RECORD KEEPING AND PERFORMANCE IN MEGA FM,

GULU, UGANDA

BY

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DECLARATION

I, AKELLO JACQUELINE declare that this project is my original work and has never been presented to any other university for award of any academic certificate or anything similar to such. I solemnly bear and stand to correct any inconsistence.

Signature

Jacqueline

....

AKELLO JACQUELINE

DATE:

25/ 09/ 09
....

APPROVAL

This is to acknowledge that this Report has been under my supervision as a university supervisor and is now ready for submission.

Signatures   Date

....   25/09/09.

MR. WANDIBA AUGUSTINE

SUPERVISOR

DEDICATION

This work is affectionately dedicated to my late father Mr. Okello Orach Jacob and my late mother Manjeri Ajok Orach for teaching me to work hard academically, instilling the culture of reading right when I was still young and their moral and social support. May their soul rest in peace.

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My gratitude first goes to God who has given me the strength and courage to undertake this research.

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I am indebted to my friends, sisters, brothers, unties and uncles who gave me encouragement in time of difficulties. Thanks also go to all those lecturers who impacted professionalism into my work.

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Finally, I would like to thank all my respondents and those within a short notice without which this work would not have been possible.

ABSTRACT

This study was carried out on record keeping and Mega fm performance in Gulu district, Uganda. The research analyzed the following objectives, establishing the records being kept by the station, investigate the records keeping structures in place and finding out challenges the company faces in its record keeping. The methods of raw data collection during the research included selection of sample of 30 respondents out of the total population of 70 using a simple random sampling technique. Questionnaires, interview guide and observation were used. The first objective was to establish the records being kept by Mega Fm and was discussed as follows; The financial records talk about the financial status and the general economic status of Mega fm station and include; balance sheets which state the station assets and liabilities analyzed through balance sheets, the statement of equity that show sources of capital, income statements indicate profits and losses and cash flow statements which indicate how the money is collected and spent. Employee Records include evaluations for employee performance and conduct; disciplinary actions files contain how and when an employee is disciplined and pay rolls are for pay purposes where wages are based on piecework or hourly rates as well as for labor management. Programming records; include death announcements, jingles and advertisements which are the major income earners for the station, not forgetting music. These records are kept in digital and physical forms.

7(30.4%) responded to better use of electronic records, 4(17.4%) responded to better use of wooden structures, 2(8.7%) responded to concrete structures and 10(43.5%) responded to the use of files.

20(87%) of the respondents agreed to facing constraints most of the times while 3(13%) noted that the constraints are incurred some times.

15(65.2%) of the respondents attributed a small space of both the store and the library for poor record keeping. The building which houses the station is too small to accommodate all the radio departments and activities. 5(21.7%) responded to lack of computers, 1(4.4%) attributed it to unprofessional practitioners and 2(8.7%) attributed poor record keeping to insecurity. Records destruction which is a major record keeping problem has resulted into document lose which has created a stumbling block to information reference. Due a difficulty in information searching, work is delayed which leads to loss of advertisers since advertisers work on time and want their advertisements to be played on time as agreed upon. Loss of information cause huge losses to the station in terms of money. The audience has lost trust in the station due to empty promises that are some times aired where the records have been lost. Records loss has resulted into internal conflicts as staff keep on blaming each other for the loss.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

1.1   Background of the study

Recent technological advances, budget cuts, and other events have significantly changed the environment surrounding company records keeping and management. In order to better carry out its mission to ensure continuing access to essential evidence of documents, rights of employees, the accountability of officials and agencies, and the national experience, the National Archives and Records Administration (NARA) has commissioned a study of Record Management perceptions to complement Records System Analyses of Records Management practices ,Fricklas, Richard L (2007)

The ISO (2001) defines records keeping as "the process of creating information, receiving and maintaining as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business". The International Council on Archives (ICA) Committee on Electronic Records defines; conduct or completion of an institutional or individual activity and that comprises content, context and structure sufficient to provide evidence of the activity.

According to the wed definitions by Mayor, (1983), performance is the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it

To define the study area, Gulu is the base of several radio stations including Choice FM which broad casts daily to an estimated 5,000,000 to 6,000,000 listeners each evening. Other radio stations in Gulu include Mega FM 102.1, Radio four 89.4FM 90.2, Childcare International 91.5 & 98.9, Norah Radio, UBC Radio 102.1 & 103.1 and Radio Maria 105.7of which all practice records keeping and management. Gulu is the

economic capital of Northern Uganda. The last 21 years have been war ridden, with many attacks by the Lords Resistance Army (LRA). However, since the spring of 2007, there has been relative peace since Joseph Kony, the leader of the Lords Resistance Army, moved to Garamba National Forest, in north eastern Democratic Republic of Congo, as reported in the press. These times of tranquility have brought much needed peace to the area and the town of Gulu is beginning to thrive economically again.

102 Mega FM is located in the northern district of Gulu, independence House, Plot 11/13, Olya road Gulu town, at the spot where the Union Jack was lowered at frequencies 102.1 and 103.1 FM. It is an editorially and financially independent community radio station and cuts an impressive rating of being the leading radio station in Northern Uganda. The station was set up with total funding from the British government through its agency the Department for International Development (DFID). The day to day running costs are entirely met by revenue by the station. The radio station is currently owned by the government and run by the Station Advisory Board which is community based. It has a workforce of 45 staff, 25 of whom are on full time basis. 102 Mega FM was set up to bridge the information and communication gap with a view to enhancing the peace process and spur development in the region.

The radio station with the help of the funding from the DFID and the full support of the community was able to grow at a growth rate of 8% eventually becoming self sustaining in 2005 four months earlier than expected (Mega FM Corporate Handout, 2007). Mega FM despite being the larger radio station in the region is now experiencing a lower growth rate which is promising to stagnate as shown from the declining profit turnover of 2.5% between 2005-2006. This could be a result of the missing financial information in the periods 2004-2006 which would

suggest a non existent policy formulation on prevailing and historical information. This would lead to handicapped policy and failure to reach performance targets. With such a challenge, it is necessary to carry out an investigation into the impact of the records management and keeping on the radio station's performance.

1.2 Statement of the Problem

Often, a records management system helps to aid in the capture, classification and ongoing management of records throughout their lifecycle. According to Wase, David and Ronald Ricardo (2001), records' keeping promotes an information base which can be used in the strategy building, implementation and appraising. Mega FM radio station is however facing challenges in keeping records either neatly or accessibly or simply over a period of time. This was noted since some of the radio was particularly so for records that dated back 2 or more years. As seen from the literature reviewed, it is implied that an existing, effective and efficient records keeping system will have an effect on performance of the organization. The study therefore seeks to investigate the impact of the records keeping on the performance of 102 Mega FM Gulu.

1.3 Objective of the study

The aim of the study was to examine the impact of records keeping on company performance.

1.3.1 Specific Objectives

- To establish the types of records kept by Mega fm.
- To investigate the records keeping structures if any that the radio station may have in place.
- To find out the challenges the company faces in records keeping and their effects.

1.4 Research Questions

1. Which type of records does Mega fm keep?

2. What records keeping structures has the radio station put in place?

3. What challenges does the company face in its records keeping and scope?

1.5. Scope of the study

1.5.1: Geographical Scope

The study took place at Mega Fm, Gulu district, Uganda.

1.5.2: Content scope

The study concentrated on the records keeping and performance on Mega fm.

1.6 Significance of the study

- The study will be useful to the company as it would be able to establish what loop holes it may have in its records keeping system. This would enable the company be able to strengthen the reliability of the records system.

- The study will act as an eye opener to 102 Mega FM to see the importance of records keeping to the company's performance.

- The study will identify impediments to reliable records keeping in the company.

- The study will add to the library of information for more studies to be done in this area.
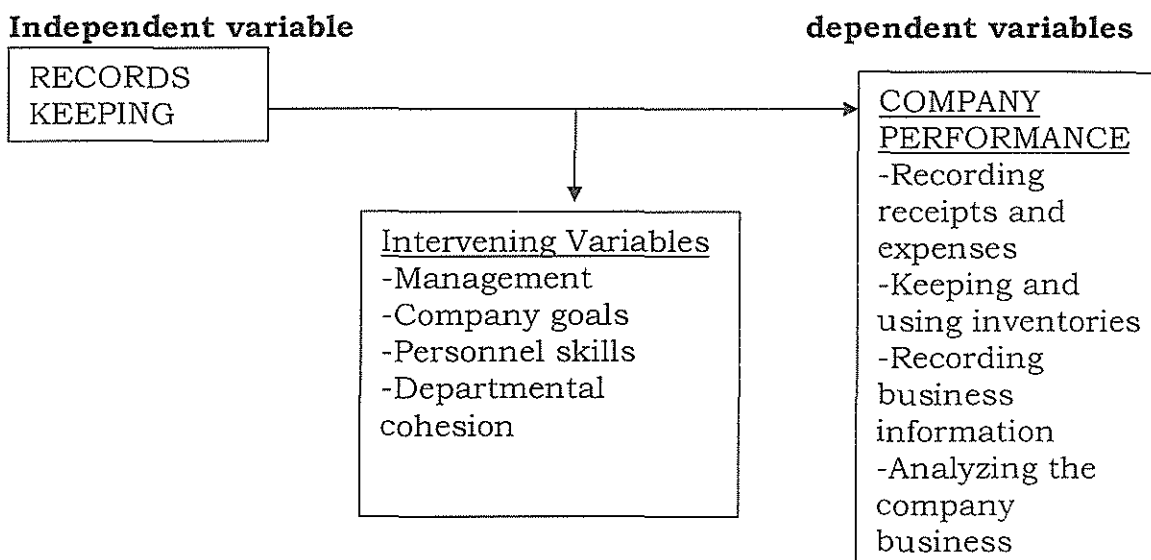
CHAPTER TWO

LITERATURE REVIEW

2.0: Introduction

This section reviews the theoretical arguments relating to records keeping and management in relation to the company performance. The discussions as put forward by other authors on this issue are also looked at.

Fricklas (2007) further adds that, the other crucial aspect of the above definition is their consistent reference to records as evidence. Indeed, records management can be seen as being primarily concerned with the identification and management of the evidence of an organization's business activities.

2.1: Conceptual framework

Independent variable   **dependent variables**

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┌──────────────┐                                    ┌──────────────────┐
│ RECORDS      │────────────────────────────────────▶ COMPANY          │
│ KEEPING      │                    │               │ PERFORMANCE      │
└──────────────┘                    │               │ -Recording       │
                                    ▼               │ receipts and     │
                    ┌──────────────────────┐        │ expenses         │
                    │ Intervening Variables │        │ -Keeping and     │
                    │ -Management           │        │ using inventories│
                    │ -Company goals        │        │ -Recording       │
                    │ -Personnel skills     │        │ business         │
                    │ -Departmental         │        │ information      │
                    │ cohesion              │        │ -Analyzing the   │
                    │                       │        │ company          │
                    └──────────────────────┘        │ business         │
                                                     └──────────────────┘
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Source: Literature Review

The conceptual framework shows that the independent variable is records keeping while the dependent variable is the company

performance. There is an extraneous variable, which comprises of the management/administration of the radio station, the company goals, and personnel framework skills of the staff and the cohesion level of the various departments. The conceptual framework shows that the records keeping consists of the recording receipts and expenses, keeping of inventories, recording business information and analyzing the company business as a whole. This when effected influences the company performance but is affected by the business environment in which the radio station is operating.

2.3: Related Literature

2.3.1: Types of records kept

Records keeping is an important factor for any business organization's survival especially radio where all activities depend on recording. Records must be identified and authenticated. In a business environment, it is usually a matter of computing and filling business documents, making them available for retrieval. However, in many environments, records must be identified and handled much more carefully, Dirks (2004)

Therefore, the types of records used are discussed below;

Evaluations; Employers should regularly conduct formal evaluations of all employees and keep the evaluations in the employees' files. Training and Orientation Received Orientation and training dates, content and lengths of time should be recorded. OSHA requirements include records of training and accident records related to OSHA regulations.

Disciplinary Actions; All disciplinary action should be documented. Employee behavior causing the discipline and action taken should be recorded. For example, in dealing with tardiness, the employer should record dates the employee was late, the time work was to begin and the time the employee arrived. Employers should also document

6

conversations with the employee related to the tardiness and dates/times when disciplinary actions were taken. Copies of written disciplinary warnings given an employee should be kept on file.

Pay rolls; some type of detailed field or time record is needed for each employee. This record is needed for pay purposes if wages are based on piecework or hourly rates as well as for labor management. The information may also be needed to meet requirements of the Fair Labor Standards Act, including minimum wage requirements; unemployment insurance; or workers' compensation.

Balance sheet; this is a statement of the financial condition of a business. It shows the status of the farm business assets, liabilities and owners' equity at a specific time. It is a snapshot, not a motion picture, and must be analyzed with reference to comparative prior balance sheets. In summary, it shows what is owned (assets) and what is owed (liabilities), and the difference between them, which is called net worth. The term balance comes from the requirement that the ledge be in balance through the basic accounting equation of: Assets-liabilities + owner equity.

Vandagraul (1999) states that producers should maintain the following financial statements: a balance sheet, a statement of owner equity, an income statement and a cash flow statement.

Statement of owner equity; The balance sheet shows the amount of owner equity at a point in the time, but not what caused the changes in this value over time. The statement of owner equity shows the sources of changes and the amount that came from each source.

Income statement; this is a summary of revenues and expenses for a given accounting period. The difference between the revenues and

expenses is called net farm income. A positive difference indicates a profit and a negative value indicates a loss. Under cash accounting, the above explanation would suffice for tax reporting purposes. However, the cash method as a way of measuring net farm income can be misleading and result in poor decisions when used for management purposes.

Cash flow statement; a sound balance sheet and a high net firm income do not necessarily mean that the operation can meet financial obligations. You must know the flow of income and expenses during the accounting period to determine your ability to pay bills and creditors. A cash flow statement can be defined as the SOURCES (cash inflow, receipts) and USES (cash outflow, expenses) of funds. Sources would also include loans received, non-farm income etc. uses would include family living expenses and loan repayments. Monthly comparison of the sources and uses of funds will allow you to determine the months where funds are needed (deficits) and the months where funds are in excess (surpluses) (Vandagrual, 1999

Announcements; These records include death announcements, jingles and advertisements which are the major income earners for the station. These records are kept in digital and physical forms.
Music; these records are in audio form like the advertisements and are kept on compact disks and computers.

2.3.2: Records keeping management structures
According to Fricklas (2007), the general principles of records keeping and management apply to records in any format. Digital records (almost always referred to as electronic records) raise specific issues however, 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.

8

Unlike physical records electronic cannot be kept and managed without a computer or other machine. Functional requirements for computer systems that can be used to manage electronic records have been produced by the US Department of Defense (2003), the National Archives of England and Wales and the European Commission.

Dirks (2004), states that particular concerns exist about the ability to retain and still be able to access and read electronic over time. Electronic records require appropriate combinations of software versions and operating systems to be accessed, and so are at risk because of the rate at which technological changes occur. A considerable amount of research is being undertaken to address this issue, under the heading of digital preservation. 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.

Carkner (2001) stated that as of 2005, records management has increased interest among corporations due to new compliance regulations and statutes. While government legal and health care 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/Anderson scandal, and more recently records-related mishaps at Morgan Stanly, 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 90s has been 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.

Key et al (2003) further add that privacy, data protection and identify theft have become issues of interest for records managers. The role of the records manager is to aid in the protection of an organization's records that have 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.

The most significant 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. Publicized events have demonstrated that records management is in fact that responsibility of all individuals within an organization and the corporate entity.

An electric records management (ERM) is a computer program (or set of programs) used to track and store records. The term is distinguished from imaging and document management systems that specialize in paper capture and document management respectively. ERM systems commonly provide specialized security and auditing functionalities tailored to the needs of records managers (Steinhardt, 2007).

Commercial records centers are facilities which specialize in the storage of paper and electronic records for organizations. Commercial records centers provide high density, secure storage for paper records and can provide climate controlled storage for sensitive non-paper media. The

trade organization for commercial records centers is PRISM International (ISO 15489, 2001)

2.3.3: Challenges to record keeping

The widespread use of 'personal computers over the past 10-15 years have eroded the practice in government where individual employees considered good record keeping being part of their daily duties. This erosion, over a long period, means that the impact of formally reintroducing the practice has a much greater impact than initially thought. Records keeping systems normally encompass a manual file management in the systems flow. With such considerations, records keeping over a longer period of time especially for organizations with ever increasing sources of information get presented with the ever expanding space requirements to store the data. This comes with many other logistical considerations which often plague financially handicapped organizations which often offer to relegate the data storage function (Dirks S, 2004).

The required integrity of records has also placed a psychological pressure and responsibility on the individual's work patterns and business processes within the user departments. Vandagrual B. (1999), further asserts that traditionally, record keeping responsibilities were in the hands of the departmental record officers and archivists, with little or no impact on the individual workers or authors or content. It is therefore perceived to be difficult for the same employees or authors to gain from the benefits of additional effort required for such record keeping.

According to US Department of Defense (2003), experience across the public and private sector, the issue of records management has been tackled by senior management in two distinct ways;

- Either the existing manual business process have been enhanced or

- A new technology was introduced

In both cases, the impact has been grossly under-estimated. The fundamental problem lies within the mindset that relies heavily on technology enablement with minimal effort. It is not untypical for a user to have access to a set of Desktop tools such as Microsoft Outlook, Word, Excel, Power Point and others, to create and manage the unstructured content (documents etc) that support virtually every business activity or transaction. These tools however, enable the company/organization to be technologically abreast but do little in terms of providing information storage in a structured, reliable and easily retrievable format.

CHAPTER THREE
METHODOLOGY

3.0   Introduction

This chapter put forward and described the research methods and reasons that were used in the study. It entails research design, study area, target population, sample size, data collection methods, instruments, data processing and analysis and limitations of the study

3.1   Research design

A case study design was used since the study looked at an individual area. The study employed quantitative techniques to arrive at an understanding of the relationship between customer service and company performance. This was done by acquiring frequencies of respondents' feedback and calculating percentages. The results were then used to draw up bar graphs and pie charts. This is because the bulk of the data collected was quantitative in nature and thereby required statistical interpretations. Qualitative analysis was later used to interpret the quantitative data in terms of the highest and lowest results.

3.2   Study area

The research was carried out in 102 Mega FM Radio Station offices in Gulu, Uganda.

3.3   Target population

The target population of the study was selected from both the managerial staff and the non-managerial staff of 102 Mega FM Radio Station. The author highly depended on the accounting and marketing department since the author believed were the most influential contributors to the study.

3.4 Sample Size

The total sample comprised of a total of 30 respondents. They were selected from Administrative staff, operations, human resource, finance and marketing departments. Other respondents were selected from the accounting department to further provide more pertinent information regarding financial records.

3.5 Data collection

The study was comprised of both primary and secondary data.

Primary data; refers to first hand data which was collected through questionnaires, interviews and observation methods.

Secondary; refers to the second-hand data, that was obtained from recorded documents. The data was collected through marketing books, company journals, departmental reports and memos. The aim of secondary data was to the answer the questions about the relationship between customer satisfaction and sales performance.

3.6 Data collection instruments

Various instruments were used to collect both primary and secondary data and included;

3.6.1 Questionnaires

Questionnaires were self-administered to the staff of Mega FM Company

3.6.2 Observations

Observations were carried out at the Mega FM Company offices in Gulu Town. Observations were used to supplement on the extra interviews and questionnaires.

3.7 Data processing and analysis

The data to be collected will include both qualitative and quantitative. The data will be analyzed manually and with the aid of computer by way

of descriptive statistics such as tables, bar charts, percentages and frequencies. Data will be edited and coded so as to make it useful and understandable, besides making it accurate and complete.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATIONS AND ANALYSIS

4.0 Introduction

This chapter is a presentation, analysis, interpretation and discussion of the field results. The results are presented in tables and in form of frequency counts and percentages. The results and discussions are centered on the set objectives of the study which included; establishing whether the radio station carry out records keeping, investigate the records keeping structures in place and finding out the constraints the company faces in its record keeping and management. The study was carried out at Mega Fm and the results are presented in tables and in form of frequency counts and percentages.

4.1: Types of records kept by the station

Records must be identified and authenticated. In a business environment, it is usually a matter of computing and filling business documents, making them available for retrieval. However, in many environments, records must be identified and handled much more carefully, Dirks (2004)

To relate with the secondary data, the researcher questionnaire required the types of records managed and the librarian identified and classified different kinds of records that are being managed in the station which are explained below;

Table 4.1: What type of record do they keep?

Record types	frequency	Percentage
Financial records	4	44.4
Employee Records	3	33.3
Programming records	2	22.3
Total	**9**	**100**

Source: Primary data

Figure 1: illustrates the types of records kept at Mega fm
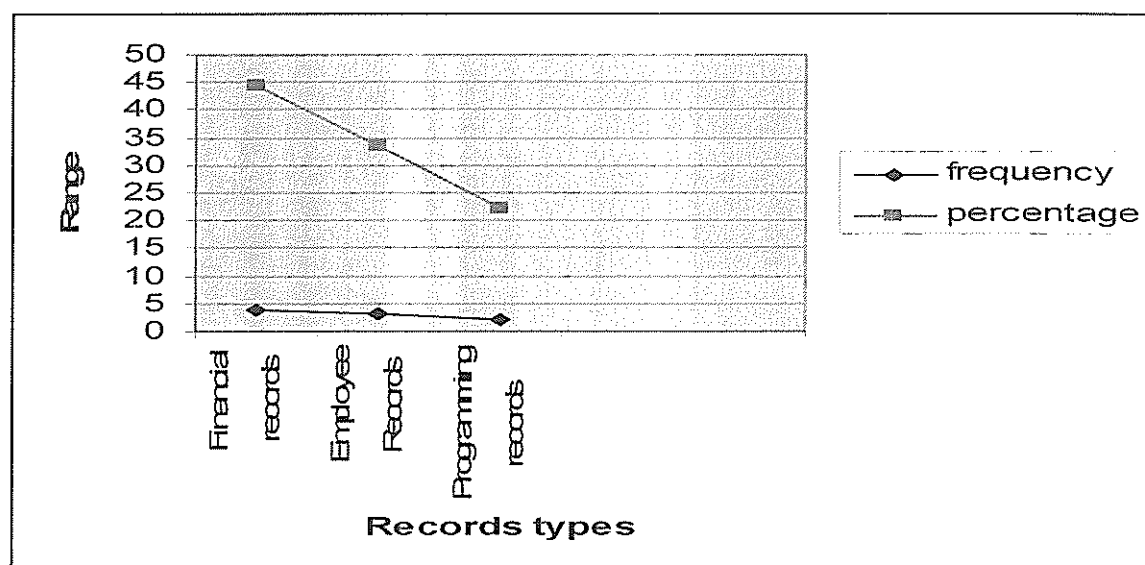
Source: Primary data

Table 4.1 above shows that financial records were the most recorded and kept records 4 (44.4%) since the stations income and annual expenditure depends on how well the statements are kept, employee records were

17

3(33.3%) while programming records constituted 22.3%. These talk about the financial status and the general economic status of Mega fm station and include;

Balance sheets; these are statements of the financial condition of Mega Fm businesses. They show the status of the station assets, liabilities and owners' equity at a specific time. These balance sheets are analyzed with reference to comparative prior balance sheets. These showed assets and liabilities of the station.

Statement of owner equity; the balance sheets stored in the station library showed the amount of Mega Fm owners' equity at a point in the time. The statement of owners' equity showed the sources of changes and the amount that came from each source.

Income statement; the librarian explained that, "income statements sum up revenues and expenses for an annual accounting period." The difference between the revenues and expenses was quoted as net farm income. The statements indicated positive profits and a negative value indicated a loss.

Cash flow statement; Access to Cash flow statements was in vain but the accountant explained that, "they are in form of sound balance sheets and high net firm income of which operations meet financial obligations." She explained that one must know the flow of income and expenses during the accounting period to determine the ability to pay bills and creditors. Cash flow statements are in form of cash inflow and receipts which are used to quote the cash outflow through expenses of funds. Sources would also include loans received, non-station income etc.

Evaluations; these are used the directors to conduct formal evaluations of all employees and are kept in the employees' files. Training and

Orientation Received Orientation and training dates, content and lengths of time are recorded. The quotations include records of training and accident records related to contract regulations.

Disciplinary Actions; according to the human resource manager, the disciplinary actions were documented by the station's human resource and kept in employee files. The human resource manager said that when the employee cases of indiscipline exceed the required levels, then the board takes action.

The supervisor records dates the employee was late, the time work was to begin and the time the employee arrived. Copies of written disciplinary warnings given to an employee are filed.

Pay rolls; these records are needed for payment purposes if wages are based on piecework or hourly rates as well as for labor management. The information is also needed to meet requirements of the Fair Labor Standards Act, including minimum wage requirements; unemployment insurance; or workers' compensation

Announcements; these records include death announcements, jingles and advertisements which are the major income earners for the station. These records are kept in digital and physical forms.

Music; these records are in audio form like the advertisements and are kept on compact disks and computers.

The programming manager said that; *"play lists are changed daily but the music compilation is kept for as long as the compact disc is functional."*

Basing on the above findings, the station records keeping systems are not up to date and therefore the management is struggling hard to improve the station's records management systems in order to

standardize its performance to reach the better performance heights of other best stations in the country.

4.2: Record keeping structures

Table 4. 2: Which record keeping structures has the radio station put in place?

Response		Frequency	percentage
Electronic structures	-Computers -Compact discs	7	30.4
Wooden structures	-Wooden shelves	4	17.4
Concrete structures	-Concrete files shelve -Fire proof compact disc rooms	2	8.7
Files	-Pamphlets -News journals -Financial receipts -Employee documents	10	43.5
Total		**23**	**100**

Source: Primary data

Table 4.2 above shows that 7(30.4%) responded to better use of electronic records, 4(17.4%) responded to better use of wooden

structures, 2(8.7%) responded to concrete structures and 10(43.5%) responded to the use of files.

According to the station manager, Mega Fm is not a long enough established radio station compared to other stations like capital Fm, therefore this shows that the record keeping structures are not modernized though the staff have tried hard to maintain high standard structures.

The library and play list manager was quoted to have said that; *"records must be stored on both papers and computers such that they are both sufficiently accessible and are safe guarded against environmental damage. A typical contract or agreement may be stored on ordinary paper in a file cabinet in an office, but a record label is also important for the whole part of entertaining the station audience and loosing it is like loosing a contract."*

However, Mega Fm records file rooms have not yet employed specialized environmental controls including temperature and humidity. Vital records are supposed to be stored in a disaster-resistant safe or vault to protect against fire, flood, earthquakes and even war since northern Uganda is a conflict area. But due to lack of enough funds, records are not well stored which has led to damages. Damaged records cost the station a lot of money to replace and poor performance of some departments.

The station manager stated that in extreme cases, *"the item may require both disaster-proofing and public access, which is the case with the music library. The engineers were consulted to determine whether the file room can effectively withstand the weight of shelves. Files cabinet filled with contracting records, some employee files and the electronic files storage is being planed."*

Basing on the above findings, files and computers are more appropriate structures for records keeping in Mega fm to be utilized by record keepers and to those that access to them frequently.

4.3: Constraints Faced by the Station in Record Keeping and Management

Record keeping is an important but a hard task of a company since performance mostly bases on the record keeping out comes. This comes with many other logistical considerations which often plague financially handicapped organizations which offer to relegate the data storage function (Dirks S, 2004).

Therefore to discuss the constraints, the researcher needs to focus on both methods and structures of records keeping as to be discussed below;

Table 4.3: Does the company have constraints in record keeping?

Response	Frequency	Percentage
Most of the times	20	87
Some times	3	13
Not at all	0	0
Total	23	100

Source: Primary data

Figure 2: illustrates the level of response on record keeping constraints in Mega Fm
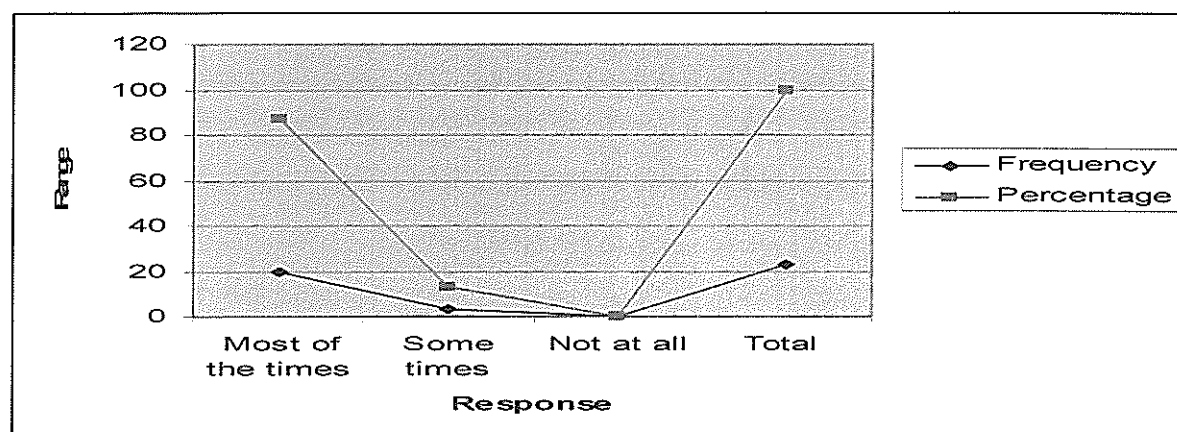
Source: Primary data

Table 4.4 above shows that 20(87%) of the respondents agreed to facing constraints most of the times while 3(13%) noted that the constraints are incurred some times.

Basing on the above levels of response, the researcher discovered that the radio station faced a big challenge in record keeping due to the factors given by the respondents below;

Table 4.4: What are those constraints?

Response	Frequency	Percentage
Small space	15	65.2
Lack of computers	5	21.7
Unprofessional practioners	1	4.4
Insecurity threats	2	8.7
Total	23	100

Source: Primary data

Figure 3: illustrates response on constraints levels
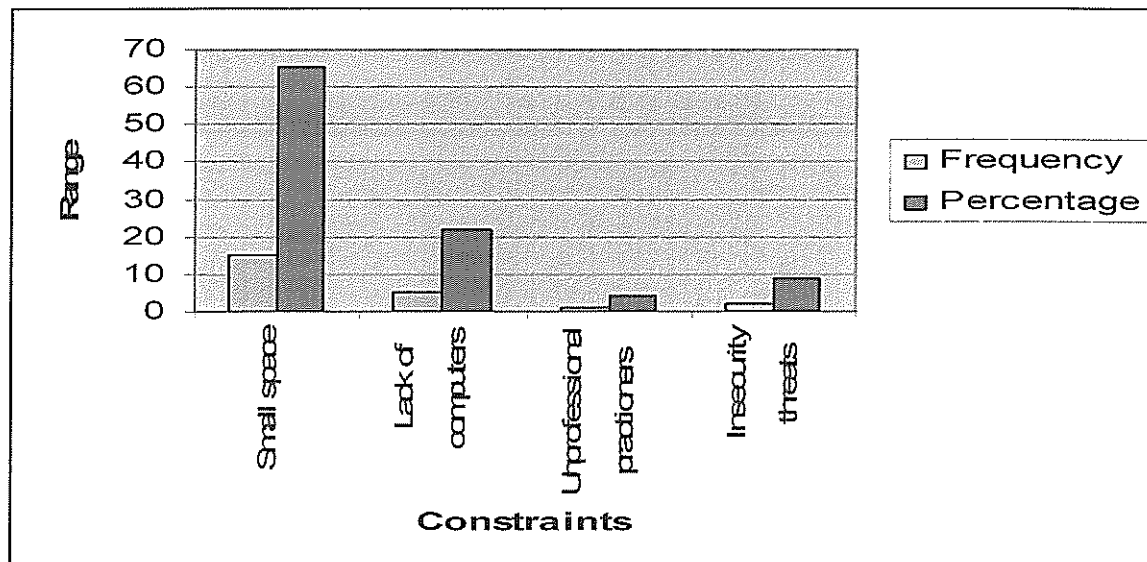
Source: Primary data

15(65.2%) of the respondents attributed a small space of both the store and the library for poor record keeping. The building which houses the station is too small to accommodate all the radio departments and activities.

The librarian's comment was that some record files have been damaged by the frequent reference and yet files have to be dug from a bunch of files on top of each other. The file shelves are too small to accommodate the many receipt files the come from the accounts department. This therefore forces the librarian to request for boxes for the records which some times attract rats.

5(21.7%) responded to lack of computers, 1(4.4%) attributed it to unprofessional practitioners and 2(8.7%) attributed poor record keeping to insecurity.

The researcher observed that the station had a few computers which did not correspond to the amount of work the station had to accomplish. The accounts department had only three computers and yet it had many employees.

Concerning unprofessional practitioners, one of the respondents attributed unqualified staff to be the cause of poor records keeping. He pointed out an example of the assistant librarian who is not qualified but working because she is known to one of the bosses.

Insecurity is a major problem in northern Uganda and all record keepers work keeping in mind that any time the situation might become worse and their efforts would be in vain. This according to one employee has caused poor performance not only among record keepers but many employees.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.0   Introduction

This section summarizes record keeping and Mega Fm station performance in Gulu district, Uganda. The research analyzed the following objectives, establishing whether the radio station carry out records keeping, investigate the records keeping structures in place and finding out the constraints the company faces in its record keeping and management.

5.1   Discussion of Findings

5.1.1: Types of records kept

The first objective of the study was to establish the types of records kept by Mega fm. These are summarized below;

Financial records were 4 (44.4%) since the stations income and annual expenditure depends on how well the statements are kept, employee records were 3(33.3%) while programming records constituted 22.3%. These talk about the financial status and the general economic status of Mega fm station and include;

The financial records talk about the financial status and the general economic status of Mega fm station and include; balance sheets which state the station assets and liabilities analyzed through balance sheets, the statement of equity that show sources of capital, income statements indicate profits and losses and cash flow statements which indicate how the money is collected and spent.

Employee Records include evaluations for employee performance and conduct; disciplinary actions files contain how and when en employee is

disciplined and pay rolls are for pay purposes where wages are based on piecework or hourly rates as well as for labor management.

Programming records; include death announcements, jingles and advertisements which are the major income earners for the station, not forgetting music. These records are kept in digital and physical forms.

All the written and digital documents are filed and kept in shelves in a fire proof and water free room where the documents are not exposed to any kind of destruction since the station operates on documentation

5.1.2: Record keeping structures

7(30.4%) responded to better use of electronic records, 4(17.4%) responded to better use of wooden structures, 2(8.7%) responded to concrete structures and 10(43.5%) responded to the use of files.

5.1.3: challenges of record keeping by Mega fm

20(87%) of the respondents agreed to facing challenges most of the times while 3(13%) noted that the constraints are incurred some times.

15(65.2%) of the respondents attributed a small space of both the store and the library for poor record keeping. The building which houses the station is too small to accommodate all the radio departments and activities. 5(21.7%) responded to lack of computers, 1(4.4%) attributed it to unprofessional practitioners and 2(8.7%) attributed poor record keeping to insecurity.

Records destruction is a major record keeping problem and has resulted into document lose which has created a stumbling block to information reference.

Due a difficulty in information searching, work is delayed which leads to loss of advertisers since advertisers work on time and want their advertisements to be played on time as agreed upon.

Loss of information cause huge losses to the station in terms of money. The audience has lost trust in the station due to empty promises that are some times aired where the records have been lost.

Records loss has resulted into internal conflicts as staff keep on blaming each other for the loss.

5.2   Conclusions

All the written and digital documents which include financial, employee and programming records are filed and kept in shelves in a fire proof and water free room where the documents are not exposed to any kind of destruction since the station operates on documentation

From the findings of the study it was concluded that records management is not a simple task and need too much care and professionalism to make it perfect.

The study found out that Mega Fm records file rooms have not yet employed specialized environmental controls including temperature and humidity. Vital records are supposed to be stored in a disaster-resistant safe or vault to protect against fire, flood, earthquakes and even war since northern Uganda is a conflict area. But due to lack of enough funds, records are not well stored which has led to damages. Damaged records cost the station a lot of money to replace and poor performance of some departments.

5.3 Recommendations

Record keeping is an important but a hard task of a company since performance mostly bases on the record keeping out comes. This comes

with many other logistical considerations which often plague financially handicapped organizations which offer to relegate the data storage function (Dirks S, 2004).

However this important factor is still a myth in the stations record keeping and management, which has stagnated the station's performance. Therefore the researcher gives the following recommendations;

For the station to prosper in business, modern information systems need to be put in place. Therefore the station must install a computerized system which keep the information and enable easy retrieval of information whenever needed.

The station must build better facilities and enlarge the space in order to maintain better records keeping since a small space has cost them a great deal of information which has retarded the station's performance.

5.4 Suggestions for further research

More research should be done on records keeping and performance since there has not been much information concerning media records keeping methods and systems.

5.5 Limitations of the study

Some of the respondents may be reluctant to disclose certain information, which they may consider sensitive to the operations of the company, while others may not be sure whether they should disclose all the information that the researcher is seeking. This will be handled by seeking administrative clearance to collect such information. This permission will be obtained by promising to ensure privacy and confidentiality of the requested for information.

Top management may not readily be available for interviews and this may necessitate the researcher to continuously return on appointment to meet them until success.

Financial constraints due to inadequate money resources to finance the research

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APPENDIX I: QUESTINNAIRE

Dear Respondent,

I am student of Kampala International University carrying out an academic research on the topic "Records keeping and performance in Mega fm, A Case Study of Gulu district, Uganda." you have been randomly selected to participate in the study and are therefore kindly requested to provide an appropriate answer by either ticking the best option or give explanation where applicable. The answers provided will only be used for academic purposes and will be treated with utmost confidentiality.

Residential area..

Personal Information:

Sex

Male ☐   Female ☐

Age

20-30 ☐   30-45 ☐

45-above ☐

Academic background

i) Certificate ☐

ii) Diploma ☐

iii) Degree ☐

APPENDIX III: MAP OF RESEARCH AREA.