INFLUENCE OF RECORDS MANAGEMENT ON SERVICE DELIVERY IN THE PUBLIC SECTOR IN KENYA; A CASE OF LANDS DEPARTMENT, MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT

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ABSTRACT

This study sought to establish the influence of records management on service delivery in the public sector in Kenya, specifically in the Ministry of Lands, Housing and Urban Development in the department of lands (headquarters). The specific objectives of the study were to; establish the influence of record management processes on service delivery in the public sector in Kenya; examine the extent to which records control influence service delivery in the public sector in Kenya. The study was guided by Records Life Cycle Model, Systems Theory, Human Capacity Theory and Governance Theory. The study targeted231 personnel who are deployed at the department of lands and 1000 customers who were served. Stratified random sampling design was used in the study. The target population was stratified into eight homogenous sub-groups; Administration officers, Registration officers, Valuation officers, Record managers, Cartographers, Clerical staff, administration/valuation/registration assistants and customers. A proportionate stratified method was used to get the sample size. A sample size of 371 respondents represented the target population. Data was collected by use of questionnaires, an observation schedule and an interview guide. The findings showed that most of the respondents had worked in the department for some good years enough to provide ample information on the research topic. The study recommends for an electronic system switch from manual systems, since manual systems have become unsustainable for expeditious land transactions. These, together with the bureaucratic and long processes, procedures and practices have impacted negatively on service delivery. Additionally, the study recommends that land records management processes should be audited for compliance to standard procedures: updating, regulating access, and repairing torn land records.The government should address challenges of record management in the department of Lands in Kenya which include: inadequate storage space for the records, poor communication with service users, missing files, unmaintained records, tattered records, inadequate and untrained staff. The government should also allocate a specific budget for records management in the department of Lands which will be used to address the needs of good records management.

Key Words: *Records Management, Service Delivery, Public Sector*

INTRODUCTION

Records management is the process of planning, organizing, staffing, directing, and controlling all the steps involved in the life of a record, from creation, until disposition (Kemoni, 2007). Scholars have observed that a complete record management programme encompasses a multitude of disciplines including forms, reports, correspondence, directives, mail, files and copying, retention scheduling, vital records protection, archival preservation and ultimate disposal. Records management incorporates the policies, systems and professional management techniques, systematically applied to the control of recorded information to enhance an organization's efficiency and effectiveness, while at the same time consolidating its evidential base (Wamukoya 1996).Records are important sources of knowledge and information. They enable public and private officers to render effective and efficient services to the public. Governments use records for a wide range of purposes such as conforming or reviewing policies and procedures, confirming the work of employees, confirming pensions and proving citizens' rights such as land dissertation ownership, and enhancing transparency and accountability as confirmed by Kemoni (2007).

Global Perspective of Records Management

In America, the earliest known deeds were recorded shortly after the arrival of pilgrims at Plymouth in 1620. Most land records consist of deeds and deed books. Land records are among the best preserved, largest and most genealogical record groups. However, the land records are often an overlooked resource. Previously, public sector record keeping systems were weak but presently they have been greatly improved. Land information can be easily acquired at the county offices by use of web-based land record systems which are efficient and time saving (Galaletsang ,2012)

Over the past decades, land records for agricultural land in Karnataka (India) have become increasingly dilapidated. For urban and non-agricultural land in rural areas, no system clearly sets out rights over land. This uncertainty in land undermines the objectives of good governance and poses a serious threat to social ability and economic development. There is a weak spatial framework for the land records for the agricultural land. The original data has low accuracy, the maps are not up-to-date, there are long delays in sub-division surveys, and changes in land records are being recorded without surveys. There is lack for both map and textual information in urban areas (Galaletsang, 2012). Many of the field records are very old and in fragile form and the records have not been backed up. The registration of deeds system does not include the adjudication of rights and the resolution of disputes, and does not ensure the validity of a transaction. The system is not map based and there are poor descriptions of property. While the project to computerize the land records has been successful, a number of issues have risen including inconclusive records and cumbersome procedures (Burns at el, 2006)

Local Perspective of Records Management

Strategic Plan (2008-2012) confirms that land question in Kenya has been shaped by economic, political, social and legal parameters. Therefore, the economy is dependent on land and issues about tenure, access and regulation of use are very significant. The control of the economy is also an important basis of administration and political tool. Land is often a major source of conflict in Kenya as witnessed in 1992, 1997 and 2007. Land management faces challenges including population pressure and insecure land ownership. The underlying causes of these disputes include historical land allocation disputes, long term land problems leading to the squatter problem, land grabbing, and economic disparities among different communities Kenyans value land very much because it is their main source of income. Every adult person therefore struggles to safe guard his/ her piece of land by ensuring that he/she owns a title deed for the land owned thus making the ministry of

Lands, Housing and Urban Development (MoLH&UD) both at the headquarters and at the counties, to be busy offices.

The Ministry is the main government institution charged with the responsibility of ensuring proper land administration and management. As spelled in the Presidential Circular (No.1, 2013) of the Government of Kenya (GoK), the mandate of the ministry includes development and implementation of policies on land, generation, maintenance and dissemination of accurate geographical data, ascertaining and recording of rights and interests on land, and secure land tenure. Other responsibilities include: administration of Government and Trust Land, management of land information and records among others. These functions are critical to the realization of the National Development Goals as outlined in Vision 2030, achievement of the Millennium Development Goals (MDGs) through facilitation of access to land for poverty reduction and wealth creation, infrastructure development, economic growth and sustainable development (Strategic Plan 2008-2012).

Statement of the Problem

Doing Business (2014) data by the World Bank Group in 189 Economies reports that land transactions in Kenya takemany days to be concluded. The report notes that it takes 163 days to register a property in Kenya compared to 92 days in India, 8 days in Rwanda, and 68 days in United Kingdom. A survey on service delivery in lands offices 100 days under the new government (2013) by the Land Development and Governance found out that citizens encountered gross inefficiency when seeking services in land registries. In their report, 69% of the respondents stated that they had repeatedly visited lands offices seeking the same service.

The land reform project (2011) by the Law Society of Kenya found out that there are many complaints from the legal fraternity and the members of the public in general about the quality of service delivery by MOLH&UD employees. Such complaints have been made for

a long time that MoLH&UDhas earned a reputation in the market as being inefficient and inept. According to this report, poor service delivery manifests in missing land files, land parcel files, insecurity of land records, torn land records, double titles on the same parcel of land, forgeries, and delays in meeting the timelines set out in the MOLH&UD's service charter. Effects of poor service delivery have led to rampant corruption and emergence of brokers. A report on the Automation of the entire Ministry's Land Records (2008) by a technical workgroup on land record information management system reported that the ministry had accumulated massive land information records dating back to over 100 years which have increased to unmanageable proportions making service delivery inefficient and ineffective. A personal visit to the registry of the Attorney General's chambers Nairobi confirms that there are 5,690 ongoing land cases covering Nairobi and south Rift, 880 land cases (2008-2013) in the Mombasa AG's chambers registry covering coast province, among others. In this regard, the constitution of Kenya 2010, mandated parliament to establish courts with the status of High court to hear and determine disputes relating to the environment and the use and occupation of , and title to, land.(Constitution of Kenya, 2010article162 (2b). These reports indicate that there is a problem in the delivery of effective and efficient delivery of services in the Ministry of Lands, Housing and Urban Development. Alot of time is wasted when tracing records which may be missing or misplaced and this leads to poor service delivery at various land offices in the country (Robeck, Brown and Stephens 1995).

Shephard and Yeo (2003) posit that an effective records management programme ensures that records are available for users when needed. This is not always the case with the Department of Lands where it takes a long time for a file to be retrieved, or at times some files go missing. The researcher would like to make deliberate effort to study the influence of records management on

service delivery in the Ministry of Lands, Housing and Urban Development (Headquarters).

Research Objectives

The general objective of the study was to establish the influence of record management on service delivery in the public sector in Kenya. The specific research objectives of the study were to: Establish the influence of record management processes **and records** control **on** service delivery in the public sector in Kenya.

Research Questions

The study sought to answer the following research questions:

I. What is the influence of record management processes on service delivery in the public sector in Kenya?

II. To what extent does records control influence service delivery in the public sector in Kenya?

Scope of the Study

The study established influence of record management on service delivery in the Ministry of Lands, Housing and Urban Development in Kenya: The study targeted all 231 employees of the department of lands at the head quarter situated in Nairobi County and 1000 customers. Sekaran (2009) noted that the targeted area of study should be accessible by the researcher at ease. The study also limited itself to record management processes and records control.

LITERATURE REVIEW
Theoretical Framework

Theoretical frameworks are explanations about a phenomenon and according to Marriam (2001) theoretical framework provides the researcher the lens to view the world. According to Evenett & Hoekman, (2008), theories can be classified according to their scope, function, structure and levels. Several theories and models have been put forward by scholars to explain the field of records management and service delivery. A

theory is an accepted fact that attempt to provide a plausible or rational explanation of cause- and-effect (causal) relationship among a group of observed phenomenon (Kothari, 2004). Some of the relevant theories discussed include the Records Life Cycle Model, Systems Theory, Human Capital Theory and Governance Theory.

a) Life Cycle Model

The Records Life Cycle Model was developed in the USA after the First World War by the then National Records and Archives Administration in response to the ever increasing volume of records produced by organizations and has been modified by other writers like Frank Upward and Atherton among others. The records life cycle concept is regarded as a theory which provided the framework for the operation of a records management programme. The records life cycle concept was an analogy of the life of a biological organism, which was born, lived and died. In the same manner, a record is created, used as long as it has value, and is transferred to national archives or destroyed. The records life cycle concept has four phases, namely: creation, distribution, maintenance and use, and appraisal and disposition.

Shepherd and Yeo(2003) cited in Kemoni (2007), observed that since 1950's many variants of the life cycle concept have been modeled and most of them were aimed at showing a progression of actions taken at different times in the life of a record, typically: its creation, capture, storage, use and disposal. Some writers have shown this as a linear progression while others describe it as a loop or circle. Mnjama (1996) cited in Kemoni (2007) observed that under the records life cycle, records passed through three stages, namely: creation, semi-active and non active stages. However, Atherton (1985) in Kemoni (2007) opined that the records life cycle theory created a distinction between the roles of records managers and archivists during the records life cycle. The weaknesses of the records life cycle concept, particularly its application in managing electronic records were pointed out by Yusof and Chell (2003). The authors pointed out that the

concept would not be used in managing electronic records and needed to be replaced by a model which would appropriately reflect the special characteristics of electronic records. The authors emphasized that as technology changed; the record was prone to transformation and conversion. The concept of the records continuum had thus been promoted in the records management world as it addresses the management of paper and electronic records.

In stage one of the Life Cycle Model; the record is created, presumably for a legitimate reason and according to certain standards. In the second stage, the record goes through an active period when it has maximum primary value and is used or referred to frequently by the creating office and others involved in decision making. During this time, the record is stored on-site in the active or current files of the creating office. At the end of stage two, the record may be reviewed and determined to have no further value, at which point it is destroyed, or the record can enter stage three. In stage three, the record is relegated to a semi- active status, which means it still has value, but is not needed for day to day decision making. Because the record is not consulted regularly; it is often stored in an off-site storage center. At the end of stage three, another review occurs, at which point a determination is made to destroy or send the record to stage four. In stage four, the record is reserved for inactive records with long term, indefinite, archival value. At the archive, specific activities are undertaken to preserve and describe the records.

The life cycle model not only describes what will happen to a record, it also defines who will manage the record during each stage. During the creation and active periods, the record creators have primary responsibility for managing the record, although record managers may well be involved to various degrees. In the semi-active stage, it is the records manager who takes center stage and assumes major responsibility for managing the records. Finally, in the inactive stage, the archivist takes the lead in preserving,

describing, and providing access to the archival record.

To summarize, what makes the life cycle model and its division of responsibilities valuable is that it ensures the authenticity of inactive records and makes them impartial sources that society needs.

b) SystemsTheory

Systems theory was proposed by a biologist Ludwig von Bertalanffy (1968).He emphasized that systems are open to, and interact with their environments and they acquire qualitatively new properties through emergence resulting in continual evolution. He proposed that in a system, there are subsystems which are dependent and yet they are interdependent. When one system is affected, a ripple effect goes throughout the system. Every system is goal directed and has its outputs. The theory has three properties of input, process and output.

Record management and service delivery can be viewed through the lens of Systems theory. In the department of lands, inputs are received from the environment and can be viewed as infrastructure, personnel and the records. The personnel consist of managers, middle level personnel and the subordinates. These three categories of personnel have different functions but all are aimed at achieving one goal. If the subordinate staffs fail to do their functions, the whole system would fail. So, each person is expected to report on duty in time, do what he/she is supposed to do at the right time and at the right place.

The process can be viewed as the various functions which take place within the work place. Personnel have specific duties to perform upon which they are answerable if not performed. These functions include supervision, monitoring, receiving information, creating files, retrieving files, issuing title deeds, and maintaining files throughout their life cycle. For all these functions to take place effectively there is communication among the personnel to enable efficient management among the managers and the

subordinates. There is also communication among the personnel and the citizens who are being served. During communication, there is feedback from both parties which facilitates efficiency and effectiveness in service delivery. Communication can be verbal or written.

Output refers to the services that are delivered. If the records were poorly managed, kept and retrieved then the service delivery would be poor. On the other hand, if the records were properly managed, kept and easily retrieved without wasting time, service delivery would be effective and efficient. These services are rendered to the citizens who are from the environment. The department of lands can thus be viewed as an organization which receives information from the environment, processes it and gives services as the output.
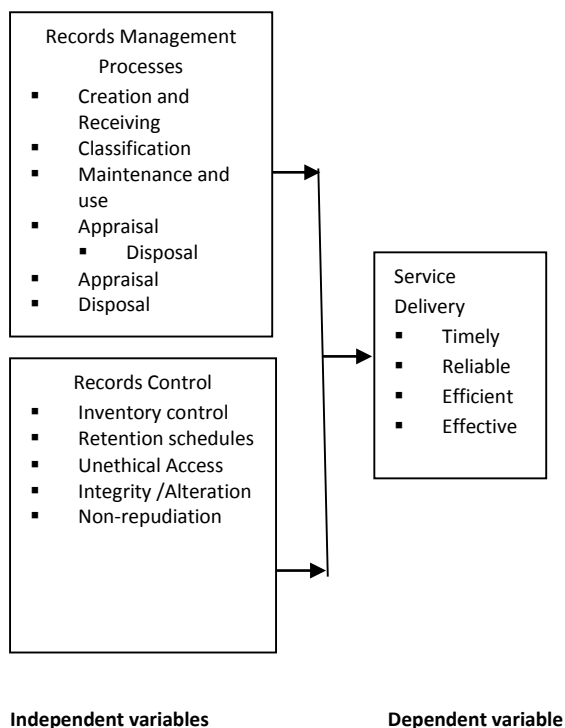
Conceptual Framework

Independent variables   Dependent variable

Figure 1 Conceptual Framework

a) Records management processes

PRMPM (Dec. 2008) defines records management as that area of general administrative concerned with achieving economy and efficiency in the creation, maintenance, use and disposal of records of an organization throughout their life cycle, and in making the information they contain available in support of the business of that organization. According to this study, records management processes include creation/receiving, classification, maintenance and use, appraisal, and disposal. Once a record was either created or received, it was classified, maintained and used, appraised, and finally disposed.

b) Records Control

PRMPM (2008) asserts that organizations need to create and maintain authentic and reliable records and to protect the integrity of records as long as they are required. This would be done by ensuring that reliable records are created, preserved, accessed, maintained in a safe and secure environment, the integrity of records is safeguarded (complete and unaltered), comply with legal and regulatory environment, and provide an appropriate storage environment and media.

c) Service Delivery in Public sector

Wescott (1999) in Galaletsang (2012) states that many post colonial states in Africa are plagued by corruption and misallocation of resources, ineffective service delivery, sub-minimum wage rewards and the employment and promotion of unqualified staff. Shah (2005) has the same opinion that, politicians and bureaucrats in the developing countries are more interested in enriching themselves than in providing service needed to their citizens; and as such performance in delivering services to citizens has been considered to be weak.

Kemoni and Ngulube (2008) carried out a study titled relationship between records management, public service delivery and the attainment of the United Nations Millennium Goals in Kenya which highlighted that one of the

challenges facing Kenya's public service was the implementation of anti-corruption policies, enacting anti-terrorism, money laundering laws and restricting the public service. Further, it is noted that Kenya has records management conditions that are not satisfactory and are having an impact on service delivery.

Empirical Literature

Records and the information they contain are the instruments by which an organization or a government can promote a climate of trust and demonstrate an overall commitment of good governance, including its key elements of transparency and accountability. When records are managed in a way that ensures their integrity and authenticity through time, the records allow employees to account to their managers, permit managers to account to the heads of government institutions, and help the heads to account to elected officials and the citizens. Without records, there can be no accountability framework, and without accountability framework there can be no responsible government (Bhana 2008).

Records form the foundation of good governance and accountable administration. Sound records management is a critical component for good governance, effective and efficient administration, transparency, accountability and delivery of quality services to the citizens.Failure to manage records leads to build-up of closed records, overcrowding and disorganization. A sound records management system is essential for policy formulation,decision making, bussiness operations, implementaiton, and monitoring of programs and activities.Good record keeping practices enable speedy and efficient access to and sharing of information, creation and maintenance of accurate and reliable information, easy accessibility to information, transparenccy and accountability, and availability of authentic, reliable and tangible records to fight corruption (Procurement

Records Management Procedures Manual, 2008).

Critique of the existng Literature

Records management is a fundamental activity of public administration. In countries which were part of the European colonial regime, public record keeping systems are weak and have actually collapsed to a point where they barely function (WB and IRMT, 2000).Most countries in ESARBICA lack capacity and face many challenges in managing records. These relate to lack of records policy and legislation, physical infrastructure, and lack of awareness amongst record professionals and government authorities (Kemoni, 2009).

The state of records management in Kenya is generally poor. The factors contributing to the current state of record keeping include: failure by senior management to establish acceptance management goals and practices, and non-implementation of various recommendations dealing with improvement of records management in the Kenya public sector. (Ombati1999, Mnjama, 2003).

Research Gaps

Proper land management is critical to attaining economic growth, poverty reduction and gender-equity. However, the department responsible for the management of land has accumulated massive land records; no research has been carried out on how these records are managed, and how this can influence service delivered to citizens and other stake holders.

RESEARCH METHODOLOGY

Research Design

This study used a descriptive research design. Creswell (2003) observes that a descriptive research design should be used when data to be collected is to describe persons, organizations, settings or phenomena.

According to Mugenda and Mugenda (2003), a descriptive research design determines and reports the way things are. However, some qualitative approach was used in order to gain a better understanding and possibly enable a more insightful interpretation of the results from the quantitative study. Mugenda and Mugenda (2003) confirm that descriptive design uses a preplanned design for analysis. Macleod, J (2008) asserts that the design also gives enough provision for protection of bias and maximizes reliability. Descriptive design was ideal as the study was carried out within a limited geographical scope, hence it will be logistically easier to conduct.

Target Population

Mugenda & Mugenda (2003), define target population as an entire population of individuals, events or objects having common observable characteristics. The target population of this study consisted of 231 staff deployed at the Department of Lands (headquarters) and 1000 customers who were served by the departmentin between June to July, 2015.

Table 1: Target Population

Category	Population	Percentage
Land Administration Officers	43	3.5
Land Registration Officers	45	3.7
Valuation Officers	26	2.1
Clerical Officers	80	6.5
Record Management Officers	5	1
Cartographers	9	1
Support staff	23	2
Customers	1000	81.23
Total	**1,231**	**100**

Sample and sampling procedure

The researcher used a sample of 30%of the target population which was 371 respondents.

Stratified random sampling design was used in the study. The target population was stratified into eight homogenous subgroups of:Land administration officers, Land registration officers, Valuation officers, Clerical staff, Record management officers, Cartographers, Support staff and Customers. A proportionate stratified method was used to get the sample size. Kothari (2012) argues that in the method of proportional allocation, the sizes of the samples from the different strata are kept proportional to the sizes of the strata.

Research Instruments

Data pertaining to influence of land record management in service delivery in the Ministry of Lands Housing and Urban Development (Headquarters) was collected by use of questionnaires, an interview guide and an observation schedule. Questionnaires are in fashion because they are simple to compile and are mostly used in research (Black 1999).Every questionnaire was accompanied by a transmittal letter as suggested by Mugenda and Mugenda (1991). The questionnaire used closed-ended questions designed in line with the Likert's rating method of attitude measurement.

Data collection procedure

The researcher obtained a permit from National Council of Science and Technology (NCST) in order to carry out the research. The researcher presented the permit to the Permanent Secretary (MoLH&UD) before embarking on the research project.

The questionnaires were administered in two stages; the pilot study and the main study .The researcher administered the questionnaires personally. The questionnaires were administered to the respondents after which they were collected after a day. This enabled the respondents to have ample time to fill them so that the researcher would not inconvenience service delivery in the ministry. The

questionnaires were collected the following day to avoid loss, and/ or misplacement.

Data analysis and Presentations

Kothari (2012) defines data analysis as a mechanism for reducing and organizing data to produce findings that require interpretation by the researcher. The data to be collected was quantitative and qualitative. Data analysis entails editing, coding and tabulation of data collected into manageable summaries (Kumar, 2000). To ensure easy analysis, the questionnaire was coded according to each variable of the study to ensure accuracy during analysis.

Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. This technique gives simple summaries about the sample data and present quantitative descriptions in a manageable form, (Orodho, 2003). Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis to data, (Kothari, 2012). The findings are also presented using tables, charts and graphs for further analysis and to facilitate comparison. This generated quantitative reports through tabulations, percentages, and measure of central tendency. Descriptive statistics such as measures of central tendency and dispersion along with percentages was used to organize and summarize numerical data whose results were presented in tables, pie charts, column and bar graphs for easy interpretation of the findings from which the researcher made most of the inferences.

The study adopted the inferential statistical analysis. The tests of significance used were multiple regression analysis expected to yield the coefficient of determination (R^2), t – tests, z – tests and p – values. The choice of these techniques was guided by the variables, sample size and the research design and multiple regression model and chi- square at 5% level of significance and 95% level of confidence to establish the strength and direction of the relationship between the independent variables. Advantages associated with multiple regression analysis are that this process offers a more accurate explanation of the dependent variable in that more variables are included in the analysis, and that the effect of a particular independent variable is made more certain, since the possibility of distorting influences from other independent variables is removed (Kothari,2004).

According to Baulcomb (2003), content analysis uses a set of categorization for making valid and replicable inferences from data to their context. A multivariate regression model was applied to determine the relative importance of each of the four variables with respect to the influence of services delivery. This was in an effort to establish the extent to which each independent variable affects the dependent variable as shown by the size of the beta coefficients. The regression model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$
Where:
Y = Service Delivery

B_0 = Constant Term

B_1= Beta Coefficients
X_1= Records Management Processes
X_2= Records Control
ε = Error Term

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

Response Rate

The study targeted a sample size of 371 respondents from which 311 filled in and returned the questionnaires making a response rate of 84%. This response rate was satisfactory to make conclusions for the study. The response rate was representative

Reliability Analysis

A pilot study was carried out to determine reliability of the data collection instrument. The pilot study involved the sample respondents. Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark. Cronbach Alpha was established for every objective which formed a scale. The studyestablished that all the four independent variables had Cronbach's alpha of above 0.7 which implied that the data collection instrument was sufficiently reliable for the data collection.

Table 4.2: Reliability and Validity

Variable/Construct description	Item Means	Item Standard deviations	Coefficient Alpha Reliability
State of records Management	8.3	8.2	0.739
Records Control	7.4	7.7	0.751

Background Information

Gender of the Respodents

The study sought to find out the gender of the respondents. It was paramount for the study to determine the respondent's gender to ascertain gender parity in the ministry of Lands, Housing and Urban development. From the findings,53% of the respondents were male while 47% of the respondents were female.This is an indication that both genders were involved in this study and thus the finding of the study did not suffer from gender bias.

Age Distribution of the Respodents

The study requested the respondent to indicate their age category. From the findings, it was found that most of the respondents as shown by 40% of the respondents were aged between 35 to 40 years, 20.8% of the of the respondent were aged between 30 to 39 years, 29% were aged

between 40 to 49 years, 22% of the respondent were aged between 21 to 29 years whereas 9% of the respondents were aged over 50 years. This is an indication that respondents were well distributed in terms of their age.

Respodents'Period of Service

The study sought to establish the period which the respondent had stayed or worked in the ministry. From the research findings, the study revealed that majority of the respondents as shown by 29% had been in the ministry for a period of 11 - 15 years, 25% of the respondents indicated that they had been in the ministry for a period of for 16 - 20 years, 19% of the respondents indicated that they had been in the ministry for a period of 6 to 10 years, whereas 12% of the respondent indicated that they had served for less than 5 years. This is implies that majority of the respondents had stayed on the study area for a considerable period of time, thus they were in a position to give credible information relating to this study.

Level of education

On the findings on academic qualification, 44% of the respondents indicated degree level, 3% indicated diploma level, 8% indicated masters' level while 45% indicated KCSE certificate level.

Study Variables

a) Records management Processes

The study sought to determine the extent to which records management processes influence service delivery in the department. From the research findings, most of the respondents as shown by 34% were of the opinion that records management processes influence service delivery to a great extent, 40% of the respondents indicated to a very great extent, 15% of the respondents indicated to a moderate extent whereas 2% of the respondents indicated to a little extent. This implies that records management processes influenced service delivery to a great extent. The findings are in

agreement with the findings of WB/IRMT (2000) which states that records management processes are necessary for service delivery.

Table 3: Extent of influence of records management processes on service delivery

Extent	Frequency	Percent
Very great extent	106	34
Great extent	124	40
Moderate extent	47	15
Little extent	34	11
Total	**311**	**100**

The study sought to find out how records are managed in the department of lands.From the findings, 54% of the respondents indicated that records are managed manually, 34% electronically while 12% indicated that departments used both manual and electronic. The findings collate with literature review by WB/IRMT (2000) where it is argued that the key activity in the management of current records is maintaining records management systems. These systems involve the following steps: maintaining control over the documentation used to record the creation, use and disposal of current records, such as registers and logs, systematically managing the creation of records such as correspondences, mail and form, managing the creation and use of files, and ensuring the regular use of files.
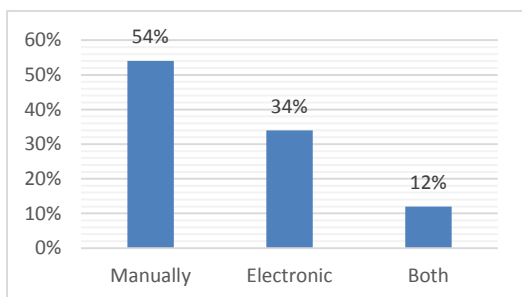

Figure 2: Records managed in the department

On the findings on whether state of records management in the department of lands is good, 40% of the respondents disagreed that the state of records management in the department of lands is good while 31% and 24% agreed that the state of records management in the department of lands is good. The findings collate with literature review by(Procurement Records Management Procedures Manual, 2008) that good record keeping practices which is not followed in departments enable speedy and efficient access to and sharing of information, creation and maintenance of accurate and reliable information, easy accessibility to information, transparency and accountability, and availability of authentic, reliable and tangible records to fight corruption
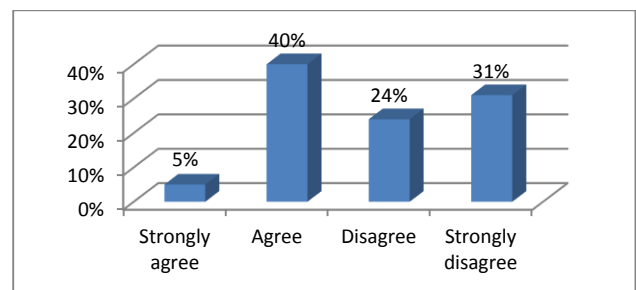

Figure 3: Whether state of records management in the department of lands is good

The study sought to find out whether departments have time-lines in filing and retrieving land records. From the findings, 60% of the respondents indicated that departments have time-lines in filing and retrieving land records while 40% indicated that departments do not have time-lines in filing and retrieving land records as shown in figure 4 below.
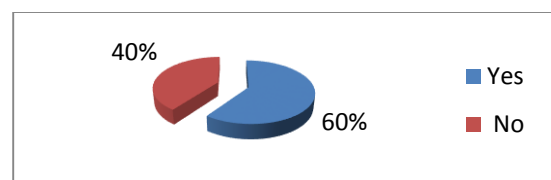

Figure 4: Time-lines in filing and retrieving land records

On the findings on whether departments have a document tracking system, 55% of the respondents indicated that departments hasa document tracking system while 45% indicated

that department does not have a document tracking system. The findings collate with literature review by WB/IRMT (2000) where it is argued that the key activity in the management of current records is maintaining records management systems. These systems involve the following steps: maintaining control over the documentation used to record the creation, use and disposal of current records such as registers and logs, systematically managing the creation of records such as correspondences, mail and form, managing the creation and use of files, and ensuring the regular use of files.
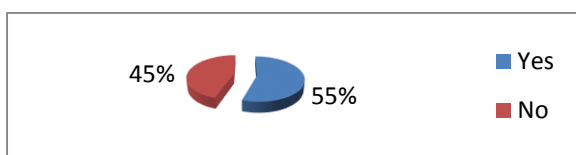

Figure 5: Whether departments have a document tracking system

The study sought to establish the extent to which respondents agreed with the statements relating to records management on service delivery. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Disagree≤ 2.5). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Neutral ≤ 3.5). The score of "Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Agree ≤ 5.0). The results were presented in mean and standard deviation. The mean was generated from SPSS version 21 and is as illustrated in Table 4.5. The mean was generated from SPSS version 21 and is as illustrated in Table 4.5.

From the findings, respondents strongly agreed that; Overwhelming number of customers; Storage facilities; and availability of resources lead to the status of records management in the department as indicated by a mean of 4.6; 4.3 and 4.2 respectively and a standard deviation of0.81;0.21 and 0.81 respectively. Further, respondents agreed that Skills and competency

of staff; Adequate records keeping space; Record classification; Missing files; Torn records; and Management support and motivation as indicated by a mean of 3.9, 3.8, 3.8, 3.7, 3.7, and 3.3 respectively with a standard deviation of 0.37, 0.27, 0.45,0.46, 0.22 and 0.50 respectively as shown in the Table 3.The findings are backed up by literature whereby a report on the audit of the business process in the land registries of Nairobi, Mombasa, Thika and Nakuru (LSK/Land Reform Project, 2011) noted that the MoLH&UD faces a number of challenges in service delivery. Some of these challenges are: inadequate storage space for the records, poor communication with service users, missing files, lack of maintained and tattered records, inadequate and untrained staff, low or negative staff attitude, low staff motivation, fraudulent practices by members of staff in collaboration with brokers, budgetary constraints, hostile work environment, lack of staff rotation, weak supervision, monitoring and evaluation systems, forgeries and fake documents, lack of research and development initiatives, political interference, lack of professional ethics and integrity, and cumbersome legal framework.

Table 3: Factors that have led to the status of records management processes

Statement	strongly agree	agree	neutral	disagree	strongly disagree	Mean	Stdev
Adequate number of staff	29.5	21.9	20	10.5	18.1	3.5	0.53
Skills and competency of staff	20.5	17	22.5	20	20	3.9	0.37
Frequent transfers of staff	4.3	10.7	15	45	25	2.3	0.31
Availability of resources	25.9	11.1	23	25	15	4.2	0.81

Adequate records keeping space	31	27	2	15	25	3.8	0.27
Storage facilities	34	29	0	17	20	4.3	0.21
Records classification	65.3	22	3.9	6.7	2.1	3.8	0.45
Management support and motivation	14	35	8.2	40.8	2	3.3	0.50
Overwhelming number of customers	55.1	28.6	8.2	6.1	2	4.6	0.81
Torn records	34.7	29	14.3	18	4	3.7	0.22
Missing files	39.8	36	9.2	13	2	3.7	0.46
Destruction of records by moisture, fungi, or termites	8.1	24	6.2	58.5	3.2	2.8	0.69

b) Records control

The study sought to determine the extent to which records control influence service delivery in the department.From the research findings, most of the respondents as shown by 47% were of the opinion that records management processes influence service delivery to a great extent, 28% of the respondents indicated to a very great extent, 19% of the respondents indicated to a moderate extent whereas 6% of the respondents indicated to a little extent. This implies that records control influenced service deliveryto a great extent. The findings are in agreement with the findings of WB/IRMT (2000) which states that records control enhance service delivery.

Table 4: Extent of influence of records control on service delivery

Extent	Frequency	Percent
Very great extent	145	47
Great extent	88	28
Moderate extent	60	19
Little extent	19	6
Total	**311**	**100**

The study sought to find out how records are managed in the department of lands. From the findings, 54% of the respondents indicated that records are managed manually, 34% electronically while 12% indicated that departments used both manual and electronic. The findings collates with literature review by WB/IRMT (2000) where it is argued that the key activity in the management of current records is maintaining records management systems. These systems involve the following steps: maintaining control over the documentation used to record the creation, use and disposal of current records, such as registers and logs, systematically managing the creation of records such as correspondences, mail and form, managing the creation and use of files, and ensuring the regular use of files.

The study sought to find out the opinion on statements about records in the department.From the findings, respondents strongly agreed on the statement that all records are created by authorized officers, referenced and copies filed in relevant files and that records are accessed only by authorized personnel as indicated by a mean of 4.7 and 4.6 respectively and a standard deviation of 0.57 and 0.80 respectively. Also respondents agreed that All records are classified as either Top secret, Secret, Confidential, Restricted or Open to regulate access and that all received documents/mails are entered in a register, stamped, and classified and taken to action officers who initial receipt as indicated by a mean of 4.4 and 3.9 respectively and a standard deviation of 0.89 and 0.54 respectively. Finally, respondents strongly disagreed with the statement that all personnel in the department have been vetted and therefore cannot manipulate records as indicated by a mean of 1.3 and 0.45 respectively as show in the table below.

Table 5: Statements relating to records control in the department

Statement	strongly agree	agree	neutral	disagree	strongly disagree	Mean	Stdev
All records are created by authorized officers, referenced and copies filed in relevant files	50.2	33.1	3.4	4.3	9	4.7	0.57
All received documents/ mails are entered in a register, stamped, and classified and taken to action officers who initial receipt.	25.5	12	22.5	20	20	3.9	0.54
All records are classified as either Top secret, Secret, Confidential, Restricted or Open to regulate access.	31.7	30	14.9	18.7	4.7	4.4	0.89
Records are accessed only by authorized personnel	45.5	23	10.7	8	12.8	4.6	0.80
All personnel in the department have been vetted and therefore cannot manipulate records	5.1	7.8	3.8	30.5	52.8	1.3	0.45

Study findings on the opinion on departmental statements showed that, respondents strongly agreed that they enjoy the company of their colleagues; and individuals are treated equally as indicated by a mean of 4.7 and 4.6 respectively and a standard deviation 0.32 and 0.34 respectively. Respondents agreed that supervisors show the drive to achieve; employees listen to what clients want; discussion at meetings is very free and open; they can talk freely with their supervisors, that they see their manager whenever they want, and that effort is made to deliver services to clients on time as indicated by a mean of 4.2, 4.2, 3.8, 3.8, 3.8 and 3.5

respectively and a mean deviation of 0.59; 0.32; 0.81, 0.47, 0.59, and 0.43. Further, respondents were neutral on the statement that: Regular follow-ups are made to ensure that clients are happy, people stay late to finish work, and that feedback from clients is used to make improvements as indicated by a mean of 3.1,and 2.5 each and a standard deviation of 0.19, 0.52; and 0.93 respectively. Finally, respondents disagreed that absenteeism is a problem, disagreements lead to animosity and that the organization arranges enjoyable social events as indicated by a mean score of 2.4; 2.4; and 2.2 and a standard deviation of 0.17; 0.32 and 0.31 respectively.

Additionally, the study found out that on the findings on the opinion on departmental statements, the respondents strongly agreed that they enjoy the company of their colleagues; Individuals are treated equally Respondents agreed that supervisors show the drive to achieve; employees listen to what clients want ; Discussion at meetings is very free and open; that they can talk freely with their supervisors; that they see their manager whenever they want; and that effort is made to deliver services to clients on time. Further, respondents were neutral on the statement that, regular follow-ups are made to ensure clients are happy; people stay late to finish work; and that feedback from clients is used to make improvements. Finally, respondents disagreed that people stay late to finish work; and that disagreements do not lead to animosity.

c) ServiceDelivery

The study sought to investigate whether records management influences service delivery inthe public sector. From the research findings, majority of the respondents as shown by 67.80% agreed that records management influences service delivery whereas 32.20% of the respondents were of the contrary opinion. This implies that records management influenced service delivery.

Table 6: Service delivery

Opinion	Frequency	Percent
Yes	211	67.80
No	100	32.20
Total	**311**	**100**

The study sought to investigate rating of service delivery in the public sector. From the research findings, majority of the respondents as shown in Figure 4.6 by 35 % indicated that service delivery was poor, 25% stated it was bad, 20% were of the opinion that it was fair whereas 15% and 5% of the respondents were of the opinion that it was good and excellent respectively. This implies that service delivery in lands department was poor.
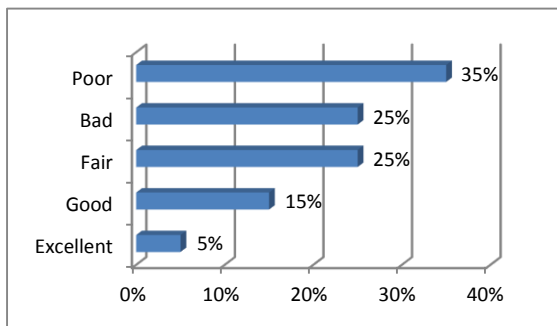

Figure 6: Status of service delivery in lands department

The study sought to establish the extent to which respondents agreed with the statements relating to service delivery in Lands department. A scale of 1-5 was used. The scores "Strongly disagree" and "Disagree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale (1 ≤ Disagree≤ 2.5). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale (2.6 ≤ Neutral ≤ 3.5). The score of "Agree" and "Strongly agree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale (3.6 ≤ Agree ≤ 5.0). The results were presented in mean and standard deviation .The mean was generated from SPSS version 21 and is as illustrated in Table 4.13.

From the research findings the study established that, provision of quality and efficient records management is a way to improving the quality of service and ability to meet the demands of the public as shown by a mean of 4.05.A culture of accountability of records management can help to reduce the overuse, misuse, and underuse of county resources thus ensuring provision of quality services to the public as shown by a mean of 3.91.To enhance efficiency, management should seek reforms to strengthen the role of records management on service delivery to the public as shown by a mean of 4.19.

Table 7: Elements of service delivery

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std deviation
Provision of quality and efficient records management is a way to improving the quality of service and ability to meet the demands of the public.	2%	20%	23%	13%	42%	4.01	0.44
A culture of accountability of records management can help to reduce the overuse, misuse, and underuse of county resources thus ensuring provision of quality services to the public.	12%	13%	30%	10%	35%	2.99	0.65
To enhance efficiency, the management should seek reforms to strengthen the role of records management on service delivery to the public.	20%	13%	13%	13%	42%	2.01	0.44

Regression analysis

According to Kothari (2004), regression analysis is a statistics process of estimating the relationship between variables. Regression analysis helps in generating equation that describes the statistics relationship between one or more predictor variables and the response variable (Gupta, 2007). On this study, regression analysis was used to establish the strengths of relationship between Service delivery (dependent variable) and the constituents, that

is, State of records Management and Records control (independent variables).

Table 8: Model Summary

R	R^2	Adjusted R^2	Std. Error of the Estimate
0.771	0.594	0.587	0.046

a. Predictors: (Constant), Records management processes, Records control.
b. Dependent Variable: Service delivery.

R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table above, there exists strong positive relationship between the study variables as shown by 0.771.The two independent variables that were studied explain 58.70% of the service delivery as represented by the R^2. This therefore means that other factors not studied in this research contribute 41.30% of the service delivery. This implies that these variables of records management are very significant therefore need to be considered in any effort to boost service delivery on the public sector in Kenya. The study therefore identifies these variables as critical factors of service delivery in the public sector in Kenya.

Analysis of Variance (ANOVA)

Table 9: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4.181	2	1.04525	4.434	.038ª
Residual	15.562	68	.2358		
Total	19.743	70			

NB: F-critical Value 3.33 (statistically significant if the F-value is less than 4.43: from table of F-values).

As presented in table 9, ANOVA statistics was conducted to determine the differences in the means of the dependent and independent variables to show whether a relationship exists between the two.The significance value is 0.038 which is less that 0.05 thus the model is statistically significant in predicting how record management processes and records control, influence service delivery in the public sector in Kenya. The F calculated at 5% level of significance was 4.434. Since F calculated is greater than the F critical (value = 3.33), this shows that the overall model was significant. This also implies that the regression model is significant and can thus be used to assess the association between the dependent and independent variables.

Regression coefficients

The study ran the procedure of obtaining the coefficients, to determine the relationship between the independent variables and the dependent variable and the respective strengths. The regression analysis produced coefficients as shown in Table 10.

Table 10: Regression Coefficient Results

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	13.724	5.006		1.543	.043
Records Management processes	.740	0.589	.296	2.954	.023
Records Control	.722	.697	.338	2.471	.032

  a. Dependent Variable: Service delivery
Multiple regression analysis was conducted to determine the relationship between service delivery and the four variables. As per the SPSS generated table above, the equation (**Y = β₀ + β₁X₁ + β₂X₂ + +ε**) becomes:
Y= 13.724+ 0.740X₁+ 0.722X₂

According to the regression equation established, taking all factors into account

(records management processes and records control) constant at zero was 13.724. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in records management processes will lead to a 0.740 increase in service delivery; a unit increase in records control will lead to a 0.722 increase in service delivery. This infers that records management process contribute most to service delivery.

At 5% level of significance and 95% level of confidence, records management processes had a 0.023 level of significance, records control showed a 0.032 level of significance, hence the most significant factor is records management process.

SUMMARY OF THE STUDY

a) Records management processes

The study found out thatmajority of the respondents indicated that records are managed manually and electronically in the department of lands, and that the processes are not regularly audited for compliance. This has negatively impacted on records management in the department of lands and delivery of services. The findings collate with literature review by WB/IRMT (2000) where it is argued that the key activity in the management of current records is maintaining records management processes.

b) Records control

The study found out that respondents strongly agreed on the statement that all records are created by authorized officers, referenced and copies filed in relevant files, and records are accessed only by authorized personnel. Respondents also agreed that all records are classified as either Top secret, Secret, Confidential, Restricted or Open to regulate access, and all received documents/mails are entered in a register, stamped, and classified and taken to action officers who initial receipt. Finally, respondents strongly disagreed with the statement that all personnel in the department have been vetted and therefore cannot manipulate records.

Conclusion

The study concludes that most of the respondents had worked in the department for some good years enough to provide ample information on the research topic to determine the influence of records management on service delivery in the Ministry of Lands, Housing and Urban Development in Kenya.

The study also concludes that majority of the respondents indicated that records are managed manually and electronically in the department of lands and that the state of records management in the department of lands is not good.

Recommendations

The study recommends that land records management processes should be audited for compliance to standard procedures: updating, regulating access, and repairing torn land records.The government should address challenges of record management in the department of Lands in Kenya which include: inadequate storage space for the records, poor communication with service users, missing files, unmaintained records, tattered records, inadequate and untrained staff. These have impacted negatively on service delivery.

Recommendation for further study

The study was carried out to to determine the influence of records management on service delivery in the public sector in Kenya. Further study should be carried out to establish factors hindering computerization of land records in Kenya. Additionally, very little has been undertaken to explore influence of records management on service delivery in the public sector in Kenya thus the researcher calls for similar studies to be undertaken in other departments in different ministries in Kenya for generalization of the findings of this study.

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