

THE UNIVERSITY OF ZAMBIA

SCHOOL OF EDUCATION

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

P A R A L L E L

RESEARCH REPORT

An investigation on the effectiveness of records management programmes for improved service delivery. A case study of Zambia National Airport Corporations.

COURSE CODE: LIS 4014

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DEDICATION

We dedicate this work to our families and friends who have been there for us. They played a role in our academic life to be where we are today. Words cannot express the love we have and how much we treasure them in our lives.

DECLARATION

We declare that this report is our own unaided work. It is submitted for the fulfillment of the degree of B.A. LIS at the University of Zambia. It has not been submitted before for any other degree or examination at any other university. The findings, conclusions, and recommendations expressed in this document do not necessarily reflect the official viewpoint of the University of Zambia.

CHAPTER ONE

1.0 INTRODUCTION

Records management can be defined as the efficient and cost effective care and control of records of whatever format from the date of creation through to their programmed disposal either by incorporation into the archives or by destruction. Records management has also been defined as the systematic program for the organization, maintenance, use, retrieval and disposition of information (Gill, 1988). Records management is also referred to as that area of general administrative management concerned with achieving economy and efficiency in the creation, maintenance, use and disposal of the records of an organization throughout their entire life cycle and in making the information they contain available in support of the business of that organization (IRMT, 1999).

The purpose of records management Programs is to provide relevant, accurate, complete, and timely information to the user in the most efficient manner. Kennedy (1994) argued that the primary function of records management program is to facilitate the free flow of records through an organization, to ensure that information is available rapidly where and when it is needed. Therefore, to carry out this function, there is need for an efficient, effective records management program in place. This is so in order to help users to do their jobs better and more easily; hence, the records manager should serve the organization for greater heights for this reason. Given that an organization's records are unique to it, they need to be managed explicitly, just as the organization would manage its other resources, that is, its people, money and estate.

An organization's records preserve aspects of institutional memory. In determining how long to retain records, their capacity for re-use is important. Many are kept as evidence of activities, transactions, and decisions. Others document what happened and why (Megill, (2005). The purpose of records management is part of an organization's broader function of Governance, risk management, and compliance and is primarily concerned with managing the evidence of an organization's activities as well as the reduction or mitigation of risk associated with it (Anthony, 2008).

Records managers use classification or categorization of record types as a means of working with records. Such classifications assist in functions such as creation, organization, storage, retrieval, movement, and destruction of records (Anthony, 2008).

Records can be in two forms; that is either Physical or Electronic records. Physical records are those records, such as papers, that can be touched and which take up physical space. On the other hand, Electronic records, also often referred to as digital records, are those records that are generated with and used by information technology devices. Hence, classification of records is achieved through the design, maintenance, and application of taxonomies, which allow records managers to perform functions such as the categorization, tagging, segmenting, or grouping of records according to various traits (Jeremy et al., 2012).

Managing physical records involves different disciplines or capabilities and may draw on a variety of forms of expertise. And there are steps need to be followed when managing such kind of records.

The general principles of records management apply to records in any format. Digital records (almost always referred to as electronic records), however, raise specific issues. It is more difficult to ensure that the content, context and structure of records is preserved and protected when the records do not have a physical existence (Megill, 2005). This has important implications for the authenticity, reliability, and trustworthiness of records. Particular concerns exist about the ability to access and read electronic records over time, since the rapid pace of change in technology can make the software used to create the records obsolete, leaving the records unreadable.

According to Sanderson and Ward (2003), the importance of records management is increasingly being recognized in organizations. It is therefore the responsibility of records managers to ensure that they gain the attention of decision-makers in their organizations. Gaining recognition is all about convincing management of the role of records management as enabling unit in an organization.

Records also act as raw materials for research in various disciplines, including science research, which is an important ingredient of socio-economic development. Furthermore, records can be used as an information resource for strategic planning purposes. The service provided by records management is therefore of vital importance to both employees (end users) and organizational success. As outlined earlier, the primary function of records management is to facilitate the free

flow of records throughout the entire organization. Most importantly, it remains the function of records management to ensure that an organization's records are safe for future reference (De Wet and Du Toit, 2000). According to Palmer (2000), the role of records management system is that it acts as a control system that reinforces other control systems such as internal and external auditing. However, for records to be useful in this capacity, they must be accessible. According to Hare and McLeod (1979), organization kept records for information retrieval, evidence of organization's activities and compliance with regulations.

There is regular data generation in government departments. Mweetwa (2011) observed that Zambian institutions have an information generation capacity of 76% and utilisation capacity of 3%. The gap in generation of information and utilisation naturally raises queries as to what happens to the generated information. Lundu and Mbewe (2004) criticised the inability of most institutions to put up sound information management policies to guide the generation, processing, storage and retrieval of stored data. Therefore, proper records management programmes could help organisations to manage their information, efficiently fulfill their mandate, protect them from litigation, preserve their corporate memory, and foster accountability and good governance. The information contained in organisation records needs to be managed according to a methodical approach in order to enhance the effectiveness and efficiency of the organisation in carrying out their mission. As organisations carry out their mission they create various records (Mweetwa, 2011).

Zambia Airport Corporation like any other institution is a semi-autonomous organization. This is because it receives a portion of its funding from the government for it to run its operations. The institution like any other generates and store large volumes of both physical and electronic data and documents on a daily basis. Undoubtedly, these documents and data are of high importance and as such need to be strictly preserved. Organisations are legally bound to retain and preserve documents as a record of their activities and proceedings.

Institutions create records to support the activities they carry out. However, if these records are not managed properly, they will not provide the necessary support and information might be lost causing problems for the institution. To provide an efficient and effective administration that ensures that institutions run as smoothly as possible, there should be proper management of records. International Organization for Standardization (ISO) 15489 (2001) explained records

management as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of an information about business activities and transactions in the form of records.

If records are not kept under systematic control they can become a threat to the efficient manner of carrying out operations in the departments that create them. The overall objective of a records management programme is to ensure that records are handled in the most efficient way thereby enhancing its information delivery system which will contribute to its operational efficiency. However, the way of contribution of a record management system at Passport and Citizenship office is an area of growing concern and would be very poor if left unchecked in the near future than it is now.

1.1 BACKGROUND OF ZAMBIA NATIONAL AIRPORT CORPORATION

Zambia National Airports Corporation Limited (ZACL) was established in 1989 through the amendment of the Aviation Act, Chapter 444 of the Laws of Zambia and incorporated under the Companies Act Chapter 388. All property, rights, liabilities and obligations of the Government relating to the four (4) designated airports were transferred to the Company.

The Corporation's mandate is to develop, maintain and manage the four designated international airports, namely Kenneth Kaunda International Airport (formerly Lusaka International Airport), Harry Mwaanga Nkumbula international airport (formerly Livingstone International Airport), Simon Mwansa Kapwepwe International Airport (formerly Ndola International Airport) and Mfuwe International Airport and to provide air navigation services throughout the Republic of Zambia.

The Corporation is responsible for the development, maintenance and management of the four international airports in Zambia. The team coordinates and liaises with all support service providers to ensure optimum on-time-performance. They also coordinate refueling of aircrafts on behalf of airlines as well as in-flight catering. To ensure safety on board, Zambia National Airports Corporation also manages a robust and stringent security system. This is supported by CCTV cameras, baggage scanners, arch way metal detectors and handheld metal detectors.

Therefore, for effective management of the mentioned services, there is a need to put in place a good records management program for improved service delivery.

1.2 STATEMENT OF THE PROBLEM

At Zambia National Airport Corporation, the problem mostly arises where; employees have to allocate large office space to keep clients' files manually and problems of lost files and poor record management systems in place. Furthermore, the institution is not protected from complaints from the public regarding delays and loss of records submission. In addition, most of the records are in paper form which can also pose a problem. The institution handles records from within the country and outside and given the sheer volume of work over the years that the population has increased including movement of people; it's not unusual to learn of the numerous complaints of lost records. There hasn't been a study on investigating the effectiveness of record management at Zambia National Airport Corporation. Hence, the motivation for this study which seeks to investigate the effectiveness of the record management programmes for improved service delivery at Zambia National Airport Corporation in Lusaka.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objectives

The general objective of the study was to investigate the effectiveness of the records management programmes for improved service delivery at Zambia National Airport Corporation.

1.3.2 Specific Objectives

The specific objectives of this study were:

1. To establish the current processes of managing records at Zambia National Airport Corporation.
2. To discover the benefits derived from proper records management.
3. To identify the challenges of managing records at Zambia National Airport Corporation.

1.4 RESEARCH QUESTIONS

1. What are the current processes of managing records at Zambia National Airport Corporation?
2. What benefits are derived from proper records management?
3. What challenges are there in managing records at Zambia National Airport Corporation?

1.5 SIGNIFICANCE OF THE STUDY

The study was significant to different stakeholders. Thus, the study will help management at Zambia National Airport Corporation to sensitize the administrative staff on the importance of effective records management programmes at the institution. Further, the findings of the study were not only beneficial to the staff of the chosen department but to the entire Organization. Again, the study has benefited the management to appreciate the challenges associated with records management systems in place and how to address them. Furthermore, the study helped reveal the need for good records management for effective planning at Zambia National Airport Corporation to ensure rapid growth and development. In addition, the study ensured easy access to records by authorized people. Lastly, it has also added to the body of knowledge in the area of records management.

1.6 ETHICAL CONSIDERATION

This study had to put into consideration the privacy of all respondents by not putting their personal identities on the questionnaires. All the participants in this study therefore, remained unknown. The researcher also was open and honest in dealing with the research subjects. It further considered the respondents as not just respondents but as participants who are valuable to the study. Scientific sampling method was used in order to generalize the research findings. It also made use of the random sampling method to avoid prejudice.

1.7 OPERATIONAL DEFINITIONS

Record: In this study records would mean all books, papers, maps, photographs, or other documentary materials, regardless of physical form or characteristics, made or received by any public or private institution in pursuance of its legal obligations or in connection with the transaction of its proper business and preserved or appropriate for preservation by that or its legal

successor as evidence of its functions, policies, decisions, procedures, operation or other activities or because of the informational value of the data contained therein,”(Schellenberg, 1956).

Records management: In this study, records management would be best defined as the efficient and cost effective care and control of records of whatever format from the date of creation through to their programmed disposal either by incorporation into the archives or by destruction. Records management has also been defined as “the systematic program for the organization, maintenance, use, retrieval and disposition of information”.

Effectiveness: It is the capability of producing a desired result or the ability to produce desired output. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression (Drucker, 2006).

Service Delivery: It is a component of business that defines the interaction between providers and clients where the provider offers a service, whether that be information or a task, and the client either finds value or loses value as a result. Thus, good service delivery provides clients with an increase in value (Albert, 2015).

1.8 SUMMARY OF THE CHAPTER ONE

In the introduction, records management was defined as the efficient and cost effective care and control of records of whatever format from the date of creation through to their programmed disposal either by incorporation into the archives or by destruction. The purpose of records management Programs is to provide relevant, accurate, complete, and timely information to the user in the most efficient manner. The service provided by records management is therefore of vital importance to both employees (end users) and organizational success.

On background information, Zambia National Airports Corporation Limited (ZACL) was established in 1989 through the amendment of the Aviation Act, Chapter 444 of the Laws of Zambia and incorporated under the Companies Act Chapter 388. The Corporation is responsible for the development, maintenance and management of the four international airports in Zambia. They also coordinate refueling of aircrafts on behalf of airlines as well as in-flight catering. To ensure safety on board, Zambia National Airports Corporation also manages a robust and stringent security system.

On the statement of the problem it was stated that problems mostly arise where; employees have to allocate large office space to keep clients' files manually and problems of lost files and poor record management systems in place. The general objective of the study is to investigate the effectiveness of the records management programmes for improved service delivery at Zambia National Airport Corporation. The specific objectives of the study are: to establish the current processes of managing records at Zambia National Airport Corporation, to discover the benefits derived from proper records management and to identify the challenges of managing records at Zambia National Airport Corporation. Further, these objectives were phrased into research questions. Hence, this study will be very significant to different stakeholders. Thus, the study will help management at Zambia National Airport Corporation to sensitise the administrative staff on the importance of effective records management programmes at the institution. Further, the findings of the study will not only be beneficial to the staff of the chosen department but to the entire Organisation. On ethics, the study will put into consideration the privacy of all respondents by not putting their personal identities on the questionnaires. All the participants in this study therefore, will remain unknown. Lastly, key terms defined includes; record, records management, effectiveness and service delivery.

CHAPTER TWO: LITERATURE REVIEW

2.0 OVERVIEW

This chapter presented the literature review in the study of records management programmes for improved service delivery in organizations. The purpose of literature review is to provide background information on one's subject area and details of previous research that is relevant. Literature review ensures one has a thorough understanding of the topic.

This literature review was of great importance in that it showed studies which have been done by other scholars on the same topic of records management programmes for improved service delivery. In addition, the importance of doing this literature review was that it will bring clarity and focus to the research problem, as it helped the researcher to understand the subject area better, thus helped to conceptualize the research problem clearly and precisely. It also helped to understand the relationship between the research problem and the body of knowledge in the area. Kumar (2005), states that literature review improves the methodology, as it tells the researcher if others have used procedures and methods similar to the ones being proposed, which procedures and methods have worked well for them, and what problems they have faced with them.

Therefore, in this chapter the literature review focused on three themes among others; current processes of managing records, benefits derived from proper record records management and challenges associated with records management in organizations.

2.1 CURRENT PROCESSES OF MANAGING RECORDS

Mrwebi (2000) conducted a study which aimed at finding out the current record management programmes in institutions. The study was done in Johannesburg at Rand Afrikaans University, and he found out that records management programmes and procedures in institutions facilitate compliance with institutional policies. He concluded to state that specific business functions and activities within institutions may be subject to specific legislation or to professional best practice or relevant ethical guidelines. Again, heads of institutions, schools, other units and business functions have overall responsibility for the management of records generated by their activities thus ensuring that records controlled within their units are managed in a way which meets aims of the university's records management policies. It was recommended that the records manager should have a coordinating and enabling role and advise on policy and best practice of record keeping in institutions.

Another study conducted by Banda (2014) whose aim was on records management practices in the university. This study was done in Zambia, at the University of Zambia. His findings indicated that records management policy framework are records creation and capture, records survey/audit, records analysis/retention schedule, disposal of records, records protection and security and provision of appropriate training for relevant staff. The conclusion of the study pointed out that for a sound records management practices to take place, heads of institutions should designate or appoint a staff member (Record Manager) at senior management level to whom they can delegate the responsibility of ensuring that sound records management practices are implemented and maintained. For this to happen, he recommended that records managers should develop and implement records management policies, which are endorsed by the heads of the institutions and their top management teams. Adherence to these should be continuously monitored and be reviewed on an annual basis. Furthermore, he recommended that there should be records management procedures to serve as a guide to employees, records classification system to facilitate efficient retrieval and disposal of records, and training of records managers and records office staff to equip them with the necessary skills to carry out their functions properly.

McLean (2003) also conducted a study which aimed at findings out the management of records and archiving in organisations. This study was done at Nelson Mandela Metropolitan University. He found out that, if information was to be lost or misplaced, it could cause a range of problems some of which might affect the future of students needing essential information from their records. He his conclusions showed that records management and archives staff should be responsible for providing an appropriate record management training programme to the college staff. He recommended to state that records should not be taken from the university without the permission of the Records Manager/Archivist or an appropriate Office Manager. Those taking these records should seek for permission.

Scholars of records management theory and practice agree that, in principle, organisations should create and capture records for every activity that involves more than one party and that they should identify and record every process that generates records (Bearman, 1994; Reed, 1997; Shepherd and Yeo, 2003). Therefore, records must be authentic, complete and usable. For example, even Information Communication Technology (ICT) systems must be able to generate or capture the 'metadata' that record the contents, contexts and structures of records within the business

processes that produce them (IRMT, 2008). In addition, Shepherd and Yeo (2003), when assessing the need to create and capture records, suggested that it is essential to consider the requirements of the organisations or particular business units that need records to provide evidence and information for operational use, the requirements of the organisations, particular business units or external stakeholders that need evidence to ensure accountability, the cost of creating, capturing and maintaining the records that organisations require and the risk to them if they do not have these records.

International Organisation for Standardisation (ISO) 15489 (2001) is of the view that a policy for creating records is also necessary. It should stipulate the requirements for capturing, registering, classifying, retaining, storing, tracking, accessing and disposing of records. Organisations create and keep records so that designated users, mostly from within the organisations and occasionally from outside, can use them when they need to. Any records management system that captures records must have systems that allow users to use the records thoroughly (Shepherd and Yeo, 2003). Therefore, institutions create records for a purpose. The timely and accurate retrieval of records depends largely on how well organised and classified the records are. As a result, records classification systems should reflect the business activities of the organisations. Organisations need to determine the degree of classification control they require for their business purposes (ISO 15489, 2001). Shepherd and Yeo (2003) also pointed out that classification schemes are based on an analysis of functions, processes and activities and document the structure of a records management system and the relationship between records and the activities that generate them. Again, they emphasised that it is necessary to use appraisal techniques to support decisions about retention, that is ‘which records can be destroyed at an early stage, and which merit longer-term or indefinite retention.’

Other researchers and authorities emphasise that any effective records management programme requires classification (Kemoni, 2007; Reed, 2005). Vocabulary control tools usually support classification systems. They give institution-specific definitions and explain the usage of terms. Institutions should establish ongoing programmes for training in managing records. Institutions can design or set up this training together with external bodies. They cannot retain files, irrespective of their format (paper or digital), indefinitely. The reason for this is the cost of storage and maintenance as well as slower and difficult access because of the high volumes. Records

systems should be able to facilitate and implement decisions about retaining or disposing of records. Therefore, the effective management of records requires that there are procedures for the timely disposal of records that institutions no longer need to support current day-to-day activities or those that they do not need to retain for legacy purposes (ISO 15489, 2001).

2.2 BENEFITS DERIVED FROM PROPER RECORD MANAGEMENT

Thurston (2005) conducted a study whose aim was on managing of public sector records in institutions. The study was conducted in South African. His findings showed that there was dysfunctional of records management and this undermined institutional progress. Furthermore, it was discovered from the study that decisions in institutions were made without full information about student records, and the absence of systematic record management and controls leaves scope for corruption or collusion between officials and students in a learning institution like a university. The conclusion was that the institution's time was wasted, delays were created, and the educational standards were lowered. The large volume of records passing through a typical education system, their sensitivity, and time pressures on universities makes effective records management essential. It was recommended that for effective record management, there should be records management programme which will ensure that records are available for use when needed, privacy and confidentiality maintained, redundant records destroyed and that records ultimately contribute towards sustaining service delivery.

Another study by Roper and Millar (1999), which aimed at managing legal records and the study, was conducted in United Kingdom. They found out records to be fundamental to the efficient and effective operation of the educational system of a country and perhaps even more crucial to the administration of tertiary institutions than to any other function of the public sector. The findings further showed that, "within the educational context", records serve several functions; they support student assessments and university obligations within the educational system, they provide evidence or proof that a particular activity took place and they contribute to accountability in faculties and in departments. Their conclusions where that records ensure that an organisation can; conduct its business in an orderly, efficient, and accountable manner, deliver services consistently and equitably, document its policies, decisions, and outcomes to stakeholders and regulators, meet its legislative and regulatory requirements, including audits, protect itself in litigation, function in a financially and ethically accountable manner, protect corporate interests as well as the rights of

employees, clients, and other stakeholders, provide continuity of operations in an emergency or disaster, and maintain its corporate and institutional memory. Hence, it was recommended that there should be proper record management programmes in place in order to effectively manage institution records.

Zawiyah and Robert (1999) also conducted a study aimed findings out accurate management systems of records in universities. The study was done in Kenya and the findings pointed out the following as the benefits of accurate records management; speedy and accurate retrieval of records. The conclusions where that systematic filing and storage of records, saves space and prevents duplication of effort with similar records, easier retrieval, better utilisation of space, and less frequent loss of documents. The recommended was that there should be a systematic record management in place which has a lot of benefits to an institution.

Institutions and individuals create records in the conduct of their current business to support administration, to ensure accountability, and for cultural purposes, to meet the needs of society for collective memory and the preservation of individual and community identity and history (Shepherd, 2010). Records can be used to ensure accountability, to make people and businesses account for their actions and obligations and when there is a need to prove that organisations have complied with legal or regulatory requirements or recognised best practice. Records enable institutions to meet legal, regulatory, and financial requirements, and to protect their assets and rights. Proper records management helps to support the expectation of a democratic society for transparency and they protect citizen's rights. They enable governments to deliver electronically enabled services to citizens (e-government) and facilitate citizen participation through the provision of information and digital interaction (Shepherd, 2010). Thus, records have to be managed as a strategic resource so as to facilitate the day to day operations of the institution. For instance, Mnjama (2004) pointed out that there are several reasons why organisations should manage records as a key resource, including: Records themselves are organisational assets because they document organisational activities and are needed for audit trails, especially in establishing who did what, why and when.

Without proper records, meaningful audits cannot be carried out, fraud cannot be proven, and those responsible for the financial management of the institutions cannot be held accountable for their actions (Thomassen, 2001). Records management serves the cause of history by identifying and

preserving important research records. Shepherd (2006) states that records which are managed as part of an appropriate records management programme will help the organisation to conduct business in an efficient, accountable manner, deliver services consistently, support managerial decision making and transparent policy formulation and ensure continuity in policy execution, management and administration. In summary, an effective record management programme will ensure that records are available for use when needed, privacy and confidentiality maintained, redundant records destroyed and that records ultimately contribute towards sustaining service delivery.

A number of institutional benefits will accrue to any institution when proper records are kept. These benefits include better use of physical and server space, save staff time, improved control of valuable information resources, compliance with standards and reduction in its operational costs (University of Zambia, 2000). According to Shepherd and Yeo (2003), the importance of records management is increasingly being recognized in organisations. It is, therefore, the responsibility of records managers to ensure that they gain the attention of decision-makers in their organisations. Gaining recognition is all about convincing management of the role of records management as enabling unit in an organisation. Administrative staffs require information in order to carry out their official duties and responsibilities efficiently and effectively in a transparent manner. Records represent major sources of information and are almost the only reliable and legally verifiable source of data that can serve as evidence of decisions, actions and transactions in an organisation (Wamukoya, 2000). Again, Northwest Territories (2003) suggest that the role of records management is to ensure that members of staff involved in different operations have the information they need, when necessary.

De Wet and Du Toit (2000) stated that the service provided by records management is of vital importance to both employees (end users) and organisational success. The primary function of records management is to facilitate the free flow of records throughout the entire institution. Most importantly, it remains the function of records management to ensure that an organisation's records are safe for future reference. According to Palmer (2000), the role of a records management system is that it acts as a control system that reinforces other control systems such as internal and external auditing. The records themselves can serve to detect fraud and recover the loss. Since corruption creates an environment that allows opportunities to commit fraud, records can provide a trail for

investigators to track the root of corruption. However, for records to be useful in this capacity, they must be accessible. In Hare and McLeod (1979) views, organisations keep records for the following reasons; information retrieval, evidence of organisation's activities, compliance with regulations. In support of Hare and McLeod's findings, Cowling (2003) further identified four main reasons motivating organisations to preserve records permanently as: Administrative value, financial value, legal value and information value.

2.3 CHALLENGES OF MANAGING RECORDS

Sanderson and Ward (2003) conducted a study in Ghana whose aim was on managing records in offices. Their findings indicated a number of problems associated with record keeping including lack of record manual and filing guidelines which lead to loss of vital information and inadequate computer terminals. Others are difficulty in record retrieval and lack of appreciation by management and staff of the need for well-controlled records. The conclusion of the study was that management of recorded information, irrespective of form or format, is more vital to organizations. In the recommendations, it was stated that there should be filing guidelines in keeping of records in organisation so that vital information shouldn't be lost and also computers should be there to store records. Finally, management should management and members of staffs in organisations should appreciation the need for well-controlled records in their organisations.

Miller (2004) conducted a study whose aim was about findings out challenges most organisations face and the study was conducted in African Countries. His findings indicated that many African states are jumping into the information technology bandwagon without adequately incorporating good records management strategies. He attributed the challenges associated with records management in most organizations to corruption or inadequate finance. His conclusions were that, corrupt leaders in Africa do not provide adequate funds, facilities, and infrastructure for proper and efficient record management. Instead, corrupt bureaucrats intentionally distort public policies, public records, decision-making apparatuses, and sometimes go to a length to transfer experienced records managers in a bid to create opportunities for embezzlement. Hence, the study recommended that, in organisations, there should be proper funds to manage records and systems to overcome the problem of corruption in African countries.

Azman (2009) also conducted a study whose aim was to find out the challenges associated with record management. The study was done in Glasgow. He found out the following as the challenges associated with records management; weak legislative and organizational infrastructures; records keepers lack the basic skills and competences for handling records and archives in the public sector. In conclusion, it was stated that due to inadequate skills in information technology, many traditional librarians, records managers, and archivists are very conservative and have phobia for computers. This may be due to generation gaps between the new and old professionals which led analogue information managers to perceive computers as a threat to their status as experts. The recommendation was that for successful application of information handling technologies in the management of electronic records requires an ability to overcome staff and personal resistance.

Brendan (2012) observed the following as the challenges associated with records management; First of all, he noted weak legislative and organizational infrastructures as a major challenge. There is a serious problem of technophobia in most offices in Africa especially among the older employees. Due to inadequate skills in information technology, many traditional librarians, records managers, and archivists are very conservative and have phobia for computers. This may be due to generation gaps between the new and old professionals which led analogue information managers to perceive computers as a threat to their status as experts.

Otuama (2010) mentioned the following as the problems associated with records management in most organisations; absence of an archival institution, the problem of oral traditions, inadequate skills and high staff turn-over, inadequate funding, poor housing and equipment, absence of an archival law, high levels of illiteracy, poor transport and communication network.

Ilana (2008) identified lost records and record storage as challenges associated with records management. According to her, lost records can range from a minor inconvenience for businesses to an enormous hassle that takes months, or even years, to resolve. Thus, if clients request documents from the company on a regular basis and the company is unable to provide them in a timely manner (or at all), the company risks the loss of their business in the future. If important records are needed for a legal matter, such as defending the company against a lawsuit, not supplying the appropriate documents can cost huge sums of money, or even mean the dissolution of the business entirely. On record storage, she stated that, depending upon the type of business

for which the company keeps records, as well as how long the company has operated, the company may find itself running out of space.

2.4 SUMMARY OF CHAPTER TWO

The chapter has presented the literature review in the study of records management in organisations for improved service delivery. The importance of the literature review is that it has brought clarity and focus to the research problem, as it has helped the researcher to understand the subject area better. This chapter focused on three themes among others; current processes of managing records, benefits derived from proper record management and challenges associated with records management. On current processes of managing records, researchers and authorities emphasize that any effective records management programme requires classification. It was established that Institutions should establish ongoing programmes for training in managing records. Institutions can design or set up this training together with external bodies. Records systems should be able to facilitate and implement decisions about retaining or disposing of records. On benefits derived from records, it was stated that a number of institutional benefits will accrue to any institution when proper records are kept. These benefits include better use of physical and server space, save staff time, improved control of valuable information resources, compliance with standards and reduction in its operational costs. Brendan (2012) observed the following as the challenges associated with records management; First of all, he noted weak legislative and organizational infrastructures as a major challenge. There is a serious problem of technophobia in most offices in Africa especially among the older employees. Due to inadequate skills in information technology, many traditional librarians, records managers, and archivists are very conservative and have phobia for computers. This may be due to generation gaps between the new and old professionals which led analogue information managers to perceive computers as a threat to their status as experts.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 OVERVIEW

This chapter looked at the methodology used in the study of investigating the effectiveness of record management programmes for improved service delivery in organisations. It started with the research design, target population then the sample size and the sampling methods. It then stated the instruments of data collection and lastly indicated the techniques to be used in analysing the data.

3.1 RESEARCH DESIGN

Research design is the conceptual structure within which research would be conducted. The function of research design is to provide for a way in which information relevant to the study will be collected with minimal expenditure of effort, money and time (Kothari, 2004). The research design was purely non-experimental where no control group was used. It was descriptive in nature because it was used to investigate the effectiveness of record management programs at Zambia National Airport Corporations. During this research, both quantitative and qualitative approaches were used to collect numerical data through semi-structured questionnaires to be used to collect data. The reason for using a mixed method design was to ensure that the information which was obtained by qualitative design method complement the information collected through quantitative method so as to have a wider coverage of information in order for all the data to be accommodated.

3.2 TARGET POPULATION

The target population consisted of all employees working in different departments under Zambia National Airport Corporations. The total population for this study was 500.

3.3 SAMPLE SIZE

A study population is an aggregate or totality of all subjects, objects or members that conform to a designated set of specification (Field, 2009). Sampling is the process of selecting a small number of people from the population for the study. This is done because it is often impossible to involve all members of the population in the study. Sampling technique describe how you go about selecting your sample size.

With a sample size of 50 employees, it is deemed that the information collected was representative of the entire population of Zambia National Airport Corporations. The sample size was arrived at looking at the number of workers at the institution who are relevant to the topic.

3.4 SAMPLING METHOD

The researchers used a simple random sampling method. In simple random sampling technique, every individual is chosen randomly and entirely by chance, such that each individual has the same probability of being selected since the population is homogenous in nature. This design is ideal to use in situations with population concentrated in one geographical area. This means that each member of the population made up of staff of every Department at Zambia National Airport Corporation.

3.5 DATA COLLECTION INSTRUMENTS

In this research, the primary data was collected through administration of questionnaires. The questionnaire was divided into various sections to adequately cover the objectives of the study. It further consisted of open ended, structured and unstructured questions. The structured questions provided a set of answers from which the respondents chose the appropriate answers. Unstructured ones provided freedom while responding to the subject matter. According to Kumar, (2005), a self-administered questionnaire is the only way to elicit self-report on people's opinion, attitudes, beliefs and values. In order to fully meet the objectives of the study, the primary data gathered was supplemented by secondary data from journals, Corporations' website and newspapers.

3.6 DATA ANALYSIS PROCEDURES

The quantitative data was collected using a questionnaire and analysed using descriptive statistics using the Statistical Package for Social Sciences (SPSS) and presented through percentages, rankings and frequencies. The information was then displayed by the use of bar charts, graphs, tables and pie charts. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS and Microsoft Excel 2007. The data collected from the open ended questions which is qualitative in nature, was analysed using conceptual content analysis which was the best suited method of analysis.

3.7 SUMMARY OF CHAPTER THREE

The chapter has given the methodology to be used in the study. It was guided by research design, target population, sample size, sampling technique, data collection instruments and methods which

will be used to obtain data for the study. This study will adopt a survey design and utilized a case study approach. The target population for the study will consist of 50 employees working under Zambia National Airport Corporations. A simple random sampling technique will be used to select employees who would give the needed information. For the purposes of data collection, a structured questionnaire will be employed in the study. The data collection method to be used will be through secondary and primary data sources. Primary data will be collected through questionnaires and interviews while secondary data will be collected by the use of text books, journals, newsletters, daily newspapers, Internet sources and other government publications. In analysing the data, the researcher will use Statistical Package for Social Sciences (SPSS) to conduct the computational analysis of the data.

CHAPTER FOUR: ANALYSIS AND PRESENTATION OF FINDINGS

4.1 INTRODUCTION

The focus of this chapter is to analyse the field data and examine the findings in the light of the objectives of the study. This chapter provides information on the data collection procedure adopted, analysis of the data and findings. The responses from the respondents are described, analysed and inferences made to established relationships. The quantitative data collected from the questionnaire interviews of 30 respondents were coded for analysis.

4.2 BACKGROUND CHARACTERISTICS OF RESPONDENTS

With a questionnaire as the main research tool to gather data from the respondents, the first section of the chapter was intended to gather data on the background information of the respondents. These included age, gender, number of years worked for the institution, and highest level of education attained. Frequency tables, charts and graphs were used in analysing data gathered from the field survey.

4.2.1 Age Distribution of Respondents

The questionnaire started by asking for the age of the respondent. The results show that the majority (50%) of respondents fell within the age group of 40–49 years old. This was followed by those above 50 years; they constituted 33.3% of the respondents sampled. Those in the age category of 30-39 years were at 6.7% and those with 20-29 years were 10% as indicated in table 1 below.

Table 1: Age Distribution of Respondents

Age (Years)	Frequency	Percentage
20-29	3	10
30-39	2	6.7
40-49	15	50
Above 50	10	33.3
Total	30	100

4.2.2 Gender Distribution of Respondents

The sampled respondents showed a male dominated distribution of gender. There were more males than females as indicated by 66.7% of males and 33.3% females. The findings show that male respondents were largely sampled.

4.2.3 Educational Background and Length of Service of Respondents

Figure 1 below presents the distribution of respondents by level of education attained as gathered by the survey.

Figure 1: Educational Background of Respondents

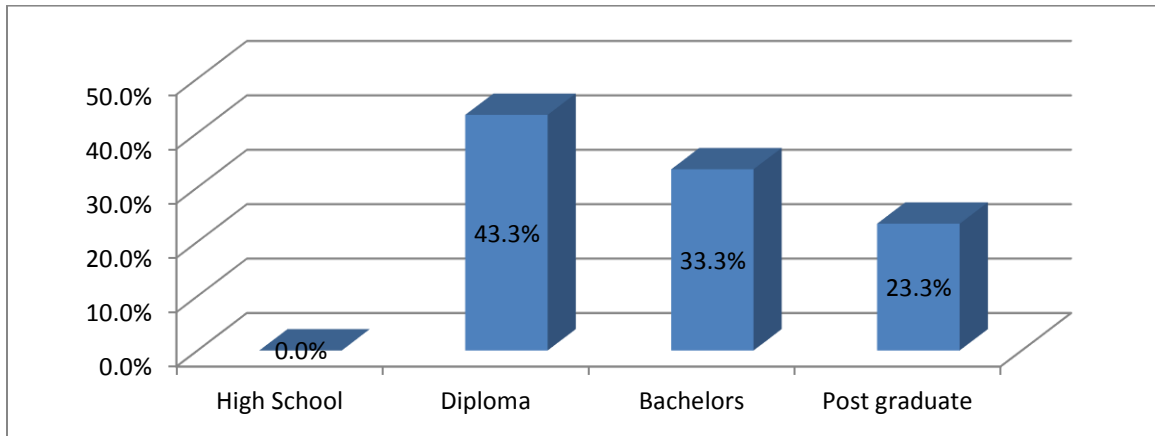


Figure 1 above shows the various levels of education of all respondents. Of these, 43.3% (13) had Diplomas, 33.3% (10) had bachelors' degrees and 23.3% (7) had post graduate degrees out of the 30 respondents sampled.

Figure 2: Length of Service Distribution of Respondents

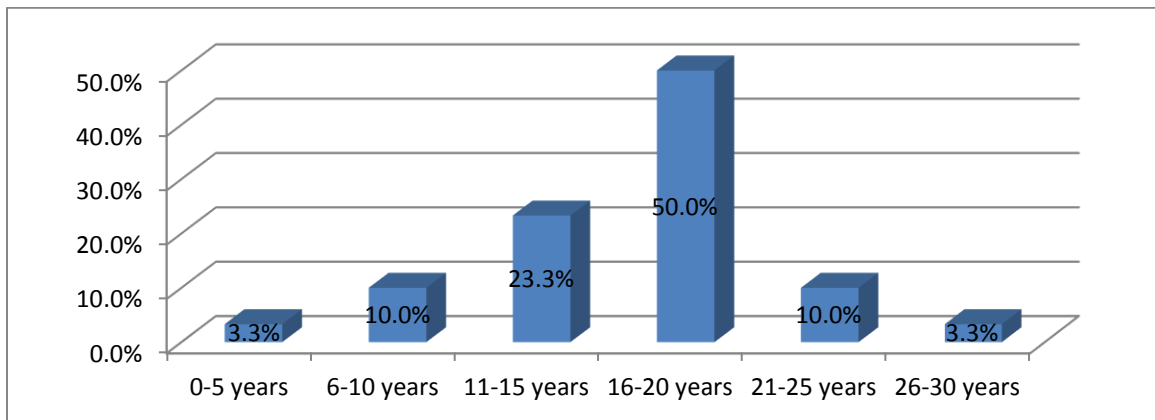


Figure 2 indicates the number of years' respondents have worked at Zambia National Airport Corporations. One (1) respondent representing 3.3% had worked for five years or less at Zambia National Airport Corporations. Three (3) respondents making 10% had served at the institution for 6-10 years, 7 respondents representing 23.3% had spent between 11-15 years in the institution, 15 (50%) had worked for 16-20 years, 10% (3) had worked for 21-25 years and the remaining 3.3% (1) of the respondents had served for over 26 years in the institution.

4.3 CURRENT PROCESSES OF RECORDS MANAGEMENT

In determining record keeping methods, respondents were asked what mode of storage they used in their department, whether electronic or manual. Results are depicted below.

Figure 3: Method of Storing Office Documents

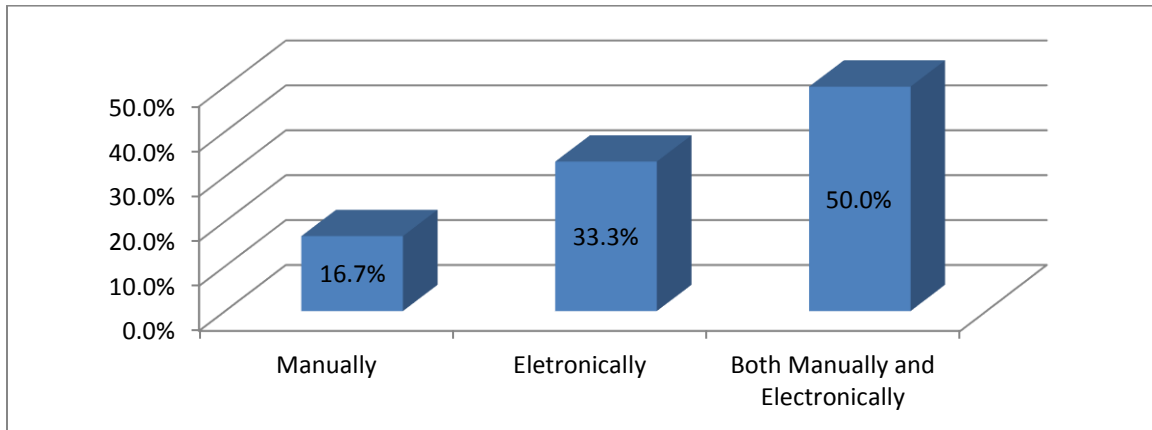


Figure 3 demonstrates clearly that 16.7% (5) keep their office documents manually, 33.3% (10) store their records electronically while 50% (15) store their records both manual and electronic forms.

Figure 4: Frequency of Filing Office Documents

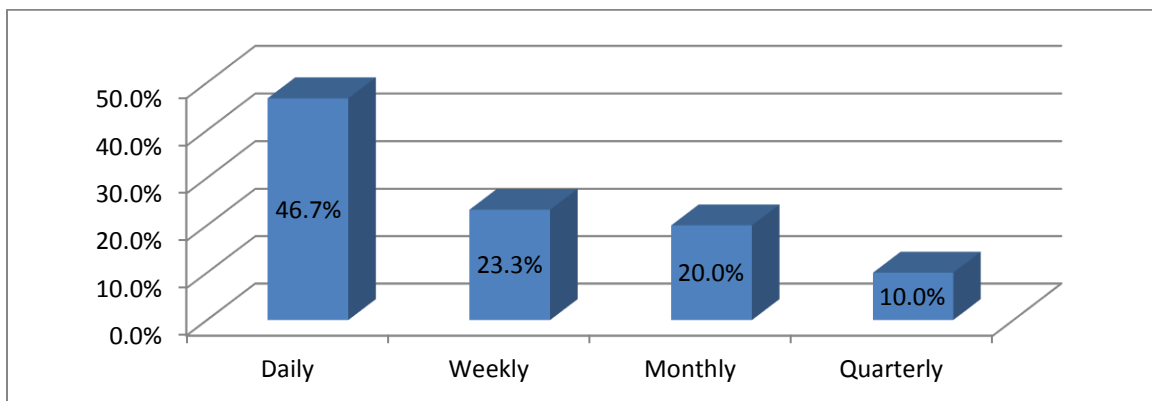


Figure 4 shows how frequent office documents are filed at the academic office at the College. Out of the 30 responses, 46.7% (14) file their documents on daily basis, 23.3% (7) do it weekly while 20% (6) also file monthly. Interestingly, majority of them 46.7% (14) file their correspondence on a daily basis.

Further, the study found that none of the respondents practices de-centralised records management system Zambia Airport Cooperation. That is, all the 30 respondents representing 100% practice centralised records management system.

4.4 BENEFITS DERIVED FROM EFFECTIVE RECORDS MANAGEMENT

Figure 5: Proper records management leads to the benefit of quick decision making

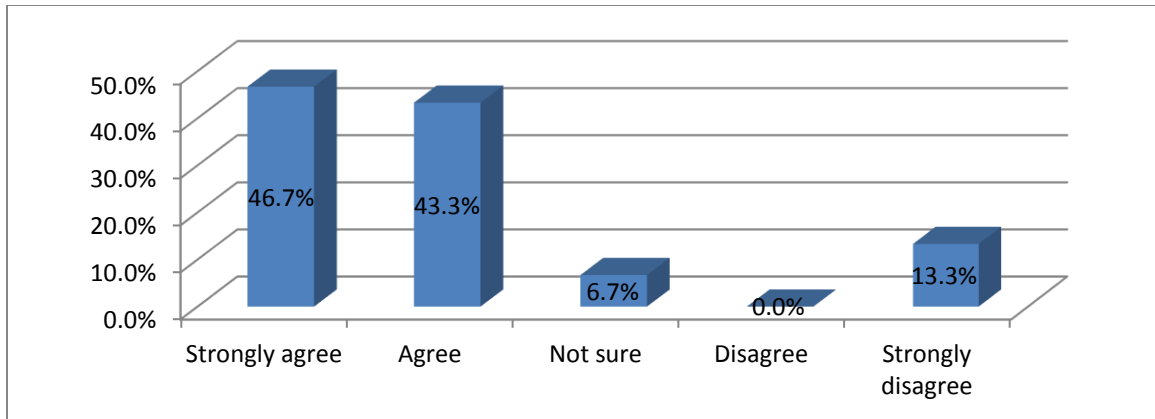
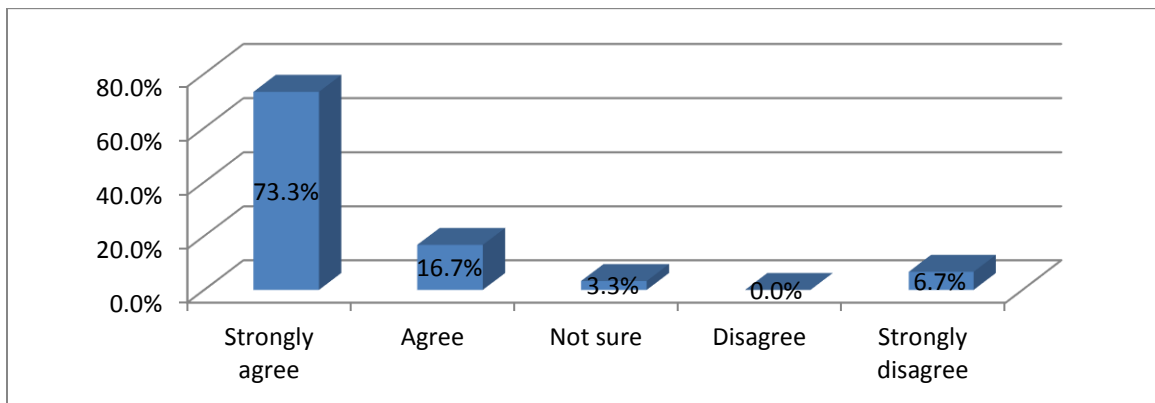


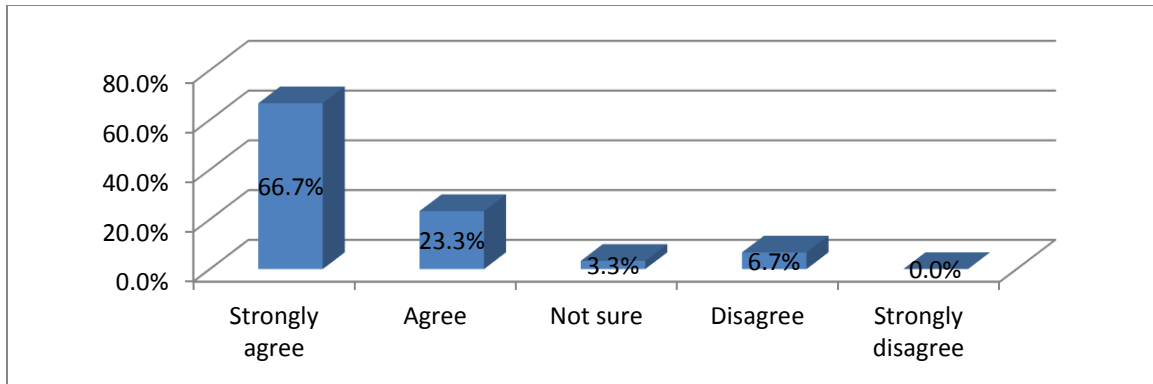
Figure 5 above shows that 14 (46.7%) of the respondents strongly agreed that proper records management leads to quick decision making. Further, 13 (33.3%) agreed, 2 (6.7%) were not sure, none disagreed and 1 (3.3%) strongly disagreed to the assertion.

Figure 6: Records management help to meet customers' demands on time



According to Figure 6 above, out of 30 respondents, 22 (73.3%) of them strongly agreed, 5 (16.7%) agreed, 1 (3.3%) was not sure, none disagreed while 2 (6.7%) strongly disagreed to the statement.

Figure 7: Proper records management maintains corporate and institutional memory



The results in figure 7 above show that 20 (66.7%) of the respondents strongly agreed that proper records management maintain corporate and institutional memory, 7 (23.3%) agreed, 1(3.3%) was not sure, 2 (6.7%) disagreed while none of the respondents strongly disagreed.

Table 2: Some of the problems associated with records

RESPONSE	FREQUENCY	PERCENTAGE
Lack of filing space	14	62%
Difficult to retrieve a file	7	16%
Misfiling of records	6	13%
Missing files	3	9%
Total	30	100%

According to table 2 above, out of 30 respondents, 14 (62%) indicated lack of filing space, 7 (16%) said difficulties in retrieving files, 6 (13%) indicated the problem of misfiling and 3 (9%) indicated the problem of missing files.

Table 3: Problems affecting performance

RESPONSE	FREQUENCY	PERCENTAGE
Not able to retrieve documents on time	15	70%
Delays in processing documents	10	20%
Not able to attend to clients	5	10%
Total	30	100%

Seventy percent (70%) of the respondents indicated that they are unable to retrieve documents on time, twenty percent (20%) said performance is affected because of delays in processing documents, while ten percent (10%) said that they are not able to attend to clients.

Table 4: Suggestions to manage records

RESPONSE	FREQUENCY	PERCENTAGE
Digitize the records into electronic for easy access	18	62%
Extend office space and purchase enough file racks	7	22%
To train staff in record management	2	6%
The office need to employ more registry clerks who are familiar and have the knowledge on how the records are kept	2	6%
To work with national archives of Zambia because they have experience in record management	1	3%
Total	30	100%

Sixty-two percent (62%) of the respondents suggested to digitize the records into electronic for easy access, twenty-two percent (22%) said that office space should be extended and purchase enough file racks, while six percent (6%) said to train staffs in record management, another six percent (6%) suggested that the office need to employ more registry clerks who are familiar and have the knowledge on how the records are kept. While three percent (3%) stated that Zambia National Airport Corporations should work with national archives of Zambia in order to manage records effectively.

4.5 SUMMARY OF CHAPTER FOUR

The focus of this chapter was to analyse the field data and examine the findings in the light of the objectives of the study. The quantitative data collected from the questionnaire interviews of 30 respondents were coded for analysis. With a questionnaire as the main research tool to gather data from the respondents, the first section of the chapter was intended to gather data on the background information of the respondents. These included age, gender, number of years worked for the institution, highest level of education attained, job type and grade/position. Frequency tables, charts and graphs were used in analysing data gathered from the field survey. The questionnaire started by asking for the age of the respondent. The results show that the majority (50%) of respondents fell within the age group of 40–49 years old. There were more males than females as indicated by 66.7% of males and 33.3% females. In determining record keeping methods, respondents were asked what mode of storage they used in their department, whether electronic or manual. The findings have shown that respondents strongly agreed that insufficient space for records management at the institution is a big challenge.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 INTRODUCTION

The main objective of this study was to investigate the effectiveness of the records management programmes for improved service delivery at Zambia National Airport Corporation. A discussion of the findings derived from the results presented in the preceding chapter four is outlined below. It is necessary to summarise the findings to be able to recommend best practices in ensuring sound records management, which follows in the next chapter.

5.2 DISCUSSION OF FINDINGS

The discussion below is based on the findings presented in chapter four on the following three areas of the study: current processes of managing records, benefits derived from effective records management and challenges of records management.

The study established that majority of respondents stored their administrative documents in both manual and electronic forms. This means that the organizational records are well secured to a large extent. Thus when one form of the records is lost, the institution can rely on the other form for its operations. On the filing of office documents, the study confirmed that the respondents file their office documents on daily basis. This shows the importance the administrative staff attached to records of the organization. The opinions of a large proportion of the respondents said that there are inadequate resources to facilitate proper records management practices and apparently this was not receiving the attention it deserved. Some of the reasons cited for records management not receiving attention were non-usage of file plan, lack of training of both records office staff and users (staff), unskilled and demotivated records office staff and lack of support from top management.

In a similar study by Fabunmi (2004), found that records are vital to virtually every aspect of the governance process. The effectiveness and efficiency of the service across the range of organization functions depends upon the availability of and access to information held in records. Good record keeping is fundamental to maintaining and improving the efficiency and accountability of institutions. Records management systems and procedures should facilitate compliance with organizational policies.

As show in chapter four, figure 4 demonstrates clearly that the majority with 50% (15) store their records both manual and electronic forms. The results with 50% show that majority of the respondents used both manual and electronic forms in data storage making the retrieval of records easy.

It was further found that none of the respondents practices de-centralised records management system. That is, all the 30 respondents representing 100% practice centralised records management. This shows that records from all units, sections, departments are stored in one section and hence any unit/department cannot have access to the records without permission.

This is contrary to the assertion made by Kanzi (2010) that for a sound records management practice to take place, heads of institutions should designate or appoint a records manager who will develop and implement records management policies endorsed by the head of the organisation and the top management team. Again, the absence of a records manager within the various units, sections, departments and faculties is contrary to the Institutions Records Management Policy Framework which states that the Records Manager will develop a schedule for retention and disposal of records drawn up as a result of applied best practice (i.e., based on records surveys, analyses, agreements with business units). Okwilagwe and Njoku (2002) agree that the development of RMS in Africa is due to certain inhibitive factors such as; lack of infrastructure, untrained personnel to handle equipment and absence of MIS based policy. Furthermore, Nwankwo (2000) identified level of training of personnel in records keeping offices as inhibitive to proper records management. He also identified poor infrastructure undefined policy gap and a poor awareness base as reasons for a poor MIS base in tertiary institutions.

In figure 6 of chapter four above showed that 14 (46.7%) of the respondents strongly agreed that proper records management leads to quick decision making. The results indicated that proper records management leads to quicker decision making. This agrees with the assertion made by Omeyi (2002) that records support decision making, demonstrate compliance, documents the history of the University and perhaps most importantly enables the institutions to do their jobs.

All of the respondents who answered the question on benefits of effective record management confirmed the vital impact of effective records management in decision-making. Effective records management facilitates timely and efficient decision-making, promotes public participation,

informs future decisions, produces evidence in litigation cases, and increases accountability of decision-makers and fast-tracks service delivery. The majority of the respondents with 80% agreed that records management contributed towards effective administration, and consequently towards effective and efficient delivery of services to the clients and the members of staff. Respondents stated that records management ensured the orderly and efficient flow of information which enabled officials to perform their functions successfully and efficiently. Records management also forms the basis for formulating policies, future plans and informed decision making. Without records, an organisation cannot operate. From this analysis the relationship is evident between the two variables, namely, records management and effective administration of a service oriented organisation, and the hypothesis has been tested to be true.

The study indicated that one of the challenges associated with proper records management is inadequate professionally trained records managers. It was further established that insufficient resources like office space and finances pose a challenge to proper records management at Zambia National Airport Cooperation. Bailey et al. (2011) summarise the consequences of challenges associated with poor records management as follows: “an institution where paperwork is poorly managed, the flow of records through the life cycle is retarded, chaotic, or non-existent. Records and the information they contain are difficult to retrieve, and costly duplication of paperwork is a frequent occurrence. The net effect of poor management is a decrease in the efficiency of the institution and an inflation of its operating costs.”

It can be seen clearly from the figure above that lack of professionally trained records managers bring about improper records management. This confirms the assertion made by Igoudala (1998) that, personnel who maintain the registry systems with filing cabinets containing the paper evidence of College business are inadequate and in fact ignorant of their responsibilities.

5.3 CONCLUSION

The study has revealed that records management plays a significant role in various aspects including, inter alia, risk management process, strategic planning process, enhancing performance, improving service delivery and promoting good governance of institutions. Nonetheless, based on the empirical survey findings, it can be concluded that records management is not receiving the attention it deserves owing to a number of weaknesses cited. From the study, it can be deduced that records are inextricable entwined with increased transparency, accountability and good governance. It also became apparent that fraud cannot be proven, meaningful audits cannot be carried out and institutional actions are not open to review when records are not well managed. Records provide verifiable evidence and can lead investigators to the root cause of the problem. Sound records management is, therefore, at the centre of increased accountability and good student service delivery. Records should, therefore, be managed in the same manner that the other organisational resources, such as finance and staff are managed.

Advocating the management of records as an organisational and societal benefit is, therefore, not an activity to be taken for granted. Ignorance on records management can have adverse effects on the organization's performance and can dent the institution's reputation, and that can ultimately affect service delivery. In its endeavours to improve its records management practices, it is proposed that the Zambia National Airport Cooperation management considers the findings and recommendations of this study.

5.4 RECOMMENDATIONS

Arising from the study findings and conclusion, the following recommendations are made:

1. To digitize the records management system at Zambia National Airport Cooperation into electronic for easy access.
2. At Zambia National Airport Cooperation, office space should be extended and purchase enough file racks for effective management of records.
3. There is need to train staffs in record management, and the cooperation need to employ more registry clerks who are familiar and have the knowledge on how the records are kept.
4. Further, Zambia National Airport Cooperation Passport should work with national archives of Zambia in order to manage records effectively.
5. Management should also thrive to computerize system of record management to enhance efficiency and effectiveness as recommended by Northwest Territories (2003) who recommended that the part of records administration is to guarantee that individuals from staff associated with various activities have the data they require, when vital.
6. The institution should also have enough space for keeping records before they digitalize the system so that files are kept in an orderly manner.

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THE UNIVERSITY OF ZAMBIA

SCHOOL OF EDUCATION

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

QUESTIONNAIRE

Serial No.....

TOPIC: TO INVESTIGATE THE EFFECTIVENESS OF RECORDS MANAGEMENT PROGRAMMES FOR IMPROVED SERVICE DELIVERY AT ZAMBIA NATIONAL AIRPORT CORPORATIONS IN LUSAKA.

Dear Respondent,

We are undergraduate students at the University of Zambia (UNZA) conducting a research study on the topic “*effectiveness of records management programmes for improved service delivery at Zambia National Airport Corporations.*”

With reference to the above subject, you have been randomly selected to participate in this research. Please note that your views will also represent those that have not been selected in this study. Rest assured that the data being solicited will be purely for academic purposes and will be treated with maximum confidentiality.

Your co-operation will be highly appreciated.

Yours faithfully,

INSTRUCTIONS FOR RESPONDENTS

1. Do not indicate your name on the questionnaire.
2. Please try as much as possible to answer all the questions and if you have any doubts, please ask the interviewer.
3. Tick the answer that expresses your view.
4. Only one response is required for each question