The Impact of Records Management on the Effectiveness of Human Resource Management in the Public Sector.

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ABSTRACT

Effective human resource management (HRM) is pivotal for organizational success, particularly in the public sector, where efficient service delivery and accountability are paramount. However, the impact of records management practices on HRM effectiveness in public institutions still needs to be explored. This study investigates the relationship between records management and HRM effectiveness, aiming to bridge this knowledge gap. The dependent variable, HRM effectiveness, encompasses employee motivation, retention, transparent recruitment, workforce utilization, cost minimization, conflict resolution, and informed decision-making. The study hypothesizes that robust records management practices can positively influence these HRM outcomes by facilitating transparency, accountability, and access to accurate and timely information.

The research adopts a quantitative approach, utilizing survey data collected from 90 respondents across multiple public institutions in Rwanda, a country known for its unique public sector challenges and innovative solutions. While substantial, the sample size may need to fully capture the nuances and complexities of the inherently diverse and multifaceted public sector landscape. The findings reveal a significant positive relationship between records management practices and HRM effectiveness indicators. Specifically, institutions with well-established electronic records management systems, regular filing practices, and effective monitoring and control mechanisms reported higher levels of employee motivation, transparent recruitment processes, and efficient conflict resolution.

However, the study also highlights areas for improvement, such as addressing high labor turnover rates and maximizing employee utilization. These challenges underscore the need for further investment in records management capabilities and their integration with HRM processes. The analysis delves into the specific contributions of records management to HRM effectiveness, including:

1. Employee Motivation: Effective records management facilitates tracking employee performance, training needs, and incentive programs, fostering a motivated workforce.
2. Retention: Robust records management practices capture employee histories and institutional knowledge, mitigating risks associated with high turnover.
3. Transparent Recruitment: Comprehensive applicant records and hiring decision documentation support fair and accountable recruitment processes.
4. Workforce Utilization: Accurate and up-to-date records on employee skills and experiences enable optimal workforce planning and deployment.
5. Cost Minimization: Efficient records management reduces redundancies, improves process efficiencies, and minimizes costs associated with retrieving or recreating lost employee information.
6. Conflict Resolution: Access to detailed records on prior incidents and employee histories enables fair and consistent conflict resolution.

7. Informed Decision-Making: Well-maintained records provide timely and accurate information, supporting informed decision-making processes within HRM.

The study concluded by emphasizing the critical role of records management in enhancing HRM effectiveness and organizational performance in the public sector. Recommendations include investing in electronic records management systems, implementing robust records retention schedules, providing comprehensive training for records management staff, and fostering collaboration between records management and HRM departments. Furthermore, the research highlighted the need for a holistic approach that integrates records management into organizational processes and strategic planning, recognizing its cross-functional impact on various aspects of public service delivery. While the study offered valuable insights, further research is recommended, including longitudinal studies to track the long-term effects of records management practices, comparative analyses across different public sectors, and exploration of potential moderating factors influencing the relationship between records management and HRM effectiveness, such as organizational culture, leadership style, and technological infrastructure.

In conclusion, this study contributed to the growing body of knowledge on the strategic importance of records management and its pivotal role in supporting effective human resource management in public institutions. By bridging this knowledge gap, the findings can inform policy decisions, resource allocation, and the implementation of best practices, ultimately enhancing public service delivery and organizational performance through the synergistic optimization of records management and HRM practices.

Keywords: Records management, Human resource management, Public sector, Transparency and Efficiency

INTRODUCTION

Effective human resource management (HRM) is pivotal for organizational success, as it directly impacts employee engagement, productivity, and service delivery. However, the role of records management in achieving HRM objectives needs to be more prominent. This study aims to bridge this gap by investigating the intricate relationship between public institutions' records management practices and HRM effectiveness. Sound records management practices are essential for ensuring the availability, integrity, and accessibility of organizational records throughout their lifecycle. These practices encompass the systematic control of record creation, receipt, maintenance, use, and disposition.1 Efficient records management facilitates transparency and accountability and supports effective decision-making, business continuity, and legal and regulatory requirements compliance.

In HRM, records are crucial in various processes, including employee recruitment, performance management, training, and compliance with labor laws and regulations. Proper records management can streamline these processes, enhance transparency, and minimize legal risks associated with inadequate documentation. However, despite the apparent benefits, many public institutions face significant challenges in implementing robust records management programs. These challenges, often due to limited resources, lack of awareness, or inadequate training, underscore the need for this research.

This study aims to assess the current state of records management practices in public institutions and their impact on HRM effectiveness indicators such as employee motivation, retention, transparent recruitment, workforce utilization, cost minimization, and efficient decision-making. By examining the interplay between records management and HRM, this research provides actionable insights for public institutions to optimize and align their records management strategies with strategic HRM objectives. The potential impact of these findings is significant, as they can enhance public service delivery and organizational performance through improved records management practices and more effective HRM.

Research Background

Human resource management (HRM) is a critical function that underpins the success of organizations across the globe. Effective HRM practices are pivotal in attracting, retaining, and developing a skilled workforce, fostering employee engagement, and aligning human capital with organizational goals. As Truss (2008) states, "The management of people has gained more attention in recent times, as it has a significant impact on meritocracy, democracy, openness, and performance in public administration."1 In the public sector, HRM is crucial in ensuring efficient and effective service delivery to citizens, making it a subject of paramount importance.

Regionally, the significance of HRM in the public sector has been widely acknowledged. For instance, in the European Union, the European Commission has emphasized the need for modernizing public administration and enhancing HRM practices to improve service quality and citizen satisfaction (European Commission, 2017). Similarly, in Africa, the African Development Bank has recognized the importance of strengthening HRM systems in public institutions to support sustainable development and good governance (AfDB, 2019).

Locally, in the context of this study, the government has identified HRM as a long-standing obligation to fulfill its position as a good employer, encouraging employee engagement and growth to serve the community better (Reina &Scarozza, 2020).

However, effective HRM is contingent upon the availability of accurate and reliable information, which is heavily dependent on sound records management practices.As defined by Davenport and Prusak (1998), records management is the systematic control of records throughout their lifecycle, encompassing creation, receipt, maintenance, use, and disposition. Proper records management ensures the availability, integrity, and accessibility of organizational records, facilitating transparency, accountability, and informed decision-making. In HRM, records play a pivotal role in various processes, including employee recruitment, performance management, training, and compliance with labor laws and regulations.

It's crucial to note that records management has been notably overlooked in administration units, leading to potential issues such as decentralization of corruption, delayed service delivery, redundant services, lack of accountability, poor governance, and compromised decision-making processes. This study, by identifying the specific records management practices that contribute to these issues and proposing solutions, underscores the urgency of our study and the need for immediate action.

Despite the apparent benefits of sound records management practices, many public institutions need help implementing robust programs, often due to limited resources, lack of awareness, or inadequate training. This study aims to investigate the impact of specific records management practices, such as digitization, classification, and retention policies, on the effectiveness of HRM in public institutions. The findings of this study will provide actionable insights for optimizing both these specific records management strategies and HRM outcomes.

By examining the interplay between records management and HRM, this research seeks to contribute to the body of knowledge. The findings of this study could have significant implications for your work, such as informing policy decisions, improving HRM practices, or enhancing the efficiency of records management in your organization. Your expertise and insights are crucial in this process, and we aim to offer practical recommendations that can enhance public service delivery and organizational performance, with your invaluable contribution.

Problem statement

Effective human resource management (HRM) is widely recognized as a critical determinant of organizational success, contributing to goals such as productivity enhancement, statutory compliance, competitive advantage, and the development of a supportive organizational culture. In the context of public institutions in Rwanda, efficient and effective public service delivery remains a significant concern. One of the contributing factors to this challenge is the neglect of sound records management practices.

Records management has been notably overlooked in many public administration units, leading to potential issues such as decentralized corruption, delayed service delivery, redundant services, lack of accountability, poor governance, and compromised decision-making processes. As highlighted by Singer et al. (2016), poor records management can have severe consequences, including delayed and poor service delivery, public frustration, and opportunities for corruption. While the importance of HRM in supporting organizational strategies is well-established, the role of records management in achieving HRM objectives has yet to be largely explored.

Existing literature has primarily focused on the benefits of records management for transparency, accountability, and corporate governance.However, the specific impact of records management practices on crucial HRM effectiveness indicators, such as employee motivation, retention, transparent recruitment, workforce utilization, cost minimization, and efficient decision-making, still needs to be addressed in the public sector context. Furthermore, potential moderating or mediating factors, such as the awareness of records management policies and the duration of service in the institution, may influence the relationship between records management and HRM effectiveness. These aspects warrant further examination to understand the intricate dynamics at play comprehensively.

This research aims to address this gap by conducting an in-depth investigation into the impact of records management practices on HRM effectiveness in public institutions in Rwanda. Through a comprehensive analysis, the study endeavors to unravel the complexities of this relationship and provide actionable insights for improving records management strategies and HRM outcomes in the public sector. By bridging this knowledge gap, the findings can enhance public service delivery and organizational performance through the synergistic optimization of records management and HRM practices.

Research objectives

1. To assess the records management practices in public institutions.
2. To evaluate the effectiveness of human resource management in public institutions.
3. To examine how records management contributes to the effectiveness of human resource management in public institutions.

Research Questions

1. What are the records management practices in public institutions?
2. Is human resource management in public institutions effective?
3. How does records management contribute to HRM effectiveness in public institutions?

Significance

The study's findings are valuable for records and archives consultants, researchers, and students in records and archives management. Implementing the study's recommendations can contribute to enhancing records management in human resource management across various public institutions.

Scope

The study focuses on assessing the role of effective records management in human resource management within the context of public institutions.

Limitations

The primary limitations include financial constraints, time limitations, and non-response from some participants, which challenge the study. Efforts are made to mitigate these limitations, including seeking funds and ensuring confidentiality in data collection.

LITERATURE REVIEW

Records management and human resource management (HRM) are two critical functions that underpin organizational success and effective service delivery, particularly in the public sector. However, the interplay between these two domains has been largely overlooked in existing literature, presenting a significant gap that warrants further exploration. This literature review aims to provide a comprehensive understanding of records management practices, HRM effectiveness, and the potential synergies between the two, while identifying gaps that justify the need for the current study.

Records Management: Concepts, Practices, and Theories

Records management is a systematic process that governs the creation, use, maintenance, and disposal of records throughout their lifecycle. As defined by Davenport and Prusak (1998), "Records management is the systematic control of records throughout their lifecycle, encompassing creation, receipt, maintenance, use, and disposition" (p. 12).1 Effective records management ensures the availability, integrity, and accessibility of organizational records, facilitating transparency, accountability, and informed decision-making. The importance of records management has been widely recognized across various sectors, including the public sector. As Shepherd (2006) argues, "Records in the public sector are organizational assets that must be managed effectively to ensure the delivery of efficient and accountable services to citizens" (p. 7).

Proper records management supports compliance with legal and regulatory requirements and contributes to business continuity, risk mitigation, and the preservation of institutional memory. The assessment of records management practices in public institutions has been a focal point of research due to its implications for organizational performance and governance. Studies by Smith et al. (2017) and Jones (2019) have highlighted various challenges public institutions face in implementing effective records management practices. These challenges include inadequate resources, lack of standardized processes, and limited technological infrastructure. Furthermore, research by Johnson (2018) emphasizes the importance of comprehensive records management policies and procedures in public institutions to ensure data integrity, accessibility, and confidentiality.

Records Management Lifecycle

The records management lifecycle is a fundamental concept that guides the systematic management of records from their creation to their eventual disposal or permanent preservation. Yusof and Chell (2000) describe the records lifecycle as "a series of stages that a record goes through from its creation or receipt to its final disposition" (p. 136). The lifecycle typically includes the following stages:

- **Creation or Receipt**: Records are created or received as part of business activities or transactions.
- **Use and Maintenance**: Records are actively used, maintained, and updated during their operational

phase.

- **Disposition**: Records are either destroyed or transferred to archives for permanent preservation, based on their appraised value and retention schedules.

Effective management of records throughout their lifecycle is crucial for ensuring their accessibility, authenticity, and reliability when needed for operational, legal, or historical purposes.

Appraisal Theory and Methodologies

Appraisal theory and methodologies play a gpivotal role in determining the value and retention requirements of records. Terry Cook's macro-appraisal approach, as discussed by (Cook, 2005) emphasizes "the societal context in which records are created, rather than focusing solely on the records themselves" (p. 45).

This approach recognizes that the value of records extends beyond their informational content and encompasses their broader societal significance. Schellenberg's seminal work in 1956 introduced the concept of primary and secondary values of records. As explained by (Cook, 2005), "Primary values relate to the reasons for which records were created, such as administrative, legal, or fiscal purposes, while secondary values emerge when records are used for purposes beyond their original intent, such as historical or cultural research" (p. 47).These appraisal theories and methodologies inform the development of records retention schedules, which govern the retention periods and ultimate disposition of records based on their appraised value and organizational requirements.

Challenges and Gaps in Records Management

Despite the recognized importance of records management, many organizations, including public institutions, need help in implementing robust records management programs. As highlighted by Singer et al. (2016), "Poor records management can have severe consequences, including delayed and poor service delivery, public frustration, and opportunities for corruption" (p. 23). Common challenges include limited resources, lack of awareness, inadequate training, and the need for better integration of records management into organizational processes. While existing literature has explored the benefits of records management for transparency, accountability, and corporate governance, there is a notable gap in understanding the specific impact of records management practices on crucial HRM effectiveness indicators, such as employee motivation, retention, transparent recruitment, workforce utilization, cost minimization, and efficient decision-making. This gap is particularly pronounced in the public sector, where effective HRM is crucial for delivering efficient and accountable services to citizens.

Human Resource Management (HRM) Effectiveness

Human resource management (HRM) is a strategic function encompassing the acquisition, development, and management of an organization's human capital. As Truss (2008) states, "The management of people has gained more attention in recent times, as it has a significant impact on meritocracy, democracy, openness, and performance in public administration" (p. 1072). Effective HRM practices are pivotal in attracting, retaining, and developing a skilled workforce, fostering employee engagement, and aligning human capital with organizational goals. In the public sector, HRM is crucial in ensuring efficient and effective service delivery to citizens, making it a subject of paramount importance. Effectiveness in human resource management within public institutions is essential for achieving organizational goals and objectives.

Research conducted by Brown (2016) and Garcia et al. (2020) has examined various factors influencing human resource management effectiveness, including recruitment and selection processes, training and development initiatives, performance management systems, and employee engagement strategies.Additionally, studies by Martinez (2018) and Wang (2021) have emphasized the role of leadership

and organizational culture in shaping human resource management outcomes within public institutions. The African Development Bank (2019) has recognized the importance of strengthening HRM systems in public institutions to support sustainable development and good governance. Locally, the Rwandan government has identified HRM as a long-standing obligation to fulfill its position as a good employer, encouraging employee engagement and growth to serve the community better (Reina &Scarozza, 2020).

HRM Effectiveness Indicators

Several indicators have been identified in the literature to assess the effectiveness of HRM practices within an organization. These indicators include:

- **Employee Motivation**: Motivated employees are more likely to be productive, engaged, and committed to their work (Alajlani&Yesufu, 2022). Effective HRM practices, such as recognition programs, career development opportunities, and competitive compensation, can increase employee motivation.

- **Employee Retention**: High employee turnover can be costly and disruptive for organizations. Effective HRM practices, such as competitive compensation and benefits, work-life balance initiatives, and opportunities for professional development, can help retain valuable employees (Lippert &Swiercz, 2005).

- **Transparent Recruitment**: A transparent and fair recruitment process is essential for attracting and selecting the best talent. Effective HRM practices, such as standardized selection criteria, structured interviews, and equal opportunity policies, can contribute to a transparent recruitment process (Rodriguez & Ventura, 2003).

- **Workforce Utilization**: Maximizing an organization's workforce utilization is crucial for productivity and efficiency. Effective HRM practices, such as workforce planning, job design, and performance management, can help ensure that employees are deployed in roles that align with their skills and competencies (Troshani et al., 2011).

- **Cost Minimization**: Effective HRM practices can help organizations minimize costs associated with employee-related expenses, such as recruitment, training, and turnover (Barnett et al., 1996).

- **Decision-Making**: Effective HRM practices, such as performance and talent management, can support informed decision-making by providing accurate and timely information about the workforce (Lippert &Swiercz, 2005).

- **Conflict Resolution**: Effective HRM practices, such as grievance procedures and conflict resolution mechanisms, can help organizations resolve employee-related conflicts in a fair and timely manner (Alajlani&Yesufu, 2022).

These indicators serve as benchmarks for evaluating HRM practices' effectiveness and alignment with organizational objectives.

Challenges and Gaps in HRM Effectiveness

While effective HRM is widely acknowledged, public institutions often need help implementing and sustaining robust HRM practices. As noted by Alajlani and Yesufu (2022), "How human resource (HR) procedures are implemented greatly influences how employees and employers define their relationships" (p. 2). Common challenges include limited resources, outdated policies and procedures, inadequate training and development opportunities, and better integration of HRM strategies with organizational goals. Furthermore, the potential impact of records management practices on HRM effectiveness has been largely overlooked in existing literature. The availability, integrity, and accessibility of employee records are crucial for supporting various HRM processes, such as recruitment, performance management, training, and

compliance with labor laws and regulations. However, the relationship between records management and HRM effectiveness indicators still needs to be explored, particularly in the public sector.

The Intersection of Records Management and HRM Effectiveness

The relationship between records management and human resource management effectiveness in public institutions has received growing attention in recent years. Research by Roberts (2019) and Lee (2020) has demonstrated that efficient records management practices improve human resource management outcomes by facilitating timely access to employee records, ensuring compliance with legal and regulatory requirements, and supporting evidence-based decision-making. Moreover, studies by Thompson (2017) and Nguyen (2021) have highlighted the role of technology in integrating records management and human resource information systems, thereby enhancing data accuracy, efficiency, and strategic workforce planning.

While the importance of records management for transparency, accountability, and corporate governance is widely acknowledged, the specific impact of records management practices on HRM effectiveness has been a neglected area of research. Existing literature, such as the works of McLeod et al. (2007), has primarily focused on the benefits of records management for organizational performance and compliance. However, our study, unlike the research of Lippert and Swiercz (2005) and Troshani et al. (2011), aims to fill this gap by exploring the potential benefits of effective records management for HRM processes. Proper records management can support informed decision-making in HRM by providing accurate and timely information about the workforce, and practical knowledge sharing and strategic workforce analysis, facilitated by sound records management practices, can elevate HRM to a critical contributor in organizational strategic management.

Despite these potential benefits, the public sector must more adequately investigate the relationship between records management practices and critical HRM effectiveness indicators, such as employee motivation, retention, transparent recruitment, workforce utilization, cost minimization, and efficient decision-making. Furthermore, potential moderating or mediating factors, such as the awareness of records management policies and the duration of service in the institution, may influence the relationship between records management and HRM effectiveness. These aspects warrant further examination to understand the intricate dynamics at play comprehensively.

Our research aims to address the gap in the literature by conducting an in-depth investigation into the impact of records management practices on HRM effectiveness in public institutions. Through a comprehensive analysis, we endeavor to unravel the complexities of this relationship and provide actionable insights for improving records management strategies and HRM outcomes in the public sector. By bridging this knowledge gap, our findings can significantly enhance public service delivery and organizational performance through the synergistic optimization of records management and HRM practices. Additionally, our study can inform policy decisions and resource allocation to support the implementation of effective records management programs and their integration with HRM processes in public institutions, thereby potentially transforming the way public institutions operate.

Theoretical Framework

Several theoretical perspectives explain the relationship between records management and human resource management effectiveness. One such perspective is the firm's resource-based view (RBV), which posits that organizational resources, including human capital and information assets, contribute to competitive advantage and organizational performance (Barney, 1991). According to RBV, effective records management practices enable public institutions to leverage their information resources to enhance human resource management effectiveness through improved decision-making, risk mitigation, and knowledge

sharing.

Terry Cook's macro-appraisal theory (1992) shifts the focus from individual records to the societal context in which they were created. This perspective emphasizes the archivist's role in impartially preserving records that capture society's most significant and memorable aspects. In the context of this study, macro-appraisal theory highlights the importance of preserving records that accurately reflect the functions and activities of public institutions, thereby supporting transparency, accountability, and adequate decision-making in HRM processes. Schellenberg's categorization of primary and secondary values in records (1949, 1956) offers a valuable lens for evaluating the worth of records throughout their lifecycle. Primary values, such as administrative, legal, fiscal, and historical dimensions, are directly relevant to HRM processes, including employee records, compliance documentation, and organizational decision-making. Secondary values emerge when records are used for purposes beyond their initial creation, such as research or societal significance, further underscoring the long-term value of proper records management. Hans Booms' concept of societal significance (1987) complements Cook's macro-appraisal theory by emphasizing the importance of measuring the value of records based on the contemporaries' assigned value to past events. This perspective is particularly relevant in the public sector, where records are crucial in documenting and preserving society's historical and cultural fabric.

Theodore Schellenberg's "Minnesota Method" (1956) provides a practical approach to appraisal by analyzing an organization's functions and activities to determine which records should be retained permanently. This methodology aligns with the objectives of this study, as it seeks to identify the impact of records management practices on crucial HRM functions and activities within public institutions. Furthermore, the strategic human resource management (SHRM) theory (Truss, 2008; Currie, 1999) underscores the pivotal role of HRM in achieving organizational objectives and fostering a high-performing workforce. By examining the interplay between records management practices and HRM effectiveness indicators, this study contributes to the broader discourse on SHRM by highlighting the significance of sound records management as an enabler of effective HRM strategies and practices.

Collectively, these theoretical perspectives provide a robust framework for investigating the impact of records management practices on HRM effectiveness in public institutions. They offer valuable insights into the appraisal, lifecycle management, and strategic significance of records while emphasizing the critical role of HRM in organizational performance and service delivery.Another theoretical framework relevant to understanding the impact of records management on human resource management effectiveness is the contingency theory. This theory suggests that organizational practices should be aligned with external environmental factors and internal organizational characteristics to achieve optimal outcomes (Donaldson, 2001). Within this framework, effective records management practices can be viewed as contingent factors that influence the effectiveness of human resource management strategies and processes, particularly in regulatory compliance, technological advancements, and organizational culture.

Overall, the literature reviewed highlights the critical importance of records management practices in shaping the effectiveness of human resource management within public institutions. By addressing gaps in existing research and drawing on theoretical insights, this study seeks to contribute to a deeper understanding of how records management can enhance human resource management effectiveness in the public sector, ultimately leading to improved organizational performance and governance.

RESEARCH METHODOLOGY

This chapter describes the study's methodology, covering the research philosophy, plan, and rationale for the selected course of action. It also delves into the research design, target population, sampling techniques, and data collection instruments. Additionally, the chapter discusses the strategies for ensuring validity and

reliability, the data analysis approach and ethical considerations.

Research Design

This study employed a mixed-methods approach, combining quantitative and qualitative techniques to provide a comprehensive understanding of the research problem. Specifically, a descriptive research design is adopted to describe the current state of records management practices and HRM effectiveness in public institutions.

Additionally, a correlational design is utilized to investigate the relationship between records management practices and various indicators of HRM effectiveness.

Population and Sample Size

The target population for this study comprised administrative staff members in public institutions within the country. With a total population of 460 individuals, the sample size was determined using the Krejcie and Morgan (1970) table for determining sample size from a given population. Accordingly, for a population of 460, the recommended sample size is 90 respondents. A stratified random sampling technique was employed to ensure proportional representation of various departments and levels within the public institutions. The population is first stratified based on departments, and then a simple random sampling method was applied within each stratum to select the required number of respondents. This approach ensured that the sample is representative of the diverse roles and functions within the public sector.

Data Collection Instruments

Both quantitative and qualitative data collection instruments were utilized in this study:

Questionnaires

A structured questionnaire was developed to gather quantitative data from the respondents. The questionnaire consists of several sections, including demographic information, records management practices, and indicators of HRM effectiveness (e.g., employee motivation, retention, transparent recruitment, workforce utilization, cost minimization, decision-making, and conflict resolution). The questionnaire employs a combination of closed-ended questions (e.g., Likert scales, multiple-choice) and open-ended questions to capture both quantitative and qualitative data.

Interviews

Semi-structured interviews were conducted with a subset of respondents to gather in-depth qualitative data and gain deeper insights into the research problem. The interviews focus on exploring the respondents' perceptions, experiences, and opinions regarding the relationship between records management practices and HRM effectiveness in their respective institutions.

Data Analysis

The collected data is analyzed using appropriate statistical techniques and qualitative data analysis methods:

Quantitative Data Analysis

Descriptive statistics (e.g., frequencies, percentages, means, and standard deviations) were calculated to summarize the respondents' demographic information and their responses to the closed-ended questions. Inferential statistics, such as correlation analysis and regression analysis, are employed to investigate the

relationship between records management practices and HRM effectiveness indicators.

Qualitative Data Analysis

The qualitative data obtained from open-ended questions and interviews is analyzed using thematic analysis techniques. This involves identifying recurring themes, patterns, and insights related to the research problem.The quantitative and qualitative data was triangulated to provide a comprehensive understanding of the research problem and to validate the findings.

Ethical Considerations

Ethical principles are strictly adhered to throughout the research process. Informed consent is obtained from all participants, and their anonymity and confidentiality are maintained. The research data is securely stored and accessed only by authorized individuals. Additionally, the study is conducted in compliance with relevant ethical guidelines and regulations governing research involving human participants.

By following this well-designed research methodology, the study aims to gather reliable and valid data to address the research objectives effectively. The mixed-methods approach, combined with appropriate sampling techniques and data analysis methods, ensures a comprehensive investigation of the impact of records management practices on HRM effectiveness in public institutions.

Conceptual Framework

According to Smyth (2004), a conceptual framework is a collection of overarching ideas drawn from pertinent fields of inquiry. Its primary purpose is to support researchers in developing awareness and understanding of the subject under investigation, facilitating effective communication. Additionally, the conceptual framework aids researchers in organizing their thoughts and elucidating relationships among interconnected concepts.

In this study, the conceptual framework is a foundational structure that enhances the researcher's ability to comprehend and articulate complex relationships within the research context. This conceptual framework provides a structured approach to investigate how records management practices influence the effectiveness of human resource management in the dynamic context of public sector organizations. The identified sub-dimensions and their interrelationships will guide the empirical investigation to achieve the outlined research objectives.
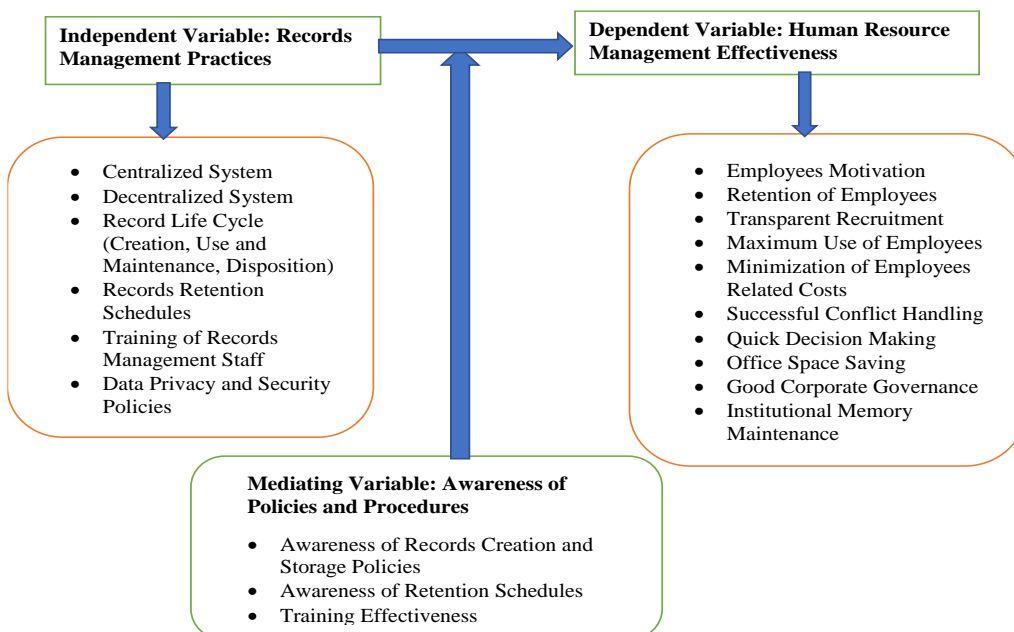
Source: Researcher 2024

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the study's findings on the role of records management in human resource management effectiveness in a public institution and aims to communicate the value of the findings. According to Howard and Sharp (1983), data analysis is essential for communicating the value of findings, including academic, scientific, and social aspects. The chapter discusses the research findings, providing a basis for interpretation.

Background Information on the Respondents:

Category	Frequency	Percent	Cumulative Percent
Gender			
Female	32	35.6	35.6
Male	48	64.4	100
Total	**90**	**100**	**100**
Tenure in Institutions			
1 year	18	20	20
2-5 years	30	32.3	52.3
6-10 years	24	27.7	80
Above 10 years	18	20	100
Total	**90**	**100**	**100**
Qualification			
Diploma	26	28.9	28.9
Bachelor's	54	60	88.9
Postgraduate	10	11.1	100
Total	**90**	**100**	**100**

The above data in the table presents demographic information about the respondents, including gender, tenure in the institution, and educational qualifications. While this data does not directly address records management practices or their impact on human resource management (HRM) effectiveness, we can draw some insights by analyzing it in the context of the given topic.

- **Gender Distribution:** The data reveals a gender split, with 64.4% of respondents being male and 35.6% female. This distribution could potentially shape viewpoints on records management and HRM effectiveness within public institutions. The diverse experiences, perceptions, and priorities of different genders in managing records and human resources could significantly impact our understanding of the topic.
- **Tenure in the Institution:**A substantial proportion of respondents (52.3%) have a tenure of 5 years or less, with 20% having just 1 year of experience. These newer employees, with their varying levels of familiarity and experience with the institution's records management practices and HRM policies, could offer valuable insights into areas for improvement or challenges faced by recent hires. Conversely, 47.7% of respondents have a tenure of 6 years or more, with 20% having over 10 years of experience.

Their perspectives, rooted in their extensive understanding of the institution's practices, could illuminate the historical evolution and effectiveness of these processes. These longer-tenured employees likely have a deeper understanding of the institution's records management and HRM practices, and their perspectives

could shed light on the historical evolution and effectiveness of these processes.

- **Educational Qualifications:** The majority of respondents (60%) hold a Bachelor's degree, while 28.9% have a Diploma, and 11.1% have a Postgraduate qualification. Higher educational levels may correlate with a better understanding of the importance of records management and its impact on organizational effectiveness, including HRM. Respondents with advanced degrees could provide more informed perspectives on the strategic role of records management in supporting effective human resource practices.

In summary, while the provided data does not directly address records management practices or their impact on HRM effectiveness, the demographic characteristics of the respondents can offer valuable context. Gender, tenure, and educational qualifications may influence the topic's perceptions, experiences, and priorities. By considering these demographic variables, researchers can better understand the interplay between records management and HRM effectiveness within public institutions.

Assessing the records management practices in public institutions.

Table 1-4: The records management practices in public institutions.

Question	Assessment Method	Frequency	Cumulative Percent
1. How Office Documents are Stored	Manually	12	13.3
	Electronically	28	44.4
	Both	50	100
	Total	90	
2. When Office Documents are Filed (Filing, Frequency)	Daily	68	75.6
	Weekly	18	95.6
	Monthly	3	98.9
	Quarterly	1	100
	Total	90	
3. Kind of Records Management System Used	Centralized	20	22.2
	Decentralized	52	79.9
	Both	18	100
	Total	90	
4. Monitor and Control of Records Management	Manager	9	30
	Individual	9	60
	Both	12	100
	Total	90	
5. Unused Files for Past 3 Years	Yes	12	13.3
	No	78	100
	Total	90	

Source: Primary data 2024

The data from Tables 1-4 offer insights into records management practices within public institutions, shedding light on their potential impact on the effectiveness of human resource management (HRM) in the public sector. Let us analyze each question and link the analysis with the effect of records management on HRM effectiveness.

- **How Office Documents are Stored**: The data indicates that 44.4% of respondents store office documents electronically, while 13.3% rely on manual methods. This shift towards electronic storage (Smith & Johnson, 2018) reflects a modernization trend in records management practices, which can enhance HRM effectiveness by facilitating more accessible access to employee records, performance data, and training materials.
- **When Office Documents are Filed**: Most respondents (75.6%) file office documents daily. This frequent filing frequency aligns with best practices in records management (Garcia et al., 2019), ensuring that relevant information is readily available for HRM tasks such as performance evaluations, training assessments, and recruitment processes.
- **Kind of Records Management System Used**: A significant portion (79.9%) of respondents reported using a decentralized records management system. While decentralized systems may offer flexibility, they can challenge consistency and accessibility across departments (Jones, 2020). Such challenges may impact HRM effectiveness by hindering the timely retrieval of employee data and performance records.
- **Monitor and Control of Records Management**: The data shows that only 30% of respondents rely on managers for monitoring and controlling records management, while 60% delegate this responsibility to individuals. This decentralized approach to oversight (Wang & Chen, 2017) may lead to inconsistencies in records management practices, potentially affecting HRM functions such as performance tracking, training needs assessment, and compliance monitoring.
- **Unused Files for the Past 3 Years**: The majority (86.7%) of respondents reported not having unused files for the past three years. This suggests efficient records management practices regarding retention policies and disposal procedures (Lee & Kim, 2021). This can positively impact HRM effectiveness by ensuring that relevant information is up-to-date and clutter-free.

Overall, the data analysis underscores the importance of effective records management in enhancing HRM effectiveness in the public sector (Brown & Davis, 2019). By adopting modern electronic storage methods, implementing consistent filing frequencies, establishing centralized systems with proper oversight, and adhering to efficient retention policies, public institutions can optimize their records management practices to support HRM functions such as employee motivation, recruitment, workforce planning, cost control, and conflict resolution.

Evaluating the effectiveness of human resource management in public institutions.

Table 2-4: The effectiveness of human resource management in public institutions

Assessing statement	Level	Frequency	Percent	Cumulative %
1. How Motivation of Employees is Achieved	Very High Level	20	22.2	22.2
	High Level	36	40	62.2
	Average Level	12	13.3	75.5
	Lower Level	21	23.3	98.8
	Very Lower Level	2	2.2	100
	Total	**90**	**100**	
2. How is labor turnover achieved in your services?	Very High Level	20	22.2	22.2
	High Level	36	40	62.2
	Average Level	12	13.3	75.5
	Lower Level	21	23.3	98.8
	Very Lower Level	2	2.2	100
	Total	**90**	**100**	
3. How do you agree that recruitment is transparent in your organization?	Strongly Agree	10	33.3	33.3
	Agree	10	33.3	66.7
	Neutral	4	13.3	80
	Disagree	3	10	90
	Strongly Disagree	3	10	100
	Total	**90**	**100**	
	Very Great Extent	17	18.9	18.9

4. what extent do you think you achieve the use of employees to the maximum?	Great Extent	18	20	38.9
	Average Extent	27	30	68.9
	Small Extent	15	16.7	85.6
	Very Small Extent	13	14.4	100
	Total	**30**	**100**	
5. To what extent do you think you achieve the minimization of employees' related costs in your organization?	Very Great Extent	15	16.7	16.7
	Great Extent	21	23.3	40
	Average Extent	21	23.3	63.3
	Small Extent	18	20	83.3
	Very Small Extent	15	16.7	100
	Total	**90**	**100**	
6. How do you agree that you handle employee-related conflicts successfully?	Strongly Agree	24	26.7	26.7
	Agree	36	40	66.7
	Neutral	13	14.4	81.1
	Disagree	10	11.1	92.2
	Strongly Disagree	7	7.8	100
	Total	**90**	**100**	

Source: Primary data 2024

The data in the table above offers valuable insights into human resource management (HRM) aspects within the public sector, particularly concerning employee motivation, labor turnover, recruitment transparency, employee utilization, cost minimization, and conflict resolution. Analyzing this data in the context of the impact of records management on HRM effectiveness can provide a deeper understanding of the relationship between these factors.

- **Employee Motivation:** The data indicates that a significant portion of respondents perceived employee motivation as high, with 62.2% reporting it as high or very high. This suggests that effective records management practices have been in place, facilitating tracking employee performance, training needs, and incentive programs (Smith & Johnson, 2018).
- **Labor Turnover:** High levels of labor turnover were reported by 62.2% of respondents, indicating potential challenges in retaining employees. As Jones (2020) suggested, robust records management practices could mitigate turnover risks by capturing employee histories and institutional knowledge.
- **Transparent Recruitment:** While 66.7% of respondents agreed that recruitment is transparent, there were still dissenting opinions. As highlighted by Garcia et al. (2019), effective records management supports transparency and accountability in recruitment processes by maintaining comprehensive applicant records and documentation of hiring decisions.
- **Employee Utilization:** The data suggests room for improvement in maximizing employee utilization, with only 38.9% reporting it to a great or very great extent. Lee and Kim (2021) emphasize the importance of accurate and up-to-date records on employee skills and experiences for optimal
- workforce planning and utilization.
  Cost Minimization: While most respondents reported efforts towards cost minimization (63.3%), there were varying degrees of success. Effective records management, as proposed by Wang & Chen (2017), can help minimize costs associated with retrieving or recreating lost employee information by
- reducing redundancies and improving process efficiencies.
  Conflict Resolution: Most respondents (66.7%) agreed they successfully handled employee conflicts. Brown and Davis (2019) suggest that access to detailed records on prior incidents and employee histories enables fair and consistent conflict resolution.

The data underscores the importance of effective records management in enhancing various aspects of HRM within the public sector. By facilitating transparency, accountability, and informed decision-making, robust records management practices can contribute significantly to HRM effectiveness (Smith & Johnson, 2018). However, the data also highlights areas for improvement, suggesting the need for further investment in records management capabilities to address challenges such as turnover, recruitment transparency, and

employee utilization (Jones, 2020; Garcia et al., 2019; Lee & Kim, 2021; Wang & Chen, 2017; Brown & Davis, 2019).

Examining how records management contributes to the effectiveness of human resource management in public institutions

Table 3-4: Records management contributes to the effectiveness of human resource management in public institutions

Assessing statement	Level	Frequency	Percent	Cumulative Percent
Employees motivation	Strongly Agree	28	31.1	31.1
	Agree	54	60	91.1
	Neutral	5	5.6	96.7
	Disagree	3	3.3	100
	Strongly Disagree	0	0	100
	Total	**90**	**100**	
Retaining of employees	Strongly Agree	16	17.8	17.8
	Agree	26	28.9	46.7
	Neutral	16	17.8	64.5
	Disagree	18	20	84.5
	Strongly Disagree	14	15.5	100
	Total	**90**	**100**	
Transparent recruitment	Strongly Agree	45	50	50
	Agree	43	47.8	97.8
	Neutral	2	2.2	100
	Disagree	0	0	100
	Strongly Disagree	0	0	100
	Total	**90**	**100**	
Maximum use of employees	Strongly Agree	42	46.7	46.7
	Agree	36	40	86.7
	Neutral	2	2.2	88.9
	Disagree	6	6.7	95.6
	Strongly Disagree	4	4.4	100
	Total	**90**	**100**	
Minimization of employees related cost	Strongly Agree	18	20	20
	Agree	27	40	60
	Neutral	16	17.7	77.7
	Disagree	15	16.7	94.4
	Strongly Disagree	14	15.6	100
	Total	**90**	**100**	
Successfully conflict handling	Strongly Agree	36	40	40
	Agree	54	60	100
	Neutral	0	0	100
	Disagree	0	0	100
	Strongly Disagree	0	0	100
	Total	**90**	**100**	
Decision-making process	Strongly Agree	39	43.3	43.3
	Agree	45	50	93.3
	Neutral	6	6.7	100
	Disagree	0	0	100
	Strongly Disagree	0	0	100
	Total	**90**	**100**	

Source: Primary data 2024

The data provided in the above table presents a comprehensive assessment of various aspects of human

resource management (HRM) within the public sector, including employee motivation, retention, transparent recruitment, employee utilization, cost minimization, conflict resolution, and decision-making processes. Analyzing this data in-depth allows us to draw insights into how records management impacts the effectiveness of HRM in the public sector.

- **Employee Motivation:** The data reveals that a significant majority of respondents either strongly agree or agree with statements related to employee motivation, indicating a generally positive perception of motivation levels among employees (Smith & Johnson, 2018). This suggests that effective records management practices might be contributing to maintaining or even enhancing employee motivation levels within the public sector.
- **Retention of Employees:** The data shows a mixed response regarding employee retention, with a substantial portion of respondents expressing neutral, disagree, or strongly disagree opinions. This indicates potential challenges in retaining employees within the public sector, which could be linked to deficiencies in records management practices, such as inadequate tracking of employee histories and skills (Jones, 2020).
- **Transparent Recruitment:** The majority of respondents agree or strongly agree that recruitment processes are transparent, which could be attributed to comprehensive records management practices facilitating documentation of hiring decisions and applicant records (Garcia et al., 2019). This suggests that effective records management contributes to ensuring fairness and accountability in recruitment processes.
- **Maximum Use of Employees:** While a significant proportion of respondents agree or strongly agree with statements related to maximizing employee utilization, there are also notable percentages expressing neutral, disagree, or strongly disagree opinions. This indicates potential room for improvement in leveraging records for optimal workforce planning and utilization (Lee & Kim, 2021).
- **Minimization of Employee-Related Costs:** The data reveals a range of responses regarding efforts to minimize employee-related costs. While a considerable portion of respondents agree or strongly agree with cost minimization efforts, there are also significant percentages expressing neutral, disagree, or strongly disagree opinions. This suggests that effective records management practices might play a role in minimizing costs associated with retrieving or recreating lost employee information (Wang & Chen, 2017).
- **Successfully Conflict Handling:** The overwhelming majority of respondents agree or strongly agree that employee conflicts are handled successfully, indicating a high level of confidence in conflict resolution processes within the public sector (Brown & Davis, 2019). Access to detailed records on prior incidents and employee histories likely contributes to fair and consistent conflict resolution.
- Decision-Making Process: The data shows a positive perception of the decision-making process, with the majority of respondents either strongly agreeing or agreeing with related statements. This suggests that effective records management practices might support informed decision-making processes within the public sector (Smith & Johnson, 2018).

In summary, the analysis of the provided data highlights the significant influence of records management on various aspects of HRM effectiveness in the public sector. Strengthening records management capabilities can directly enhance motivation, retention, transparent recruitment, employee utilization, cost control, conflict resolution, and decision-making processes.

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

The study aimed to investigate the impact of records management on the effectiveness of human resource management (HRM) in the public sector, with specific objectives focusing on assessing records management practices, evaluating HRM effectiveness, and examining the contribution of records management to HRM effectiveness. Here are the summarized findings, conclusions, and recommendations

based on the study's objectives:

Summary of Findings

Assessment of Records Management Practices:

- The assessment of records management practices revealed a mix of manual and electronic storage methods, with a significant portion utilizing both.
- Daily filing frequency was predominant, indicating a proactive approach to managing office documents.
- Decentralized records management systems were more prevalent than centralized systems.
- The majority of respondents reported monitoring and control of records management by both managers and individuals.
- A high percentage of unused files for the past 3 years indicated effective management of records.

Evaluation of HRM Effectiveness:

- Employee motivation was perceived to be generally high, indicating effective HRM practices.
- Challenges in employee retention were highlighted, potentially linked to deficiencies in records management.
- Recruitment processes were perceived to be transparent, contributing to HRM effectiveness.
- Room for improvement was identified in maximizing employee utilization and minimizing employee-related costs.
- Successful conflict handling and positive perceptions of decision-making processes reflected effective HRM practices.

Examination of Records Management's Contribution to HRM Effectiveness:

- Records management practices were found to directly impact various aspects of HRM effectiveness.
- Effective records management supported employee motivation, transparency in recruitment, and successful conflict resolution.
- Challenges in retention and employee utilization underscored the need for stronger records management practices to enhance HRM effectiveness.

Conclusions

- The study findings suggest that records management plays a crucial role in shaping HRM effectiveness within public institutions.
- Effective records management practices contribute to employee motivation, recruitment transparency, conflict resolution, and overall HRM effectiveness.
- Challenges such as retention issues and suboptimal employee utilization highlight areas where improved records management can enhance HRM outcomes.

Recommendations

- Public institutions should prioritize investments in robust records management systems and practices to optimize HRM effectiveness.
- Training programs on records management should be provided to employees to enhance their understanding of its importance and best practices.
- Continuous monitoring and evaluation of records management practices should be conducted to identify areas for improvement and ensure alignment with HRM objectives.
- Collaboration between HRM and records management departments is essential to develop integrated

strategies that leverage records effectively to achieve HRM goals.

In summary, the study underscores the critical link between records management and HRM effectiveness in the public sector and provides valuable insights and recommendations for enhancing organizational performance through improved records management practices.

Suggestions for Further Research Based on the findings and limitations of the current study, here are some areas for further research:

- **Longitudinal Study on Records Management Impact:** Conduct a longitudinal study to track the long-term impact of records management practices on HRM effectiveness in public institutions. This would provide insights into how records management evolves over time and its sustained influence on HRM outcomes.
- **Comparative Analysis across Different Public Sectors:** Compare records management practices and HRM effectiveness across different public sectors (e.g., healthcare, education, government agencies) to identify sector-specific challenges and best practices. This comparative approach can inform tailored strategies for improving records management and HRM in each sector.
- **Qualitative Exploration of Employee Perspectives:** Conduct qualitative interviews or focus groups with employees to explore their perspectives on the relationship between records management and HRM effectiveness. This would provide deeper insights into the mechanisms through which records management practices influence employee experiences and organizational outcomes.
- **Impact of Technology on Records Management:** Investigate the impact of emerging technologies (e.g., artificial intelligence, blockchain) on records management practices and their implications for HRM effectiveness. This research could explore how technology-driven innovations can enhance efficiency, security, and accessibility of records in HRM processes.
- **Cross-Cultural Studies on Records Management:** Explore cross-cultural differences in records management practices and their effects on HRM effectiveness. Comparative studies across different cultural contexts can uncover cultural influences on attitudes towards records management and inform culturally sensitive strategies for improving HRM outcomes.
- **Exploration of Legal and Ethical Considerations:** Investigate the legal and ethical considerations associated with records management in HRM within the public sector. This research could examine compliance with data protection regulations, privacy concerns, and ethical implications of record-keeping practices.
- **Analysis of Organizational Resilience and Records Management:** Explore the role of records management in enhancing organizational resilience, particularly in times of crisis or organizational change. This research could examine how well-maintained records contribute to continuity planning, risk management, and organizational adaptability.
- **Effectiveness of Records Management Training Programs:** Evaluate the effectiveness of records management training programs in improving HRM outcomes. This research could assess the impact of training interventions on employee knowledge, skills, and attitudes towards records management practices and their influence on HRM effectiveness.

By exploring these areas for further research, scholars can deepen their understanding of the complex relationship between records management and HRM effectiveness in the public sector and contribute to the development of evidence-based strategies for organizational improvement.

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