

# Records management practices: are all its factors associated with administrative staff performance in chartered private universities in Uganda?

Records  
management  
practices

Assumpta Barigye

*Department of Information and Computer Technology,  
School of Business Administration, Nkumba University, Entebbe, Uganda*

Francis Kasekende

*School of Business Administration, Nkumba University, Entebbe, Uganda and  
Business School, Makerere University, Kampala, Uganda, and*

Richard Mwirumubi

*School of Business Administration, Nkumba University, Entebbe, Uganda*

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## Abstract

**Purpose** – This paper aims to examine the influence of records management practices on staff performance among administrative staff in private universities in Uganda.

**Design/methodology/approach** – Using surveys, this study took a cross-sectional descriptive and analytical design. Out of a population of 177, the study targeted a sample size of 123 respondents. Using proportionate random sampling, data were obtained from 104 usable questionnaires. The researchers applied Statistical Package for Social Scientists (SPSS) to test all the four hypotheses. The results are presented in terms of hierarchical regression analysis models.

**Findings** – Records creation, records maintenance and records disposal are significant predictors of administrative staff performance in chartered private universities in Uganda.

**Practical implications** – This study is relevant to heads of private universities, as it will guide them to set up and implement records management policies and practices, which are relevant for improving staff performance at work. They will be able to closely adhere to efforts that imply appropriate management of records to promote decision-making, cost reduction and information processing. Private university owners could appraise university management based on whether they can successfully execute records management-related policies and procedures for staff performance.

**Originality/value** – This study demonstrates that the application of proper records management practices translates into increased administrative staff performance in terms of efficiency and effectiveness within the workplace.

**Keywords** Records management practices, Administrative staff, Employee performance, Private universities, Uganda

**Paper type** Research paper

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## Introduction

The importance of records management in any organization cannot be over-emphasized because continuity of any institution largely depends on the availability of useful and reliable records of its past, present and future activities and programs (Seniwoliba *et al.*, 2017). Records management is the capturing and maintenance of accurate, complete, reliable and useable documentation of activities of an organization to meet legal, evidential, accountability and social requirements (The University of Melbourne Report, 2001).

Records management practices refer to the creation, distribution, maintenance, retrieval, retention and disposal of records (Senabulya, 2013). In this study, the authors focus on exploring the effect of records management practices in terms of the main stages – records creation, records maintenance and records disposal (Barigye *et al.*, 2021; Upward, 1990) on staff performance.

Records creation refers to a practice where a record is captured and later put to use whereas records maintenance is where a record is stored and later retrieved for future use. Records disposal is a practice where a record is either destroyed or permanently retained under legal or safety precautions for future use (Okello-Obura, 2015). Currently, there exist few studies that examine whether all the measurements of records management practices do matter for performance among administrative staff (Barigye *et al.*, 2021).

Worldwide, staff performance is a prerequisite for feedback and goal-setting processes in organizations (Forth and Bryson, 2019). It provides the strongest linkage to the strategic goals of the organization, customer satisfaction and economic contributions. Performance refers to behaviors that can make a difference to organizational goal accomplishment (Crespin *et al.*, 2016). According to Campbell (2013), performance means reaching a goal or set of goals within a job, role or organization. Campbell (2013) affirms that job performance is not a single action but rather a “complex activity”. In this study performance is characterized by decision making, information processing and cost-effectiveness (Sofijanov and Zabijakin-Chatleska, 2013). According to Sofijanov and Zabijakin-Chatleska (2013), decision making refers to coming out with ideas that enable an individual or the organization to achieve targeted goals. It is the process of coming out with an appropriate choice to influence change in one’s organization. Sofijanov and Zabijakin-Chatleska (2013) further argue that informed decisions help to solve individual or organizational problems. Based on the works of Koko and Ngulube (2021), information processing is the ability to convert raw data into meaningful form; to transfer output information to people who need to use it or return appropriate feedback to members of an organization. On the other hand, cost effectiveness refers to an organization’s ability to optimally use or save the available materials and resources (Mukred *et al.*, 2021). In most cases it applies to operating within the specified organization’s set budget. It is important to note that performance and its outcomes is dependent on the management of records. For instance, retaining records creates an environment for organizational ability to take appropriate decisions (Reese, 2005). On the contrary retaining disposed of records for a long period can be disastrous for the performance (Reese, 2005) of organizations. Reese (2005) further asserts that the incompetence of staff in managing records is reflected in the poor performance of organizations. Luyombya (2010) argues that when management fails to fulfill its supportive role in effecting appropriate records disposal practices, this translates into poor performance of its employees. Luyombya (2010) further argues that lack of storage and preservation measures impede Digital Records Management in many countries leading to an inability to process the right information. Duranti (1999) reported that digital records are far more susceptible to destruction than paper records and must be carefully managed to not only ensure their accuracy and authenticity as proof of accountability but also enable appropriate

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decision making for organizations' officials. The term preservation as applied to electronic records management no longer refers to the protection of the medium of the records, but in addition to that of their meaning and trustworthiness as records (Duranti, 1999). Despite its importance for performance, long term preservation of records is still a challenging task (Keakopa, 2007).

According to Asiku *et al.* (2014) performance of staff members in Ugandan universities – government or private – is below stakeholders' expectations. A substantial number of University administrative staff members tend to exhibit poor performance in the form of uncoordinated decisions and/or incompetence in the conduct of their duties (Nkumba University Management Minutes, 2017). For instance, the uncoordinated decisions taken by management and administrative staff handling academic and students' records sparked off a strike in 2014 in Nkumba University. Furthermore, there have been continued unrests in Makerere University and a strike in Uganda Christian University in 2013 – causing a lot of costs (an indicator of poor performance) in the form of the destruction of university property and changes in the working schedule (Mayemba, 2016). Also, in terms of poor performance for Nkumba University, the human resource office records indicate that huge numbers of staff were recruited relative to the student population creating a huge cost center for the institution in the form of raised wage bill relative to the university resources (PILA Consultants, 2019, Report). Consequently, the university could not handle financial matters in time, accumulating huge arrears – an aspect of indebtedness and a cost on the part of the university (Nkumba University Audit Report, 2018). In response, private universities in Uganda introduced performance related intervention strategies such as performance based appraisal and pay to promote performance among their staff (Nkumba University HR Manual, 2013). Regardless of these arrangements, not much has been achieved because staff performance in private universities in Uganda continues to be on the decline (PILA Consultants, 2019 Report). Queries keep on occurring in respect to what could be done to improve performance especially for administrative staff within private universities. In this study, the authors endeavor to provide such evidence as to whether the records creation, records maintenance and records disposal are of significance for administrative staff performance in private universities.

Subject to the prevailing varying working environment, organizations need to adapt records management practices that enable them to increase the performance of their staff. This will help the institutions not only provide the appropriate quality education that they should, but also do it profitably (Fraser-Arnott, 2017). Records management practices may be fitting for dealing with the frequently argued requirement to promote adequate staff performance at the workplace (Makwae, 2021). The records management practices, particularly records creation, maintenance and disposal do not have clearly defined start and end-points.

Whereas the significance of records management has been explored and tested in the business context (Maicibi and Nkata, 2005), the available research has mainly focused on the requirement of records management practices factors in adopting an electronic records management system (Mukred, 2019), nature and characteristics of staff records (Iliyasu and Faruk, 2019) and records management and governance (Mosweu and Rakemane, 2020). There appears to be no research related literature on records management practices measures as precursors to performance among administrative staff in Uganda. The plethora of literature has not focused on how administrative staff in universities can apply records management practices such as records creation, maintenance and disposal for performance at work (Senabulya, 2013). Private universities in developing countries such as Uganda need to apply appropriate records management practices to increase output in performance hence

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gain a competitive advantage. Because theory suggests three measures of records management practices, the researchers test whether they all matter for Ugandan private university administrative staff performance.

The objective of this paper is to bring further insight into the effect of records management practices in its entirety and; individual factors of records management on the performance of administrative staff in private chartered universities. The authors argue that records management practices influence the performance of university administrative staff. They further argue that individual records management practices' factors have an impact on administrative staff performance. Against that background, the authors propose and test a conceptual model that relates the three factors of the variable – records management practices against the performance of administrative staff. This approach extends the records management literature in that the authors claim that, records management practices factors do influence the variation in performance of administrative staff in private universities. The authors argue that the grounding of records maintenance, disposal and creation in the records management literature provides theoretical arguments for their use in predicting the performance of administrative staff in private universities. The study is hinged on both the Records Continuum Model for records management and the expectancy theory for staff performance.

### **Theoretical foundation to the study**

The expectancy theory of motivation (Vroom, 1993) assumes that an individual is motivated by an expected effort which would lead to enhanced performance. It relates to the process of one choosing a way to behave which would influence the other. It also assumes that if people think that putting in effort leads to good performance and that good performance brings desirable rewards that satisfy one or more of their important needs, then they would be motivated to make the effort (Vroom, 1993). The theory is relevant for this study with an assumption by administrative staff that if they put effort into practicing appropriate records management, their performance will improve hence be rewarded; then such staff will be motivated to make the effort to properly manage the records at their disposal. The expectancy theory however, ignores the issue of managers' participation.

The records continuum model as postulated by Upward (1990) assumes a broad context of a continuum where activities and interactions transform documents into records, evidence and memory that are used for multiple purposes over time. Upward places the records continuum model within a post-custodial, postmodern and structuration conceptual framework (Buckland, 1990 and Lee, 1999). The model assumes the effective management of recorded information through all stages of the continuum, from creation through maintenance to disposal. A continuum approach, highlights that records are both current and archival at the point of creation. The model is relevant for this study in that because transformed documents into records, evidence and memory can be used for multiple purposes over time; then such records are relevant for performance as a purpose. Effective management of recorded information requires ongoing cooperative interaction between the records manager and the archivist (Berner, 1983). It so means that the limitation of management involvement as portrayed in the expectancy theory is addressed herein the records continuum model. Although the records continuum model explains the application in records management practices, it is limited in addressing the issues of rewarding staff; which probably the expectancy theory addresses. The fact that the expectancy theory ignores the role of management and leadership in finding out the value system of employees and leveraging it to enhance employee performance; and the fact that records continuum model is constrained in explaining the issues of rewarding staff creates a theoretical

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limitation for either of the two theories to single handedly explain the practice in the association between records management practices and staff performance. The authors hence apply a multi-theoretical approach to this study.

The paper is organized in five sections; the introduction, the theoretical foundation; the review of literature, the methodology and results then lastly, the discussion, implications and conclusion. The study results provide significant implications for administrative staff, academia, researchers, government policymakers and implementers. Novel empirical evidence on what matters for records management practices is provided to improve the performance of administrative staff.

## Literature review and development of hypotheses

### *Records creation and staff performance*

The authors examined whether the individual records management dimensions have an effect on staff performance for; extant literature seems to suggest no pragmatic confirmation (as far as the authors are aware) to this effect. The authors particularly investigate:

- the records creation-staff performance;
- the records maintenance-staff performance; and
- the records disposal-staff performance associations.

Records creation refers to where a record is captured and later put to use ([Akuffo and Musah, 2016](#)). Experiences reveal that 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](#)). A study by [Akuffo and Musah \(2016\)](#) of Ghanaian tertiary institutions revealed that these institutions conduct a lot of records creation transactions ranging from admission, assessment, human resources, financial, memos and other communication records. This records creation at the job in turn aids the performance of such institutions ([Akuffo and Musah, 2016](#)). Complete, accurate and reliably records enhance successful performance of work ([Senabulya, 2013](#); [Berner, 1983](#); [Bakkabulindi and Muhenda, 2008](#)). According to the information services group – [Information Services Group \(ISG\) \(2000\)](#), all aspects including the ultimate performance of public service, health, education, pensions, land and judicial rights depend upon the creation and then the good management of records. Various studies ([Garaba, 2014](#); [Kalusopa and Ngulube, 2012](#); [Keakopa, 2006](#)) have indicated that records created in organizations positively relate to and support the functions performed in those particular organizations. Properly created records support policy formulation, decision making, safeguards the interests of the organization, safeguards the rights of staff and students and other critical dimensions ([Okello-Obura, 2011](#))

### *Records maintenance and staff performance*

On the other hand, [Akuffo and Musah's \(2016\)](#) further revealed that records maintenance support administrative and decision-making processes. [Luyombya \(2010\)](#) found records maintenance practices impact upon public digital records management (DRM). [Luyombya's \(2010\)](#) did not explore the influence of records disposal on DRM. This study goes further in terms of testing test this association. Maintaining records includes aspects of document control, files, filing equipment management, identification and maintenance of vital records (disaster recovery and rights and interests records), quality assurance records and records requiring protection for national security reasons ([Luyombya, 2010](#); [Senabulya, 2013](#) and

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Okello-Obura, 2011). Luyombya (2010) further states that electronic records, such as e-mail and word processing documents, must be maintained in an approved electronic records management system or be printed and retained as paper files for purposes of reference in the event that organizations wish to take informed decisions. For proper maintenance, electronic records should be accessed through the use of passwords (Akuffo and Musah, 2016 and Information Services Group (ISG), 2000).

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#### *Records disposal and staff performance*

Conversely, delays in taking decisions at work may be attributed to problems of misplaced files, lost files and slow retrieval probably because of existence of non-disposed of records (Muhenda and Lwanga, 2012). Records disposition includes appraising (placing value on), scheduling, retiring, storing and retrieving records (Information Services Group (ISG), 2000 report). The report further states that records disposition has to do with the preserving of historical records. The concept of disposal is highlighted in Akuffo and Musah's (2016) study who argues that no valueless public records should be kept longer than necessary as this will result in wastage of public funds through uneconomical usage of office space and equipment. Reluctance by organizations to destroy records that have ceased to have any value to the institution may render the records system to collapse – which is dangerous aspect to organizational continuity as an entity (Information Services Group (ISG), 2000 Report). Nevertheless, practices of erroneous disposing off of records affect performance (Akuffo and Musah, 2016). Muthoni-Njeru (2018), in a study of parliamentary efforts in Kenya, argue that absence of a framework for effective and efficient records management; lack of institutional policies, guidelines and regulations for records management and basic record management skills among staff adversely affected work.

In this study, the authors test whether:

- records management practices in general; and
- records management practices dimensions individually, have an effect on the performance of administrative staff by hypothesizing as follows:

*H1a.* Records creation positively associates with performance of administrative staff.

*H1b.* Records maintenance is positively associated with performance of administrative staff.

*H1c.* Records disposal positively associates with performance of administrative staff.

#### *Records management and staff performance*

Okello-Obura (2015) argues that records management practices is a process where information is captured and later put to use (creation), stored and later retrieved for future use (maintenance) and; either destroyed or permanently retained under legal or safety precautions for future use (disposal). Theoretically, staff engagement in appropriate records management practices assists the staff to manage and put to proper use of organizational data (Koko and Ngulube, 2021) that eventually enables the staff to perform at their work. To the best of the authors' knowledge, based on extant literature, no single study has explored the link between the individual records management practices dimensions in the form of creation, maintenance and disposal to performance among administrative staff in chartered private universities particularly in Uganda. A study by Molepo and Cloete (2017) explored a proposal for improving records management practices of traditional institutions; while that of Ramlee *et al.* (2018)

investigated the requirement of records management practices for institutional audits. Furthermore, [Annoh's \(2019\)](#) study that explored records management practices of administrative staff did not link it to staff performance. A slightly similar study was by [Forth and Bryson \(2019\)](#) who studied management practices and SME performance but neither explored records management practices in general nor its dimensions with performance:

*H1.* Records management practices have a positive influence on performance of administrative staff.

## Methodology

### *Research design, study population and sampling*

The study examined the effect of records creation, records maintenance and records disposal on the performance of administrative staff in chartered private universities in Uganda. This study used a cross-sectional research design to establish the association between the study variables. The study adopted a quantitative research approach. Data were collected from individual administrative staff in the selected private chartered universities in Uganda using a close-ended self-administered questionnaire. The selected universities were Nkumba University, Entebbe and Uganda Christian University, Mukono. The two universities were selected because there challenges in terms of ensuring the performance of administrative staff. This poor performance had resulted in a number of adverse effects for the universities including the creation of a huge cost center for the institutions and the destruction of university property by some dissatisfied students. The questionnaire was anchored on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Out of a target population of 177 administrative staff (NUAR Report, 2018 and [UCUHR Report, 2018](#)), a sample size of 123 was obtained based on guidelines by [Krejcie and Morgan \(1970\)](#) sample size determination table. The authors used proportionate random sampling to come up with the actual sample from each university (see [Table 1](#)).

Of all the questionnaire copies distributed, 104 usable questionnaires were returned making a response rate of 84.6%. The details of the respondents are in [Table 2](#).

	NU Population/Sample Size	UCU Population/Sample Size	TOTAL Population/Sample Size
Top Management Office	18(13)	05(3)	23 (16)
Accounts Office	07(5)	30(21)	37 (26)
Admissions Office	08(6)	13(9)	21(15)
Academic Registrar's Office	10(7)	07(5)	17(12)
Academic Staff Representatives' Office	01(1)	01(1)	02 (2)
Secretaries	8(6)	02(1)	10 (07)
Administrative Assistants	05(3)	38(27)	43 (30)
Human Resource Department	02(1)	08(6)	10 (07)
Alumni office	02(1)	02(1)	04 (02)
Public Relations Office	01(1)	02(1)	03 (2)
Dean of Students' Office	01(1)	06(4)	07 (05)
TOTAL	63(44)	114(79)	177 (123)

**Table 1.**  
Population vs  
sample size

**Notes:** NU = Nkumba University, Entebbe; UCU = Uganda Christian University, Mukono

RMJ	Frequency	(%)
<i>University</i>		
Nkumba University	43	41.3
Uganda Christian University	61	58.7
<i>Gender</i>		
Female	49	47.1
Male	55	52.9
<i>Age</i>		
18–30	31	29.8
30–40	46	44.2
40–50	16	15.4
50–60	5	4.8
60–70	5	4.8
70 and above	1	1.0
<i>Marital status</i>		
Married	59	56.7
Single	42	40.4
Divorced	3	2.9
<i>Education</i>		
Doctorate	1	1.0
Master's	35	33.7
Degree		
Bachelor's	65	62.5
Diploma	1	1.0
Certificate	2	1.9
<i>Terms of employment</i>		
On contract	32	30.8
Full-time	53	51.0
Temporary	14	13.4
Part-time	5	4.8
<i>Employment period</i>		
Less than 1 year	8	7.7
1–4 years	33	31.7
4–9 years	33	31.7
9–14 years	14	13.5
14–19 years	11	10.6
19 years and above	5	4.8
<i>Area of specialization</i>		
Records Management	17	16.3
Office Management	29	27.9
Database Management	18	17.3
Information Management	13	12.5
None of the above	27	26.0

**Table 2.**  
Demographic  
characteristics

### *Measures*

The authors used existing tools that have been tested and used over time to measure the study variables. Records management practices, were measured in terms of records creation, maintenance and disposal according to [Upward \(1990\)](#). Records creation had items such as



“At my university, records are created daily”. Records maintenance had items such as “Enough storage facilities for maintenance of records are available at this university”. On the other hand records disposal had items like “At this university, there is a retention schedule to guide the records disposal procedure.” Staff performance was measured in form of decision making, information processing and cost-effectiveness following guidelines by Sofijanová and Zabijákin-Chatleska (2013). Decision-making included items such as “I am involved in decision making at my university”. Information processing had items like “I am able to process required information to the right user” and cost-effectiveness had items such as “In handling records, I minimize on time-wasting activities.”

*Common methods variance and multicollinearity*

The researchers conducted principal component factor analysis by varimax rotation method and attempted to detect whether common methods variance (CMV) was present. By suppressing factors with coefficients below 0.5, researchers sought to detect whether a single factor would emerge or one “general” factor would account for the majority of the covariance in the independent and criterion variables (Podsakoff et al., 2003). Results indicate that this study does not materially have the problem of CMV; hence, dispelling the fears by Podsakoff et al. (2003), that the influence of CMV has been a persistently cited concern in organizational research. In this study, the determinant for all the variables was way above 0.00001; a sign of the nonexistence of multicollinearity (Field, 2009).

*Tests of factorability, validity and reliability*

Validity was measured in terms of convergent and discriminant validity that are forms of construct validity where measures reflected the behaviors of the study variables (Saunders et al., 2007; Sarantakos, 1998). In this study, the researchers determined validity using exploratory factor analysis (EFA) which sought to uncover the underlying structure of a relatively large set of items (Hair et al., 2006). While carrying out EFA, the researchers explored the Kaiser–Meyer–Olkin (KMO) assumptions which determine sampling adequacy and Bartlett’s test of sphericity that determines the significance of correlations (Field, 2006). Results indicated that the acceptable limit for KMO (Field, 2006; Tabachnick and Fidell, 2007), i.e.0.70 and above was attained and Bartlett’s test was significant at  $p \leq 0.05$  for all the variables indicating acceptance for factorability hence construct validity (see Table 3). All Cronbach alpha coefficients for all the variables were above 0.7 indicating acceptable reliability (Nunnally, 1978) (See Table 3).

In Table 4, the authors provide the Pearson product-moment correlation matrix among the study variables to show whether or not there were associations (Field, 2009) as hypothesized from the literature review. The results indicate that all the independent

Variable	Factors generated by EFA	Cumulative % ge of variance explained	Bartlett’s Test of			Sig.	Determinant
			KMO	Sphericity	df		
Records Management Practices	3	63.69	0.85	979.40	136	0.000	0.005
Administrative Staff Performance	3	66.62	0.85	1,001.51	120	0.000	0.01

**Table 3.**  
Validity

variables are positively and significantly associated with the dependent variable. Other than showing the direction, strengths and significance of the relationships, these preliminary results indicate support for *H1a-H1c* and *H1*.

#### *Descriptive statistics*

The small standard deviations relative to the means (Table 5); for instance records management practices (Mean = 3.740, SD = 0.631) and administrative staff performance (Mean = 3.663, SD = 0.620, indicate that the calculated mean were a replica of the actual population (Field, 2009). In terms of skewness and kurtosis levels, the absolute values were less than 3 times the standard error implying normally distributed data (Field, 2009).

#### *Regression analysis*

To test the hypotheses developed, the authors carried out a hierarchical regression analysis. Results are shown in Table 6.

### Results

First, in all the models, the independent variables predicted the dependent variable significantly. Second, there is an increasing trend in the predictive potential of the independent variables on the dependent variable based on additional changes in of proceeding models i.e. Model 1 (Adjusted  $R^2 = 0.216$ ), Model 2 (Adjusted  $R^2 = 0.261$ ) and in model 3 (Adjusted  $R^2 = 0.282$ ). Individually, Records Creation (Beta = 0.344,  $p \leq 0.001$ ) appeared the greatest predictor of Administrative Staff Performance among the three factors of records management practices. These results provide support for *H1a* which states that Records Creation positively associates with Administrative Staff Performance among Private Chartered Universities. The second factor records maintenance (Beta = 0.213,  $p \leq 0.05$ ) appeared the second greatest predictor of administrative staff performance among the three factors. These results provide additional support for *H1b* which states that records

	1	2	3	4	5
Records Creation (1)	0.755	0.426**	0.219*	0.349**	0.473**
Records Maintenance (2)		0.907	0.271**	0.473**	0.407**
Records Disposal (3)			0.891	0.311**	0.308**
Records Management Practices (4)				0.940	0.456**
Administrative Staff Performance (5)					0.900

**Table 4.**

Correlation analysis table

**Notes:** \*Correlation is significant at the 0.05 level (two-tailed); \*\*Correlation is significant at the 0.01 level (two-tailed). The diagonals represent the reliabilities

	N	Min	Max	Mean	SD	Skewness	Kurtosis
	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>	<i>Std. Error</i>	<i>Std. Error</i>
Records Creation	104	1.00	5.00	3.125	1.204	-0.109	0.237
Records Maintenance	104	1.00	5.00	3.279	1.504	-0.245	0.237
Records Disposal	104	1.00	5.00	4.28	0.634	-1.490	0.237
Records Mgt Practices	104	1.00	5.00	3.740	0.631	-0.737	0.237
Admin. Staff Perform.	104	1.00	5.00	3.633	0.620	-0.793	0.237

**Table 5.**

Descriptive statistics

	Model 1	Model 2	Model 3
(Constant)	2.872***	2.705***	2.057***
Records Creation	0.473***	0.367***	0.344***
Records maintenance		0.251**	0.213*
Records Disposal			0.175*
<i>R</i>	0.473	0.525	0.551
<i>R Square</i>	0.224	0.275	0.303
<i>Adjusted R square</i>	0.216	0.261	0.282
<i>Std error of est.</i>	0.549	0.533	0.525
<i>R Square Change</i>	0.224	0.051	0.028
<i>F Change</i>	29.427	7.165	4.016
<i>Df</i>	102(1)	101(1)	100(1)
<i>Sig.</i>	0.000	0.009	0.048
Regression	8.867	10.903	12.011
Residual	30.736	28.700	27.592
Total	39.604	39.604	39.604

**Notes:** a. Predictors: (Constant), Records Creation; b. Predictors: (Constant), Records Creation, Records Maintenance; c. Predictors: (Constant), Records Creation, Records Maintenance, Records Disposal; d. Dependent Variable: Administrative Staff Performance. \*, \*\* and \*\*\*Statistically significant at 0.05, 0.01 and 0.001%, respectively

**Table 6.**  
Hierarchical  
regression analysis

maintenance is positively associated with administrative staff performance among private chartered universities in Uganda. The third factor, records disposal (Beta = 0.175,  $p \leq 0.05$ ) appeared a significant predictor of administrative staff performance rendering support for *H1c*. These results also confirm the correlation results. Having presented and analyzed the findings, the researchers proceeded to discuss the implications of the results of these findings.

## Discussion, implications, conclusion and limitations and areas for further study

### Discussion

In *H1a*, the authors sought to test the association between records creation and performance among private university administrative staff. Results indicated a positive and significant relationship between the two. This implies that efforts by administrative staff in private universities in Uganda to create records on a daily basis may eventually results into improved performance of such staff. In this study performance is measured in terms of decision making, information processing and cost-effectiveness. The study hence demonstrates that for administrative staff in private universities in Uganda to make appropriate decisions, process appropriate information for use and enable the university to run cost-effectively then; appropriate records creation may play a sound role. The study finds that by administrative staff in private universities in Uganda receiving, recording down and distributing information properly, the performance of the individuals within the private universities as organizations may be enhanced. The study finds that it imperative for administrative staff in private universities in Uganda to create complete records through receiving, recording down and distributing information using a pen and paper, computer or other storage devices. Such action may perhaps be relevant for performance in form of decisions taken or amounts of money saved for the organization. The findings are in line with the works of [Shepherd \(2010\)](#) who avers that institutions and individuals that create

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records in the conduct of their business ensure accountability and meet the needs of society. The study further argues that performance of administrative staff in private universities in Uganda may well be a function of records creation that is accurate and centralized with a supervising or coordinating responsibility. Administrative staff in private universities in Uganda need to follow the right procedures in the creation of records. This makes them reliable which may enhance actions such as informed decision making and results such as cost effectiveness. The findings are in consonance with those of [Senabulya \(2013\)](#), [Berner \(1983\)](#) and [Bakkabulindi and Muhenda \(2008\)](#) who state that complete, accurate and reliably records enhance successful performance of work. The study hence extends the Records Continuum Model (RCM) ([Upward, 1990](#)) that assumes that broadly, a continuum of activities and interactions transform documents into records, evidence and memory that are used for multiple purposes over time; in this case the performance of administrative staff.

The authors in *H1b* tested the connection between records maintenance and performance of administrative staff in private universities in Uganda. The study results supported this relationship. This hence implies that in private universities in Uganda, administrative staff ability in taking appropriate decisions, ability to process appropriate information and run the private university cost-effectively might be enhanced by the university availing enough storage facilities for maintenance of records. The authors argue that regular updates of information kept on files, folders and in storage facilities to avoid obsolescence could be a great support to achieve performance by administrative staff in private universities. The work becomes a bit easier when such update of information is automated. The study demonstrated that the availability of trained database administrators and records managers to facilitate records maintenance may be pertinent for the performance of administrative staff in private universities in Uganda as reflected in form of informed decisions they take, in form of the ability to easily process information required. In this study, the authors maintain that administrative staff tend to perform well given the way the records are maintained and protected against unauthorized access, unfavorable conditions and people with bad intentions. The study results are consistent with the works of [Luyombya \(2010\)](#) who linked appropriate electronic records maintenance to purposes of reference in the incidents where organizations wish to take informed decisions. In this study, the performance of administrative staff in private universities in Uganda may be a function of the protective measures for records against fire, water and pests instituted by the organization. Based on this study, it is worth noting that when semi-current records are stored on shelves in recommended boxes to facilitate easy access and retrieval of the records; this possibly enhances the performance of administrative staff in private universities in Uganda. These findings support earlier studies such as by [Akuffo and Musah's \(2016\)](#) which revealed that records maintenance support administrative and decision-making processes. The study extends the Expectancy Theory ([Vroom, 1993](#)) in that by administrative staff in private universities in Uganda thinking that putting effort in the maintenance of records could lead to good performance and that good performance may bring them attractive rewards that satisfy their significant needs; then they actually put effort in this aspect. The study has proved that the regular backing-up of media created for disaster recovery purposes or electronic records may be precursor to the performance of administrative staff in private universities in Uganda.

In *H1c* the authors desire was to explore the association between records disposal and performance of staff in private universities in Uganda. The findings supported the association. The study hence found that private universities in Uganda that have a retention schedule to guide the records disposal procedure are more likely to achieve in terms of performance by administrative staff. The study additionally finds that in a private university in Uganda where there is an established facility for storage of records for permanent retention or for a period in accordance to the existing retention policy, the

assumption is that the performance of that university will be augmented. Usually such university indicates the retention period on the file folder at the time of creation. In this study, the authors demonstrate that for appropriate decisions to be made or for the private universities in Uganda to act cost-effectively, it may be necessary not to dispose of vital records by total destruction but be retain and transfer them to fire-free and water proof storage areas. The authors as well argue that the presence of both a disposal schedule for managing used records which have served the purpose and a retention schedule that facilitates location of the required records, can act to promote performance of administrative staff in private universities in Uganda. These findings auger well with those of the [Information Services Group \(ISG\) \(2000\)](#) Report which states that the collapse of a records system may be a result of reluctance by organizations to destroy records that have ceased to have any value to the institution - which is dangerous in itself to performance of an organization. The authors argue that in private universities in Uganda, records should not be simply discarded as refuse; that total destruction of records should be done according to the officially accepted number of years. It is also imperative that a certified inventory of records disposed of is maintained in private universities in Uganda. These actions are pertinent for informed decision making, for cost-effectiveness of the private universities in Uganda and for easier processing of information in the university. The findings extend the Records Continuum Model (RCM) ([Upward, 1990](#)) which assumes the effective management of recorded information through all stages of the continuum, from creation through maintenance to disposal as a precursor to performance.

As for *HI* the authors craving was to investigate the association between the combined records creation, maintenance and disposal [records management practices] and administrative staff performance in private universities in Uganda. The study has found the individual measures of records management practices to effect performance. The study further found records management practices as a global variable to influence performance of administrative staff in private universities. This implies that when administrative staff in private universities in Uganda create, maintain and dispose of records appropriately, this may be a precursor to the performance of administrative staff reflected in form of informed decision making, for cost-effectiveness and easier processing of information. Private universities in Uganda hence need to emphasize such actions that indicate creation, maintenance and disposal if they are to realize better performance of the administrative staff. These findings extend the practice in both the Expectancy Theory ([Vroom, 1993](#)) and the Records Continuum Model ([Upward, 1990](#)).

#### *Theoretical implications*

This study suggests that universities that provide more meaningful and responsive practices to manage their records will be in a stronger position to engage their administrative staff to perform well. The findings extend the practice in both the Expectancy Theory where [Vroom \(1993\)](#) assumes that an individual is motivated by an expected effort which would lead to performance and the Records Continuum Model where [Upward \(1990\)](#) asserts that transforming documents into records is evidence and memory that can be used for multiple purposes - such as the performance of staff over time in this study. Chartered private universities that actively seek to promote appropriate records management practices may reap in terms of increased staff performance. The study has contributed to the continuing records management practices and staff performance discourse in a private university setting.

#### *Methodological implications*

The study took a quantitative approach to data collection and to establish co-relational effects for the hypotheses. This quantitative approach helped the researchers to make statistical explanations and inferences about records management practices and administrative staff

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performance. Using the quantitative approach, the researchers were able to establish correlation and regression models using multivariate analysis that explains the study variables. Since the study was a survey, the researchers were able to collect data from several administrative staff in universities within a limited timeframe. Also, the researchers were able to control for what would have been otherwise difficult in a longitudinal study. Further, the researchers fulfilled their preference of completing their study in time using a cross-sectional study design reactive to the lack of control that would have required the longitudinal design. The researchers were able to understand what was or what had been happening about the phenomena (records management and performance) using a cross-sectional design.

#### *Practical implications*

Private universities that aggressively seek to uphold records management practices stand high chances to garner in terms of staff performance. This study has established that records management practices as a multi-dimensional idea entailing records creation, maintenance and disposal is a noteworthy antecedent of staff performance. In light of the importance of records management practices, management of private universities should situate and execute human resource management policies and practices that support the institutionalization of a records creation, maintenance and disposal strategy. A case in point is where management of private universities can pass on concise communication to staff that the university is dedicated to rewarding employees who outshine others and to providing an atmosphere where appropriate management of records takes primacy over other issues. Conversely, private universities may boost management's powers over rewards so that they can instantly support employees by providing them with fitting financial and non-financial incentives that aid staff performance levels. To promote the insight of practice of records management that result into increased performance at work in private universities, management are encouraged to closely stick to records creation, maintenance and disposal rules. Also, private university management can be provided with records creation, records maintenance and records disposal training to understand better records management practices so that they may carefully ratify proper records management policies and regulations for high levels of staff performance. In addition, the promotion of managers at private universities can be linked to whether they can successfully implement records management based rules and policies.

#### *Conclusion*

The study identified records creation, maintenance and disposal as measures of records management practices among administrative staff in chartered private universities in Uganda. The study further found a positive and significant association between records management practices and administrative staff performance. This association implies that proper records management practices may improve staff performance. Similarly the study tested the association of individual dimensions of records management practices (records creation, records maintenance and records disposal) and staff performance. Results indicated that each individual measure was positively and significantly associated with staff performance. This means that each of the three dimensions on its own may be a precursor to staff performance among private university staff in Uganda.

#### *Limitations and areas for further studies*

The current study is cross-sectional. This means that the phenomenon is examined at a particular point in time. This is a limitation in that the studied phenomenon's intended picture may not have been completely provided. This implies that more balanced findings and judgment in accordance with all stages of a record may not have been traced and

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scrutinized for better analysis. Further, the study was done on selected private chartered universities in Uganda and may not be fully representative of all private chartered universities in the country. Conducting a similar study with a longitudinal design to ascertain the relationship between RM practices and staff performance would also be another area of further study worth exploring. Also, future researchers on Records Management Practices may explore public universities' records management practices – staff performance association. Alternatively, they could carry out a comparative study on public and private universities' records management-staff performance relationship.

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**Corresponding author**

Assumpta Barigye can be contacted at: [barasumpta@gmail.com](mailto:barasumpta@gmail.com)

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