

**RECORD KEEPING AND ORGANISATIONAL EFFECTIVENESS IN  
ABACUS PARANTERAL DRUGS LIMITED  
MUKONO DISTRICT,  
UGANDA**

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A Thesis

Presented to the College of  
Higher Degrees and Research of  
Kampala International University  
Kampala, Uganda

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In Partial Fulfillment of the  
Requirement for the Award of the Degree of  
Master of Business Administration-  
Human Resource Management

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**By:**

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**OCTOBER, 2012**



## DECLARATION A

I, the undersigned declare that this Thesis "*Record keeping and Organizational Effectiveness the case Abacus Paranteral Drugs Limited Mukono District, Uganda*" is my own original compilation and has never been presented to any organization or institution of higher learning either as a paper or for any academic award.



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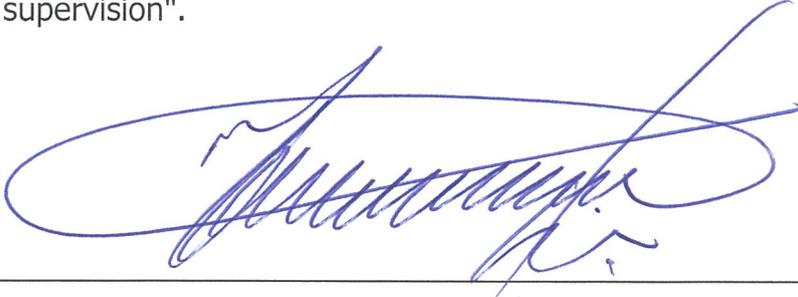


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**DECLARATION B**

"I confirm that the work reported in this Thesis was carried out by the candidate under my supervision".



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DR. OLUMWESE JONES

**(SUPERVISOR)**

25 - 10 - 2012

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**Date**

**APPROVAL**

This is to approve that this Thesis entitled "*Record keeping and Organizational Effectiveness the case Abacus Paranteral Drugs Limited Mukono District, Uganda*" Prepared and submitted by Ms. Andinda Fortunate in partial fulfillment of the requirement for the award of the Degree of Master of Business Administration- Human Resource Management has been examined and approved by the panel on oral examination with a grade of **PASSED**.



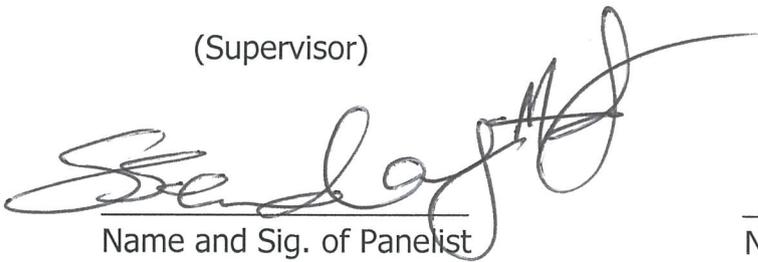
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Name and Sig. of Panelist



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Name and Sig. of Director, CHDR

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Name and Sig. of DVC, CHDR

## **DEDICATION**

I dedicate this piece of work to the Almighty God and to my family, most especially Colleagues who played a very fundamental role in shaping and guiding me from and throughout my academic endeavors.

God created the divine spark which is the soul of man and in doing so, he gave us freewill so that we may grow and be enlightened. The sole requirement of each of us as a human being in this life is therefore to grow our character, which should result in ever-increasing happiness and help us towards inner peace and fulfillment. The journey to that point is sometimes hard and even very distressing and there can be much suffering for some. But during our journey, each of us must fulfil our destiny, often unknown to us in the early part of life but becoming more apparent as the journey progresses. We, man, can reach for the stars in our greatness, and the achievements are many in life. But these can only happen when we are in harmony with our soul and walk in our own light of hope, learning to understand the value of integrity and honesty of purpose. The journey can be a lonely one at times for no-one but we ourselves can make that journey. We must therefore strive to believe in the power that is manifested within us, by that spark which we call life. We must believe that we are greater than we are at any point in time and that purity of thought is translated into progress. Then our journey will create a truer being of loving grace and greatness. All life functions on the basis of evolution and the inevitable consequences of this is that only those of us who develop our maximum potential will know the true meaning of peace and happiness and being at one with our soul, and therefore God.

## **ACKNOWLEDGEMENT**

The researcher wish to thank the Almighty God for giving me the strength, grace, opportunity and mercy in accomplishing this work.

The researcher is gratified to the countless outstanding Kampala International University management who by their commitment and dedication to becoming the best they could be, have inspired me to do the same.

The researcher has a great pleasure to acknowledge Dr. Novembrieta R. Sumil (DVC-College of Higher Degrees and Research),

Dr. Manuel O. Sumil, in reaffirming the greatness of our nation, we understand that greatness is never a given. It must be earned. Our journey has never been one of short-cuts or settling for less. It has not been the path for the faint-hearted for those who prefer leisure over work, or seek only the pleasures of riches and fame. Rather, it has been the risk-takers, the doers, the makers of things some celebrated but more often men and women obscure in their labor, who have carried us up the long, rugged path towards prosperity and freedom.

Alhajji Hassan Basajjabalaba, for everywhere we look, there is work to be done. The state of the economy calls for action, bold and swift, and we will act not only to create new jobs, but to lay a new foundation for growth. We will build the roads and bridges, the electric grids and digital lines that feed our commerce and bind us together.

The researcher also thank her Research Supervisor Dr. Orumwese Jones, we are led, by events and common sense, to one conclusion: The survival of liberty in our land increasingly depends on the success of liberty in other lands. The best hope for peace in our world is the expansion of freedom in the entire world.

Nevertheless, I wish in a special way to extend my sincere gratitude to my family, friends among my workmates.

## ABSTRACT

The study intended to establish the relationship between Record keeping and Organizational Effectiveness the case Abacus Paranteral Drugs Limited Mukono District, Uganda". It was guided by four objectives which included determining:- demographic characteristics of respondents; level of Record keeping ; level of organizational effectiveness and significant relationship in level of Record keeping and organizational effectiveness. A descriptive correlational, and ex-post-facto design were used. Data analysis was done using frequencies, percentages, means, and Pearson linear correlation coefficient (PLCC) were used to analyse data. The target population of the study was 1010 with a sample size of 280 respondents. The findings indicated that most respondents were; half of the study participants were female (51.80%), (63.90%) were married, on educational level, Bachelors' Degree holder dominated among others (44.30%), most respondents were between 40-59 years (70.0%), more than half of the study subject were Administrator (69.60%), Predominant in the number of years of service (70.0%) were those serving from 4-6 years, All aspect of record keeping as practiced in the division ranged from very high to low. Thus record keeping was rated high on. Accountable/Reliable (mean=2.96), Accessibility and Maintenance (mean=3.18), Adequate And Proper Documentation (mean=3.06), Trustworthiness and coding (mean=3.13) , Recordkeeping system (mean=3.03), Transparency/Safety (mean=3.09) and Regarding response on the level of organizational effectiveness were good with these options most frequently rated high: Team building (mean=3.15), Monitoring and authorization(mean=2.99), Training and continuing education(mean=3.07), Needs and assets assessment (mean=3.09), Employee skills(mean=3.13), Leadership(mean=3.00), Fraud control and the overall mean (3.06). There was no significant relationship between the extent of record keeping and the level of organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda; hence the null hypothesis was accepted. The researcher recommended that; investigates and approves the prescribed records classification systems , determines the conditions subject ,provides training to records managers, senior administrative officials, training officials, work study officials and registry heads, Control the quantity and quality of records produced, simplify the activities, systems, and processes of records creation and of records maintenance and use, Preserve and dispose of records in accordance with the governing statutes, authoritative and reliable records are created and maintained in an accessible, intelligent and usable manner on organizational effectiveness ; - Identify potential leaders in your organization early in the year, share the effective leadership qualities and skills you learned on the job, Orient the new officers together with the outgoing officers so they can understand each other's roles and start building their team, managing e-mail as records, stretch your capabilities by building partnerships ,should present the findings of the research and proposed strategies to the business dwellers in a meeting to reveal the facts based information about the practice of record keeping and organizational effectiveness and to solicit cooperation in the implementation of the proposed strategies.

## TABLE OF CONTENTS

### PRELIMINARIES

DECLARATION A	I
DECLARATION B	II
APPROVAL	III
DEDICATION	IV
ACKNOWLEDGEMENT	V
ABSTRACT	VI
TABLE OF CONTENT	VII
LIST OF TABLES	X
ACRONYMS	XI

Chapter		Page
One	<b>THE PROBLEM AND ITS SCOPE</b>	1
	Background of the Study	1
	Statement of the Problem	3
	Purpose of the Study	4
	Research Objectives	5
	Research Questions	6
	Hypothesis	6
	Scope	7
	Significance of the Study	8
	Operational Definitions of Key Terms	9
Two	<b>REVIEW OF RELATED LITERATURE</b>	9
	Concepts, Ideas, Opinions from Authors/Experts	9
	Theoretical Perspectives	16
	Related Studies	17

Three	<b>METHODOLOGY</b>	30
	Research Design	30
	Research Population	30
	Sample Size	30
	Sampling Procedure	31
	Research Instrument	31
	Validity of the Instrument	32
	Reliability of the Instrument	32
	Data Gathering Procedures	33
	Data Analysis	34
	Ethical Considerations	34
	Limitations of the Study	35
<b>Four</b>	<b>DATA INTERPRETATION, PRESENTATION AND ANALYSIS</b>	<b>36</b>
	Demographic profile of the respondents	36
	Extent of Record Keeping	38
	Level of organizational effectiveness	45
	Significance relationship between Record Keeping and organizational effectiveness	52
	Regression analysis between Record Keeping and organizational effectiveness	54
<b>Five</b>	<b>FINDINGS AND RECOMMENDATIONS</b>	<b>55</b>
	Introduction	55
	Summary findings	55
	Conclusion	56
	Recommendations	57
	Areas for further research	58

<b>References</b>	59
Appendices	63
Appendix 1A: Transmittal Letter From CHDR	63
Appendix 1B: Acceptance Letter from the Respondents	64
Appendix 1C: Acknowledgement letter from the Respondents	65
Appendix 1D: Transmittal Letter For The Respondents	66
Appendix II: Clearance From Ethics Committee	67
Appendix III: Informed Consent	67
Appendix IVA: Demographic Characteristics of the Respondents	69
Appendix IVB: Questionnaire to Determine the Level of Record Keeping	70
Appendix IVB: Questionnaire to Determine the Level of organizational	72
Appendix VI: Sample Size Determination	74
Researcher's curriculum vitae	75

## LIST OF TABLES

<b>Table</b>	<b>Page</b>
Table 1: Population and Sample size distribution	31
Table 2: Validity of the data analysis	32
Table 3: A cronbach alpha of coefficients for reliability instrument	32
Table 4: Interpretation of Mean Range	34
Table 5 : Demographic characteristics of the respondents (n=280)	36
Table 6A: Extent of Record Keeping Item Analysis in terms of accountable/reliable, accessibility and maintenance, and proper documentation Item Analysis (n=280)	39
Table 6B: Extent of record keeping item Analysis in terms of Adequate and Proper documentation , Recordkeeping system and Transparency/Safety (n=280)	41
Table 7A: Level of organizational effectiveness item analysis in terms of team building, monitoring and authorization and training (n=280)	46
Table 7B : Level of organizational effectiveness in terms of needs and asset assessment, employee skills, leadership, fraud control (n=280)	48
Table 8: Relationship between extent of record keeping and Organizational effectiveness (Level of Significance = 0.05)	52
Table 9: Regression Analysis between the organisation effectiveness and record Keeping	54

## ACRONYMS

<b>CBS</b>	Cash before shipment
<b>CCE</b>	Cash Conversion Efficiency
<b>CFO</b>	Chief Financial Officer
<b>CFOs</b>	Corporate Financial Officers
<b>CFS</b>	Cash Flow Statements
<b>CIA</b>	Cash in advance
<b>CVI</b>	Content Validity Index
<b>CWO</b>	Cash with order
<b>EDRMS</b>	Electronic Document and Records Management Systems
<b>FASB</b>	Federal accounting standards board
<b>FRSI</b>	Financial Reporting Standard for cash flow statement
<b>FSA</b>	Financial Service Authority
<b>FSF</b>	Financial statement fraud
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>HOF</b>	Head of Finance
<b>ICA</b>	International Council on Archives
<b>SPSS</b>	Statistical package for Social Science

## CHAPTER ONE

### THE PROBLEM AND ITS SCOPE

#### **Background of the Study**

The year 2001 witnessed a series of financial information frauds involving Enron Corporation, auditing firm, Arthur Andersen, the telecommunications company WorldCom, Qwest and Sunbeam, among other well-known corporations. These problems highlighted the need to review the effectiveness of accounting standards, auditing regulations and corporate governance principles. In some cases, management manipulated the figures shown in financial reports to indicate a better economic performance. Record is considered as any type of recorded information, regardless of the physical form or characteristics, created, received or even maintained by a person, institution or organization. It is considered as extensions of the human memory, purposely created to record the information, document transactions, communicate thoughts, substantiate claims, advance explanations, offer justifications, as well as providing lasting evidence of events. That is why human has a great needs to create as well as store information, in order to retrieve and transmit it, that will help to establish tangible connections with the past (Cox 2001).

As of 2005, records management has increased interest among corporations due to new compliance regulations and statutes. While government, legal, and healthcare entities have a strong historical records management discipline, general record-keeping of corporate records has been poorly standardized and implemented. In addition, scandals such as the Enron/Andersen scandal, and more recently records-related mishaps at Morgan Stanley, have renewed interest in corporate records compliance, retention period requirements, litigation preparedness, and related issues. Statutes such as the US Sarbanes-Oxley Act have created new concerns among corporate "compliance officers" that result in more standardization of records management practices

within an organization. Most of the 1990s has seen discussions between records managers and IT managers, and the emphasis has expanded to include the legal aspects, as it is now focused on compliance and risk (Upward, *et al.*,1997)

Information is always considered as one of the most important aspect of any organization, because it is used in decision-making as well as legal aspects and protections. Every business has records that are important and vital to its everyday operation as well as its very existence. As of today, in very competitive environment, it is important that a company must be able to continue its operations during an emergency situation, and must be able to resume its important and main business functions and operation in orderly as well as timely manner, particularly, after manmade or natural disaster. Plans and actions must be taken in order to preserve the ability of the company to continue their business operations that could help them to prove their management as well as gain the confident and trust of their customers regarding their salvation during the event of a disaster (Sampson 1992, p. 133).

In the past, 'records management' was sometimes used to refer only to the management of records which were no longer in everyday use but still needed to be kept - 'semi-current' or 'inactive' records, often stored in basements or offsite. More modern usage tends to refer to the entire 'lifecycle' of records - from the point of creation right through until their eventual disposal.

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The idea of organizational effectiveness is especially important for non-profit organizations as most people who donate money to nonprofit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals (Mitchell, 2012). However, scholars of nonprofit organizational effectiveness acknowledge that the concept has multiple dimensions and multiple definitions. For example, while most nonprofit leaders

define organizational effectiveness as 'outcome accountability,' or the extent to which an organization achieves specified levels of progress toward its own goals, a minority of nonprofit leaders define effectiveness as 'overhead minimization,' or the minimization of fundraising and administrative costs.

According to Richard *et al.* (2009) organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.

An organization's effectiveness is also dependent on its communicative competence and ethics. The relationship between these three are simultaneous. Ethics is a foundation found within organizational effectiveness. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members (Kaplan *et al.*, 2010). Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals.

### **Statement of the Problem**

Despite the efforts by business owners to effectively manage their operations, in many organisations today have fallen a victim of financial fraud due to lack or poor recordkeeping and this has resulted into, a low awareness of the role of records management in supporting organizational efficiency and accountability. There is an absence of legislation to enable modern records management practice. There is an absence of core competencies. Overcrowded and unsuitable storage of paper and electronic records; Absence of purpose built record centers. Absence of a dedicated budget for records management. Poor security and confidentiality controls. Absence of vital records, disaster

recovery and preparedness plans. Limited capacity to manage electronic records. Electronic record keeping systems can compound the problem.

Computerized information systems may be set on top of inadequate paper filing systems and the two systems never merged. Automating a chaotic system will not solve the chaos - it will only create more chaos. If the paper-base systems are collapsed it is futile to layer an electronic system over top without seriously compromising existing and future record keeping capabilities even further. Or there are no methods for the long term preservation of records which have been created in electronic form. The rapid obsolescence of software and hardware only compounds the problems current solutions require highly specialized techniques that are out of the technological and economic reach of most developing countries. Lack of records management is directly linked to the persistence of corruption and fraud. Experts in financial management and control recognize that well-managed record systems are vital to the success of most anti-corruption strategies. Records provide verifiable evidence of fraud and can lead investigators to the root of corruption. Well-managed records can act as a cost effective restraint. On the whole, prevention is much cheaper than prosecution (Drucker, *et al.*, 2006)

### **Purpose of the study**

The main purpose of the study was ;

1. To test hypotheses of no significant relationship in Record keeping and organizational effectiveness.
2. Generate more knowledge based on the findings of the study.
3. Validate management theory (Ackoff, 1970; Churchman, 1971; Emery & Trist, 1965; Herbst, 1974).
4. Bridge the existing gaps in literature.

## **Research Objective**

**General:** This study investigated the relationship between Record keeping and organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda.

**Specific objectives:** Further, the study intended to;

- (1) To determine the demographic characteristics of respondents in terms of;  
gender ,marital status, age, education levels, position in organisation,  
number of years in business.
- (2) To determine the level of Record keeping in terms of;
  - 2.1 Accountable/Reliable
  - 2.2 Accessibility and Maintenance
  - 2.3 Adequate and Proper Documentation
  - 2.4 Trustworthiness and coding
  - 2.5 Recordkeeping system.
  - 2.6 Transparency/Safety.
- (3) To determine the level of organizational effectiveness in terms of;
  - 3.1 Team building,
  - 3.2 Monitoring and authorization,
  - 3.3 Training and continuing education,
  - 3.4 Needs an assets assessment,
  - 3.5 Employee skills,
  - 3.6 Leadership
  - 3.7 Fraud control.
- (4) To determine if there is a significant relationship in level of Record  
keeping and organizational effectiveness in Abacus Paranteral Drugs  
Limited Mukono District, Uganda.

## Research Questions

- (1) What are the demographic characteristics of respondents in terms of; age, gender, education levels, number of years in business, description of the business as well as nature of ownership
- (2) What is the level of Record keeping in terms of;
  - 2.1 Accountable/Reliable
  - 2.2 Accessibility and Maintenance
  - 2.3 Adequate and Proper Documentation
  - 2.4 Trustworthiness and coding
  - 2.5 Recordkeeping system.
  - 2.6 Transparency/Safety.
- 3 What is the level of organizational Effectiveness in terms of;
  - 3.1 Team building,
  - 3.2 Monitoring and authorization,
  - 3.3 Training and continuing education,
  - 3.4 Needs an assets assessment,
  - 3.5 Employee skills,
  - 3.6 Leadership
  - 3.7 Fraud control.
- 3 What is there a relationship a significant relationship in level of Record keeping and organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda.

## Hypothesis

There is no significant relationship between the extent of Record keeping and level of organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda.

## **Scope of the Study**

### ***Geographical Scope***

The study was conducted at in Abacus Paranteral Drugs Limited Mukono District, Uganda.

### ***Theoretical Scope***

This study was based on Expectancy theory of Victor H. Vroom (1964) it proposes that a person will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave. Expectancy theory is about the mental processes regarding choice, or choosing. It explains the processes that an individual undergoes to make choices. Thus, emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients and individual makes choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results.

### ***Content Scope***

The study was confined to level of Record keeping in terms of; accountable/reliable, accessibility and maintenance, adequate and proper documentation, trustworthiness and coding, recordkeeping system and transparency/safety and organizational effectiveness in terms of; employee skills, confidentiality, time management, monitoring, future referencing, and fraud control.

### ***Time Scope***

The study was conducted within one year. It started with writing proposal followed by data collection, analysis and interpretation, submission of the final thesis, between July 2012 and October following viva voce 2012 and the printing the final for Hardcover binding.

### **Significance of the Study**

The study generate awareness for all levels of management decision makers, on-governmental organizations and users of accounting information for rethinking the specific issues to address and take necessary actions.

***Researcher;*** the study is beneficial to the researcher in fulfillment of his partial requirements for the award of the degree of Master of Business Administration. By fulfilling the aims that were stated in the previous section, this study will be helpful for other researchers who may be focusing on the financial management, and growth of business enterprises .

This study sheds light on the factors that may improve the likelihood of organizational effectiveness. This study should improve corporate governance participants' attention toward financial statement fraud and their strategies for its prevention and detection.

***Government;*** Data collected is needed to enable firms to make sound planning decisions and control their operations and firms that employ these research ideas effectively can take advantages of their opportunities and thus gain ground on their competitors.

***Future scholars ;***the outcomes of this study has good citations for future scholars in the finance and other business related fields to appreciate the uncontrollable environment in order to seek positive views which can help Practitioners to alleviate the challenges involved like resolving the recovery and recession of business environments from both the internal and external environment.

## **Operational Definitions of Key Terms**

**Record keeping** refers to making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information.

**Organisation** refers to a collection of people who work together to achieve a wide variety of goals, both goals of the various individuals in the organization and goals of the organization as a whole. Organizations exist to provide goods and services that people want. These goods and services are the products of the behaviors of workers

**Effectiveness** refers to the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression.

**Record Keeping Systems**, *refers to Information systems which capture, maintain and provide access to records through time.*

**Records Management Programme**, A records management programme is the programme conducted on an organisation-wide basis for the management of records, recordkeeping activities and recordkeeping systems.

**Records Survey** refers to the process of gathering basic information about an organization's records, including their quantity, form, location, physical condition, storage facilities, rate of accumulation, and associated business processes.

**Registry** ,refers to a paper recordkeeping or filing system run by staff tasked with the creation and management of files (including storage and tracking) is centralised.

**Reliable**, refers to having authority and trustworthiness as evidence

**Tracking** ,refers to creating, capturing and maintaining information about the movement and use of records.

**Access Copy**, refer to a copy or reproduction of records or archival material that is used specifically for information sharing and/or to protect originals from damage or theft.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### ***Concepts, Opinions, Ideas from Authors and Experts***

##### ***Records***

The ISO defines records as "information created, received, and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business"(Kaplan *et al.*, 2010). The International Council on Archives (ICA) Committee on Electronic Records defines a record as "a recorded information produced or received in the initiation, conduct or completion of an institutional or individual activity and that comprises content, context and structure sufficient to provide evidence of the activity (Herman *et al.*, 2008).

##### ***Record Keeping***

Records keeping is the systematic control of an organisation's records, throughout their life cycle, in order to meet operational business needs, statutory and fiscal requirements, and community expectations. Effective management of corporate information allows fast, accurate and reliable access to records, ensuring the timely destruction of redundant information and the identification and protection of vital and historically important records. (Electronic Recordkeeping Systems Standard, 2005)

##### ***Electronic Records***

Records that are communicated and maintained by means of electronic equipment and that have: i) structure: the format of the electronic record and any links to attachments or other related documents; ii) content: the information in the structure of the electronic record conveying the evidence of the transaction; and iii) context: the information documenting the source in terms of the transaction to which it relates, creator, date, security and access, language,

disposal, format etc. of the electronic record and which is normally separated in the structure from the content.

**Records Management** ,refers to a field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

### **Administrative Records**

Refers to records are common to most organizations. Examples include routine correspondence or interoffice communications; records relating to human resources, equipment and supplies, and facilities; reference materials, routine activity reports, work assignments, appointment books, and telephone logs.

The emergence of complex, modern recordkeeping systems took a hundred of years, even though much older systems have more complicated features. On the other hands, the records professional in modern times are having difficulties in facing different challenge concerning the management of record systems, with connection to the challenges that are connected with the digital information era (Cox 2000, p. 23).

In addition to that, the records management is also being affected by the different factors that are related to organizational changes. This is due to the fact that different organizations and businesses are being affected by different aspects such as globalization and technology that will pushed them to change their organizational structure, strategies, rules and regulations, in order to come up or improve their performance, that will help them to maintain their position in the market (Mitchell *et al.*, 2012). Managing change is considered as complex and challenging and the business needs a responsive, supportive as well as efficient information systems, that will help the business to respond quickly to the changing conditions as well as expectations of the different constituents such

as the customers, employees, government, stockholders, suppliers as well as the society and environment (Sampson 1992, p. 89).

According to the study that was conducted by Harry (2000), in Arlington, Texas, information technology or IT has a great impact over the records management. Furthermore, the records management software had been a great help in handling the needs of the local manager, by reducing their effort and human intervention that helps to reduce effort, In the case of Arlington Independent School District of ISD, the records management had helped to improve the service of the organization by enabling the management to retrieve records in short period of time, and deliver them upon the request, and the owner are confident that his or her records are being stored and maintained in secure and systematic manner (Harry 2000, p. 95).

According to Sampson (1992), easy-to-use information systems are important and required in order to support business and organizations as it faces different challenges and opportunities. The said systems must enable timely responses to the ever changing business conditions as well as the changing expectations of all the entities that are involved in the business(Mitchell, 2012) . Furthermore, there are different aspects that must be considered such as the legal and administrative tasks, as well as globalization (p. 202).

Legislation is increasingly underlining the importance of good records management, in addition to being sound business practice. Compliance with Acts such as Freedom of Information and Data Protection is underpinned by effective records management: without properly organised and retrievable records, requests for information governed by statutory response timescales will be impossible to service(Mitchell *et al.*, 2012). Indeed, section 61 of the Freedom of Information (Scotland) Act 2002 is the 'Code of practice as to the keeping, management and destruction of records'.

Organisations are also producing increasingly large amounts of information and consequently greater volumes of records, in both paper and electronic form. It is essential that information is captured, managed and preserved in an organised system that maintains its integrity and authenticity. Records management facilitates control over the volume of records produced through the use of disposal schedules, which detail the time period for which different types of record should be retained by an organisation. (Richard *et al.* 2009)

The growth in electronic communications and data, from emails to databases, presents new challenges, but can be managed by the same records management principles that are applied to paper documents (Mitchell *et al.*, 2012). Sound records management is also an essential basis for the transition to EDRM (Electronic Document and Records Management) that many organisations are embracing. In the public sector this has been driven in part by E-government targets, where public services are to be made available electronically. Where existing paper based systems are poorly managed, current problems will simply be migrated to a new electronic system unless they are addressed in the preparations for EDRM (Argyris, *et al.*, 1974).

Modern society has rising expectations concerning the accessibility of information. People now expect efficient and speedy responses to requests for information, and a policy of 'open government' has been followed and developed by several successive governments. (Richard *et al.* 2009)

With traditional paper charting, it can take several days for physicians, laboratories and hospitals to transcribe and exchange exam notes and test results. This can cause a serious delay in proper medical care for patients (Mitchell, 2012). Paperless record systems allow all of the professionals treating a patient to quickly and efficiently exchange information (Herman *et al.*, 2008)..

laptop and desktop computers hosting electronic record keeping software will soon replace overstuffed patient charts. Not only is this move fantastic for the future of healthcare, it makes great business sense for hospitals as well. Providing a higher level of patient care and faster service translates to happier patients and fewer medical errors and malpractice lawsuits (Wing *et al.*, 2004). Having electronic medical records also frees up much needed space that has traditionally been devoted to storing an ever-growing library of paper charts. (Cherns, A. 1976).

While the initial cost of implementing a paperless system can be very steep, electronic record keeping is more cost effective than paper records in the long run. When all new records are written electronically and all old records have been scanned into the system, the cost of storing paper records and paying workers to organize, file and maintain them will be eliminated (Wing *et al.*, 2004). This equals huge long-term savings for hospitals. Electronic record keeping can be intimidating at first, but the benefits that paperless record systems offer greatly outweigh the upfront cost (Bearman, *et al.*, 1994)

### **Organizational effectiveness**

it refers to the concept of how effective an organization is in achieving the outcomes the organization intends to produce (Mitchell, 2012). The idea of organizational effectiveness is especially important for non-profit organizations as most people who donate money to non-profit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals (Mitchell, 2012).

However, scholars of nonprofit organizational effectiveness acknowledge that the concept has multiple dimensions and multiple definitions. For example, while most nonprofit leaders define organizational effectiveness as 'outcome accountability,' or the extent to which an organization achieves specified levels of

progress toward its own goals, a minority of nonprofit leaders define effectiveness as 'overhead minimization,' or the minimization of fundraising and administrative costs(Kaplan *et al.*, 2010).

According to Richard *et al.* (2009) organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility (Mitchell, 2012).

An organization's effectiveness is also dependent on its communicative competence and ethics. The relationship between these three are simultaneous. Ethics is a foundation found within organizational effectiveness (Mitchell *et al.*, 2012). An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals(Herman *et al.*, 2008).

Organizational effectiveness is an abstract concept and is difficult for many organizations to directly measure (Mitchell *et al.*, 2012). Instead of measuring organizational effectiveness directly, the organization selects proxy measures to represent effectiveness(Ogden *et al.*, 2009). Proxy measures may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies (Mitchell, 2012).

For instance, a non-profit organization which supplies meals to house bound people may collect statistics such as the number of meals cooked and served, the number of volunteers delivering meals, the turnover and retention rates of volunteers, the demographics of the people served, the turnover and

retention of consumers, the number of requests for meals turned down due to lack of capacity, and amount of wastage, since the organization has as its goal the preparation of meals and the delivery of those meals to house bound people, it measures its organizational effectiveness by trying to determine what actual activities the people in the organization do in order to generate the outcomes the organization wants to create (Mitchell *et al.*, 2012).

Organizational effectiveness is typically evaluated within nonprofit organizations using logic models. Logic models are a management tool widely used in the nonprofit sector in program evaluation. Logic models are created for specific programs to link specific, measurable inputs to specific, measurable impacts. Typically, logic models specify how program inputs, such as money and staff time, produce activities and outputs, such as services delivered, which in turn lead to impacts, such as improved beneficiary health (Ogden *et al.*, 2009).

### ***Theoretical Perspective***

This study was based on Expectancy theory of Victor H. Vroom (1964) it proposes that a person will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave. Expectancy theory is about the mental processes regarding choice, or choosing, it explains the processes that an individual undergoes to make choices. Thus, emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients and individual makes choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results.

### ***Related Studies***

According to Richard et al. (2009) studies on organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility (Mitchell, 2012).

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Recordkeeping became really difficult with growing numbers of patients and their visits to Medical Practitioner. There are shelves full of folders and papers in corridors. It makes it difficult to effective communication, referring and access to the records. During emergency it could be the matter of life and death. It's difficult to systematically examine and to share the information; the updating of these records is almost a challenge. There are cases of wrong entry and duplicate entries etc. When a patient changes a Doctor or moves to other problems, it becomes a hassle for patient as well as for Doctor (Falconer, J. (2005).

The electronic medical records will allow patients to enter their basic medical data into an online site initially and after that Doctor also will be able to send relevant information for regular update (Mitchell, 2012). This system will make record keeping more effective and streamlined which are easily accessible

(Wing *et al.*, 2004). The use of electronic record keeping reduces errors in medical records. The handwritten records are subject to lots of human errors due to misspelling, illegibility, and differing terminologies (Quinn, R. (1988).

Information is every organisation's most basic and essential asset, and in common with any other business asset, recorded information requires effective management. Records management ensures information can be accessed easily, can be destroyed routinely when no longer needed, and enables organisations not only to function on a day to day basis, but also to fulfil legal and financial requirements(Ogden *et al.*, 2009). The preservation of the records of government for example, ensures it can be held accountable for its actions, that society can trace the evolution of policy in historical terms, and allows access to an important resource for future decision making (Australian National Audit Office .2003)

Organizational effectiveness is an abstract concept and is basically impossible to measure. Instead of measuring organizational effectiveness, the organization determines proxy measures which will be used to represent effectiveness. Proxy measures used may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies (Herman *et al.*, 2008). For instance, a non-profit organization which supplies meals to house bound people may collect statistics such as the number of meals cooked and served, the number of volunteers delivering meals, the turnover and retention rates of volunteers, the demographics of the people served, the turnover and retention of consumers, the number of requests for meals turned down due to lack of capacity, and amount of wastage(Wing *et al.*, 2004). Since the organization has as its goal the preparation of meals and the delivery of those meals to house bound people, it measures its organizational effectiveness by trying to determine what actual activities the people in the organization do in

order to generate the outcomes the organization wants to create (Richard *et al.* 2009)

Activities such as fundraising or volunteer training are important because they provide the support needed for the organization to deliver its services but they are not the outcomes per se. These other activities are overhead activities which assist the organization in achieving its desired outcomes(Ogden *et al.* 2009).

Privacy, data protection, and identity theft have become issues of interest for records managers. The role of the records manager to aid in the protection of an organization's records has often grown to include attention to these concerns. The need to ensure that certain information about individuals is not retained has brought greater focus to records retention schedules and records destruction (Drucker, *et al.*, 2006

The most significant issue is implementing the required changes to individual and corporate culture to derive the benefits to internal and external stakeholders. Records management is often seen as an unnecessary or low priority administrative task that can be performed at the lowest levels within an organization. Publicised events have demonstrated that records management is in fact the responsibility of all individuals within an organization and the corporate entity.

An issue that has been very controversial among records managers has been the uncritical adoption of Electronic Document and Records Management Systems (EDRMS). One well known RM thinker, Steve Bailey, has stated:"As far as the average user is concerned, the EDRMS is something they didn't want, don't like and can't use (Ogden *et al.*, 2009).

Another issue of great interest to records managers is the impact of social media, such as wikis, facebook and twitter, on traditional records management practice, principles, and concepts (Herman *et al.*, 2008).

Information is always the most important aspects of any company, this help them during the process of decision-making in order to come up with plan and strategies. Furthermore, there are also different laws and regulations that are implemented that are protecting the rights of the customers and employees regarding the security of their information, primarily those confidential data. It is also important to ensure that the data are all available for retrieval for future needs. That is the reason why, the efficiency and consistency of records management is important, furthermore, it can be improved by applying IT or computers in order to speed up the process and implement an error-free records management process (Mitchell, 2012).

Technological applications enable people to compress time, improve productivity, as well as increase profitability. Furthermore, technologies will affect the way of creation, processing, communicating as well as storing information. In addition, new information-sharing capabilities are also helping to revolutionize the way a business operates as it tears down barriers and allows a business to get closer to their customers, suppliers, competitors and other stakeholders (Sampson 1992, p. 203).

Better management of the information processing can help to provide the opportunity to flatten out the organization during the process of decision-making in the lower levels of management. Decentralized management will also allows to more timely response to the changing conditions of the business (Sampson 1992, p. 203). With the help of Information Technology and other advance technologies, businesses and organizations will be able to manage and retrieve data and record despite of their locations (Mitchell, 2012). However, there are still different laws and regulations that must be considered in the process of storing and analyzing data and information, as well as the process of retention and disposition of records, in order to make sure that the company is following the implemented laws.

### ***Practicing recordkeeping***

A Records Manager is someone who is responsible for records management in an organization. The practice of records management may involve: Planning the information needs of an organization, Identifying information requiring capture, Creating, approving, and enforcing policies and practices regarding records, including their organization and disposal ,Developing a records storage plan, which includes the short and long-term housing of physical records and digital information,Identifying, classifying, and storing records (International Council on Archives 2005)

Coordinating access to records internally and outside of the organization, balancing the requirements of business confidentiality, data privacy, and public access. Executing a retention policy on the disposal of records which are no longer required for operational reasons; according to organizational policies, statutory requirements, and other regulations this may involve either their destruction or permanent preservation in an archive(Mitchell, 2012).

Records management principles and automated records management systems aid in the capture, classification, and ongoing management of records throughout their lifecycle. Such a system may be paper based (such as index cards as used in a library), or may be a computer system, such as an electronic records management application (Upward *et al.*, 2000)

International standards Organisation( 15489:2001) states that records management includes: setting policies and standards; assigning responsibilities and authorities; establishing and promulgating procedures and guidelines; providing a range of services relating to the management and use of records; designing, implementing and administering specialized systems for managing records; and integrating records management into business systems and processes (Falconer, *et al.*,2005).

### ***Records management and development effectiveness***

The World Bank, other international organizations, and world governments are dedicated to solving the world's most enduring problem: persistent and widespread poverty. According to a statement by World Bank President James D. Wolfensohn and Economist Amartya Sen of Trinity College, the key to effective and sustainable development and poverty alleviation lies in expanding the traditional theories of development economics: Development can be seen as the process of expanding the real freedoms that people enjoy. These freedoms are both the primary end and the principal means of development(Herman *et al.*, 2008).

The World Bank is structuring its assistance according to the Comprehensive Development Framework (CDF), a paradigm for cooperative development aid planned and organized by the client countries in consultation with development partners. The Four Pillars of the Comprehensive Development Framework are: good governance ;equitable judicial system ;accountable financial system, and enforceable civil rights. (Upward, *et al.*,1997)

All of the elements for effective development depend upon an effective records management infrastructure (Wing *et al.*, 2004).. Without a records management infrastructure, governments and organizations are incapable of effectively managing current operations, and have no ability to use the experience of the past for guidance. Records are inextricably entwined with increased transparency, accountability and good governance (Sundstrom, et al., 1990).

Records are essential for the effective and productive functioning of private and public organizations. Records document the decisions and activities of governments and private institutions, and serve as a benchmark by which future activities and decisions are measured. They document fundamental rights and obligations, and differentiate the rule of law from the actions of arbitrary

states. Without records there can be no rule of law and no accountability. Without good records, officials are forced to take decisions on an ad hoc basis without the benefit of an institutional memory (Wing *et al.*, 2004). Fraud cannot be proven, meaningful audits cannot be carried out, and government actions are not open to review. In addition, the people of the government cannot make an informed contribution to the governance process or claim their rights. (Walter, 2006)

Governments which rely upon the rule of law depend upon legislative records, court records, police and prison records. To demonstrate accountability to its citizens, a government relies upon policy files, budget papers, accounting records, procurement records, personnel records, tax records, customs records, and electoral registers, property and fixed assets registers (Richard *et al.*, 2009)

The protection of entitlements depends upon pension records, social security records, land registration records, and birth/death records (Ogden *et al.*, 2009). In providing services for its citizens, a government needs hospital records, school records, and environmental protection monitoring records (Richard *et al.*, 2009). In documenting its relationship with other countries, a government needs foreign relations and international obligations, treaties, correspondence with national and international bodies, loan agreements, among others (Ogden *et al.*, 2009).

Without adequate records, the effectiveness of development projects must suffer. There will be no means of verifying that the development project falls within acceptable legal, financial and cultural boundaries of a client government. There will be no means to verify that funds for development are used as intended (McKemmish, *et al.*, 2001)

Lack of records management is directly linked to the persistence of corruption and fraud. Experts in financial management and control recognize that well-managed record systems are vital to the success of most anti-corruption

strategies. Records provide verifiable evidence of fraud and can lead investigators to the root of corruption. Well-managed records can act as a cost effective restraint. On the whole, prevention is much cheaper than prosecution (Cilliers, P. (2005).

The loss of control of records has consequences for all citizens, especially for the poorest, who are least able to defend themselves. Relevant and accurate public records must exist if governments are to preserve the rule of law and to demonstrate fair, equal, and consistent treatment of citizens. Without access to records (either directly or through their representatives) the public does not have the evidence needed to hold officials accountable or to insist on the prosecution of corruption and fraud (Richard *et al.*, 2009). Moreover, the public suffers when inadequate information systems affect program delivery. Indeed, public health, education, pensions, land, and judicial rights all depend upon well kept and well-managed records. (Richard *et al.* 2009)

In many developing and transitional countries the record keeping problem is a massive one. Existing record keeping systems - if they exist at all - are inadequate and unable to cope with the growing mass of unmanaged papers. Administrators find it ever more difficult to retrieve the information they need to formulate, implement, and monitor policy and to manage key personnel and financial resources. National archival institutions - when they exist at all - are becoming marginalized - given the role of maintaining the records of the colonial period only (Wing *et al.*, 2004). Countries emerging from the colonial period to statehood have done so without adequate systems to keep the governments functioning - either no adequate record keeping systems were ever established or they were not maintained (Richard *et al.*, 2009). This situation impedes the capacity of these countries to carry out economic and administrative reform programs aimed at achieving efficiency, accountability, and enhanced services to citizens. Moreover, the decline, and in some cases total collapse, of record keeping systems makes it virtually impossible to determine responsibility for

actions and to hold individuals accountable (Electronic Recordkeeping Systems Standard, 2005)

The symptoms of this problem are many: There is a low awareness of the role of records management in supporting organizational efficiency and accountability. There is an absence of legislation to enable modern records management practice (Richard *et al.*, 2009). There is an absence of core competencies. Overcrowded and unsuitable storage of paper and electronic records; Absence of purpose built record centers .Absence of a dedicated budget for records management ;Poor security and confidentiality controls ;Absence of vital records, disaster recovery and preparedness plans ;Limited capacity to manage electronic records (McKemish, *et al.*,2001)

Electronic record keeping systems can compound the problem. Computerized information systems may be set on top of inadequate paper filing systems and the two systems never merged. Automating a chaotic system will not solve the chaos - it will only create more chaos. If the paper-base systems are collapsed it is futile to layer an electronic system over top without seriously compromising existing and future record keeping capabilities even further (Ogden *et al.*, 2009). Or there are no methods for the long term preservation of records which have been created in electronic form (Wing *et al.*, 2004).. The rapid obsolescence of software and hardware only compounds the problems Current solutions require highly specialized techniques that are out of the technological and economic reach of most developing countries.

One step toward a solution of this endemic problem is to make record keeping capacity an element of development assistance projects. Any development project which entails dealings with government or private organizations should include components to strengthen the record keeping capacity of those governments and private organizations. Development organizations should provide the capacity for governments and organizations to

maintain these records and access them as evidence. This may include training, technical assistance, assistance in reviewing and strengthening the legal framework, and assistance in establishing or improving national capacity for record keeping (Richard *et al.*, 2009). Conditionalities for loan projects may include adequate legislation for record keeping and effective monitoring. Computerized systems must be adopted appropriately, with regard for local capacity, with concern for legal requirements for evidence. They must fit business requirements. Long range planning for systems support and upgrades is also needed to sustain efforts. There must be well organized, accurate and easily accessible source data, a reliable power supply, realistic back-up and storage procedures, and adequate communications and sustainable technical support. (Cook, *et al.*,1997).

Proper records management requires trained staff, adequate and continuous funding, appropriate environmental conditions and physical security. Appropriate management structures and governmental legislation and/or regulation are needed (Ogden *et al.*, 2009). A records management system should have realistic targets and project design. Many of the needs are basic ones, which can be supplied without highly technical or technologically sophisticated solutions.

### ***Managing physical records***

Managing physical records involves different disciplines and may draw on a variety of forms of expertise (Richard *et al.*, 2009). Records must be identified and authenticated. This is usually a matter of filing and retrieval; in some circumstances, more careful handling is required (Walter, 2006)

Identifying records, if an item is presented as a legal record, it needs to be authenticated. Forensic experts may need to examine a document or artifact to determine that it is not a forgery, and that any damage, alteration, or missing content is documented. In extreme cases, items may be subjected to a

microscope, x-ray, radiocarbon dating or chemical analysis. This level of authentication is rare, but requires that special care be taken in the creation and retention of the records of an organization(Wing *et al.*, 2004).

Storing records, Records must be stored in such a way that they are accessible and safeguarded against environmental damage. A typical paper document may be stored in a filing cabinet in an office. However, some organisations employ file rooms with specialized environmental controls including temperature and humidity. Vital records may need to be stored in a disaster-resistant safe or vault to protect against fire, flood, earthquakes and conflict (Ogden *et al.*, 2009). In extreme cases, the item may require both disaster-proofing and public access, such as the original, signed US Constitution. Civil engineers may need to be consulted to determine that the file room can effectively withstand the weight of shelves and file cabinets filled with paper; historically, some military vessels were designed to take into account the weight of their operating procedures on paper as part of their ballast equation. In addition to on-site storage of records, many organizations operate their own off-site records centers or contract with commercial records centers.(Upward *et al.*, 2000)

Circulating records, tracking the record while it is away from the normal storage area is referred to as circulation. Often this is handled by simple written recording procedures (Wing *et al.*, 2004).. However, many modern records environments use a computerized system involving bar code scanners, or radio-frequency identification technology (RFID) to track movement of the records. These can also be used for periodic auditing to identify unauthorized movement of the record (Etzioni, *et al.*, 1964).

Disposal of records, Disposal of records does not always mean destruction. It can also include transfer to a historical archive, museum, or private individual. Destruction of records ought to be authorized by law, statute,

regulation, or operating procedure, and the records should be disposed of with care to avoid inadvertent disclosure of information (Ogden *et al.*, 2009). The process needs to be well-documented, starting with a records retention schedule and policies and procedures that have been approved at the highest level. An inventory of the records disposed of should be maintained, including certification that they have been destroyed. Records should never simply be discarded as refuse. Most organizations use processes including pulverization, paper shredding or incineration.

Commercially available products can manage records through all processes active, inactive, archival, retention scheduling and disposal. Some also utilizes RFID technology for the tracking of the physical file (Hager *et al.*, 2004).

### ***Managing electronic records***

The general principles of records management apply to records in any format. Digital records (almost always referred to as electronic records) raise specific issues. It is more difficult to ensure that the content, context and structure of records is preserved and protected when the records do not have a physical existence(Hager *et al.*, 2004) .

Functional requirements for computer systems to manage electronic records have been produced by the US Department of Defense, the National Archives of England & Wales and the European Commission, whose MoReq (Model Requirements for the Management of Electronic Records) specification has been translated into at least twelve languages and is used beyond the borders of Europe. Development of MoReq was initiated by the DLM Forum, funded by the European Commission.

Particular concerns exist about the ability to access and read electronic records over time, since the rapid pace of change in technology can make the software used to create the records obsolete, leaving the records unreadable. A considerable amount of research is being undertaken to address this, under the

heading of digital preservation (Hager *et al.*, 2004). The Public Record Office Victoria (PROV) located in Melbourne, Australia published the Victorian Electronic Records Strategy (VERS) which includes a standard for the preservation, long-term storage and access to permanent electronic records. The VERS standard has been adopted by all Victorian Government departments. A digital archive has been established by PROV to enable the general public to access permanent records. (Upward *et al.*, 2000)

Electronic Tax Records; Electronic Tax Records are computer-based/non-paper versions of records required by tax agencies like the Internal Revenue Service. There is substantial confusion about what constitutes acceptable digital records for the IRS, as the concept is relatively new. The subject is discussed in Publication 583 and Bulletin 1997-13, but not in specific detail (Etzioni, *et al.*, 1964).

Businesses and individuals wishing to convert their paper records into scanned copies may be at risk if they do so. For example, it is unclear if an IRS auditor would accept a .jpg, .png, or .pdf format scanned copy of a purchase receipt for a deducted expense item (Hager *et al.*, 2004).

## CHAPTER THREE

### METHODOLOGY

#### Research design

The study used a descriptive correlation survey since it seeks to establish a relationship between extent of record keeping and organizational effectiveness. This is a cross sectional and *ex-post- facto* was used in collecting data in regard to organizational effectiveness.

#### Research Population

The target population composed a total of 1010 respondents in this study comprised of Doctor, employees and local authorities of the Abacus Paranteral Drugs Limited Mukono District, Uganda.

#### Sample Size

While there are several ways of determining sample size, the researcher used, The Slovene's formula is used to determine the minimum sample size of 280 respondents, as indicated below:

$$n = N / 1 + N (e^2) .$$

Where:

**n** = the required sample size

**N** = Known population size

**e<sup>2</sup>** = Margin of error at 0.05 level of significance.

$$= 1010 / 1 + 1010(0.05^2)$$

$$= 1010 / 3.607$$

$$= \mathbf{280}$$

= **280** so a total of 280 respondents were used for the research

**Table 1:  
Population and Sample size distribution**

<b>Distributions</b>	<b>Population</b>	<b>Sample size</b>
Record section	310	90
Finance section	290	77
Human resource section	205	82
Procurement section	205	31
<b>Total</b>	<b>1010</b>	<b>280</b>

Source: Abacus report 2012

### **Sampling Procedure**

Choice of respondents was based on two techniques: simple random sampling, and stratified sampling. Stratified sampling ensured that all categories of record management were represented; while simple random sampling gave each worker a chance of representation and under the study.

Care was taken to ensure that all work shifts; the day, evening and night were represented in the study. Sections were chosen using the simple random sampling technique to ensure that each unit in the entire population under study is represented.

### **Research Instruments**

The research instruments used for gathering data were as follows:

- (1) *Face sheet* to gather data on the respondents' demographic characteristics (gender, age, qualifications, marital status, employment and purpose for study)
- (2) The response modes and scoring system were as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1).
- (3) Researcher-made- questionnaires to determine extent of record management, levels of organizational effectiveness the case of Abacus Paranteral Drugs Limited Mukono District, Uganda.

## Validity and Reliability of the instrument

To ensure validity and reliability of the instrument, the researcher employed the expert judgment method. The researcher contacted the experts in the study, the supervisor to go through it to ensure that it what it was designed to measure and necessary adjustment were made after consultations to ensure that instrument was clear, relevant, specific and logically arranged.

Secondary, a pre-test was conducted in order to test and improve on reliability of questionnaires thus;

Content validity index (CVI) was obtained using the formula.

**CVI** = The number of relevant questions

The total number of questions

Reliability of the instrument was tested using Cronbach coefficient alpha and the results obtained  $\alpha=0.88$ (SPSS) results which was greater than 0.70 indicating that the instrument was highly reliable.

**Table 2**

Validity of the data analysis

Items	Valid Items	Total Items	Validity
Record Management	30	30	100%
Organizational effectiveness	35	35	100%

The results in table 2 indicated that 65 items were used o both record management and organizational effectiveness and valid based on the contents of the instrument.

**Table 3**

A cronbach alpha of coefficients for reliability instrument

items	Cronbach's Alpha	Number of items
Organizational Effectiveness	0.88	35

Guide: Item-Total statistics

Cronbach alphas of 0.88, which indicates a high level of organisation effectiveness consistency for our scale with this specific sample.

## **Data Gathering Procedures**

### ***Before data gathering***

1. An introduction letter (Appendix A) was secured from the College of Higher Degrees and Research to conduct the study after which permission from Selected Business Enterprises and other concerned authorities within the selected Business Enterprises.
2. When approved, the researcher contacted Abbacus for permission as well as respondents in charge and select through systematic random sampling to arrive/get the sample size.
3. The respondents were explained about the study and were requested to sign the Information Consent Form.
4. The researcher selected, liaised with the research assistants on the sampling and data gathering procedures.
5. The questionnaires for actual distribution were prepared and coded accordingly.
6. The non standardized instruments were tested for validity and reliability.
7. Reproduced enough questionnaires for distribution

### ***During Data Gathering***

1. The respondents were requested to answer the questionnaires as objectively as possible and not to leave any option unanswered.
2. The researcher emphasized that picking of the questionnaires within five days from the date of distribution.
3. During the picking of the questionnaires, all returned questionnaires were checked to see if all are answered.

### ***After Data Gathering***

The collected data were collated, organized and entered into excel for data processing and Statistical Package for Social Science (SPSS) for analysis.

## Data Analysis

Data analysis involved editing, categorizing, and tabulating the collected data sets. Frequencies and percentage distribution were used to determine the profile of respondents.

Means scores were used to determine the level of Record management and organizational effectiveness.

These numerical values were utilized for the interpretations of means:

**Table 4**  
Interpretation of Mean Range

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very High
2.51-3.25	Agree	High
1.76-2.50	Disagree	Moderate
1.00-1.75	Strongly Disagree	Low

The Pearson linear correlation coefficient was used to determine the relationship between the extent of Record management and organizational effectiveness at 0.05 significant levels.

## Ethical Consideration

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. The respondent's initials were coded instead of reflecting the names.
2. Solicit permission through a written request to the concerned officials of the Abbacus included in the study.
3. Request the respondents to sign in the *Information Consent Form*.
4. Acknowledge the authors quoted in this study through citations and referencing.
5. Present the findings in a generalized manner.

## Limitations of the Study

The study maintained an acceptable 0.05 level of significance margin of error in view of the following threats were met;

1. *Instrumentation*: Questionnaires are standardized, so it is not possible to explain any point in the question that participants might misinterpret. This could be partially solved by piloting the questions on a small group of employees or atleast managers and the public community.
2. *Attitude*; Some respondents were not willing to answer some questions, they might not wish to reveal the information or they might think that they will not benefit from responding perhaps even be penalized by giving their reveal opinion.
3. *Update*; the researcher may not be exposed to a wide range of information sources to generate recent and update literature on the subject under investigation. Hence it may be difficult to enrich the literature to depict the current state of affairs in the growth of a business enterprise.
4. *Extraneous Variable*; the research had no control over the extraneous variable such as policies, Business private ownership, biases of which the research has to adjust in order to get the required data.
5. *Testing*: The use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants will be oriented and briefed on the procedures to be done in data collection.

## CHAPTER FOUR

### DATA INTERPRETATION, PRESENTATION AND ANALYSIS

This chapter presents analyses and interprets findings on demographic characteristics of respondents, extent of record keeping, level of organizational effectiveness and significant relationship in record keeping and organizational effectiveness.

#### Demographic Profile of Respondents

Respondents were asked to provide details their gender, age, married, educational levels, position in the organisation, number of years in business.

**Table 5**

Demographic characteristics of the respondents (n=280)

Category	Frequency	Percentage (%)
<b>Gender :</b> Female	145	51.80
Male	135	48.20
<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Marital status:</b> Single	75	26.80
Married	179	63.90
Divorced	17	6.10
Widowed	9	3.20
<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Age</b> : 20-39 years	71	25.40
40-59 years	196	70.00
60 and above	13	4.60
<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Educational level:</b>		
Certificate	60	21.40
Diploma	57	20.40
Bachelors	124	44.30
Masters	27	9.60
Ph.D	12	4.30
<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Position in the organization</b>		
Doctor	14	5.00
Administrator	195	69.60
Clinical officers	17	6.10
Nurse	49	17.50
Employees	5.	1.80
<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Number of years in this business</b>		
1-3 Years	13	4.60
4-6 years	196	70.00
7 and above	71	25.40
<b>Total</b>	<b>280</b>	<b>100.0</b>

**Source:** Primary data(2012)

The findings indicated (Table 5) that most respondents were female 145(51.80%), followed by female 135 (48.20%). this implies that majority of the business in Makindye division are operated by male compared to their female counterpart. This attributes to the fact that, female are more dependable in terms of customer care, creativeness, less demand among others than female counterparts.

Pertaining marital status, 179 (63.90%) respondents were were married, followed by respondents who were single 75(26.80%), divorced were 17(6.10%) and 9(3.20%) respondents which were widowed. It can therefore be deduced that though all marital categories were represented, the married respondents dominated in this study. This is true because married employees are not easily shift from one job to another due to family attachments and are experienced and vibrant workforce who have the potential to work towards growth and development among the organisation.

Pertaining age, majority of the respondent were 196 (70.00%) respondents were in the age bracket of 40-59 years, 71 (25.40%) were in the age bracket of 20-39years of age and 13 (4.60%) were at the age of 60 and above. It can therefore be deduced that though all age categories were represented, the middle age respondents dominated in this study. This is true because Abbacus respondents are experienced and vibrant workforce who have the capability to work towards growth and development among the enterprises.

Regarding the educational qualification of respondents, 124 (44.30%) had Bachelor degree, 57 (20.40%) were Diploma's holder, followed by those with Masters who composed of 57 (18%), them by 12 (4.30%) with Ph.D and 60 (21.40%) who had certificates, therefore respondents with Bachelor dominated in the sample. This implies that few Ph.D Holders participated in study .

Regarding the position in the business the findings indicates that majority of the respondents were Administrator who composed of 195 (69.60%) followed by

Nurse who were 49 (17.50%) , then Clinical officers 17(6.10%) , Doctor 14(5.00%) and 5. (1.80%) were directors. This indicates that the study was dominated by employees who have experience in the day-to-day business operations and interact with the customer. This attributed to the fact that, few people have starting capital, this result into preference to seek for employment opportunities in this venture.

Concerning the number of years in the business, majority of the respondents had spent 4-6 years, 196 (70.00%), followed by those who had spend 7 and above years who were 71 (25.40%) and finally those between 1-3 Years who composed of and 13 (4.60%) of the entire sample size. This indicates that majority of the respondents are experienced, knowledgeable about the record keeping and organizational effectiveness therefore are able to give up-to-date operations status in the organisation. This is attributed to the fact that employment opportunities has reduced and there is need to adopt to the changing economic conditions and thus people are switching to business entities for survival than looking for employment opportunities.

### **Extent of record keeping**

The independent variable in this study was Record keeping, for which the researcher intended to determine its extent of record keeping was operationalised into 30 questions in the questions (Appendix IV B). Each of these questions were based on the four scales, where 1=strongly agree, 2=Agree, 3=Disagree, and 4=strongly disagree. Respondents were asked to rate the level of record keeping in Abacus Paranteral Drugs Limited Mukono District, Uganda by indicating the extent to which they agree or disagree with each question. Their responses were analysed using SPSS and summarized using means and indicated in table 2 A. for interpretation of means, the following means ranges were adopted;

**Table 6A**

Extent of Record Keeping Item Analysis in terms of accountable/reliable, accessibility and maintenance.

Item Analysis (n=280)

Category	Mean	Interpretation	Rank
<b>Accountable/Reliable</b>			
You meets legal and administrative requirements	3.25	High	1
You maintains audit trails for all business processes, including use history	3.20	High	2
Your filing system allows only authorized personnel to create or capture records	3.18	High	3
Your filing system creates or captures a record for all defined business transactions	2.20	High	4
Your records are protected from accidental or intentional deletion	2.96	High	5
<b>Average mean</b>	<b>2.96</b>	<b>High</b>	
<b>Accessibility and Maintenance</b>			
You ensures that all components of a record, including relevant metadata, can be accessed	3.26	High	1
You ensures that records of similar or like transactions are logically organized in a coherent filing system	3.20	High	2
Patients and clients increasingly own their health care records	3.19	High	3
You identify Classes of records to create and Maintain	3.15	High	4
You ensures that complete records, including relevant metadata, can be migrated to a new system	3.10	High	5
<b>Average mean</b>	<b>3.18</b>	<b>High</b>	

**Source:** Primary data(2012)

With regards to investment decisions (Table 6A), all the five items were rated High (average mean=2.96), indicating that on average the record keeping was high in terms of accountable/ reliable. You meets legal and administrative requirements was rated highest on record keeping (mean=3.25) and lowest on Your records are protected from accidental or intentional deletion (Mean=2.96). Hence being accountable /reliable determine to what degree business records are accessible, accurate, sufficient can be to accomplish any given task. This implies record keeping not only supports day-to-day operations, it's also key to organizational effectiveness. Without it, you won't have the references to hire more employees, open new facilities or invest in product development. By havng good records, you can manage your financial resources to ensure you have what

you need when you decide to open that second store or start marketing to potential customers in other regions, for example.

With regards to accessibility and maintenance (Table 6A), all the five items were rated High (average mean=3.18), indicating that on average the record keeping was high in terms of accessibility and maintenance. You ensures that all components of a record, including relevant metadata, can be accessed was rated highest on record keeping (mean=3.26) and lowest on you ensures that complete records, including relevant metadata, can be migrated to a new system (Mean=2. 10). Hence accessibility and maintenance can determine to what degree an organizational effectiveness is accomplished. This means that accessibility and maintenance are irreversible, often , reversal or alteration of records results into substantial loss and endless confusion.

Thus, as much as 70% of the program records in an office normally consist of "case files." Case files contain important documentation of program activities but often become voluminous. Frequently the problem is that although all the records in a case file relate to the same activity some of the documents may not need the same retention as the permit itself. One solution is to divide the documentation between the official case file and the case working file. The official case file consists of the essential documents concerning the action, normally those that are referenced most frequently, are needed for legal and administrative purposes, and which will have the longest retention. Other documents that support the official case file are maintained separately in a case working file. These records will normally have a shorter retention and may be stored off site because they are not used as frequently. It is important to note that case working files are records and cannot be destroyed without an approved records schedule. Answers to these questions are best developed in work groups made up of program staff, administrative staff, program managers, and legal staff so that all documentation requirements are adequately addressed.

**TABLE 6B**

Extent of record keeping Item Analysis in terms of Adequate and Proper Documentation ,  
Recordkeeping system and Transparency/Safety (n=280)

<b>Adequate And Proper Documentation</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
You consider consistent across offices	3.19	High	1
You documents meet all statutory requirements and cost effective	3.15	High	2
You distinguish records from non-record materials and, with the approval of the archivist	3.05	High	3
You policies, directives, procedures, and guidance documents	3.00	High	4
Patient and client records are sometimes called in evidence before a court of law	2.90	High	5
<b>Average mean</b>	<b>3.06</b>	<b>High</b>	
<b>Trustworthiness and coding</b>			
Coding; each file has a code and are a full and accurate representation of the transactions, activities or facts	3.26	High	1
Authenticity; records can be proven to be what they claim to be.	3.26	High	2
Usability can be located, retrieved, presented and interpreted	3.19	High	3
Integrity; records are complete and unaltered	3.14	High	4
Content ; the information within the records	2.99	High	5
Context - the circumstances under which the records were created or received (who, when, how and why)	2.95	High	6
<b>Average Mean</b>	<b>3.13</b>	<b>High</b>	
<b>Recordkeeping system</b>			
Records in the shelves base of horizontal and vertical filing	3.28	High	1
People, like the records contact and staff member who are working together to ensure that records are captured in the recordkeeping system.	3.24	High	2
Processes, which are documented in the procedures manual that the records contact is holding;	2.87	High	3
tools, such as shelving and file cabinets, folders and color-coded labels that keep the records organized	2.72	High	4
<b>Average mean</b>	<b>3.03</b>	<b>High</b>	
<b>Transparency/Safety</b>			
Record keeping is a reflection of the standard of your professional practice	3.47	High	1
Protected file is a mark of the skilled and safe practitioner	3.13	High	2
Incomplete record keeping often highlights wider problems with the individual's practice	3.06	High	3
Best record is one that is the product of the consultation and discussion	2.92	High	4
Good record keeping helps to protect the welfare of patients and clients by promoting: high standards of clinical care	2.87	High	5
<b>Average mean</b>	<b>3.09</b>	<b>High</b>	
<b>Overall mean</b>	<b>3.07</b>		

**Source:** Primary data (2012)

With regards to adequate and proper documentation (Table 6B), all the five items were rated High (average mean=3.06), indicating that on average the record keeping was high in terms of adequate and proper documentation. You consider consistent across offices was rated highest on record keeping (mean=3.19) and lowest on Patient and client records are sometimes called in evidence before a court of law (Mean=2.90). Hence adequate and proper documentation can determine organizational effectiveness in executing its duties. This means that adequate and proper documentation enhance the smooth operation due to available records basis and reduce on alterations.

Thus, there is no single model or template for a record. The best record is one that is the product of the consultation and discussion which has taken place at a local level between all members of the inter-professional health care team and the patient or client. It is one that is evaluated and adapted in response to the needs of patients and clients. It is one that enables any registrant to care for the patient or client, regardless of where they are within the care process or care environment. It is an invaluable way of promoting communication within the health care team and between practitioners and their patients or clients. Good record keeping is, therefore, both the product of good team work and an important tool in promoting high quality health care.

With regards to trustworthiness and coding (Table 6B), all the five items were rated High (average mean=3.13), indicating that on average the record keeping was high in terms of Trustworthiness and coding. Coding; each file has a code and are a full and accurate representation of the transactions, activities or facts (mean=3.26) and lowest on Context - the circumstances under which the records were created or received (who, when, how and why (mean=2.95). Hence Trustworthiness and coding can determine organizational effectiveness from daily operations. This means that Trustworthiness and coding enhance confidentiality of the available records. Thus it becomes difficult to steal any file unless thorough scrutiny has been made in the entire office or department as well as the organisation at large.

With regards to recordkeeping system (Table 6B), all the five items were rated High (average mean=3.03), indicating that on average the record keeping was high in terms of recordkeeping system. Records in the shelves base of horizontal and vertical filing was rated high (mean=3.28) and lowest on tools, such as shelving and file cabinets, folders and color-coded labels that keep the records organized (mean=2.72). Hence recordkeeping system can determine organizational effectiveness from daily operations. This means that recordkeeping system enhance the easy at which one document can be manipulated to effect the changes necessary.

Audit can play a vital part in ensuring the quality of care that is delivered and this applies equally to the process of record keeping. By auditing your records, you can assess the standard of the records and identify areas for improvement and staff development. Audit tools should therefore be devised at a local level to monitor the standard of the records produced and to form a basis both for discussion and measurement. Whatever audit tool or system is used, it should primarily be directed towards serving the interests of your patients and clients, rather than organisational convenience. You may also wish to consider including a system of peer review in the process. The need to maintain confidentiality of patient and client information applies to audit just as to the record keeping process itself.

With regards to transparency/safety (Table 6B), all the five items were rated High (average mean=3.09), indicating that on average the record keeping was high in terms of transparency/safety. Record keeping is a reflection of the standard of your professional practice was rated high (mean=3.47) and lowest on good record keeping helps to protect the welfare of patients and clients by promoting: high standards of clinical care (mean=2.87).

Hence Transparency/Safety can determine organizational effectiveness from daily operations. This means that Transparency/Safety enhance the easy at which one document can be recalled to effect the changes necessary. In addition, records should: be written, wherever possible, with the involvement of

the patient, client or their care be written in terms that the patient or client can understand be consecutive identify problems that have arisen and the action taken to rectify them provide clear evidence of the care planned, the decisions made, the care delivered and the information shared.

Record keeping is an integral part of nursing, midwifery and specialist community public health nursing practice Good record keeping is a mark of the skilled and safe practitioner Records should not include abbreviations, jargon, meaningless phrases, irrelevant speculation and offensive subjective statements Records should be written in terms that the patient or client can easily understand . By auditing your records, you can assess the standard of the record and identify areas for improvement and staff development . You must ensure that any entry you make in a record can easily be identified Patients and clients have the right of access to records held about them. Each practitioner's contribution to records should be seen as of equal importance You have a duty to protect the confidentiality of the patient and client record Patients and clients should own their health care records as far as it is appropriate and as long as they are happy to do so .The principle of the confidentiality of information held about your patients and clients is just as important in computer-held records as in all other records The use of records in research should be approved by your local research ethics committee .You must use your professional judgement to decide what is relevant and what should be recorded Records should be written clearly and in such a manner that the text can not be erased.

The finding in Table 6A and 6B are in agreement with David Bearman THAT, The origins of modern records and archives management The problems developing from increasing output of electronic information are not new. They were described in 1989 by David Bearman in a UN Report, which discussed the need for revised policy and guidelines to manage computer generated records, including electronic mail. This report noted that electronic records policies needed to change and that records should be evaluated "according to the

function they perform and support and not on the media they are created and reside on."

On the overall, it is acknowledged that record keeping was generally High with 3.07 as the overall mean index (Grand average mean) for the six aspects, which confirmed that the extent of record keeping as shown in Table 6A and 6B Abacus Paranteral Drugs Limited Mukono District, Uganda.

However, there are a number of factors that contribute to effective record keeping. Patient and be factual, consistent and accurate be written as soon as possible after an event has occurred, providing current information on the care and condition of the patient or client be written clearly and in such a manner that the text cannot be erased be written in such a manner that any alterations or additions are dated, timed and signed in such a way that the original entry can still be read clearly be accurately dated, timed and signed, with the signature printed alongside the first entry not include abbreviations, jargon, meaningless phrases, irrelevant speculation and offensive subjective statements be readable on any photocopies.

### **Level of Organizational Effectiveness**

The dependent variable in this study was Organizational Effectiveness, for which the researcher intended to determine its growth. Organizational Effectiveness, was operationalised into 35 questions in the questions (Appendix IV C). Each of these questions were based on the four Likert scales, where 1=strongly agree, 2=Agree, 3=Disagree, and 4=strongly disagree. Respondents were asked to rate the level of Organizational Effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda by indicating the extent to which they agree or disagree with each question. Their responses were analyzed using SPSS and summarized using means and indicated in table 7 A.

**Table 7A**

Level of organizational effectiveness item analysis in terms of team building, monitoring and authorization and training

(n=280)

Category	Mean	Interpretation	Rank
<b>Team building</b>			
Respect and appreciation for each other make the whole stronger than its individual parts	3.30	High	1
You invest time in building a sense of team among the staff	3.50	High	2
Existing recordkeeping documentation analysed	3.06	High	3
Effective organizations deliver results	3.00	High	4
You link between organizational effectiveness and results	2.90	High	5
<b>Average mean</b>	<b>3.15</b>	<b>High</b>	
<b>Monitoring and authorization</b>			
Ensuring that no illegal records disposal takes place	3.35	High	1
Monitoring staff compliance with the organisation's recordkeeping systems	3.28	High	2
Ensuring that all new staff receive records management induction	3.12	High	3
Preventing unauthorised access to records	2.99	High	4
Ensuring that no records are destroyed or removed unless permitted by a current disposal authority	2.20	Moderate	5
<b>Average mean</b>	<b>2.99</b>	<b>High</b>	
<b>Training and continuing education</b>			
You have appropriate and ongoing training is available to all staff	3.30	High	1
You assess the employee's job satisfaction	3.26	High	2
You make a plan that meets the goals of the organization and the employee for the year to come	3.20	High	3
Staff training is integral to the work of an effective non-profit organization	2.87	High	4
You find other ways to encourage, reward, and value staff	2.71	High	5
<b>Average mean</b>	<b>3.07</b>	<b>High</b>	

**Source :** Primary data (2012)

With regards to team building (Table 7A), all the five items were rated High (average mean=3.15), indicating that on average, organizational effectiveness was high in terms of team building. Respect and appreciation for each other make the whole stronger than its individual parts was rated high (mean=3.30) and lowest on you link between organizational effectiveness and results

(mean=2.90). Hence team building can determine organizational effectiveness from daily operations. This means that team building enhance the easy at which one document can be recalled to effect the changes necessary.

On monitoring and authorization (Table 7A), all the five items were rated High (average mean=3.15), indicating that on average, organizational effectiveness was high in terms of monitoring and authorization. Ensuring that no illegal records disposal takes place was rated high (mean=3.35) and lowest on Ensuring that no records are destroyed or removed unless permitted by a current disposal authority (mean=2.20). Hence monitoring and authorization can determine organizational effectiveness from daily operations. This means that monitoring and authorization enhance the easy at which one document disposed off in line with the set standards.

With regards to training and continuing education (Table 7A), all the five items were rated High (average mean=3.07), indicating that on average, organizational effectiveness was high in terms of training and continuing education. You have appropriate and ongoing training is available to all staff was rated high (mean=3.30) and lowest on you find other ways to encourage, reward, and value staff (mean=2.71). Hence training and continuing education can determine organizational effectiveness from daily operations. This means that training and continuing education maintain records in order to determine compensation packages, wage structure, salaries raises, etc; identify the strengths and weaknesses of employees to place right men on right job; maintain and assess the potential present in a person for further growth and development; provide a feedback to employees regarding their performance and related status; provide a feedback to employees regarding their performance and related status; serves as a basis for influencing working habits of the employees and review and retain the promotional and other training programmes.

**Table 7B**

Level of organizational effectiveness in terms of needs and asset assessment ,  
employee skills, leadership, fraud control

(n=280)

<b>Needs and assets assessment</b>	<b>Mean</b>	<b>Interpretation</b>	<b>Rank</b>
You engage in a periodic needs and assets assessment	3.24	High	1
compare current staff skills to the skills needed to complete the activities outlined in the operational plan	3.17	High	2
Every staff member needs feedback about his/her performance	3.15	High	3
You take the time to acknowledge work done well, discuss skills that could be improved,	3.09	High	4
You reflect upon successes as well as mistakes	2.80	High	5
<b>Average mean</b>	<b>3.09</b>	<b>High</b>	
<b>Employee skills</b>			
You are good at Microsoft office Application	3.25	High	1
You staff have necessary qualifications and/or characteristics to run programs	3.20	High	2
You have interpersonal skills	3.18	High	3
You have adequate technical skills	3.12	High	4
You have good communication skills	2.90	High	5
<b>Average mean</b>	<b>3.13</b>	<b>High</b>	
<b>Leadership</b>			
you tend to establish strong visions and build strong teams	3.30	High	1
you communicate priorities throughout their organizations	3.16	High	2
you influence coordinate to people and work well together across organizational boundaries	2.97	High	3
you attract good talent and do well placing the right people in the right jobs	2.90	High	4
you prepare adequately for leadership transitions and succession	2.70	High	5
<b>Average mean</b>	<b>3.00</b>	<b>High</b>	
<b>Fraud control</b>			
You have surveillance cameras	3.27	High	1
You practice job rotation	3.10	High	2
You keep copies of the signed documents	3.00	High	3
You have strong padlock	2.97	High	4
You verify all documents before signing	2.55	low	5
<b>Average mean</b>	<b>2.97</b>	<b>High</b>	
<b>Overall mean</b>	<b>3.06</b>		

**Source:** Primary Data (2012)

With regards to needs and assets assessment (Table 7B), all the five items were rated High (average mean=3.09), indicating that on average,

organizational effectiveness was high in terms of needs and assets assessment. You engage in a periodic needs and assets assessment was rated high (mean=3.24) and lowest on you reflect upon successes as well as mistakes (mean=2.80). Hence needs and assets assessment can determine organizational effectiveness from daily operations. This means that needs and assets assessment serves over a dozen different organizational purposes among which providing feedback to employees about their performance, determining who gets promoted, facilitating layoff or downsizing decisions, encouraging performance improvement, motivating superior performance, setting and measuring goals, counseling poor performers, determining compensation changes, encouraging coaching and mentoring, supporting manpower planning or succession planning, determining individual training and development needs, determining organizational training and development needs, confirming that good hiring decisions are being made, providing legal defensibility for personnel decisions and improving overall organizational performance

On the aspect of employee skills (Table 7B), all the five items were rated High (average mean=3.13), indicating that on average, organizational effectiveness was high in terms of employee skills. You are good at Microsoft office Application was rated high (mean=3.25) and lowest on you have good communication skills (mean=2.90). Hence employee skills can determine organizational effectiveness in line with the technicalities involved in executing a given task. This means that Skills is one of the elements how you are perceived by your manager and coworkers, which play a large role in things as minor as your day-to-day happiness at the office and as major as the future of your career

No matter how hard you work or how many brilliant ideas you may have, if you can't connect with the people who work around you, your professional life will suffer thus few people want to be around someone who is always down in the dumps. Do your best to be friendly and upbeat with your coworkers. Maintain a positive, cheerful attitude about work and about life. Smile often. The positive energy you radiate will draw others to you and thus There is nothing

worse than a chronic complainer or whiner. If you simply *have* to vent about something, save it for your diary. If you must verbalize your grievances, vent to your personal friends and family, and keep it short. Spare those around you, or else you'll get a bad reputation.

With regards to Leadership (Table 7B), all the five items were rated High (average mean=3.00), indicating that on average, organizational effectiveness was high in terms of Leadership. You tend to establish strong visions and build strong teams was rated high (mean=3.30) and lowest on you prepare adequately for leadership transitions and succession (mean=2.70). Hence employee skills can determine organizational effectiveness in line with the technicalities involved in executing a given task. This means that Leadership plays a central part in understanding group behavior, for it is the leader who usually provides the direction toward goal attainment. Therefore, a more accurate predictive capability should be valuable in improving group performance. good leaders tend to be intelligent, dominant, self-confident, energetic, able to withstand stress, honest, mature, and knowledgeable. Possessing these traits, however, does not guarantee that a leader will be effective, nor does the failure to have one or more of these traits mean that a leader will be ineffective.

A lot of the behaviors that leaders engage in fall into two main categories: consideration and initiating structure. Consideration includes all leadership behaviors that indicate that leaders trust, respect, and value a good relationship with their followers. Initiating structure includes all the behaviors that leaders engage in to help subordinates achieve their goals and perform at a high level. Leaders also engage in reward and punishing behaviors

With regards to fraud control (Table 7B), all the five items were rated High (average mean=2.97), indicating that on average, organizational effectiveness was high in terms of fraud control. You have surveillance cameras was rated high (mean=3.27) and lowest on you verify all documents before

signing (mean=2.55). Hence fraud control can determine organizational effectiveness in line with the technicalities involved in executing a given task. This means that fraud control enhance the easy at which one document disposed off in line with the set standards.

Thus, it might be argued that small and mid-size businesses and tax exempt organizations are more susceptible to embezzlement than large businesses. Unlike large business, they do not have the resources to establish sophisticated internal controls. For example, in a small tax exempt organization a bookkeeper's routine duties might require him/her to issue invoices to customers, record the receipt of the customer payments and then deposit the amounts in the organization's bank account. The lack of other individuals involved in the process could provide opportunities for the embezzler. For instance, the bookkeeper/embezzler, without the knowledge of management, could simply establish a separate bank account, deposit a customer's check in the account and then cover up the misappropriation by crediting the customer's account using one or more bogus transactions.

Given the lack of resources to develop and maintain sophisticated internal controls, how might the small or mid-size organization prevent embezzlement? Well, to be honest, it's virtually impossible to prevent embezzlement. As they say, if there's a will, there's a way. On the other hand, management could make it more difficult for the would-be embezzler by the implementation of policies and procedures designed to reduce the opportunities to steal. Good internal controls can not only make it difficult for a thief but they could also enable management to detect embezzlement when it occurs.

On the overall, it is suggested that, organisation effectiveness was generally High with **3.06** as the overall mean index (Grand average mean) for the seven aspects, which confirmed that the level of organizational effectiveness as shown in Table 7A and 7B Abacus Paranteral Drugs Limited Mukono District, Uganda.

## Relationship Between the Extent Of Record Keeping and Level of Organizational Effectiveness

The fourth objective was to determine if there was a significant relationship between the extent of Record Keeping and level of Organizational Effectiveness.

On this, the researcher stated a null hypothesis that there is no significant relationship between extent of Record Keeping and level of Organizational Effectiveness. To achieve this last objective and to test the null hypothesis, the researcher correlated the means of all aspects of financial management and growth of selected business enterprise used Pearson Linear Correlation coefficient, as indicated in table 8:-

**Table 8**  
**Relationship between extent of record keeping and Organizational effectiveness**  
**(Level of Significance = 0.05)**

Variables correlated	R-value	Sig	Interpretation	Decision on Ho
Organizational Effectiveness Vs Accountable/Reliable	0.283	0.459	No significant correlation	Accepted
Organizational Effectiveness Vs Accessibility and Maintenance	-.480	0.337	No significant correlation	Accepted
Organizational Effectiveness Vs Adequate /Proper Documentation	-.390	0.486	No significant correlation	Accepted
Organizational Effectiveness Vs Trustworthiness and coding	0.515	0.298	No significant correlation	Accepted
Organizational Effectiveness Vs Recordkeeping system	0.589	0.059	No significant correlation	Accepted
Organizational Effectiveness Vs Transparency/Safety	0.873	1.637	No significant correlation	Accepted
Organizational Effectiveness Vs Record Keeping	-.480	0.337	No significant correlation	Accepted

Results show that organizational effectiveness was significantly correlated with Accountable ( $r=0.283$ , at  $sig=0.459$ ), Accessibility and Maintenance ( $r=-.480$  at

Sig=0. 337), Adequate /Proper Documentation ( $r=-.390$ , at Sig=0. 486), Trustworthiness and coding ( $r=0.515$ , at Sig=0. 298), Recordkeeping system ( $r=0.589$ , at Sig=0. 0.059), Transparency/Safety ( $r=0.873$ , at Sig=0. 1.637)and working capital decisions ( $r=0.588$ , at Sig=0.058) and overall (-480 0.337)

The results in table 8 indicate that the relationship that exist between record keeping and extent of organizational effectiveness is not significantly correlated, (sig.>0.05). This means that record keeping alone does not influences the organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda but also could be attributed to other factors like, level of technology, employee turnover, motivation of employees, security, political environment, availability of capital among others.

Based on the results, the stated null hypothesis was rejected and a conclusion is made that effective financial management enhances the growth of business enterprises.

**Table 9**  
**Regression Analysis between the organisation effectiveness and record keeping**

<b>Variables Regressed</b>	<b>Adjusted R<sup>2</sup></b>	<b>F</b>	<b>Sig.</b>	<b>Interpretation</b>	<b>Decision on H<sub>0</sub></b>
Growth of Business enterprise Vs Financial Management	.475	47.967	1.637	No Significant influence	Accepted
<b>Coefficients</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>		Accepted
(Constant)		12.258	.000	Significant influence	Rejected
Accessibility and maintenance	-.034	-.691	.490	No significant influence	Accepted
Adequate and proper documentation	.137	2.340	0.336	No significant influence	Accepted
Trustworthiness and coding	.376	5.113	0.297	No significant influence	Accepted
Record keeping	.282	5.074	.000	Significant influence	Rejected
Transparency/safety	.085	1.834	.068	No significant influence	Accepted

The results of the regression analysis between record keeping and organizational effectiveness are shown in Table 9

Results show that 47.5% ( $r^2=0.475$ ) of the dependent variable (organizational effectiveness) is explained by the independent variable (record keeping). This implies that it's not only record keeping that contributes to organizational effectiveness but working environment, labour union, customer care, government incentives, political climate, location, social factors among other that contributes to effectiveness of an organization.

## CHAPTER FIVE

### DISCUSSION, SUMMARY CONCLUSION AND RECOMMENDATIONS

#### Introduction

This final chapter presents and summarizes the findings, conclusions and recommendations of study.

#### SUMMARY OF FINDINGS

The following were the findings of the study.

1. Respondent's demographic characteristics in terms of gender, marital status, age, education levels, position in organisation, number of years in business in Abacus Paranteral Drugs Limited Mukono District, Uganda.
  - 1.1 More than half of the study participants were female (51.80%)
  - 1.2 Majority of the participants (63.90%) were married.
  - 1.3 On educational level, Bachelors' Degree holder dominated among others (44.30%).
  - 1.4 Regarding age, most respondents were between 40-59 years (70.0%)
  - 1.5 More than half of the study subject were Administrator (69.60%)
  - 1.6 Predominant in the number of years of service (70.0%) were those serving from 4-6 years
2. The extent of record keeping as practiced in the division ranged from very high to low. Thus record keeping was rated high on; accountable/Reliable (mean=2.96), accessibility and Maintenance (mean=3.18), adequate And Proper Documentation (mean=3.06), trustworthiness and coding (mean=3.13) , recordkeeping system (mean=3.03), transparency/Safety (mean=3.09)
3. Majority of the respondents response on the level of organizational effectiveness were good with these options most frequently rated high: Team building (mean=3.15), Monitoring and authorization(mean=2.99), Training and continuing education(mean=3.07), Needs and assets

assessment (mean=3.09), employee skills (mean=3.13), Leadership (mean=3.00), Fraud control and the overall mean (3.06)

4. There was no significant relationship between the extent of record keeping and the level of organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda; hence the null hypothesis was accepted.

## **CONCLUSIONS**

Based on the findings of this study, the following conclusions were drawn:

1. Participants of the study were satisfied with the extent of record keeping and level of organizational effectiveness in Abacus Paranteral Drugs Limited Mukono District, Uganda. As indicated by the satisfactory of "High" only both in independent and dependent variable. Since the ratings were confined only from Very High to Low level, the participants in the division under study predominantly felt that the selected business in all parishes had satisfactorily answered all the basic needs of the basic requirements of the business in these parts of the division.
2. The Expectancy theory of Victor H. Vroom (1964) was this study was based was proven to be correct as revealed in the findings. it proposes that a person will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave. Expectancy theory is about the mental processes regarding choice, or choosing, it explains the processes that an individual undergoes to make choices.

## **RECOMMENDATIONS**

### **3. RECOMMENDATIONS**

In light with the findings of the study, the following pointers were suggested:

1. The governing body of in Abacus Paranteral Drugs Limited Mukono District, Uganda under study should thoroughly look into the weak points both in the practice of record management and organizational effectiveness and identify ways on how to enhance and improve further on these areas such as:

#### **a. Record Management**

- a.1 investigates and approves the prescribed records classification systems before implementation to ensure that these systems satisfy the requirements of accountability and transparency.
- a.2 determines the conditions subject to which records can be microfilmed or electronically reproduced to ensure that the requirements for archival preservation are addressed timeously.
- a.3 determines the conditions subject to which electronic records systems should be managed to ensure that sound records management practices.
- a.4 provides training to records managers, senior administrative officials, training officials, work study officials and registry heads.
- a.5 Control the quantity and quality of records produced.
- a.6 Simplify the activities, systems, and processes of records creation and of records maintenance and use.
- a.7 Preserve and dispose of records in accordance with the governing statutes.
- a.8 authoritative and reliable records are created and maintained in an accessible, intelligent and usable manner.

#### **b. Organizational effectiveness**

- b.1 Identify potential leaders in your organization early in the year

- b.2 Share the effective leadership qualities and skills you learned on the job
  - b.3 Orient the new officers together with the outgoing officers so they can understand each other's roles and start building their team
  - b.4 managing e-mail as records
  - b.5 Stretch your capabilities by building partnerships with other businesses in your field and with specialty consultants
  - b.6 identifying records that are due for disposal and managing the disposal process
  - b.7 maintaining the relationships between records and files, and between file series and the file plan.
2. To reinforce the recommendations mentioned above, in Abacus Paranteral Drugs Limited Mukono District, Uganda under study should present the findings of the research and proposed strategies to the business dwellers in a meeting to reveal the facts based information about the practice of record keeping and organizational effectiveness and to solicit cooperation in the implementation of the proposed strategies.

### **Areas for further Research**

The researcher proposes that further research could be done along the following areas

- i. A similar study should be conducted in the same area in different companies to enrich the findings.
- ii. Document safety most especially in government institution are being lost, son an urgent thorough investigations be done.

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## APPENDICES

### APPENDIX IA: TRANSMITTAL LETTER



Ggaba Road - Kansanga  
P.O. Box 20000, Kampala, Uganda  
Tel: +256 - 414 - 266813 / +256 - 772 - 322563  
Fax: +256 - 414 - 501 974  
E-mail: admin@kiu.ac.ug  
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND  
MANAGEMENT SCIENCES  
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: October 10, 2012

**RE: REQUEST FOR ANDINDA FORTUNATE MBA/32489/102/DU  
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Business Administration.

She is currently conducting a research entitled” **Record Keeping and Organizational Effectiveness the Case Abacus Parantel Drugs Limited Mukono District Uganda.**”

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

  
Mr. Malinga Ramadhan  
**Head of Department,  
Economics and Management Sciences, (CHDR)**

**NOTED BY:**

Dr. Sofia Sol T. Gaita



*"Exploring the Heights"*

## APPENDIX IB: ACCEPTANCE LETTER (ABACUS PARENTERAL DRUG LTD)



apdll

**Abacus Parenteral Drugs Ltd.**

Date: March 12, 2012

Our Ref: HR/03/12/28

**Miss. Andinda Fortunate**

Kampala International University,

P.o box 20000

Kampala Uganda.

**Re: RESEARCH ACCEPTANCE**

Dear Fortunate,

With reference to your application letter dated 9/03/2012, I am giving my consent to be part of the research study carried out by Miss. Andinda Fortunate that will focus on Record Keeping and Organizational effectiveness, the case study of Abacus Parenteral Drugs Limited Mukono District, Uganda

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to be if I request for them.

Yours faithfully,

For and on behalf of:

ABACUS PARENTERAL DRUGS LTD

  
Rogers Muwonge

HUMAN RESOURCE MANAGER

ABACUS PARENTERAL DRUGS LTD

Plot No. 28B-32B-34B, UMA Show grounds Lugogo

P. O. Box 31376 Kampala, Uganda.

Tel: +256 417 100 900

Fax: +256 417 100 920

**HEAD OFFICE:** Plot 28B-32B-34B, Coronation Avenue, UMA Show grounds, P. O. Box 31376, Lugogo, Kampala, Uganda.  
Tel: +256 417 100 900 / +256 312 310 900 Fax: +256 417 100 920, email: apdll@kiboko.co.ug

*Your health is our concern*

**APPENDIX IC: ACKNOWLEDGEMENT (ABACUS PARENTERAL DRUG LTD)**



**Abacus Parenteral Drugs Ltd.**

28/05/2012

Our ref: TR/ADMN/009

Your ref.....

TO,

MR.MALINGA RAMADHAN

HEAD OF DEPARTMENT,

ECONOMICS AND MANAGEMENT SCIENCES (HHDR)

KAMPALA INTERNATIONAL UNIVERSITY.

P.O BOX 20000

KAMPALA, UGANDA

**RE: ACKNOLWEDGEMENT OF MISS.ANDINDA FORTUNATE REG.NO.MBA/32489/102/DU**

Dear Sir,

This is to acknowledge that **Miss ANDINDA FORTUNATE** has carried out research about Record Keeping and Organizational Effectiveness at **ABACUS PARENTERAL DRUGS LIMITED** Mukono (Mbalala) from 13<sup>th</sup> march 2012 to 25<sup>th</sup> may 2012.

This research was undertaken by her self under supervisors of senior personnel and supervisors from the administration department of **ABACUS PARENTERAL DRUGS LIMITED** and she was found to be sincere, hardworking technically sound, punctual and result oriented. She worked well as part of the team during her tenure.

I therefore take this opportunity to thank her and wish her all the best for her future and to award her a masters degree in business administration.

Yours sincerely

**Rogers Muwonge**

HUMAN RESOURCE MANAGER.



**HEAD OFFICE:** Plot 28B-32B-34B, Coronation Avenue, UMA Show grounds, P. O. Box 31376, Lugogo, Kampala, Uganda.  
Tel: +256 417 100 900 / +256 312 310 900 Fax: +256 417 100 920, email: apdl@kiboko.co.ug

*Your health is our concern*

## **APPENDIX 1D: TRANSMITTAL LETTER FOR THE RESPONDENTS**

Dear Sir/Madam,

Greetings!

I am a candidate for a Masters in Business Administration (MBA)- Banking & Finance at Kampala International University with a thesis on *"Record keeping and Organizational Effectiveness; the case study of Abacus Paranteral Drugs Limited Mukono District, Uganda"* As I pursue this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires two days after you receive them?

Thank you very much in advance.

Yours faithfully,

---

Andinda Fortunate

0702 544 742

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## APPENDIX II: CLEARANCE FROM ETHICS COMMITTEE

Date \_\_\_\_\_

### Candidate's Data

Name \_\_\_\_\_

Reg.# \_\_\_\_\_

Course \_\_\_\_\_

Title of Study \_\_\_\_\_

---

### Ethical Review Checklist

#### The study reviewed considered the following:

- Physical Safety of Human Subjects
- Psychological Safety
- Emotional Security
- Privacy
- Written Request for Author of Standardized Instrument
- Coding of Questionnaires/Anonymity/Confidentiality
- Permission to Conduct the Study
- Informed Consent
- Citations/Authors Recognized

### Results of Ethical Review

- Approved
- Conditional (to provide the Ethics Committee with corrections)
- Disapproved/ Resubmit Thesis

### Ethics Committee (Name and Signature)

Chairperson \_\_\_\_\_

Members \_\_\_\_\_

**APPENDIX III: INFORMED CONSENT**

I am giving my consent to be part of the research study carried out by MS. Andinda Fortunate that will focus on *“Record keeping and Organizational Effectiveness; the case study of Abacus Paranteral Drugs Limited Mukono District, Uganda”*

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time.

I have been informed that the research is voluntary and that the results will be given to be if I request for them

**Initials**.....

**Date**.....

**APPENDIX IVA: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

Direction: Please provide information about yourself. Kindly **tick or fill out** in the blank spaces of each option:

Code# \_\_\_\_\_ Date received by respondent \_\_\_\_\_

**APPENDIX IVA: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

Direction: Please provide information about yourself. Kindly **tick or fill out** in the blank spaces of each option:

Code# \_\_\_\_\_ Date received by respondent \_\_\_\_\_

**Company Staff**

**A. Gender:** Male  Female

**B. Age:**

20-39 years  40-59 years   
 60 and above

**C. Educational level:**

Certificate  Masters  Diploma  Ph.D.   
 Bachelors  Others (please specify) \_\_\_\_\_

**D. Position in the organization:** \_\_\_\_\_

Doctor  Nurse  Director  clinical officers   
 Employees  Others (specify).....

**E. Number of years in this business:** \_\_\_\_\_

1-3 Years                      4-6 years                      7 and above

**F. Marital status**

Male   
 Female

**APPENDIX IVB: QUESTIONNAIRE TO DETERMINE THE LEVEL OF RECORD KEEPING**

**Direction:** Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

<b>Instructions:</b>	<b>Rating</b>	<b>Description</b>
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Strongly Disagree	(2)	You disagree with no doubt at all
Disagree	(1)	You disagree with some doubt

<b>NO</b>	<b>Category</b>	<b>Rating</b>			
	<b>A. Accountable/Reliable</b>				
1	You meets legal and administrative requirements	1	2	3	4
2	You maintains audit trails for all business processes, including use history	1	2	3	4
3	Your filing system allows only authorized personnel to create or capture records	1	2	3	4
4	Your filing system creates or captures a record for all defined business transactions	1	2	3	4
5	Your records are protected from accidental or intentional deletion	1	2	3	4
	<b>B. Accessibility and Maintenance</b>	1	2	3	4
6	You ensures that all components of a record, including relevant metadata, can be accessed	1	2	3	4
7	You ensures that records of similar or like transactions are logically organized in a coherent filing system	1	2	3	4
8	Patients and clients increasingly own their health care records	1	2	3	4
9	You identify Classes of records to create and Maintain	1	2	3	4
10	You ensures that complete records, including relevant metadata, can be migrated to a new system	1	2	3	4
	<b>Adequate and Proper Documentation</b>				
11	You consider consistent across offices	1	2	3	4
12	You documents meet all statutory requirements and cost effective	1	2	3	4
13	You distinguish records from non-record materials and, with the approval of the Archivist	1	2	3	4
14	You Policies, directives, procedures, and guidance documents	1	2	3	4
15	Patient and client records are sometimes called in evidence before a court of law	1	2	3	4
	<b>C. Trustworthiness and coding</b>				
16	Coding; each file has a code and are a full and accurate representation of the transactions, activities or facts	1	2	3	4
17	Authenticity; records can be proven to be what they claim to be.	1	2	3	4
18	Usability can be located, retrieved, presented and interpreted	1	2	3	4

19	Integrity; records are complete and unaltered	1	2	3	4
20	Content ; the information within the records	1	2	3	4
21	Context - the circumstances under which the records were created or received (who, when, how and why)	1	2	3	4
	<b>D. Recordkeeping system</b>				
22	Records in the shelves base of horizontal and vertical filing.	1	2	3	4
23	People, like the records contact and staff member who are working together to ensure that records are captured in the recordkeeping system;	1	2	3	4
24	Processes, which are documented in the procedures manual that the records contact is holding;	1	2	3	4
25	tools, such as shelving and file cabinets, folders and color-coded labels that keep the records organized	1	2	3	4
	<b>E. Transparency/Safety</b>				
26	Record keeping is a reflection of the standard of your professional practice	1	2	3	4
27	Protected file is a mark of the skilled and safe practitioner	1	2	3	4
28	Incomplete record keeping often highlights wider problems with the individual's practice	1	2	3	4
29	Best record is one that is the product of the consultation and discussion	1	2	3	4
30	Good record keeping helps to protect the welfare of patients and clients by promoting: high standards of clinical care				

***Thank you for your valuable time and cooperation***

**APPENDIX IVC: QUESTIONNAIRE TO DETERMINE THE LEVEL OF ORGANIZATIONAL EFFECTIVENESS**

**Direction:** Please write (**circle**) your preferred option on the space provided before each item. Kindly use the rating guide below:

Response Mode	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all.
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly Disagree	(1)	You disagree with no doubt at all

<b>ORGANIZATIONAL EFFECTIVENESS</b>		<b>Rating</b>			
<b>A. Team building</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	Respect and appreciation for each other make the whole stronger than its individual parts	1	2	3	4
2	You invest time in building a sense of team among the staff	1	2	3	4
3	Existing recordkeeping documentation analysed	1	2	3	4
4	Effective organizations deliver results	1	2	3	4
5	You link between organizational effectiveness and results	1	2	3	4
<b>B. Monitoring and authorization</b>					
6	Ensuring that no illegal records disposal takes place	1	2	3	4
7	Monitoring staff compliance with the organisation's recordkeeping systems	1	2	3	4
8	Ensuring that all new staff receive records management induction	1	2	3	4
9	Preventing unauthorised access to records	1	2	3	4
10	Ensuring that no records are destroyed or removed unless permitted by a current disposal authority	1	2	3	4
<b>C. Training and continuing education</b>					
11	You have appropriate and ongoing training is available to all staff	1	2	3	4
12	You assess the employee's job satisfaction	1	2	3	4
13	You make a plan that meets the goals of the organization and the employee for the year to come	1	2	3	4
14	Staff training is integral to the work of an effective non-profit organization	1	2	3	4
15	You find other ways to encourage, reward, and value staff	1	3	2	4
<b>D. Needs and assets assessment</b>					
16	You engage in a periodic needs and assets assessment	1	2	3	4
17	Compare current staff skills to the skills needed to complete the activities outlined in the operational plan	1	2	3	4
18	Every staff member needs feedback about his/her performance	1	2	3	4
19	You take the time to acknowledge work done well, discuss skills	1	2	3	4

	that could be improved,				
20	You reflect upon successes as well as mistakes	1	2	3	4
	<b>E. Employee skills</b>				
21	You are good at Microsoft office	1	2	3	4
22	You staff have necessary qualifications and/or characteristics to run programs	1	2	3	4
23	You have interpersonal skills	1	2	3	4
24	You have adequate technical skills	1	2	3	4
25	You have good communication skills	1	2	3	4
	<b>F. Leadership</b>				
26	You tend to establish strong visions and build strong teams	1	2	3	4
27	You communicate priorities throughout their organizations	1	2	3	4
28	You influence coordinate to people and work well together across organizational boundaries	1	2	3	4
29	You attract good talent and do well placing the right people in the right jobs	1	2	3	4
30	You prepare adequately for leadership transitions and succession	1	2	3	4
	<b>G. Fraud control</b>				
31	You are skilled and motivated	1	2	3	4
32	You know the fines of material alteration	1	2	3	4
33	You clarify roles and responsibilities	1	2	3	4
34	You have navigation camera and strong padlock	1	2	3	4
35	You have job rotation	1	2	3	4

***Thank you for your valuable time and cooperation***

## APPENDIX VI: SAMPLE SIZE DETERMINATION

$$s = \frac{P}{1 + P(0.05)^2}$$

Where: P = Population = 1010

s = Sample size

0.05 = Level of Significance

Therefore: S = 1010

$$1 + 1010(0.05^2)$$

$$S = \frac{1010}{1 + 1010(3.607)}$$

$$1 + 1010(3.607)$$

$$S = \frac{1010}{1 + 3.607}$$

$$1 + 3.607$$

$$= \frac{1010}{3.607}$$

$$3.607$$

$$= 280$$

## RESEARCHER'S CURRICULUM VITEA 2011

### PERSONAL PROFILE:

NAME : Andinda Fortunate  
GENDER : FEMALE  
MARITAL STATUS : Married  
NATIONALITY : UGANDAN  
RELIGION : CATHOLIC  
DATE OF BIRTH : 18<sup>th</sup> September 1978  
PLACE OF BIRTH : Kitagata Hospital  
CONTACT ADDRESS : P.O. BOX 70071, Kampala (Uganda)  
TELEPHONE NO : +256 772 603 539, +256 312 264 039  
E-mail : organictradepoint@nogamu.org.ug

### EDUCATION BACKGROUND:

Year	School/Institution	Award Obtained
2010/2011	Kampala International University P.O Box 20000,Kansanga Ggaba Road Kampala-Uganda	Masters of Business Administration
2001-2005	Makerere University Kampala	Bachelor of commerce
1997-1999	Makerere University business school (MUBS)	Diploma in Business Studies
1995-1996	Kyeizooba Girls Secondary	Uganda Advanced Certificate Education (U.A.C.E).

### WORKING EXPERIENCE;

Year	Organisation/Institution	Designation/position
2006 -2011	National Organic Agricultural Movement of Uganda (NOGAMU)	Organic Trade Point Officer

2005-2006	Improve Uganda Limited(Uganda)	Accountant/Administrator
2002-2005	African Organic (Uganda)	Accounts Assistant/Administrator
2000-2002	Mavid Pharmacy Ltd (Uganda)	Store Manager

### Personal Strength:

- ☞ Effective written and oral communication skills.
- ☞ Enjoy challenging tasks particularly academic and administrative assignment
- ☞ Computer literate with good working of Microsoft word, excel, and PowerPoint applications.
- ☞ Enjoy team work and team spirit and Ability to work with minimum supervision
- ☞ Negotiation and conflict management skills
- ☞ Perform very well under pressure to meet deadlines
- ☞ Excellent organizational and interpersonal skills, with ability to prioritize.
- ☞ Ability to interpret and evaluate customer's requirement and provide solution
- ☞ Excellent judgment and decision making abilities,

Status	Title	Study Area
Thesis & Proposal	Record keeping and Organizational Effectiveness	the case Abacus Paranteral Drugs Limited Mukono District, Uganda (Oct. 2012)

### Professional References;

#### 1. Dr. Sendagi Muhammad

#### Lecturer.

Kampala International University  
College of Higher Degrees & Research  
P. O. Box 20000, Kampala – Uganda  
Tel: +256 782-266-063.

#### 2. Dr. Kibuuka Muhammad

#### Deputy Director & Senior Lecturer.

Kampala International University  
College of Higher Degrees & Research  
P. O. Box 20000, Kampala – Uganda  
Tel: +256 782-497-484

### Declaration;

I, Andinda Fortunate, declare that the information given in this resume is correct and to the best of my knowledge as per 2012.



