

Organization of Employees Records for Governance and Protection of Human Right in Three Federal Higher Educational Institutions in Adamawa State, Nigeria

Hafiz Umar

Abstract— This article presented organisation of employee records for governance and protection of human right in Federal higher educational institutions in Adamawa State, Nigeria. There is definition of the terms: records management, governance, accountability, protection of human right. The article identified the type of employee records management practices, the arrangement patterns utilised, the challenges associated with the management of employee records in the institutions studied. Descriptive research design was adopted for the study. 235 questionnaire were administered and 220 were returned duly completed. Lack of adequate number of professional staff in the management of employees records in the institutions and many others were among the challenges in the institutions. Conclusion were drawn and possible solutions provided.

Index Terms— Employee Records, Governance, Organization of Records, Protection of Human Right.

I. INTRODUCTION

In an established organization or institution; records are generated, collected, and maintained in order to conduct daily activities either internally or externally. Records in institutions, ministries, or agencies includes personnel records, administrative records, financial records, reports, records of achievement. Proper and sound records management helps to ensure effective and efficient administration. Kentucky's Public Records Management Law (2012), viewed public records as "all books, papers, maps, photographs, cards, tapes, disks, diskettes, recording and other documentary materials, regardless of physical form or characteristics which are prepared, owned, used, in the possession of or retained by a public agency. Records management supports accountability by providing accurate information and evidence of an event in administration. Records management, according to Adikwu (2007), is the area of general administrative management concerned with achieving economy and efficiency in the creation, maintenance, use and disposal of records that is during their entire lifecycle. Records management entails all the records keeping processes and policies that permit an organization, agency or institution to establish and maintain control over information flow and for day to day organizational

operations. Kanzin (2010) opined that the main purpose of records management is to control the flow of records within a particular organization; it is the practice of records management to control the information flow of institutions, ministries or business from creation to the disposal period. Since, records of higher institutions of learning are of great importance in the areas of effective service delivery, decision making processes, planning, actions, solving problems of the institution, transparency and accountability, the researcher intends to conduct this research so that factors that hinder the effectiveness and efficiency in the management of the records for good governance, protection of human right and accountability be tackled for the improvement of the administration of the institutions under study.

II. ACCOUNTABILITY AND TRANSPARENCY

Institutions use records to support accountability and transparency, it is difficult to imagine life in the running of an organization without records. Example of records are; financial records, Administrative records, Health records, policies and procedures, property plans etc. The management of these records are, according to title 44, chapter 29, section 2901 in the United States Code (find law 2012), is the planning, controlling, directing, organizing, training, promoting and other managerial activities involved with respect to records creation, records disposition, records maintenance and use in order to achieve adequate and proper documentation of the policies and transactions of an organization.

III. GOVERNANCE

Governance has to do with the manner in which responsibilities are discharged. Where such responsibility is done in an effective, transparent, and accountable manner is termed good governance while bad governance is associated with maladministration in the discharge of responsibility. According to Amoako (2003), good governance entails the existence of efficient and accountable institutions be it political, judicial, administrative, economic and corporate with entrenched rules that promote development, protect human rights, respect the rule of law, and ensure that people are free to participate in and be heard on decisions that affect their lives. Effective governance is central to the functioning

of institutions of higher learning. It implies that the effective management of a tertiary educational institutions' resources are done in a manner which is transparent, accountable, equitable and responsive to the needs of the staff. The provision of good public services with transparent decision-making and implementation of policy without corruption is what we referred to as good governance. Staff records should easily be accessible when important decisions are made about an employee. Personnel records are also used to mete appropriate disciplinary measures on individuals in a transparent manner. This implies good governance on the part of the tertiary institutions. According to Cooper (2007), cited by Peterson (2013), the key elements of good governance include legality and the rule of law; absence of corruption; absence of discrimination; procedural fairness in the decision-making process; substantive fairness in the decision making process; efficiency; civil service independence; the right to judicial review before an independent and impartial tribunal; and access to information.

IV. PROTECTION OF HUMAN RIGHT

The International Covenant on Civil and Political Rights (ICCPR) cited in Cooper (2007) by Peterson (2013) details the basic civil and political rights of individuals, and duties attached to the state. Among the rights of the individual are the right to life; the right to liberty and freedom of movement; the right to equality before the law; the right to presumption of innocence until proven guilty; the right to be recognized as a person before the law; the right to privacy and protection of that privacy by law; the right to legal recourse when rights are violated; freedom of thought, conscience, and religion or belief; freedom of opinion and expression; freedom of assembly and association

V. STATEMENT OF THE PROBLEM

Accurate and reliable records are needed by institutions of higher learning to support day-to-day running affairs of the institution. The primary concern of every institution is the efficient and effective management of records to ensure that information is available when and where it is needed in an organized manner and in a well maintained environment.

Preliminary investigation by the researcher has shown that, records in the higher institutions under study are not given proper and adequate attention in their organisations. Some records in the institutions were left unorganized, mutilated; dusty, squeezed, as a result of which some may get lost and even those that seem to be taken care of are not properly organised. These made records users spend considerable amounts of time searching for information which ought to be readily available, this could affect their decision processes. This situation could perhaps be attributed to poor layout of the records offices especially where records are managed centrally, lack of awareness of the importance of records management, lack of sufficient knowledge and skills among staff on management of records, lack of support from senior officers, lack of records management policies. It could also be due to the lack of standard tools, materials, facilities or equipment to manage the records which could lead to the congestion of records.

VI. RESEARCH QUESTIONS

- a) What are the personal records management practices at the federal tertiary educational institutions in Adamawa state?
- b) What are the records arrangement patterns utilized in Federal Tertiary educational institutions in Adamawa State?
- c) What are the challenges associated with personal records management in federal tertiary educational institutions in Adamawa state?

VII. METHODOLOGY

Descriptive survey research design was adopted for the study. The survey research design was suitable for this study because the study seeks to document and describe what exists or the present status of existence or absence of what is investigated. Mohammed (2015) opined that Survey research design is widely regarded as being inherently quantitative and positivistic, and is contrasted to qualitative methods that involves participant observation, unstructured interviewing, case studies, focus groups, questionnaires etc. Osuala (2013) described survey research design as the one that focuses on people, the vital facts of people, and their beliefs, opinions, attitudes, motivations and behaviour. Survey research design according to Osuala do more than merely uncovered data, it allows a researcher to interpret, synthesize and integrate data to implications and interrelationship. The study area consists of three Federal Tertiary Educational institutions, namely; Modibbo Adama University of Technology, Yola, Federal College of Education Yola and Federal Polytechnic Mubi all in Adamawa State. The researcher used questionnaire for data collection because the respondents were literate and have the capability of filling the questionnaires without any assistance from anybody. Another reason is that the respondents were widely spread over a geographical location. Osuala (2013) maintained that questionnaires are advantageous whenever the sample size is large enough to make it uneconomical for reasons of time or funds to observe or interview every subject. The population of this study comprised record managers in the records management offices, Administrative officers, Secretaries and Exams officers in the 3 federal tertiary institutions in Adamawa State of Nigeria. The total population of the study for the three higher educational institutions in Adamawa state is 1,687 (Modibbo Adama University of Technology, Yola (404) Federal College of Education, Yola (550) and Federal Polytechnic Mubi (733). Questionnaires' were distributed to only personnel that are directly involved in records management. The data generated from the research questions were analysed using SPSS Mean and Standard Deviation.

VIII. FINDINGS OF THE STUDY

The sample size consisted of 234 respondents who were given the questionnaires; drawn from 3 federal institutions (Modibbo Adama University of technology, Yola, Federal College of Education Yola and Federal Polytechnic Mubi). The response rate was as shown in table 1.1

Table 1. Respondents Response Rate

Respondent's institution	Sample Population	Response	Response rate (%)
Mautech	82	76	92.7
FCE Yola	74	71	95.9
Fed.Poly Mubi	78	73	93.6
Total	234	220	94.02

From the table 1, out of the 234 questionnaires administered, the study achieved an overall response rate of 94.02% with the highest response rate being that of Federal College Education Yola at 95.9% and the lowest being that of Modibbo Adama University of Technology, Yola, at 92.7%. After several follow ups the researcher observed the reason for non-response rate being respondents' busy schedules which made it impossible to achieve a 100% response. This gives the impression that majority of the respondents are from the Federal College Education Yola, Having a high response rate of 95.9%.

Table 2: Age Distribution of Respondents

Response	Frequency	Percent
25 years and below	9	4
26-35 years	166	75.5
36-45 years	31	14.1
46 years and above	14	6.4
Total	220	100

Source: Fieldwork, 2019

Table 2 illustrates the age distribution 166(75.5%) of the respondents were within the age brackets of 26 years to 35 years. Again, 31(14.1%) were within the age brackets of 36 years to 45 years, 14(6.4%) were also within the brackets of 46 years and above while 9(4%) were between the age brackets 25 and below. This implied that majority of the institutions administrative staff are below the age of 36 years, who are very energetic and can help the institutions to achieve their target or objectives.

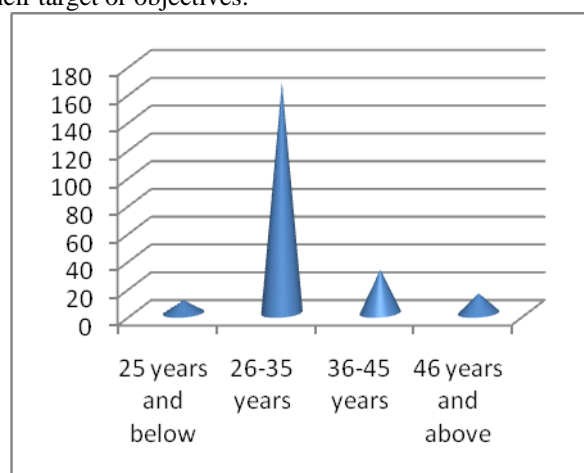


Fig. 1. Age distribution of the respondents

A. Gender

The respondents were asked to indicate their gender as either male or female. The responses were as shown in the

table 1.3 below.

Table 3: Gender

Response	Frequency	Percent
Male	76	34.5
Female	144	65.5
Total	220	100

Source: Fieldwork, 2019

Table 3 shows the gender distribution of the respondents. Clearly, it can be seen from the table that female respondents dominate the study representing 65.5% while 76 respondents making 34.5% were males. This confirms the perception that administrative duties are female dominated and that males generally do not show interest in that.

B. Work experience of the respondents

The respondents were asked to indicate their work experience in years. The responses were as shown in the table 1.4 below.

Table 4: Number of Years in work

Response	Frequency	Percent
0-5 years	32	14.5
6-10 years	71	32.3
11-15 years	94	42.7
16 and above	23	10.6
Total	220	100

Source: Fieldwork, 2019

Table 4 indicates the number of years respondents have worked in the institutions. Thirty-two (32) respondents representing 14.5% of them have worked for five years or less in the institutions. Seventy-one (71) respondents making 33% have served in the institutions for 6-10 years, ninety-four (94) respondents representing 42.7% have spent between 11-15 years in the institutions and the remaining 23 of the respondents representing 10.6% have served over 16 years in the institution. It therefore indicates that respondents have experience in proper records management and help preserves the institutions memory. This is in line with the assertion made by Gude (1992) that as people work continuously for a long time on a particular task, they become more conversant with the best practices and tenets of the work and subsequently develops best attitudes towards high performance.

C. Personnel Records Management Practices in the Institutions

This study sought to find out if the Institutions had organized records classification system and whether officials were managing records according to it. The responses were as shown in table 5

Table 5 Personnel Record Management Practices in the Institutions.

Response	Frequency	Percent	Valid Percent	Cumulative percent
Valid NO	8	3.6	3.6	3.6
YES	212	96.4	96.4	100.0
Total	220	100.0	100.0	

Sources: Fieldwork, 2019

Results from Table 5 shows that 212(96.4%) strongly declare that Personnel record management is practiced in the institutions whereas 8(3.6%) said that personnel record management is not practiced in the Federal institutions. This depicts that the administrative staff were sure that Personnel record management is been practiced in the institutions. For emphasis, it is been clearly illustrated in the fig. below.

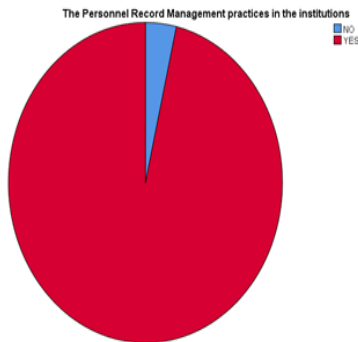


Fig. 2: Personnel Record Management practices in the institutions

Source: SPSS

1.5 Types of Personnel Record Management Practice Adopted in the Institutions

The study sought to determine what type of records arrangement systems used in the institutions as given in table 6 below

Table 6 Type of personnel Record Management Practices

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	manual method	41	18.6	18.6	18.6
	Electronic method	14	6.4	6.4	25.0
	Both Manual and Electronic	159	72.3	72.3	97.3
	Others	6	2.7	2.7	100.0
	Total	220	100.0	100.0	

Sources: Fieldwork, 2019

Table 6 demonstrates clearly that 41(18.6%) keep their office documents manually, 14(6.4%) store their records electronically while 159(72.3%) store their records both in manual and electronic forms while 6(2.7%) have other ways of keeping records. The results show that majority of the respondents used both manual and electronic forms in data storage, making the retrieval of records easy. This is illustrated in the fig. below.

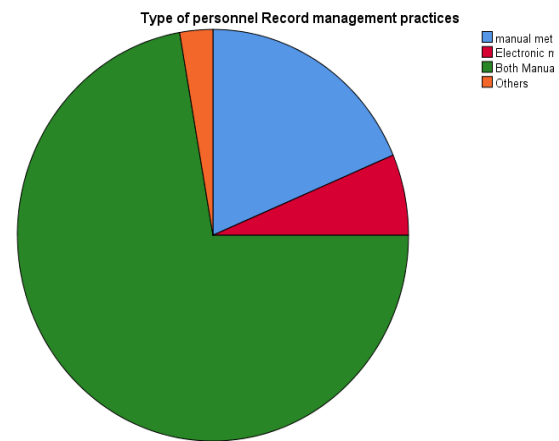


Fig. 2Type of Personnel Record Management Used in the institutions

Source: SPSS

E. Record Arrangement Systems in the Institutions

The study sought to determine records arrangement systems used in the institutions. The study sought to find out whether the Federal institutions had a functioning records Arrangement system in place that is the filing system as given in table 7 below

Table 7:Record Arrangement in the Institution (N=220)

	N	Yes	No	Sum	Mean	Std. Deviation
Filing Alphabetically	220	141	79	141	.64	.481
filing Numerically	220	142	78	142	.65	.479
filing alpha-numerically	220	120	100	120	.55	.499
using subject index	220	123	97	123	.56	.498
self-developed method	220	29	191	29	.13	.339
Others	220	9	211	9	.04	.199
Valid N (listwise)	220					

As shown in table 7, 141 of the respondents having a mean value of .64 indicated that the Institutions had a numeric records classification system, 142 of the respondents with Mean value of .65 indicated that the institutions had a Numeric record classification, 120 of the respondent having a mean value of .55 indicated the institutions had an alphanumeric records arrangement ,123 respondents with mean value .56 indicated that the institutions had subject index as a their system of record arrangement,29 respondents having a mean value of .13 indicated that the institutions make use of the self-developed system of arrangement ,while only 9 respondents with mean value of .04 indicated that the institution had other way of records classification system. We can see that from the table the respondents responses were not too far from their actual central ideas(Judging from the Standard deviation values) implying that the responses were distributed evenly, except for the others which is a bit far from the mean values. The pie chart illustrations are given in figures below for more clarity.

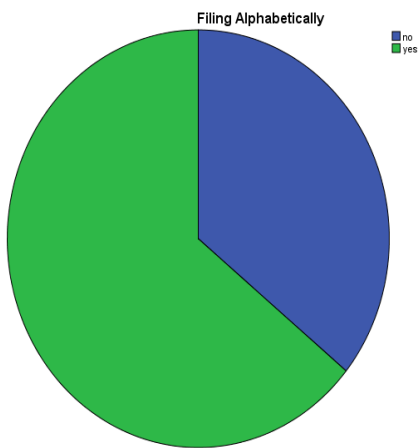


Fig. 3 Filing of records alphabetically
Source: SPSS version 25

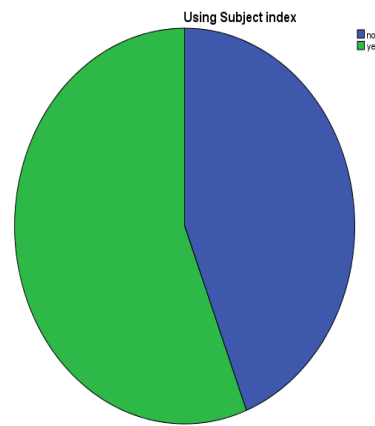


Fig. 6. Filing record using subject index
Source: SPSS version 25

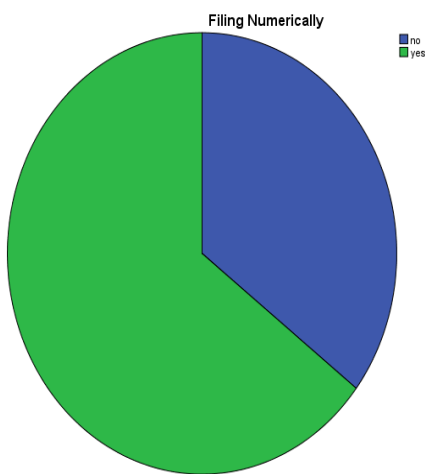


Fig 4 Filing record numerically
Source: SPSS version 25

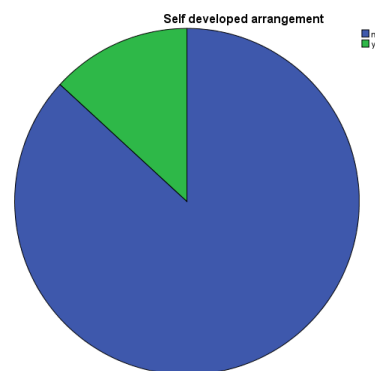


Fig. 7 self-developed arrangement
Source: SPSS version 25

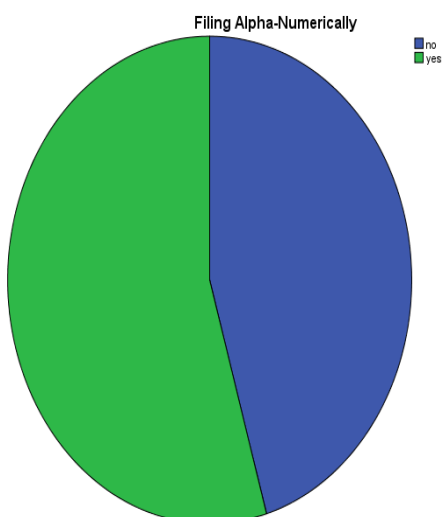


Fig 5. Filing records alphanumerically
Source: SPSS version 25

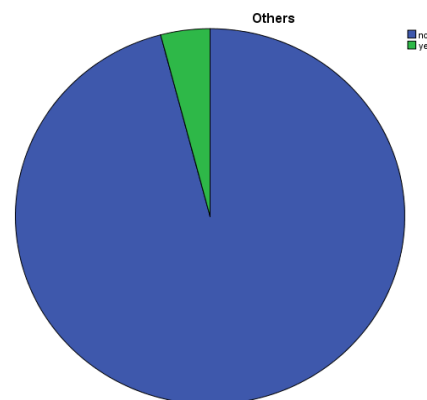


Fig 8 other types of arrangements as stated by the respondents
Source: SPSS version 25

F. Effectiveness of Records Management Patterns

This study sought to find out if institutions had organized records classification system sand whether officials were managing records according to it.

The responses were as shown in table 8

Table 8:Effectiveness of Records Management Patterns

Responses	Frequency	Percent	Valid percent	Cumulative percent
Valid				
Record management Pattern is Effective	98	44.5	44.5	44.5
Record Management Pattern is Averagely effective	100	45.5	45.5	90.0
Record arrangement pattern is fairly effective	16	7.3	7.3	97.3
Undecided	6	2.7	2.7	100.0
Total	220	100.0	100.0	

Source: Fieldwork, 2019

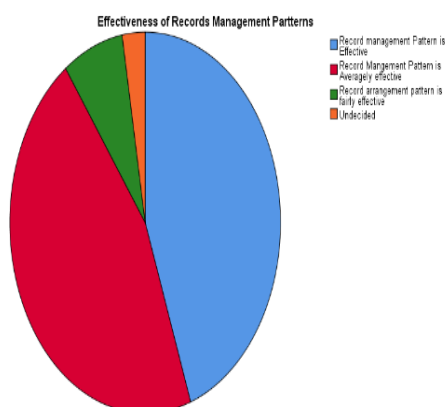


Fig 9 Effectiveness of Record arrangement patterns in the institutions

Source: SPSS version 25

G.Challenges Associated with Personnel Record Management in the Institutions

The objective of the study was to determine effective and efficient records management practices for the institutions. The study sought to establish the challenges encountered in personnel record management in the institutions studied. The responses were as shown in table 12 below

Table 9: Challenges Associated with Personnel Record Management in the Institutions

Responses	N	Yes	No	Sum	Mean	Std. Deviation
Lack of Training	220	141	79	141	.64	.481
Inadequate Finances	220	109	111	109	.50	.501
Lack of Professional staff	220	121	99	121	.55	.499
Lack of ICT knowledge	220	116	104	116	.53	.500
Lack of Management support	220	123	97	123	.56	.498
Improper utilization	220	107	113	107	.49	.501
Others	220	70	150	70	.32	.467
Valid N (list wise)	220					

Sources: Field work, 2019

From table 9 above, the main challenges indicated by the respondents were lack of training with an average value of .64 (141) and lack of management support with an average value of .56 (123). Other key challenges included: lack of professional staff with an average value of .55 (121); Lack of ICT knowledge with an average value of .53 (116) and inadequate finances with an average value of .50 (109). Improper Utilization with a mean value of .49 (107) was also identified by a few respondents as a challenge while few others with mean value of .32(70) indicate that the institutions have other challenges. And the standard deviation tells us that the response items are not widely spread out but

were distributed around the actual means. Thus the institutions experienced various challenges including lack of training, unqualified staff and lack of management support. The results of this study were in agreement with studies conducted by Wamukoya and Mutula (2005) and Abuki (2014) that indicate that challenges facing Record Management in the public sector include: lack of top management support on records management practice; lack of skills and training amongst records management practitioners; paucity of records management policies; record managers being employed at a low level; financial resource cuts and records management units reporting to senior managers that do not have an idea on Records management.

H. Possible Solutions to the Challenges in Personnel Record Management

The study sought to find out suggestions to address challenges facing records management in Federal institutions.

Table 10:Possible Solutions to the Challenges in Personnel Response.

Response	N	Yes	No	Sum	Mean	Std. Deviation
Organize workshops, seminars	220	141	79	141	.64	.481
More funds to be allocated	220	107	113	107	.49	.501
employing qualified staff	220	112	108	112	.51	.501
Adequate training	220	154	166	154	.70	.459
Others	220	92	128	92	.42	.494
Valid N (list wise)	220					

Sources: Fieldwork, 2019

From the table 10, the major solutions indicated by respondents to address challenges facing Personnel records management in the Institutions were Adequate training with an average value of .70 (154) and organize workshops and seminars with a mean value of .64(141). Other solutions indicated by the respondents included, employing skilled personnel/qualified staff with mean value of .51(112) and proper allocation of fund with an average value of .49 (107), while few among the respondents actually suggested other solutions like the proper utilization of the system etc and looking at the Standard deviation values it suggest that the respondents responses were not far from their actual means. Based on the results, training and organizing workshops and seminars were the major solutions to challenges facing records management in the institutions. The results of this study concurred with a study by Abuki (2014), which recommends automation of records management functions, training of staff, allocation of funds to records management and provision of storage facilities and staff as solutions to challenges facing records management.

IX. CONCLUSION AND RECOMMENDATIONS

The article placed definitions of records, records management and governance. It also presented problems problem statement, research questions, literature review and methodology adopted to the study. The findings were discussed and presented in the article in form of tables,

figures and illustrations, recommendations were also made to the institutions for proper organisations or arrangement of the employee records. The study recommends that institutional records centre be established for the retirement of non-current records. Adequate training be given the staff on the technical skills for the organization and disposition of records. Electronic records management system be adopted to the institutions studied. The study also recommend that there should be records management policies in the institutions studied.

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Hafiz Umaris a senior Librarian with Federal Polytechnic Bali, he holds Bachelor of Library and information Science (BLIS) and Masters in Archives and Records Management (MARM) from Ahmadu Bello University Zaria, he is a Certified Librarian of Nigeria (CLN), a member of Nigerian Library Association (NLA), his area of research interest includes: electronic records management system, digitisation in libraries and personnel records management.