers at the ODPP including various professions and participants drawn from various positions within the organizations.

The highest level of education of the respondents varied including degree, diploma, and higher diploma. The other relevant training that the respondents had received included Supervisory Management Courses (SMC) in Customer Service, Records Management, Senior Management Course, ISO Certification, Security Management, senior leadership development program, and

Archives and Records Management. This indicated that the findings of the study were informed by participants whose education levels and training were varied and therefore, comprehensively representative of the ODPP staff.

4.3 Records Management Practice and Effective Service Delivery

4.3.1 The Level of Application of Records Management

The respondents were asked to indicate the level of application of records management in the organization. The results are presented in Table 4.1. The findings revealed that the records management activities undertaken in the organization included timely and accurate creation of records (80%); safe storage of records (81%); clearly classified records (75%); ease of access to the required records (65%) and authorized access to the required records (65%). According to the interviewed staff some of the records management practices at the organization were characterized by an e-filing system which makes it easy to retrieve information; the use of machines to know the status instead of tempering with physical documents; the digitalizing of records and making them easily accessible to the public. The other practices included a records management system or a rather case management system. These findings concurred with records (Penn & Pennix, 2017) who established that there are various levels of application of records management in the organization, which include both electronic and non-electronic methods. The practices, essentially involve involves planning, staffing, controlling, organizing, and directing all the steps that are undertaken in the cycles of records, right from the creation, creation, archiving, retrieval, use, and disposal of records.

Table 4. 1 : Level of Application of Records Management.

Level of Application	
	Frequency (Percentage)
Timely and Accurate Creation of Records	89 (80%)
Safe Storage of Records	91 (81%)
Clearly Classified Records	84 (75%)
Ease to Access to the Required Records	73 (65%)
Authorized Access to Records	63 (56.2%)

4.3.2 Role of Records Management Practices

The respondents were asked to indicate their opinion regarding the role that records management practices play in their organization. Most of the respondents indicated that records management practice was very important in enhancing the high productivity of every staff (73%); most respondents said that records management practices were very important to facilitate easy access to the required and required records (77%). Most respondents also were of the view that records management practices were very important when it comes to documentation of procedures and standards, which facilitate faster delivery of services (71%). Besides, most respondents indicated that records management practices were very important when it comes to enhancing the fast delivery of services to customers (69%) and eliminating poor records sharing and inconsistencies (46%). The results are presented in Table 4.2. These findings concur with those by Saman & Abrar Haider (2013) who established that the adoption of electronic records management enabled the efficient management of cases in the Malaysian judicial system, which boosted productivity and works vigor. It also facilitated tracking cases, speedy generation of statistics that enable accurate decision making, uniform court procedures that ensure fairness for the public, and guaranteed information security.

Table 4. 2: Role of Records Management Practices

	Role of Records Management Practices				
	Frequency (Percentage)				
	Very Important	Important	Somehow Important	Not Important	I don't know
Enhance high productivity of every staff	82 (73%)	19(17%)	4(4%)	4(4%)	-
Facilitate ease of access to the requested or required records	84(77%)	25(23%)	-	-	-
Document Procedures And Standards Thus Facilitating Fast Service Delivery	79(71%)	20(18%)	10 (9%)	-	-
Enhances Fast Delivery Of Services To Customers	77(69%)	31(28%)	-	-	1(1%)
Eliminate Poor Records Sharing And Inconsistency	51(46%)	37(33%)	8(7%)	3(3%)	1(1%)

4.3.3 Effective Records Management System

The results of the study showed that most of the respondents (55%) claimed that effective records management system guarantees integrity and accountability that ensures the provision of quality and reliable service in their organization was strongly important; 16% indicated that it was important, whereas 11% indicated that it was important (see Table 4.3). The findings concurred with Akor & Udensi (2013) who established that sound records management practices significantly contributed to the effective administration of the Federal University of Technology in Nigeria, which in turn enhanced efficient and effective service delivery to students, lecturers, and the community at large.

Table 4. 3: Effective Records Management System

		Effective Records Management System					
		Frequency (Percentage)					
		Strongly Important	Very Important	Important	Somehow Important	Not Important	I don't know
Effective records management system guarantees integrity and accountability that ensures the provision of quality and reliable service.		61(55%)	18(16%)	12(11%)	-	-	-

4.4 Guidelines for Managing Records and Information in Organizations

4.4.1 Guideline Procedures and Policies

The respondents were asked to specify the guideline procedures and policies about records management at their organization. They indicated that the existing guideline procedures and policies include records management policies (67%); standard operating procedures (68%); retention schedules (49%); and disposal schedules (50%) (See Table 4.4). The findings concur with McWay (2014), who opined that organizations have reasonable guidelines for managing their records. They include policies and procedures that are practical, realistic, and customized to their organization. The formation of such policies should also be based on the strategic and operational value of the records in the development of the records management program.

Table 4.4: Guidelines Procedures and Policies

Guidelines Procedures and Policies	
	Frequency (Percentage)
Records management policies	75(67%)
Standard operating procedures	76(68%)
Retention Schedules	55(49%)
Disposal Schedules	56(50%)

4.4.2 Records Management Guidelines

The respondents had varied views about the records management guidelines at the organization: 78% said that record management guidelines involved the capturing of the original vital records, which are kept in the system and secured based on the recognized standards. Another 65% of the respondents said that the guidelines retained permanent records for a stipulated period and also included privacy requirements for storing temporary records. Besides, 48% of the respondents indicated that the guidelines specified storage for electronic records to undergo regular tests (See Table 4.5).

Table 4.5: Records Management Guidelines

Records Management Guidelines	
	Frequency (Percentage)
Permanent records are retained for a stipulated period of time.	65(58%)
Privacy requirements provide for the storing of temporary records beyond their retention period.	65(58%)
Original vital records are captured in the recordkeeping system and secured based on recognized standards.	87(78%)
Storage media for electronic records undergo regular tests to check for degradation.	54(48%)

4.4.3 Benefits of Records Guidelines

The findings of the study indicated that records management guidelines were beneficial to the organization in various ways. Most of the respondents (90%) indicated that the guidelines ensured the integrity, trustworthiness, and reliability of records; 87% claimed that it enhanced the transparency of the processes and procedures used in records management; 82% indicated that it provided scalable, practical and flexible solutions for addressing the records management needs whereas 64% said that it clarified roles by outlining the responsibility of the records management personnel (See Table 4.6).

Based on the interviews the other benefit is that the guidelines provide clear policies and by adhering to these set standards the delivery of service becomes exemplary. They have also promoted accountability and integrity since information is easily retrieved and therefore reducing the problem of canvassing and corruption. They have helped to maintain the confidentiality of information especially on high profile cases; ensured effectiveness in terms of time-saving and promoted seamless service delivery.

The interviewees also claimed that the guidelines have also provided directions and assist personnel in quick decision making and this enhances uniformity in records practices within the organization; reduced loss and misplacement of records and facilitated quick response to inquiries by all stakeholders. The guidelines have facilitated efficient and systematic control of the creation, receipt, maintenance, use, and disposition of records; ensuring that records are stored in secure locations with stable physical or electronic environments and those with proper authority to have access to records.

These findings concurred with previous studies such as Smallwood (2013) who found out records' management guidelines and principles provide a framework for supporting continuous

improvement. The eight principles include accountability, transparency, integrity, protection, compliance, availability, retention, and disposition. In another study, Chiwanza & Mutongi (2016) who established that records management guidelines stipulate the responsibility of the personnel records management personnel; establish effective management of records controls throughout the records management lifecycle, and safeguards against the unauthorized access, use, destruction, or removal of the organizational records.

Table 4. 6: Benefits of Records Guidelines

Benefit Of Records Guidelines	
	Frequency (Percentage)
Provide scalable, practical and flexible solutions for addressing the records management needs	92(82%)
Enhance the transparency of the processes and procedures used in records management.	97(87%)
Ensures the integrity, trustworthiness and reliability of records	101(90%)
Clarify roles by outlining responsibility of the records management personnel.	72(64%)

4.5 Professional Competency

4.5.1 Professional Competency of Records Management Staff

The respondents were asked to indicate whether professional competency for records management of the staff was helpful in terms of realizing efficient and quality service delivery at the organization. The findings showed that whereas 65% of the respondents strongly agreed, 19% of the respondents agreed whereas 10% were neutral (See Table 4.7). These findings concurred with those by Saman & Abrar Haider (2013) who acknowledged the necessity of having qualified staff for handling records management of the organization as a means of ensuring the delivery of quality service. In another study, Makinen (2013) established that

competency was a prerequisite for records management practitioners as it facilitates effective sharing of information within the organization, thereby enhancing service delivery.

Table 4. 7: Professional Competency of Records Management Staff

	Professional Competency				
	Frequency (Percentage)				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Professional competency for records management staff helps in realizing efficiency and quality service delivery in the organization	73(65%)	21(19%)	9(10%)	-	-

4.5.2 Level of Professional Competency of Records Management Practitioners

The respondents were asked to rate the level of professional competency of the records management practitioners at the organization. The findings showed the 69% of the respondents rated the professional competency levels of the records management practitioners as good; 16% claimed that it was excellent whereas 15% indicated that it was fair (See Table 4.9).

Table 4. 8: Level of Professional Competency of Records Management Practitioners

	Professional Competency			
	Frequency (Percentage)			
	Excellent	Good	Fair	Poor
Rate the level of professional competency of the records management practitioners at your organization	18(16%)	77(69%)	17(15%)	-

4.5.3 Professional Competency and Service Delivery

The respondents were asked to establish the relationship between professional competency and service delivery at the organization. The findings showed that 96% of the respondents were of the view that attending workshops and conferences enhanced staff competency while 80% indicated that providing an incentive for further study improved the staff competency levels. Besides, 93% of the respondents said that continuous improvement was required to achieve staff competency whereas 79% of the respondent indicated that the involvement of staff in professional associations enhanced their competency (See Table 4.10).

The interviewees revealed that some of the ways that the professional competencies of the records management practitioners could be developed are through providing training on recording storage, information security, and intergrade records management. They also indicated the need for the involvement of the staff in professional associations and incentive for further study to improve staff competency and attending workshops and conferences. These findings agree with Saman & Abrar Haider (2013) who acknowledged that one of the greatest challenges that public organizations encounter in their quest to adopt ICTs in records management involves retraining its records management personnel. Makinen (2013) also established that for records management to become a value-addition function in public organizations there is a need for the records manager to equip the staff with relevant competencies through training in various aspects of records management.

Table 4. 9: Professional Competency and Service Delivery

Professional Competency	
	Frequency (Percentage)
Providing incentives for further study will improve staff competency.	90(80%)
Attending workshops and conferences will enhance staff competency.	108(96%)
Involvement of staff in professional association will enhance their competency.	88(79%)
The competency levels of records management professionals require continuous improvement.	104(93%)

4.6 Appropriate Framework for Records Management

4.6.1 Effectiveness of the Framework

The respondents were asked to rate the effectiveness of the records management framework that was used at the organization. The findings of the study showed that 41% of the respondents rated the framework’s effectiveness as high; 36% rated it as moderate; 10% rated the framework as very high; 4% rated it as low whereas another 4% did not rate it all (See Table 4.11).

Table 4.10: Effectiveness of the Framework

	Appropriate Framework				
	Frequency (Percentage)				
	Very High	High	Moderate	Low	None
Rate the effectiveness of the framework that is applied at the ODPP about the management of records for quality service delivery	12(10%)	46(41%)	42(36%)	4(4%)	4(4%)

4.6.2 Application of Appropriate Records Management Framework

The findings of the study demonstrated that the appropriateness of the records management used in the organization was associated with various factors. Most of the respondents (78%) said that the appropriateness of the framework was because it established records management procedures and guidelines and also clearly outlined records management roles and responsibility for the records management professionals. Another 78% of the respondents claimed that its appropriateness was based on the fact that it established records monitoring and auditing system whereas 70% indicated that it established a record creation and record-keeping system (See Table 4.12). The findings agree with those of previous studies such as Penn & Pennix (2017) who found that appropriate records management practices involve establishing records management policy, assigning responsibilities, establishing procedures and guidelines, and designing and implementation a record keeping system, including monitoring and auditing of records. Chiwanza & Mutongi (2016) also found that effective records management practice begins with a policy, which reflects the records' needs of the organization. The major objective of the policy should be to create and manage authentic, reliable, usable, and complete records that are capable of supporting the business activities and functions of the organization whenever they are required.

Table 4. 11: Application of Appropriate Records Management Framework

Records Management Framework	
	Frequency (Percentage)
Established records management procedures and guidelines	87(78%)
Clearly outlined records management roles and responsibility for the records management professionals	87(78%)
Established record creation and record keeping system	70(63%)
Established records monitoring and auditing system	78(70%)

4.6.3 Quality Service Delivery and Appropriate Records Management Framework

The respondents were asked to indicate the views on the relationship between quality service delivery and an appropriate records management framework. The findings of the study showed that 51% of the respondents claimed that regulatory environment affects the record management of the organization and service delivery was very important; 30% claimed that it was strongly important; 5 % said it was important; another 5% said it was somehow important whereas 7% claimed it was not important (see Table 4.13). These findings concur with those by Saman & Abrar Haider (2013) who established that through the adoption of electronic records management the Malaysian judicial system was able to efficiently manage their cases, boost productivity and work vigor. It also enabled the ease of tracking cases, speedy generation of statistics that enable accurate decision making, uniform court procedures that ensure fairness for the public, and guaranteed information security.

The findings showed that 49% of the respondents indicated that best practices in records management improved efficiency of service delivery was strongly important; 25% said it was very important; 8% claimed it was important whereas 4% said that they did not know (See Table 4.13). The interviewees claimed that records management practices at the organization could be enhanced by adopting proper automation of records; recruiting skilled personnel in the management of records; and all staff on the importance of records management. Records management at the organization can also be enhanced by purchasing equipment for storage of records; continuous training of records management practitioners; creating and implementing a records management strategy. The findings agree with Akor & Udensi (2013) who established that sound records management practices significantly contributed to the effective administration

of the Federal University of Technology in Nigeria, whereby the orderly flow of information that enables the officials at the university to carry out their tasks effectively.

Besides, while 31% of the respondents claimed that internal code of conducts on records management practices translated into effective service delivery was strongly important; 30% said it was very important; 27% said it was important; 5% said it was somewhat important, and 4% claimed that they did not know (See Table 4.13). The findings were also reflected in Chiwanza & Mutongi (2016) recommend public organizations formulate and communicate their records management policy. These policies outline the intentions of the organization regarding records management, and also identify the personnel with the key responsibilities for records management. The policy needs to be underpinned by the guidelines and procedures that the staff should comply with.

Furthermore, 50% of the respondents indicated that clear practices regarding collection, classification, and organization of records ensured efficient delivery of services; 36% said that it was very important; 7% claimed that it was important whereas 4% indicated that they did not know (See Table 4.13). The findings concur with Saman & Abrar Haider (2013) who established that organizations need to undertake compliance in regards to regular monitoring of records to ensure that their control and processes are implemented based on the requirements and policies of the organization. This goes a long way to ensure that the records management program functions effectively.

Table 4. 12: Quality Service Delivery and Appropriate Records Management Framework

		Appropriate Framework					
		Frequency (Percentage)					
		Strongly Important	Very Important	Important	Somehow Important	Not Important	I don't know
The regulatory environment affects the record management of the organization and service delivery.		33(30%)	57(51%)	5(5%)	5(5%)	8 (7%)	-
The best practices in records management improve efficiency of service delivery.		55(49%)	28(25%)	9(8%)	-	-	4(4%)
The internal code of conducts on records management practices translate into effective service delivery.		35(31%)	34(30%)	30(27%)	5(5%)	-	4(4%)
Clear practices regarding collection, classification, and organization of records ensures efficient delivery of services.		56(50%)	40(36%)	8(7%)	-	-	4(4%)

4.7 Service Delivery

4.7.1 Quality Service Delivery

The respondents were asked to indicate their level of agreement regarding the relationship between the quality of service delivery and records management equipment and technologies. The findings showed that whereas 56% of the respondents strongly agreed that quality service delivery at the organization relied on records management equipment and technologies; 26% agreed whereas 13% were neutral about it. Therefore, most of the respondents strongly agreed that quality service delivery at the organization relied on records management equipment and technologies.

Table 4. 13: Quality Service Delivery

	Service Delivery				
	Frequency (Percentage)				
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Quality service delivery at the organization relies on records management equipment and technologies.	63(56%)	31(26%)	14(13%)	-	-

4.7.2 Responsiveness of Service Delivery

The respondents were asked to rate the level of responsiveness of service delivery at their organization. Whereas 70% of the respondents indicated that their level of service delivery responsiveness was good; 14% indicated that it was excellent whereas 16% indicated that it was fair. Therefore, most of the respondents indicated that the level of service delivery responsiveness at their organization was good.

Table 4. 14: Responsiveness of Service Delivery

	Service Delivery			
	Frequency (Percentage)			
	Excellent Important	Good	Fair	Poor
Rate the level of responsiveness of your organization in terms of service delivery.	16(14%)	78(70%)	18(16%)	-

4.7.3 Reliability of Service Delivery

The respondents in the study were required to indicate some elements associated with the reliability of service delivery at their organization. Most respondents (73%) indicated that one of the element was empathy and reassurance to their clients whenever they need an issue to be resolved for them; 72% indicated that they organization insist on error-free service delivery; 54% said that they organization deliver whatever it promises to do to their clients and 50% claimed that their staff delivers services right at the first time (See Table 4.16). The interviewees pointed out that some of how service delivery instills confidence in the client include the provision of reliable and consistent service; provision of quality service; the adoption of an open-door policy to instill discipline and confidence. The other ways include prioritization of information security and privacy; timely responses and innovative services.

Therefore, the study found that some of the elements of service delivery responsiveness at the organization included empathy and reassurance to clients when they need an issue resolved for them; provision of error-free service delivery; delivery of whatever is promised to the client and the delivery of services right at the first time.

Table 4. 15: Reliability of Service Delivery

Service Delivery	
	Frequency (Percentage)
Our organization delivers whatever it promises to do for our clients.	60(54%)
Our staff is empathetic and reassuring to our clients whenever they require an issue resolved for them.	82(73%)
Our organization insists on error free service delivery.	81(72%)
Our staffs deliver the service right at the first time.	56(50%)

4.8 Regression Analysis

A multiple regression analysis was conducted to establish the relationship between the predictors such as records management practices, records management guidelines, professional competency, and appropriate framework affected service delivery at the organization and, the dependent variable (i.e. service delivery).

4.8.1 Model Summary of Records Management and Service Delivery

A regression analysis was conducted to ascertain the statistical significance of the variables in the study. As shown in Table 4.17 below the records management practices, records management guidelines, professional competency, and appropriate framework affected service delivery at the organization. The Adjusted R² of 0.848 showed that 84% of service delivery at the organization was derived from the four predictors, including the records management practices, records management guidelines, professional competency, and appropriate framework.

Table 4. 16: Model Summary

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	.878	.848	.87189

a. Predictors: (Constant), Appropriate Framework, Records Management Guidelines, Records Management Practices, Professional Competencies

4.8.2 ANOVA for Records Management Practices and Service Delivery

The findings of the study showed that the relationship between records management practices and service delivery was significant ($F= 28.853$, $p\text{-value (sig)} =0.000$). This indicated that the model used was statistically significant and that records management practices were associated with service delivery. Therefore, the regression model that was used was significant in explaining the relationship between records management practices and service delivery. The results of the analysis are shown in Table 4.18. The findings are in agreement with those of previous studies such as Saman & Abrar Haider (2013); Akor & Udensi (2013); Chiwanza & Mutongi (2016) and Penn & Pennix, (2017) who concurred that effective records management practices were integral in attaining quality service delivery in public organizations.

Table 4. 17: ANOVA for Records Management and Service Delivery

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.705	4	21.926	28.843	.000 ^a
	Residual	12.163	16	.760		
	Total	99.868	20			

a. Predictors: (Constant), Appropriate Framework, Records Management Guidelines, Records Management Practices, Professional Competencies

b. Dependent Variable: Service Quality

4.8.3 Regression Coefficient for Records Management Practices and Service Delivery

The findings in Table 4.19 shows that records management practices ($\beta = 0.877$; $t = 5.927$, $p < .05$), records management guidelines ($\beta = 0.597$; $t = 5.031$, $p < .05$), professional competency ($\beta = 0.468$; $t = 7.101$, $p < .05$) and appropriate framework ($\beta = 0.450$; $t = 6.232$, $p < .05$) predicted service delivery at the organization. These findings demonstrate that an increase in records management practices, records management guidelines, professional competency and appropriate framework will in turn translate to increased service delivery at the organization.

Table 4. 18: Regression Coefficient for Records Management Practices and Service Delivery

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)*	-41.423	8.160		5.077	.000
Records Management Practices	7.749	1.307	.877	5.927	.000
Records Management Guidelines	19.261	3.828	.597	5.031	.000
Professional Competencies	.929	5.346	.468	7.101	.000
Appropriate Framework	.537	1.085	.450	6.232	.000

a. Dependent Variable: Service Quality

4.9 Chapter Summary

This chapter presented the findings of the study analyzed from the 112 questionnaires that were returned which accounted for a 78% response rate. The background information of the respondents indicated a representation of various professions and categories of staff at the organization with varied educational backgrounds. The findings were presented based on the objectives of the study, therefore covering aspects such as records management practices, records management guidelines, professional competency, and the appropriate framework. The findings also cover aspects of quality service delivery at the organization.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the findings. The chapter will also discuss the conclusions and recommendations of the study. Besides, the chapter also includes a recommendation for further studies in the areas of records management and service delivery. The purpose of the study was to investigate the effective records management practices used in enhancing service delivery in public organizations in Kenya. The objectives of the study included:

- i. Establishing records management practices that enhance effective service delivery in public organizations.
- ii. Determining guidelines applied to managing records and information in public organizations.
- iii. Examining professional competencies required for effective records management practitioners in public organizations.
- iv. Proposing an appropriate framework for effective records management practices and service delivery in public organizations.

5.1 Summary of the Findings

The main findings of this study as guided by the objective were as follows:

5.1.1 Records Management Practice and Effective Service Delivery

The first objective of the study was to establish records management practices that enhance service delivery in public organizations. The findings indicated that the level of application of records management practices in the public organizations was characterized by timely and accurate creation of records; safe storage of records; clearly classified records; ease of access to

the required records and authorized access to the required records. Technology has also been adopted to create a record and enhance their ease of access to the staff through a records management system.

The findings also demonstrated that records management practices played various roles in regard to service delivery. The respondents concurred the records management practices were very important when it comes to enhancing high productivity of every staff; facilitating easy access to the required records; documenting procedures and standards, which facilitate faster delivery of services; enhancing fast delivery of services to customers and eliminating poor records sharing and inconsistencies. The respondent concurred that an effective records management system guarantees integrity and accountability, which ensures the provision of quality and reliable service in their organization.

Furthermore, the findings indicated that the relationship between the application of records management practices and service delivery was statistically significant. This demonstrated that an increased application of the records management practices at the organization invariably increased the quality levels of service delivery.

5.1.2 Guidelines for Managing Records and Information in Public Organizations

The second objective of the study was to determine the guidelines that are applied for managing records and information in public organizations. The findings showed that the records management guideline procedures and policies that were applied to the organization included records management policies and standard operating procedures. The rest included retention schedules and disposal schedules.

Various record records management guidelines were used at the organization. This included capturing original valid records in the recordkeeping system and securing them based on recognized standards; retaining permanent records for a specified period of time; privacy requirement for the storage of temporary records beyond their retention period. The study established that records management guidelines were beneficial in terms of ensuring the integrity, trustworthiness, and reliability of records and, enhancing transparency of the processes and procedures used in records management. The guidelines were also beneficial in terms of providing scalable, practical, and flexible solutions for addressing the records management needs whereas and clarifying roles by outlining the responsibility of the records management personnel.

Furthermore, the findings indicated that the relationship between the guidelines for managing records and service delivery at the organization was statistically significant. This demonstrated that an increased application of the records management guidelines at the organization invariably increased the quality levels of service delivery.

5.1.3 Professional Competencies Required for Records Management

The third objective of the study was to examine the professional competencies that are required for records management practitioners in public organizations. The study found that most of the respondents strongly agreed that professional competency for records management of the staff was helpful in terms of realizing efficient and quality service delivery at the organization. The study established that the level of professional competency of the records management practitioners at the organization was good. The findings showed that the competency levels of the staff in regards to records management were achieved through attending workshops and

conferences; providing an incentive for further study; continuous improvement and the involvement of staff in professional associations.

Furthermore, the findings indicated that the relationship between the professional competencies of the records management staff and service delivery at the organization was statistically significant. This demonstrated that the enhancement of the professional competencies of the staff translated improvements in the quality delivery of services at the organization.

5.1.4 Appropriate Framework for Effective Records Management

The fourth objective of the study was to propose an appropriate framework for effective records management practices and service delivery in public organizations. The findings of the study showed that most of the respondents rated the effectiveness of the organization's records management framework as high. The study established that the appropriateness of the records management framework applied at the organization included the fact that it established records management procedures and guidelines and also clearly outlined records management roles and responsibility for the records management professionals. The framework was also appropriate because it established a record creation and record-keeping system, and also records monitoring and auditing system.

The study found that the elements of an effective framework that were considered by most as strongly important in regards to the provision of quality service included the regulatory environment that affects record management of the organization and service delivery; best practices in records management that improved efficiency of service delivery; an internal code of conducts on records management practices translated into effective service delivery and clear practices regarding collection, classification, and organization of records that ensure efficient delivery of services.

Furthermore, the findings indicated that the relationship between the framework for records management and service delivery at the organization was statistically significant. Therefore, with the improvement and application of the proposed records management framework, the prospects of enhancing the quality of service delivery were invariably increased.

5.2 Conclusion

The study made the following conclusions as informed by the findings and discussions presented in the previous chapter.

- Records management practices are effective for facilitating easy access to the required records and faster delivery of services. The significance of the relationship between records management practices and service delivery implies that increased application of the records management practices at the organization affected the quality of service that the organization delivers. Therefore, effective service delivery in public organizations is achieved when the records management practices are applied to facilitate timely and accurate creation and storage of records that are accessible only to authorized users.
- The use of records management guidelines such as records management policies, retention, and disposal schedules, and privacy requirements for temporarily stored records helped to achieve the integrity, trustworthiness, and reliability of records. They also enhanced the transparency of the records management processes and procedures, clarified roles and responsibilities of the records management personnel, and provided flexible, practical, and scalable frameworks for resolving records management challenges. Therefore, the increased use of the records management guidelines increased the quality of the level of service delivery in public organizations.

- The professional competency of records management professionals is integral when it comes to determining the quality of service delivery. Professional competency in this case is achieved through providing the records management professional with consistent training and incentives for furthering their studies. With increased levels of professional competency, the staff is better equipped to manage records in the organization and also resolve any issues or challenges regarding records management, which enhances the quality of service that the organization delivers.
- The appropriate framework for records management includes elements such as procedures and guidelines for records creation, use, storage or retention, and disposal; clearly outlined records management roles and responsibility for the records management professionals and records monitoring and auditing system. The framework also stipulates an internal code of conduct on records management practices and adherence to the internal and external records regulatory environment. The implementation of these aspects of the records' management framework guarantees efficiency and effectiveness that will translate into effective service delivery.

5.3 Recommendations

5.3.1 Integration of the Records Management System in Public Organizations

The records management system at the ODPP should be integrated with that of other relevant public organizations such as the police and judiciary to facilitate ease in terms of information sharing, which will translate into effective service delivery to the public.

5.3.2 Training of the Staff in Public Organizations

The establishment of an effective records management system is not adequate to guarantee effective service delivery if the staff does not know how to use it. Public organizations should

invest in training their staff on records management practices, procedures, and policies based on how they affect their respective duties and responsibilities. This will ensure that the staff is well equipped to use the system to provide quality and timely services to the public.

5.3.3 Employing more staff with Records Management Competencies

Employment of clerical officers with a bias in records management should be put in consideration as compared to having those with just secondary school education and other trainings; this would reduce the time spent in training other staff on records management essentials.

5.3.4 Adoption of Records Management Framework

The ODPP should comprehensively adopt the framework for records management by enhancing the case management system through stipulating procedures and guidelines for records creation, use, storage or retention, and disposal. They should also develop an internal code of conduct on records management practices and adherence to the internal and external records regulatory environment. The adoption of this framework will ensure the efficient and effective delivery of services to the public by the ODPP.

5.3.5 Documenting Records Management Policies and Guidelines

The records management division should finalize and document the records management policy and guidelines for purposes of standardization the process should be all inclusive and a records retention and disposition schedule should form part of the policy.

5.3.6 Initiate Awareness Programs for Other Staff

The ODPP should initiate awareness programs for other staffs who do not deal with records directly, to ensure that they appreciate the importance of records in the discharging of public services. The professionals within ODPP can be used to sensitize the rest of the staff through seminars, workshops or hands-on training. This will help them offer full support to the staff in charge of management of records. Awareness should also cover matters of guidelines, procedures and policies.

5.4 Suggestions for Further Research

This study recommends further research about implementation of emerging ICT trends like blockchain technology, which is a digital mechanism that provides for secure and verified management of documents at reduced costs and increased efficiency. Kenya is yet to enact legislations in favor of the blockchain technology, which is gathering momentum around the world. The study should assess the competitive advantage of the technology, with regard to improving records management functions at the ODPP.

Due to resistance of many people towards automation of systems, further research should be done to capture the triggers of negativity towards the use of technology in the management of records in the public sector. The study should also investigate how this negativity could be addressed.

5.5 Chapter Summary

The chapter recaps the purpose of the study and presents the findings based on the research objectives and research questions. The chapter concluded that records management practice, the guidelines for management of records and information in public organization, professional competency and the proposed appropriate records management framework are significantly and

statistically related to service delivery in public organization. The chapter also discusses recommendations based on these findings and also recommendations for future studies.

REFERENCES

- Abuki, B. J. (2015). *The Role Of Records Management In Public Service Delivery In County Governments In Kenya: A Case Study Of Kisii County Government Headquarters*. Univeristy of Nairobi, Nairobi.
- Akor, P. U., & Udensi, J. (2013). An Assessment of Record Management S ystem in Establishment Division of Two Universities in Nigeria. *International Letters of Social and Humanistic Sciences*, 13, 97–108.
- Ballard, C., Compert, C., Jesionowski, T., Milman, I., Plants, B., Rosen, B., & Smith, H. (2014). *Information Governance Principles and Practices for a Big Data Landscape*. Poughkeepsie, NY: IMB Corp., International Technical Support Organization.
- Brocke, J. vom, & Simons, A. (2013). *Enterprise Content Management in Information Systems Research [recurso electrónico] Foundations, Methods and Cases*. Springer.
- Chiwanza, K., & Mutongi, C. (2016). Managing Quality through Records Management in Open and Distance Learning Institutions. *The International Journal Of Engineering And Science*, 5(12), 63–70.
- Darshana, S., & Hidayati, Z., Nor. (2016). Adaptive Structuration Theory View Of Post Implementation Knowledge Management For Enterprise Systems. Retrieved from <https://pdfs.semanticscholar.org/2f2f/7bca42957ca4b31c46c308fba9599394c378.pdf>
- Franks, P. C. (2013). *Records and Information Management*. Chicago: Neal-Schuman, an imprint of the American Library Association.
- Freda, A. (2014). Assessment Of Records Management Practices Among The Administrative Staff Of University Of Education, Winneba – Kumasi (UEW-K) and Mampong (UEW-M) Campuses (Kwame Nkrumah University of Science and Technology). Retrieved from <http://ir.knust.edu.gh/bitstream/123456789/7540/1/Adu%20Freda.pdf>
- Fuhr, N., Kovács, L., Risse, T., & Nejd, W. (2016). Research and Advanced Technology for Digital Libraries : 20th International Conference on Theory and Practice of Digital Libraries, TPD L 2016, Hannover, Germany, September 5?9, 2016, Proceedings. Cham: Springer International Publishing.
- Gunnlaugsdottir, J. (2012). *The Implementation and Use of ERMS: A Study in Icelandic Organizations (University of Tampere)*. Retrieved from https://skemman.is/bitstream/1946/10319/1/PhD_Johanna_save_2011.pdf
- Johnson, R. B., & Christensen, L. (2013). *Educational Research: Quantitative, Qualitative, and Mixed Approaches*. Thousand Oaks: SAGE Publications, Inc.
- Kalusopa, T., & Ngulube, P. (2012). Record management practices in labour organisations in Botswana. *SA Journal of Information Management*, 14(1), 1–15.
- Katuu, S. (2019). *Diverse Applications and Transferability of Maturity Models*. Hershey: PA Business Science Reference.
- Kiplagat, P. (2018). How Uhuru hopes to achieve Big Four agenda. *Daily Nation*.
- Kothari, C. R. (2014). *Research methodology : methods and techniques*. New Delhi: New Age International (P) Limited, Publishers.
- Kwatsha, N. (2010). *Factors affecting the implementation of an electronic document and records management system*. University of Stellenbosch.
- Lowry, J., & Wamukoya, J. (2014). *Integrity in government through records management : essays in honour of Anne Thurston*. Farnham: Ashgate.

- Lung'aho, L. A., & Rotich, G. (2014). Challenges Affecting Public Procurement Records Management Practice In Public Entities In Kenya : A Case Of The National Treasury. *International Journal of Social Science and Entrepreneurship*, 1(10), 1–20.
- Makinen, S. (2013). Records Management in Mobile Work (University of Tampere). Retrieved from <https://tampub.uta.fi/bitstream/handle/10024/94443/978-951-44-9226-6.pdf?sequence=1>
- McWay, D. C. (2014). *Today's Health Information Management: An Integrated Approach*. Clifton Park, NY: Delmar/Cengage Learning.
- Mohamed, B. M., Rasheli, G. A., & Mwagike, L. R. (2018). Management of Records in Tanzania: Review and Appraisal of Applicable Theories and Examination of Imperical Findings. *Journal of Public Administration and Governance*, 8(1), 51–67.
- Muemi, C., & Rotich, G. (2015). Influence Of Records Management On Service Delivery In The Public Sector In Kenya; A Case Of Lands Department, Ministry Of Lands, Housing And Urban Development. *Strategic Journal of Business & Change Management*, 2(69), 667–688.
- Muratha, N. S. (2011). *Records Management In Support Of Service Delivery In The Public Health Sector Of The Limpopo Province In South Africa*. University of South Africa.
- ODPP. (2017). *Office of the Director of Public Prosecutions (ODPP): STRATEGIC PLAN 2016 - 2021*. Nairobi: ODPP.
- Osterle, H. (2013). *Business in the Information Age: Heading for New Processes*. Berlin, Heidelberg: Springer Berlin Heidelberg.
- Penn, I. A., & Pennix, G. B. (2017). *Records Management Handbook*. New York: Routledge.
- Prit, J., & Nathan, M. (2016). *Managing Knowledge Resources and Records in Modern Organizations*. Hershey PA, USA IGI Global: Disseminator of Knowledge.
- Richards, L. L. (2018). Records Management in the Cloud: From System Design to Resource Ownership. *Journal of the Association for Information Science and Technology*, 69(2), 281–289.
- Roebuck, K. (2011). *Systems Development Life Cycle (SDLC): High-impact Strategies - What You Need to Know: Definitions, Adoptions, Impact, Benefits, Maturity, Vendors*. Lightning Source.
- Saman, W. S. W. M., & Abrar Haider. (2013). Electronic Court Records Management: A Case Study. *Journal of E-Government Studies and Best Practices*, 1–11.
- Schmitz, K. W., Teng, J. T. C., & Webb, K. J. (2016). Capturing The Complexity Of Malleable It Use: Adaptive Structuration Theory For Individuals. *Mis Quarterly*, 40(3), 663–686.
- Schwartz-Shea, P., & Yanow, D. (2013). *Interpretive Research Design: Concepts and Processes*. New York: Routledge.
- Shepherd, E., & Yeo, G. (2013). *Managing Records: A Handbook of Principles and Practice*. London: Facet Publishing.
- Smallwood, R. F. (2014). *Information Governance: Concepts, Strategies, and Best Practices*. New York: Wiley.
- Suter, W. N. (2012). *Introduction to Educational Research: A Critical Thinking Approach*. Thousand Oaks, Calif. : SAGE.
- Usman, A.P. & Udensi, J. 2013. An assessment of record management system in establishment division of two universities in Nigeria. *Mediterranean Journal of Social Sciences* 4(12): 87-96. doi:10.5901/mjss.2013.v4n12p87

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

P.O. Box 47224-00100,

Nairobi.

October 08, 2018

Dear Respondent,

RE: DATA COLLECTION

I am a postgraduate student at the University of Nairobi pursuing a Masters of Library and Information Science. I am currently conducting a study on effective records management practices in enhancing service delivery in public organizations, which is a case study of the Office of the Director of Public Prosecution. The purpose of this study will be to investigate the effective use of records management practices in enhancing service delivery in public organizations in Kenya. The objectives of this study are to establish the use of effective records management practices in enhancing service delivery in public organizations and examine the professional competencies required for effective records management officers in public organizations. The other objectives are to explore the guidelines used for records management practices in public organizations and propose an appropriate framework for effective records management practices and service delivery in public organizations.

Therefore, you are hereby, kindly requested to be part of the study by filling my questionnaire. I intend to share the findings of this study with you and will treat the information that you will provide with the utmost confidentiality. Remain assured that any information you will provide will not be used for any other purposes rather than for this academic study.

Thank you,

Sincerely,

Esther Wanjiru Kamau

APPENDIX II: QUESTIONNAIRE

INSTRUCTIONS

Please respond by ticking (✓) against your preferred response for questions with options. For questions that require suggestions or comments, please use the provided space.

BACKGROUND INFORMATION

1. Name of public organization or institution

2. Department

3. Profession/occupation

4. Position in the organization

5. Highest educational qualifications

6. Other training

RECORDS MANAGEMENT PRACTICE AND EFFECTIVE SERVICE DELIVERY

7. State the level of application of records management practices in the organization. Multiple response answer options. Multiple response answer options. Tick where appropriate.

Level of Application	Multiple Response
Timely and accurate creation of records	
Clearly classified records	
Safe storage of records	
Ease access to the required records	
Authorized access to records	

8. State the role of records management practices in enhancing service delivery in the organization. Indicate appropriate response where, 5=Very Important, 4=Important, 3=Somehow Important, 2=Not Important, 1=I don't know.

Role of Records Management Practices	5	4	3	2	1
Enhance high productivity of every staff.					

Facilitate ease of access to the requested or required records

Document procedures and standards thus facilitating fast service delivery

Enhances fast delivery of services to customers

Eliminate poor records sharing and inconsistency

9. Indicate practices that are applied to manage records and information in public organization.

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

10. Effective records management system guarantees integrity and accountability that ensures the provision of quality and reliable service. Indicate only one appropriate option where 6=Strongly Important, 5= Very Important, 4= important, 3=Somewhat important, 2-Not Important and 1= Don't Know

GUIDELINES FOR MANAGING RECORDS AND INFORMATION IN ORGANIZATIONS

11. Indicate the guidelines, policies and procedures that are applied in managing records. Multiple response answer options.

Guidelines Procedures and Policies	Multiple Response
Records management policies	
Standard operating procedures	
Retention schedules	
Disposal schedules	

12. Indicate the frequency of the guidelines as applicable in the Organization on management of records. Use either Yes or No Option.

Records Management Guidelines	YES	NO
Permanent records are retained for a stipulated period of time.		
Privacy requirements provide for the storing of temporary records beyond their retention period.		
Original vital records are captured in the recordkeeping system and secured based on recognized standards.		
Storage media for electronic records undergo regular		

tests to check for degradation.

13. Indicate the benefits of the guidelines for records management practices in the organizations. Multiple response answer options. (Tick where applicable)

Benefit of records guidelines

Multiple Response

Provide scalable, practical and flexible solutions for addressing the records management needs
Enhance the transparency of the processes and procedures used in records management.

Ensures the integrity, trustworthiness and reliability of records
Clarify roles by outlining responsibility of the records management personnel.

14. Explain how the guidelines for managing records in your organization have been helpful in realizing effective service delivery.

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

PROFESSIONAL COMPETENCIES

15. Professional competency for records management staff helps in realizing efficiency and quality service delivery in the organization. Indicate only one appropriate option where 5=Strongly Agree, 4= Agree, 3= Neutral, 2=Disagree, 1-Strongly Disagree.
16. Rate the level of professional competency of the records management practitioners at your organization. Pick the appropriate response, where 4 = Excellent, 3 = Good, 2 = Fair and 1 = Poor.
17. Select what applies regarding the relationship between professional competency and service delivery in the organization. Multiple response answer options.

Professional Competency	Multiple Response
Providing incentives for further study will improve staff competency. Attending workshops and conferences will enhance staff competency. Involvement of staff in professional association will enhance their competency. The competency levels of records management professionals require continuous improvement.	

18. In what areas would you suggest further training to maximize your potential in handling records for effective service delivery,

.....

.....

.....

.....

.....

APPROPRIATE FRAMEWORK

19. Rate the effectiveness of the framework that is applied at the ODPP about the management of records for quality service delivery. Pick appropriate response where, 5= Very High, 4= High, 3=Moderate, 2= Low & 1= None.

20. Indicate the appropriate records management framework applied in managing records. Multiple response answer options. (Tick where appropriate)

Records Management Framework	Multiple Response
Established records management procedures and guidelines Clearly outlined records management roles and responsibility for the records management professionals Established record creation and record keeping system Established records monitoring and auditing system	

21. Mention the relationship between quality service delivery and components of an effective framework for records management. Pick the appropriate option where

6=Strongly Important, 5= Very Important, 4= important, 3=Somewhat Important, 2=Not Important and 1= Don't Know.

Appropriate Framework	6	5	4	3	2	1
The regulatory environment affects the record management of the organization and service delivery. The best practices in records management improve efficiency of service delivery. The internal code of conducts on records management practices translate into effective service delivery. Clear practices regarding collection, classification, and organization of records ensures efficient delivery of services.						

22. Suggest what else can add value to records management in your organization.

.....

.....

.....

.....

SERVICE DELIVERY

23. Quality service delivery at the organization modern equipment and technologies.
Indicate only one appropriate option where 5=Strongly Agree, 4= Agree, 3= Neutral, 2=Disagree, 1-Strongly Disagree.

24. Rate the level of responsiveness of your organization in terms of service delivery.
Pick the appropriate response, where 4 = Excellent, 3 = Good, 2 = Fair and 1 = Poor.

25. Select what applies regarding reliability of service delivery in the organization.
Multiple response answer options.

Professional Competency	Multiple Response
Our organization delivers whatever it promises to do for our clients. Our staff is empathetic and reassuring to our clients whenever they require an issue resolved for them. Our organization insists on error free service delivery. Our staff delivers the service right at the first time.	

26. What are the ways in which service delivery in your organization instill confidence in the clients?

.....

.....

.....

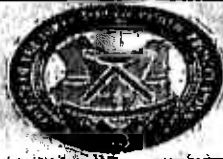
.....

Thank you

APPENDIX III: INTERVIEW GUIDE

- 1. What are some of the key elements /features of quality service delivery at your organization?**
- 2. What are some of the records management practices in your organization?**
- 3. How do the records management practices affect service delivery?**
- 4. What are some of the guidelines regarding records management in your organization?**
- 5. In what ways to the records management guidelines impact on service delivery?**
- 6. What are some of the professional competencies that are required for records management?**
- 7. How can professional competencies be developed amongst records management staff?**
- 8. In what ways do professional competence of the staff in regards to records management impact on service delivery?**

APPENDIX IV: AUTHORITY TO COLLECT DATA



OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

Telegraphic address: "Personnel", Nairobi
Telephone: Nairobi 2732090
Fax: 2243324

19th Floor
P.O. Box 30701 - 00100
NAIROBI, KENYA

When replying please quote

Ref: ODPP/1/32

Dated 25th October, 2018

Ms. Esther Kamau
Liason Office Millimani Law Courts
4th floor room 413
P O Box 28801 - 00100
NAIROBI

RE: PERMISSION TO COLLECT DATA

Reference is made to your letter dated 17/10/2018 on the above subject matter.

This is to inform you that your request for access to data at ODPP has been granted.

Kindly note the period will be from October 2018 to November, 2018.

**ALLAN MADARA
FOR DIRECTOR PUBLIC PROSECUTIONS**