

## **CHALLENGES FACED IN SERVICE DELIVERY AT THE RECORDS DEPARTMENT OF THE TEACHERS SERVICE COMMISSION, NAIROBI**

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### **Abstract**

*Records management is the field of management which is responsible for efficient and systematic control of creation, receipt, maintenance, use, and disposition of records. It also includes the processes of capturing and maintaining evidence of and information about business activities and transactions in the form of records. The purpose of this study was to establish the challenges faced in service delivery at the records department of the TSC, Nairobi. A case study research design employing both quantitative and qualitative research methods (mixed method) was used to collect data from a target population of 300. A sample size of 100 was selected from the target population. Data was collected using questionnaires, interviews and observation method. Quantitative data was coded to enable computation of frequencies of the occurrences of the key variables while qualitative data was evaluated using content analysis method. Data was classified, edited, and systematically analyzed using the SPSS version 20. The findings also revealed that records survey, appraisal, file classification, indexing and disposal which are standard practices in records management were not done correctly. the absence of a comprehensive and integrated records management program, increasing significant amount of records and consequently greater volumes of records in paper and electronic form, the inadequacy of storage facilities, lack of management support for records management functions were the various challenges that affected service delivery.. It was also found that teachers complain of the long time taken to get services at the The findings further revealed that a considerable number of human resources in charge of records management in the organization were not sufficiently trained to enable them to carry out their duties efficiently. The study recommends that the organization should consider digitizing records management functions to facilitate efficient service delivery.*

**Keywords:** *records management challenges, service delivery*

## **I. INTRODUCTION**

### **1.1 Background of the study**

In many African countries, records management has been affected by various malpractices. For example, cases of missing files and documents in offices are clear indicators of poor management of records in these countries. Ngoepe (2004) attributes this to unreliable and incomplete checks and control over file movements. For instance, a study carried out by Mampeand Kalusopa (2012) established that records management practices at the Ministry of Health in Botswana were not well entrenched and thus undermined service delivery. The study established that there was lack of awareness and existence of records management policy, lack of security and

preservation measures coupled with rampant cases of missing files, folios, and torn folders. There were also low levels of skill and training opportunities in records management thus affecting service delivery.

Mampe and Kalusopa (2012) observe that poor storage of health records slowed down the provision of health services. Patients were entrusted to maintain and preserve their medical records at home and carry them whenever they seek medical attention from government hospitals. This approach meant that whenever a patient failed to produce his/her medical record, the medical practitioners could not deliver their services in the absence of previous records and medical history. Mnjama (2001) in a study carried out in Botswana Meat Commission noted that just like the public sector, the private sector also has problems with records management. According to Mnjama (2001), this is largely attributed to the lack of trained personnel in records management among other factors.

The slow uptake of technology and process of records management in developing countries and particularly in East Africa has negatively impacted on service delivery. A study conducted in the Republic of Tanzania by Barata and Cain (2011) observes that the society has meager expectations on the government to provide efficient services. The report indicates that citizens in Tanzania struggle to achieve their information needs since it is difficult to access information from public offices. The public service in Tanzania maintains a culture of secrecy which denies citizens their right of access to information.

In a similar study of legal records in Uganda Mukembo (2008) observes that records are maintained in a way that makes it difficult to get information easily. This is the major cause of delays in the administration of justice. The delayed administration of justice contributes to continuous inflow of people to courts in pursuance of justice. The prevailing conditions on records management are such that on many occasions service delivery is not possible because of missing or lost files. Similar studies indicate that inadequate records accommodation facilities have made police officers in Uganda to keep records in sacks. Such storage conditions are prerequisite to corruption because where retrieval of records is impossible, the citizens are tempted to bribe to have their files produced. The study further underscores the fact that lack of proper filing systems in courts has fueled corruption to the highest levels. To curb this situation, the government has embarked on the process of upgrading court registries to facilitate efficient service delivery (Mukembo, 2008).

The Constitution of Kenya (2010) mandates the Kenya National Archives & Documentation Services (KNADS) to provide advisory services to public organizations on all matters relating to the management of public records. Section 4(1) of the public archives and documentation services Act Cap 19 of the Laws of Kenya particularly deals with matters relating to public records. It also mandates the Director of KNADS to examine public records and advice on the care, preservation, and custody. A study carried out by Kemoni and Ngulube (2008) on records management and public service delivery in Kenya, noted that although KNADS regularly provides records management recommendations to the government ministries and departments, most of them did not implement the recommendations. This has frustrated the government's effort to ensure efficient service delivery in the public sector.

## **1.2 Statement of the problem**

The absence of a comprehensive and integrated records management program, increasing volumes of records in paper and electronic form, the inadequacy of storage facilities, lack of management support for records management functions characterized the dire situation at the TSC, and especially poor service delivery. The teachers complaint due to slow pace of service delivery at the headquarters was as a result of poor services. This is also an indicator that officers responsible for records management are facing some challenges which

hamper their efficiency in service delivery. An efficient records management system ensures that the organization only creates records which are required for business transaction, ensure timely retrieval of records, provide conducive storage environment, ensure proper arrangement of records for ease of retrieval, provide access to records as per regulations, dispose records in a timely way and provide security of records. This is possible only in an ideal situation where other factors like finance, labor and programs are readily available. In most cases such requirements are not availed and so complaints arise where customers do not get adequate services. This necessitated this study to establish the challenges faced by officers while serving their customers at TSC, Kenya

### **1.3 Objective of the study**

To establish the challenges faced in service delivery at the records department of the TSC, Nairobi.

## **II. LITERATURE REVIEW**

### **2.1 Theoretical Framework**

This study borrowed from the national archives of Australia records management model. The model is based on the Australian Records Management Standard AS4390 (Swan, Cunningham and Robertson 2002: 79-86). The state records of New South Wales (2005) states that the Australian Records Management Model elements include; the government policy applied across the whole government structure, legislations as instruments of achieving the policy objectives of government's records management, setting standards that are mandatory, measurable and compliant, defines codes of the best practices and benchmarks against which organizations can measure its records management systems and practices, develops guidance manuals as means of providing guidance in support of standards and codes of practice and finally organizes training programs and support human resource development in archives and records management.

The study looked at whether the organization has a framework which conforms to this model. Ideally, the researcher needed to find out if there is a sound national or organizational policy framework or subsidiary legislations to direct the achievement of policy objectives. Sound records management is based on availability of clear codes of practice and benchmarks to measure the practices. This was the concern of the researcher as the study sought to solve part of the problem under investigation. Likewise, the researcher investigated if there existed a records management manual or program in the organization. The model relates to what the researcher was seeking in terms of staff training and programs in support of human resources development.

### **2.2 Challenges Faced in Records Management Units in Service Delivery**

Records management and records keeping are guided by the principles of accountability, integrity, protection, compliance, availability, retention, disposition and transparency. Efficient service delivery in public organizations depends largely on effectiveness in records management. However, most of the times public organizations do not provide services which meet the public expectations. As a result there is constant public outcry resulting from their dissatisfaction when services provided are below the expected standard. Generally ineffective service delivery is attributed to factors bordering on the management, policies, as well as those who receive the services (Patricia and Franks, 2013).

Many countries in African face many challenges as they strive to participate in the development of their economies and to decrease their dependence on the developed economies by participating in the global economy. Adomi (2010) explains that the challenges in records management come from inadequacy of policy documents, inadequate modern storage facilities, lack of awareness of the importance of records management by organizations, limited training for staff managing records and absence of a comprehensive and integrated records management programs in most organizations. There are various challenges facing records management which are hindrances to efficient service delivery, including but not limited to the factors explained below.

### **2.3 Enforceability of Records Management policies**

Africa is poor in comparison to other economies and the overall socio-economic development is hampered by poor governance and poor policy formulation, implementation and enforcement (Adomi, 2010). He states that efficient management of records is an essential government obligations that provide a high quality service to its citizens. Despite this, the required infrastructure for records management is still lacking. Most countries in Africa still maintain traditional paper based records and while some organizations have adopted electronic information technology, there are still challenges of obsolescence of information technology equipment and infrastructure (Ngurube, 2003). For example, a study conducted in Nigeria in 2004 by the World Bank established that the National Archives of Nigeria does not have sufficient resources to monitor all aspects of records management on a regular basis (Ndulube, 2003).

Proper policies are essential if organizations have to manage well their paper and electronic records. However, many organizations as found in the study do not have sound frameworks to regularly migrate electronic records into media that are safe for proper preservation. The governments do not enact timely guidelines for the management of the information resources in tandem with changes in technology. This situation is rendering most of paper records obsolete and loss of information content through procedural disposal of records (Peter and Ellen, 2009).

In Kenya, records management policies are well formulated by the KNADS and the same clarified through various circulars from the ministries. Procedures and steps for effective records management are well spelt out and communicated to all the staff of various ministries and public organizations, but due to lack of effective follow up and enforcement of the same, staff managing records take them to be routine legislations hence their laxity and lack of commitment to their work. This results in poor service delivery and public outcry wherever they do not get information from the government offices on time (Randolph and Blair, 2009).

### **2.4 Comprehensive and Integrated Records Management Program**

A sound records management program applies to all records created, received and maintained by an organization regardless of the formats, or the agents of the organization in the course of their business (Read and Ginn, 2012). Records must be authentic, reliable and of high integrity and should serve as evidence where these characteristics are observed. However, some organizations that have adopted technology experience the main challenge of duplication and production of useless records thereby negating the principles of authenticity and integrity of these records (Smallwood, 2013).

### **2.5 Management Support for Records Management Functions**

Records management function cannot be effective where support in materials and other resources are not provided by the organization. In most cases organization do not factor enough financial resources to procure materials which are required for efficient records management (Charlene et al., 2014).

In many cases officers managing records in organization lack basic stationary such as pens, printing papers, materials to preserve records and other basic equipment such as computers, printers, photocopiers and preservation materials which are essential for efficient day to day operations (Barata and Cain, 2011). Most organizations lack essential storage facilities, lack of knowledge and resources for preservation of records leading to deterioration of information materials and information content. This situation is quite demoralizing to the staff and affects their efficiency in service delivery (Andrew and Graham, 2011).

## **2.6 Records Management Personnel**

A limited number of people in Kenya have embraced records management profession. Therefore, only a few people have acquired the requisite skills in records management. According to Kemoni and Wamukoya (2007) training in the area of Records management is very critical in Kenya because there are very few experts in the field. Public organizations and training institutions also lack professionals in records management. There is inadequate number of tutors and lecturers in education institutions because few who emerge as experts are easily poached by private organizations or migrate to other countries in search of better pay. This is making records management functions in organization to be carried out by officers who are not qualified and have no attachment with records (Gupta, 2011). The resultant effect of this is lack of coordinated operations, misplacement of records, haphazard creation of records, lack of timely disposal or no disposal of records causing over accumulation of records in the organization. This makes retrieval of records very difficult thereby delaying service delivery (Florini, 2012).

The issue of personnel to handle records is still a challenge in Africa even in public institutions charged with archives management. According to the World Bank and IRMT 2002 report, the National Archives particularly in Africa do not have adequate specialized professionals to handle various formats of records. For instance, records have accumulated and are not destroyed in time to free storage space in organizations (McKemmish, 2012). Some of the regulations on records management make retention of records mandatory for a certain period of time causing more pile ups of records in organizations. For example in some countries regulations require that financial records have to be kept for seven years after the audit (Moreno et al., 2011).

## **2.7 Inadequate storage facilities**

Many organizations are grappling with the challenge of storage of their records. Most of records in public organization are placed on the floor or in the basement of buildings. This is deliberate negligence of records and a lot of important information is lost through damage and deterioration of information materials and information content. The storage facilities available are not adequate to match the exponential growth of paper records (Patricia and Franks, 2013).

This mostly occur in organizations that do not attach value to the records disposal schedules and records are not regularly disposed to give room to newly created records. As a result it seriously affects service delivery as retrieval of information is not possible causing delays or unavailability of information. Many office buildings belonging to many organizations do not cater for adequate storage space for their records. In addition, many organizations have not or are reluctant to adopt information technology in records management which can greatly solve the problem of storage and hence solve the issue of delay in information processing (Reeves and Keesing, 2011).

## **2.8 Attitude towards Records Management as a Profession**

Records management is not taken as a core function in most organizations and as a result there is negligence by the management whose emphasis is pronounced in other disciplines such as accounts, procurement, human resource, information technology, and economics amongst others. Records management on the other hand is regarded as inferior or non-essential function which does not deserve to take up more resources for the organization (Cox, 2001). Officers managing records particularly the paper based records are regarded as unprofessional. The thinking that records managers are only interested in clerical administration of paper records diminishes the importance of the profession. Managers who are not keen in records management attach very little value in the field of records management by thinking that the discipline is overtaken by new technologies and the current trends. However, the importance of paper based record is only realized when a vital document goes missing. (Yusof and Chell, 2000).

The investment on information technology is given more prominence than records management. The bias towards information technology is making records management functions to be neglected with the assumption that they can be taken care of through the application of information technology. As much as there is clamor to have paperless environment world over, it has proved very difficult to do away with paper-based records and so these records must be well preserved. Today's young are particularly not interested in paper records as they see themselves as technology savvy because of constant interaction with information technology gadgets such as cell phones, computers to manage electronic records as opposed to paper based records (Richardson, 2012). This leaves management of paper based records to the few elderly records managers who are sometimes overwhelmed in the management of the bulky records of the organization.

In most institutions of higher learning records management is not as popular as other fields like finance, engineering among others. Yet these fields also deal with records. This means that those in these professions will not be able to manage, for example, the finance records in their course of work due lack of training in records management. According to Adomi (2010) very limited number of Universities in Africa offer course in archives and records management. However, Cox(2001) is of the opinion that records managers and archivist need to reinvent themselves and keep abreast with dynamics of the technology in order to remain relevant in the 21<sup>st</sup> century, otherwise they risk being redundant and obsolete in future.

## **III. METHODS AND MATERIALS**

### **3.1 Research Design**

The researcher adopted a case study research design using a mixed method approach (quantitative and qualitative) to collect data. A case study enabled the researcher to study in depth the TSC as an entity to get more understanding of the phenomenon. Qualitative data was collected through the interviews and observation methods while questionnaires collected quantitative data (Kothari, 2013).

The mixed method was suitable due to its integration which provides a better understanding of the research problem than if each of the methods was used alone. Data analysis involved a convergent parallel approach where quantitative and qualitative data was collected and analyzed separately. The results were compared and related together before final interpretation. Data was then presented using graphs, tables, pie-charts, and other statistical methods.

### 3.2 Population of the study

Kothari (2013) defined a population as all items in any field of inquiry. The targeted population consisted of 300 employees of TSC in the service department who directly handle the records of the organization. According to the IPPD data (2014), the TSC has an overall staff of 3,000. However, the study was limited to the TSC Headquarters in Nairobi which has a population of 1,200 staff. These are distributed in various service departments as indicated in Table 3.1.

**Table 3. 1: Population of the Study**

Service departments	No. of employees at the headquarters	Target Population (those who deals in records management)
Human Resource	168	50
Administration	280	52
Finance	120	35
Account	160	42
Audit	116	31
ICT	164	40
Teachers Management	192	50
<b>Total</b>	<b>1200</b>	<b>300</b>

The study focused on employees who are involved in records management. Therefore, Out of the 1200 employees at the TSC headquarters, only employees who deal in records management from the seven departments were included in the study. As shown in table 3.1, there are 300 who work in one way or the other to facilitate record management from all the seven departments; this included 50 from human resource, 52 from Administration, 35 from finance, 42 from accounts, 31 from audit, and 40 from ICT and 50 from teacher's management. To come up with the target population, information on employees working in various service departments that entail records management was enquired from the Human resource department.

### 3.3 Sample size

A sample is a subset of a population that is used to represent a whole group. Sampling, on the other hand, is the process of selecting some elements of the population for study and making a judgment about the whole population. Sampling helps in obtaining information about an entire population by examining only a part of it (Kothari 2004). The size of a sample according to may be small or large depending on the type of the research question, materials, the time, resources and the number of researchers involved. Cooper and Schindler (2006) opined that a sample size of between 10% -30% of the target population is adequate for generalization of the research outcomes provided the sample is determined scientifically. Thus, a sample size between 10% and 30% would be appropriate for any study. This study used a sample size of 33.5 % which will be representative of the entire population. Therefore, the sample size was 100 employees, 17 from HR department, 18 from administration, 11 from finance, 14 from account, 10 from audit, 13 from ICT, and 17 from teacher department as shown in Table 3.2 next page.

**Table 3.2: Sample size**

<b>Service departments</b>	<b>Target Population (those who deals in records management)</b>	<b>Sample rate (33.5%)</b>	<b>Sample size</b>
Human Resource	50	0.335	17
Administration	52	0.335	18
Finance	35	0.335	11
Account	42	0.335	14
Audit	31	0.335	10
ICT	40	0.335	13
Teachers Management	50	0.335	17
<b>Total</b>	<b>300</b>		<b>100</b>

### 3.4 Sampling techniques

Kothari (2004) defined sampling technique as the process of selecting the participants of the study. It involves selecting a sub-group from a population to participate in the research study. In this study, simple random sampling and stratified sampling techniques were used to select the sample. Stratified sampling was used to categories the respondents into seven departments. Then random sampling was used to select the sample from various departments. To achieve the required participants from each department, a list of all employees in various departments was made. Every employee in the list was given a unique number and a random number generator was used to select the appropriate sample from each department.

### 3.5 Data collection instruments

A research instrument is what the researcher uses to collect the information in a field of study. It helps the researcher to keep track of what is observed and how to report the findings. In this research study, the researcher used the questionnaire as the major instrument of data collection besides interviews and observation. Instrumentation is the process of instrument design, selection, construction, assessment and the conditions under which the instruments are administered. Research instruments must be valid and reliable.

### 3.6 Questionnaire

A questionnaire is a research instrument used to obtain important data about the population. The questionnaire used in this study was structured to address the specific objectives and research questions addressed in this study. The questionnaire was developed and structured to contain both closed-ended an open-ended questions. Open-ended or unstructured questionnaires give respondents’ complete freedom of response because of enough space for lengthy answers provided (Kothari, 2004).

The questionnaire was structured into two parts; the introduction and the research questions. The introduction part included a personal introduction, the introduction of the topic and instructions for answering the questions. The second part contained the research questions. The researcher personally administered 100 questionnaires to the top level management, middle-level management, and the subordinate staff.

The questionnaire was used because it is free from bias of the interviewer. The answers obtained was also in the respondents’ “own words” since the researcher did not have direct influence on the respondents while giving answers to the questions. Therefore, the feedback from the respondents was free of the researcher’s



intervention. In addition, the respondents had adequate time to give well thought out answers, and the respondents who could not be easily approachable were also conveniently reached.

### **3.7 Interview schedule**

The researcher personally interviewed seven (7) heads of selected departments to obtain in-depth information about the area of study. The advantage of using the interview was that the researcher was able to use personal skills to overcome any resistance from the respondents through persuasion to elicit the required response. It also provided greater flexibility, and the researcher had the opportunity to restructure, rephrase or clarify questions which were not understood by the respondents. The interviewee was also flexible during the interview that if the researcher would have relied on the questionnaire. Interviews were also used to get as much information as possible by asking probing questions. Kothari (2004) explains that probing questions must be neutral, in that questions asked should not affect the nature of the subsequent response. To satisfy this requirement, the interviewer endeavored to avoid being biased or subjective as this can greatly affect the study. The researcher did not use telephone interview because respondents may not be very honest when using this method. Similarly, conversation through telephone can be distorted by noise, the breakdown of lines of communication and also through power failure disrupting the interviewing process. The researcher purposively interviewed the heads of departments to gain from them an in-depth understanding of the role they play as administrators in records management for service delivery.

### **3.8 Observation**

Observation as a method of data collection allows the researcher to observe behavior as it occurs and records the findings. Kothari (2004) posits that under the observation method, the information is sought by way of investigator's direct observation without asking questions from the respondent. Subsequently, there are two types of observation method that can be used; participative and non-participative. In this study, the researcher used the participative observation method to observe 20 lower level managers and subordinate staff in the records management subunit as they perform their routine work.

The main advantage derived from this method was its directness, elimination of biases and the ability to observe what people actually do rather than what they say they do. The information obtained under this method is current and relates to what is currently happening since it is not affected by the past behavior or future intention or attitudes. This data collection method was appropriate for those individuals who cannot give verbal reports of their feelings for one reason or the other.

## **IV. DATA ANALYSIS AND INTERPRETATION**

### **4.1 Data analysis**

This chapter presents the results and discussions of the study. The main objective of the study was to establish the challenges faced in service delivery at the records management department of the TSC, Nairobi. And suggest solutions for the same. This chapter, therefore, gives the findings to the objectives of the study.

### **4.2 Response rate**

Out of the sample of 100 people used for the study, there were a total of 88 responses. Therefore a response rate of 88% was achieved as depicted in Table 4.1. The response rate was considered satisfactory. Kothari

(2013) posits that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

**Table 4. 1: Response Rate**

	<b>Frequency</b>	<b>Percent (%)</b>
Returned	88	88.0
Unreturned	12	12.0
<b>Distributed</b>	<b>100</b>	<b>100.0</b>

**4.3 Challenges faced by records management unit in service delivery**

The researcher sought from the middle and lower level managers the challenges faced in service delivery by records management staff and presented responses from key informants who were staff in respective departments (Accounts, ICT, Audit, Finance, teacher’s management and Human Resource) in the organizations. The summary is given in Table 4.7 below.

A total of 57 (64.8%) of the respondents from the various departments within the organization highly agrees that absence of a comprehensive and integrated records management program is a key challenge facing records management in the organization. Another 53 (60.2%) of the respondents indicated the inadequacy of storage facilities as a key challenge. Most of the respondents, 56 (63.6%), however, agreed that there is lack of management support for records management functions. Some 56 (63.6%) of the respondents also indicated and that there is a negative perception on records management as a profession. The researcher also established from 49 (55.7%) of the respondents that there is lack of enforceability of records management policies for service delivery while 50 (56.8%) of the respondents indicated that there is inadequate personnel to manage the records of the organization. Asked on how these challenges can be addressed, a majority of respondents cited the digitization of records, thorough training of responsible personnel, strict enforcement of the records management policies, as well as hiring qualified personnel.

**Table 4.2: Challenges faced by records management staff in service delivery**

<b>Statement</b>	<b>SD</b>		<b>D</b>		<b>NA/D</b>		<b>A</b>		<b>SA</b>	
	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>	<b>F</b>	<b>%</b>
Lack of enforceability of records management policies for service delivery	15	17.0	49	55.7	10	11.4	6	6.8	4	4.5
Absence of a comprehensive and integrated records management program	8	9.1	7	7.9	57	64.8	9	10.2	7	7.9
Lack of management support for records management functions	1	1.1	1	1.1	56	63.6	26	29.5	4	4.5
Inadequate personnel to manage the records of the organization	14	15.9	50	56.8	10	11.4	6	6.8	4	4.5
Inadequate storage facilities	12	13.6	5	5.7	53	60.2	13	14.7	5	5.7
Negative perception of records management profession	1	1.1	1	1.1	56	63.6	26	29.5	4	4.5

## V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMEDATIONS

The study sought to establish the challenges faced in service delivery at the records department of the TSC and suggest solutions for the same. In this regard, the most common challenges encountered included the absence of a comprehensive and integrated records management program, inadequacy of storage facilities as a key challenge, as well as the lack of management support for records management functions. Competently and efficiently managed records can be accessed easily, can be destroyed routinely when no longer needed and enable the organization not only to function on a day to day basis but also to fulfill legal and financial requirements.

The organization also produces a large amount of information and volumes of records in both paper and electronic form due to the annual increase in the number of teachers. It is, therefore, essential that relevant information is captured, managed and preserved in an organized system that maintains its integrity and authenticity. It can be deduced from the preceding that the major challenge faced by teachers in seeking services at the TSC is the length of time taken to be served. It is also apparent from their recommendations that to address the same; there is need to decentralize services from the headquarters to the county offices. This will ease the congestion and significantly reduce the time taken to give service to the teachers.

Findings agree with Adomi (2010) who opines that the challenges in records management range from the inadequacy of policy, inadequate modern storage facilities, lack of awareness of the importance of records management by organizations, limited training for staff managing records and absence of a comprehensive and integrated records management programs in most organizations. Accordingly, Ngurube (2003) argues that most of the countries in Africa maintain analog paper records and when some organizations have adopted electronic information technology there are challenges of obsolescence in information technology equipment and infrastructure. Findings are also in line with Randolph and Blair (2009) who provide that procedures and steps for effective records management be well spelled out and communicated to all the staff of various ministries and public organizations, but due to lack of effective follow up and enforcement of the same, staff managing records take them to be routine legislations hence their laxity and lack of commitment to work. This results in poor service delivery and public outcry wherever they do not get information from the public organizations on time.

These findings are also supported by Andrew and Graham (2011) who observe that most organizations lack essential storage facilities, lack of knowledge and resources for preservation of records leading to deterioration of information materials and information content. This situation is quite demoralizing to the staff and affects their efficiency in service delivery. According to Gupta (2011), there is an inadequate number of tutors and lecturers in education institutions because of few who emerge as experts are easily poached by private organizations or migrate to other countries in search of better pay. This is making records management functions in the organization to be carried out by officers who are not qualified and have no attachment to records.

The most common challenges encountered included the absence of a comprehensive and integrated records management program, increasing significant amount of records and consequently greater volumes of records in paper and electronic form, the inadequacy of storage facilities, as well as the lack of management support for records management functions. It was also found that teachers face some challenges in seeking services at the TSC is the length of time taken to be served. Those findings agree with Adomi (2010) who opines that the challenges in records management range from the inadequacy of policy, inadequate modern storage facilities,

lack of awareness of the importance of records management by organizations, limited training for staff managing records and absence of a comprehensive and integrated records management programs in most organizations. Accordingly, Ngurube (2003) argues that most of the countries in Africa maintain analog paper records and when some organizations have adopted electronic information technology there are challenges of obsolescence in information technology equipment and infrastructure. Findings are also in line with Randolph and Blair (2009) who provide that procedures and steps for effective records management are well spelt out and communicated to all the staff of various ministries and public organizations, but due to lack of effective follow up and enforcement of the same, staff managing records take them to be routine legislations hence their laxity and lack of commitment to work. This results in poor service delivery and public outcry wherever they do not get information from the public organizations on time.

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There is a need for the TSC to put in place appropriate policy and regulatory framework that strictly guides records management in government organizations. Similarly, the government through the ministry concerned with information management should come up with clear records management policy and codes of conduct as regards records management to monitor and ensure that the best practices in records management are adhered to. Most of the identified challenges could be addressed by having in place a comprehensive records management program, adopting the use of technology in records management and online services, regular training of staff and consistent management support through budgetary provision. There is need to decentralize services from the headquarters to the county offices. This will ease the congestion and significantly reduce the time taken by the teachers traveling to the headquarters, Nairobi for services.

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