

**INFLUENCE OF RECORDS MANAGEMENT POLICIES ON SERVICE DELIVERY
IN COUNTY GOVERNMENTS: A CASE OF COUNTY GOVERNMENT OF ISIOLO**

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**A THESIS SUBMITTED TO THE BOARD OF POST GRADUATE STUDIES IN
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OF THE DEGREE OF MASTER OF INFORMATION SCIENCE IN THE SCHOOL
OF INFORMATION SCIENCE AND TECHNOLOGY, DEPARTMENT OF LIBRARY
AND INFORMATION STUDIES, KISII UNIVERSITY**

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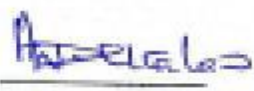
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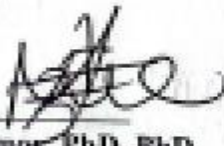
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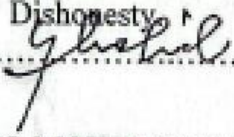
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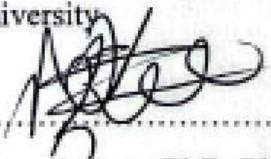
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DEDICATION

I dedicate this work to my family for their moral support and inspiration and to everyone who encouraged and supported me in one way or another during my studies. Thank you all.

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I am deeply grateful to Almighty God for granting me the strength and health to complete this research. My heartfelt thanks go to my supervisors, Dr. Ben W. Namande and Prof. Mzee Awuor, for their invaluable support and guidance throughout the study. I also extend my appreciation to the staff of Library and Information Sciences department for their encouragement and assistance.

Additionally, I sincerely thank the National Commission for Science, Technology, and Innovation (NACOSTI) and the Ministry of Education, Isiolo County Headquarters, for allowing me to conduct this research. I am also grateful to the respondents from Records Registry, Human Resources, Finance, Audit, Supply Chain Management, and ICT departments for completing the questionnaires and contributing to the study's success. Finally, I acknowledge and appreciate the authors whose works informed my research.

ABSTRACT

The purpose of this study was to investigate the influence of records management policies on service delivery in County Governments, a case of County Government of Isiolo. Records management policy is essential to records management and helps protect the organization from the negative effects of poor service delivery. The study was carried out at the county government of Isiolo headquarters and included respondents from departments of records registry, human resources, finance, audit, supply chain management and ICT. The specific objectives were to: Determine the influence of records creation and capture policy on service delivery; assess the influence of records storage and security policy on service delivery; Evaluate the influence of records retention and disposal policy on service delivery, and propose a records management framework. The study used a descriptive research design and a mixed-method approach incorporating qualitative and quantitative techniques. Both conceptual and empirical literature were reviewed based on findings and comments on existing research, publications and journals by other scholars. Data collection was necessitated by obtaining research authorization letters from relevant institutions. Structured questionnaires and interview schedules were pretested to determine validity and reliability and thereafter employed to collect data. Kaiser-Meyer-Olkin Measure of Sampling Adequacy for records creation and capture policy, records storage and security policy, records retention and disposal policy, records management framework and service delivery were 0.634, 0.671, 0.783, 0.735 and 0.652, respectively, thus, construct validity was achieved. On the other hand, Cronbach's alpha value of 0.753, 0.758, 0.766, 0.708, and 0.702 was established for Records creation and capture policy, records storage and security policy, records retention and disposal policy, records management framework and service delivery, respectively. The target population comprised 242 employees at the county headquarters and distributed among the six departments that deal with records directly or indirectly. Stratified sampling technique was used to classify employees into strata. Yamane's simplified formula was used to obtain a sample size of 151 respondents proportionately distributed per department using a random sampling technique. Quantitative data was analyzed using descriptive statistics with the aid of IBM-SPSS (Version 23), presented in a table and interpreted in mean, frequencies, percentages, and standard deviation. Qualitative data was analyzed using content analysis. Ordinal regression analysis was used to estimate the model. Comparative analysis methods like generalized linear models were further used to investigate the relationship between service delivery and Records Management Policies. The results of this study will assist county government policymakers, records professionals, and researchers by giving insights into the implementation of record management policies in influencing service delivery. The findings revealed an Exp(B), which is the antilog of a regression coefficient (B) in parameter estimate table showed how a change in a predictor affects the outcome in an understandable way. The outcome of 1.912, 2.105, 1.818 and 1.820 for records creation and capture policy, records storage and security policy, records retention and disposal policy, and records management framework, respectively were positively realized, suggesting an increasing probability of being in a higher level of service delivery as values on record creation and capture policy, records storage and security policy, records retention and disposal policy, and records management framework increase. The study concluded that records management policies influenced service delivery in the County Government of Isiolo. The study also recommends adequate consideration and full implementation of records creation and capture policy, records storage and security policy, records retention and disposal policy and records management framework by the County Government of Isiolo to ensure enhanced service delivery. This research is expected to strengthen records management in Isiolo County through adoption and implementation of the proposed framework, thereby improving service delivery.

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LIST OF ABBREVIATIONS AND ACRONYMS

CGI	County Government of Isiolo
CIDP	County Integrated Development Plan
ICT	Information Communication Technology
IRMT	International Records Management Trust
KNADS	Kenya National Archives and Documentation Services
NACOSTI	National Commission of Science Technology and Innovation
NARSSA	National Archives and Records Service of South Africa.
NPRM	National Policy on Records Management
NRAMP	National Records and Archives Management Policy
OSI	Open System Interconnection
PRISM	Professional Records and Information Services Management
RAMD	Records and Archives Management Division
RCM	Records Continuum Model
RM	Records management
RMF	Records Management Framework
RMP	Records Management Policy
SIST	School of Information Science and Technology
SPSS	Statistical Package of Social Scientists
SQGM	Service Quality Gap Model
SSA	Sub-Saharan Africa
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Effective records management is vital for organizational accountability, continuity, and informed decision-making. Padoni (2023) and Mukred et al., (2021) argued that records and records management policies support evidence-based decision-making, preserve institutional memory, and ensure access to reliable and trustworthy information. Similarly, Khumalo (2019) emphasized that sound records management practices are essential for maintaining institutional memory and safeguarding organizational knowledge, particularly during periods of staff turnover. To ensure the proper creation, use, maintenance, and disposal of records, organizations require a clear and comprehensive records management policy (Ajibade & Khayundi, 2018; Chigariro & Khumalo, 2018). Such a policy defines staff roles and responsibilities, sets institutional expectations, and provides guidelines governing records management practices within public institutions.

The United States of America (USA) is widely regarded as a global leader in records management and service delivery, largely due to its adoption of modern information and communication technologies (ICTs) and the Open Systems Interconnection (OSI) model (Sanderson & Ward, 2016). Drawing on the International Organization for Standardization framework, Jasud (2017) explained that the OSI model facilitated interoperability between different computer systems through standardized communication protocols. Furthermore, Hare and McLeod (2016) and Franks (2018) noted that robust legislative frameworks in the USA have strengthened records management by ensuring legal compliance, clarifying institutional responsibilities, and promoting accurate record creation, access, and sharing. Collectively,

these policy and technological frameworks have significantly enhanced service delivery. Therefore, the existence of a clear and well-implemented records management policy is essential for effective records creation, maintenance, and improved service delivery.

In Australia, the records management standard AS 4390, introduced in the mid-1990s, forms the foundation of the National Archives of Australia's records management model and is widely regarded as a benchmark for best practice. It was among the first comprehensive national standards to define records management principles across both the public and private sectors (Reed, 2018). This model assists records managers in addressing both current and emerging challenges and in developing robust and sustainable records management systems. Oliver and Fiorella (2020) noted that the model is widely applied across government institutions to support policy objectives, enforce records management standards, and enhance service delivery. Furthermore, the National Archives of Australia (2013) emphasized that records management policies were central to ensuring legal and regulatory compliance, as they guided record retention and disposal processes, protected organizational records, and supported effective service provision.

In the United Kingdom, public authorities developed records management policy statements under the Freedom of Information Act 2000 to provide guidance on the lawful disposal of records and to promote transparency and accountability. Complementary legislation, such as the Public Records Act 1958, further ensured the preservation of records of enduring value (Smith, 2016). Lomas (2010) argued that aligning records management practices in the United Kingdom with international standards, particularly the ISO standards, strengthened government accountability by improving public access to information and enhancing transparency. Overall, the adoption of records management policies and standardized

frameworks has contributed to building public trust, guiding recordkeeping practices, and improving public service delivery.

In South Africa, the National Archives and Records Service of South Africa Act (Act No. 43 of 1996) established a legal framework for records management; however, its implementation has remained uneven due to limited financial resources, insufficient professional training, and weak oversight mechanisms (Ngoepe & Makhura, 2010). Similarly, Mojapelo and Ngoepe (2017) reported that public sector institutions continued to experience institutional weaknesses, poor coordination, and inadequate managerial support, which undermined compliance with records management requirements. Mosweu and Rakemane (2020) further affirmed that skills shortages, low levels of awareness, and constrained budgets have significantly hindered effective records management and governance. According to Tintswalo et al. (2022), government departments also faced challenges related to disposal authorities, stakeholder engagement, digital records adoption, and compliance with records management standards, and implementation gaps persist despite the introduction of the National Archives and Records Service of South Africa's Policy Manual in 2020.

Records management in Tanzania has evolved through a series of institutional and policy reforms. Following the 1999 transfer of the Records and Archives Management Department to the President's Office-Public Service Management (PO-PSM), the enactment of the Records and Archives Management Act of 2002 expanded the department's mandate and strengthened the legal framework for records management (Lwoga, 2017). Subsequently, the National Records and Archives Management Policy (NRAMP) of 2011 sought to align records management practices with international standards. However, challenges such as poor record maintenance and weak policy implementation have persisted (Mohamed et al., 2017). Furthermore, compliance with NRAMP has remained particularly low at the local government

level (Kamatula, 2019). These findings demonstrated that effective records management policies are critical for achieving efficient and effective service delivery.

In Kenya, records management is governed by Section 4(1) of Chapter 19 of the Laws of Kenya, which mandates the Kenya National Archives and Documentation Service (KNADS) to oversee the proper creation, preservation, and disposal of public records. However, Otuoma (2016) found that enforcement of these legal provisions within public institutions has remained weak, leading to limited compliance with established records management requirements. Similarly, Kanzi (2016) reported inadequate institutional support, including insufficient funding and lack of trained personnel, as key barriers to effective records management implementation. Osebe et al. (2018) further observed that many public institutions operate without standardized records management systems, resulting in poor record control and accountability challenges. Mnjama (2019) further echoed that the absence of strong oversight and enforcement mechanisms has contributed to noncompliance across government agencies. More recently, the Ethics and Anti-Corruption Commission (EACC, 2024) noted that while some counties such as Machakos, Kitui, and Kakamega have adopted records management policies with clearly defined roles, retention procedures, and digital systems, the majority of counties still lack comprehensive records management policies, standardized classification systems, and procedural manuals.

Isiolo County mirrors these national gaps. Although it manages critical records including reports, personnel files, procurement and financial records, audit reports, and e-records, it lacked a comprehensive records management policy covering both paper and digital formats (Auditor-General, 2020). Additionally, Makwae (2021) attributed weak accountability and limited policy awareness to the absence of a formal records management framework.

1.2 Statement of the Problem

Following the promulgation of 2010 Constitution, devolution expanded the responsibilities of county governments, making sound records management practices increasingly important. Counties such as Kakamega, Kitui, and Machakos have since developed and implemented RM policies that linked proper records handling to improved decision-making, accountability, and transparency (County Government of Kakamega, 2016; County Government of Kitui, 2018; County Government of Machakos, 2024). The Ethics and Anti-Corruption Commission (EACC) has similarly emphasized that weak records management systems fuel inefficiencies and elevate corruption risks, urging counties to institute clear policies and operational procedures (Standard Media, 2024).

Despite these advances elsewhere, Isiolo County continues to face substantial records management gaps. The Auditor-General's 2020/2021 report noted that the county has failed to implement a records management policy, even though a national draft policy has existed since 2009. The County Integrated Development Plans of 2018–2022 and 2023–2027 for Isiolo also highlighted the absence of a comprehensive records management framework. More recent reviews by the EACC (2024) and the Senate Public Investments and Special Funds Committee (2024) cited inadequate documentation, lack of procedural manuals, weak storage systems, and insufficient support for financial audits.

These shortcomings in records management have resulted in poor record accessibility, limited digitization, and weak institutional memory, thereby contributing to operational inefficiencies, diminished service quality, and increased corruption and audit risks. Consequently, a well-designed and fully implemented records management policy is critical for strengthening transparency, safeguarding public resources, and enhancing service delivery in Isiolo County.

Despite the county's pressing records management challenges, existing studies have largely overlooked the effects of records management policies on service delivery in Isiolo County, focusing instead on issues such as drought, food security, and resource-based conflicts affecting human security. This study therefore examined the influence of records management policies on service delivery in Isiolo County and proposed a comprehensive records management framework to guide effective records creation, maintenance, and use across its three sub-counties, ultimately enhancing accountability and operational efficiency.

1.3 Purpose of the Study

The purpose of the study was to determine the influence of records management policies on service delivery in the County Government of Isiolo with a view to proposing a records management framework that would improve the county's current records management.

1.4 Objectives of the Study

The study was guided by the following objectives:

- i. To determine the influence of records creation and capture policy on service delivery at the County Government of Isiolo.
- ii. To assess the influence of records storage and security policy on service delivery at the County Government of Isiolo.
- iii. To evaluate the influence of records retention and disposal policy on service delivery at the County Government of Isiolo.
- iv. iv) To propose a framework for records management in relation to service delivery to the County Government of Isiolo.

1.5 Research Questions

- i. How does the record creation and capture policy influence service delivery at the County Government of Isiolo?
- ii. What is the influence of records storage and security policy on service delivery at the County Government of Isiolo?
- iii. How does the record retention and disposal policy influence service delivery at the County Government of Isiolo?
- iv. What would be a suitable framework for records management in relation to service delivery at the County Government of Isiolo?

1.6 Significance of the Study

This study has theoretical, practical, and policy significance. Theoretically, it will advance knowledge in records management by examining how policies influence service delivery, organizational accountability, and institutional memory, thereby providing a foundation for future research and theory development in public sector management. Practically, the findings will benefit Isiolo County and other county governments by identifying gaps in records management practices and suggesting strategies to improve the creation, storage, retrieval, and use of records. Improved records management is expected to streamline operations, reduce delays, prevent information loss, and support timely decision-making, ultimately enhancing service delivery. From a policy perspective, the study will inform policymakers and records management professionals by supporting the development and revision of policies, manuals, and guidelines. Clear standards and procedures will strengthen accountability, transparency, compliance, and governance, thereby underpinning more effective and efficient public service delivery.

1.7 Assumptions of the Study

The researcher made assumptions in the course of this study as follows.

1.7.1 Existence of Records Management Policies

It was assumed that the County Government of Isiolo has established records management policies that are actively implemented, understood by staff, and consistently applied across departments to guide the creation, storage, retrieval, and disposal of records.

1.7.2 Accuracy of Respondent Information

The study assumed that respondents provided honest, accurate, and unbiased information, ensuring that the data collected reflects actual practices and perceptions regarding records management and service delivery.

1.7.3 Objectivity of Responses

It was assumed that the researcher had access to the relevant records, documents, and personnel needed for data collection, and that there were no significant changes in policies or organizational structure during the study period that could affect the findings.

1.8 Scope of the Study

The study focused on the influence of records management policies on service delivery in the County Government of Isiolo. It was conducted at the county headquarters and targeted respondents from departments including Records Registry, Human Resources, Finance, Audit, Supply Chain Management, and ICT. The study population consisted of 242 employees of Isiolo county directly involved in records management and service delivery. The independent variables were records management policies (record creation and capture policy, records storage and security policy, records retention and disposal policy and records management framework) and dependent variable was service delivery (reliability, responsiveness, efficiency and timeliness). The intervening variables were management support, finances, staff training

and educational level of employees. Data was collected using a mixed-methods approach, consisting of questionnaires, and interview schedules to ensure comprehensive and reliable data.

1.9 Limitation of the Study

According to Rose and Zaidi (2019), limitations are weaknesses that may influence research outcomes, often beyond the researcher's control. The study was intended to cover the three sub-counties; however, due to the county's vast expanse, poor road infrastructure and limited mobile phone coverage, accessibility was difficult within the set timeline. Consequently, the research was conducted at the county headquarters. Some respondents were initially reluctant to provide accurate information due to fears of victimization, which was mitigated by assuring anonymity and emphasizing the study's academic purpose. Data collection during working hours caused occasional interruptions, addressed by scheduling sessions at respondents' convenience. These strategies ensured reliable and comprehensive data collection.

1.10 Conceptual Framework

According to Robson and McCartan (2016), a conceptual framework demonstrates the relationships among study variables and their alignment with the research design and methodologies. Additionally, Creswell & Creswell (2017) stated that a conceptual framework outlines the key variables, namely, independent, dependent, and intervening and shows their presumed relationships, guiding the research design and methodology.

It also underscores the significance of the study and the appropriateness of the chosen methods, while illustrating how the interconnections among variables correspond with the overall research design.

The conceptual framework was developed in line with the set objectives of the study as per the study title as shown in Figure 1.1. It entails independent, dependent, and intervening variables that were meant to help the researcher understand and explain their relationship. The Independent Variable (IV) is records management policies (creation and capture, storage and security, retention and disposal). The Dependent Variable (DV) is service delivery. The intervening variables in this study are management support, finance, staff training, and staff education levels. These variables influence how records management policy implementation affects service delivery. Strong management support and adequate funding facilitate effective policy adoption and resource allocation, while staff training and higher education levels enhance the proper handling and retrieval of records. Equally, weaknesses in these areas can hinder policy implementation and reduce service efficiency. Examining these variables helps explain variations in service delivery outcomes and identifies factors that strengthen or weaken the impact of records management policy in Isiolo County.

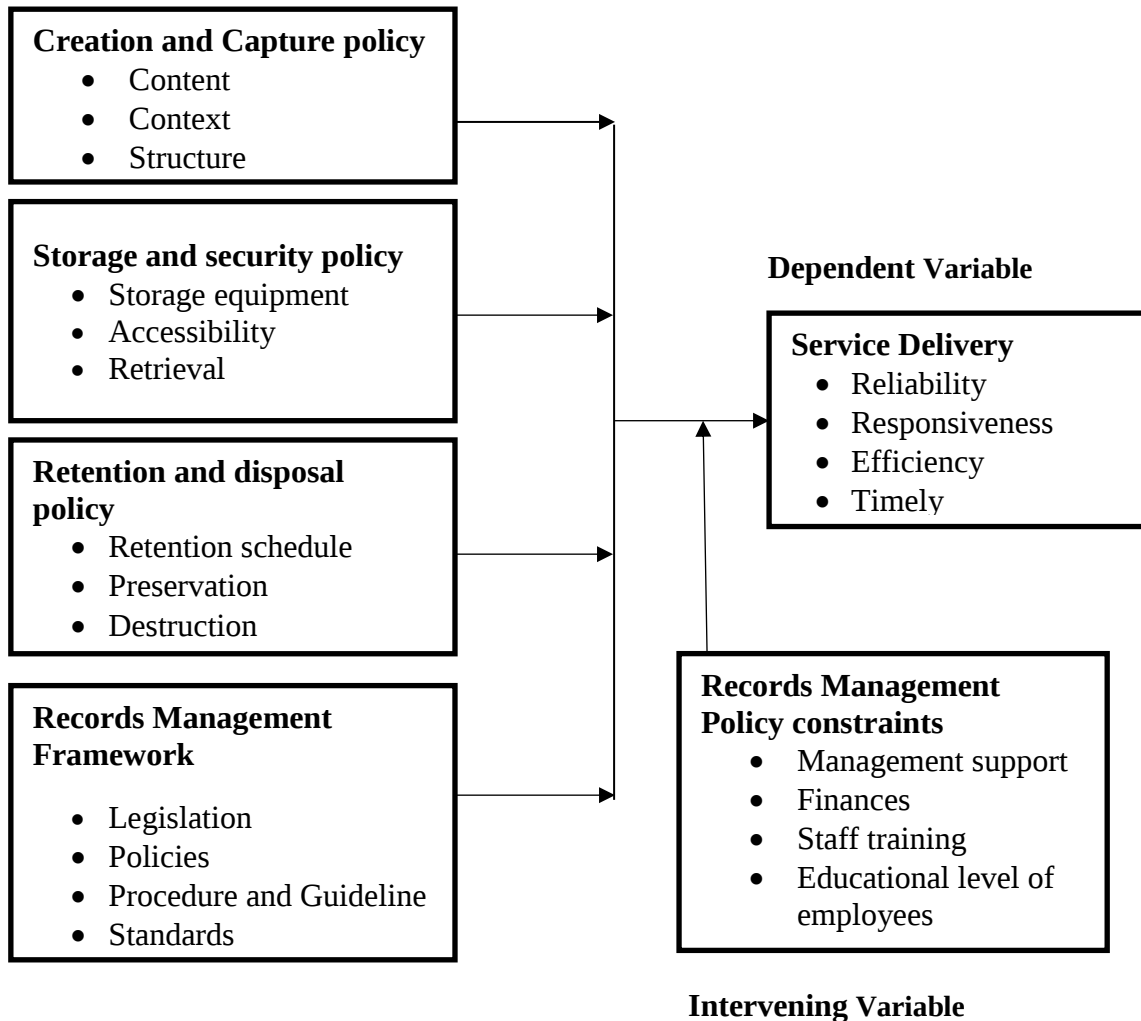
Variables are the foundational elements of research; without them, research cannot be conducted (Andrade, 2021). Abiodun Oyebanji (2017) stated that variables represent the variations a researcher aims to explain, and the way they are managed shapes the nature and direction of the study.

Figure 1.1:

Conceptual Framework

Independent Variables

Records Management Policy



Source: Researcher, (2024)

1.11 Operational Definition of Terms

Context: Refers to the circumstances surrounding records creation, including the creator, purpose, and identifies information such as title, author, and date. Understanding context ensures that records remain meaningful, reliable, and useful for accountability, decision-making, and future reference.

Institution: An organization that provides services to the public with the aim of offering good service delivery to the citizenry and other stakeholders.

Legislation: The body of laws, statutes, and regulations that govern the creation, organization, storage, preservation, access, and disposal of records by providing legal framework that ensures records are managed systematically, securely, and efficiently, supporting accountability, transparency, and evidence-based decision-making in public and private institutions.

Record: In this context, it refers to recorded information, whether in paper-based or electronic form. Owing to the nature of the information it contains, it may also be understood as a documented transaction preserved for future reference and use as evidence.

Records Creation and Capture: Refers to the processes involved in creation of records and handling of records upon receipt, including classification, description, filing, and storage of both paper and electronic records, with the primary purpose of facilitating their retrieval and use.

Records Capture Policy: Refers to guidelines that are meant to be followed when receiving records

Record Management: This refers to the systematic administration of recorded data in various formats from the point of creation, use and disposal. Hard copy files, letters, memoranda, documents, photos, recordings and reports, are some examples of these records.

Records Management Policy: This is a laid down rule that guides institutional staff to manage records that have been created or received.

Records Management Framework: Is a structured set of policies, principles, guidelines, and procedures that govern the creation, organization, use, maintenance, and disposal of records within an institution throughout their life cycle.

Service Delivery: This refers to the services that public or private organizations provide to people or service seekers in order to satisfy their expectations, demands, or living necessities.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a summary of the literature reviewed, based on findings and comments from existing research, publications, and scholarly works related to the study. It begins with the theoretical framework, the theories that support the research, followed by a literature review organized around the study's main objectives. The objective are records creation and capture policies, records storage and security policies, and records retention and disposal policies while the fourth objective proposes a records management framework informed by the reviewed literature. The chapter concludes by discussing the research gap.

2.2 Theoretical Framework

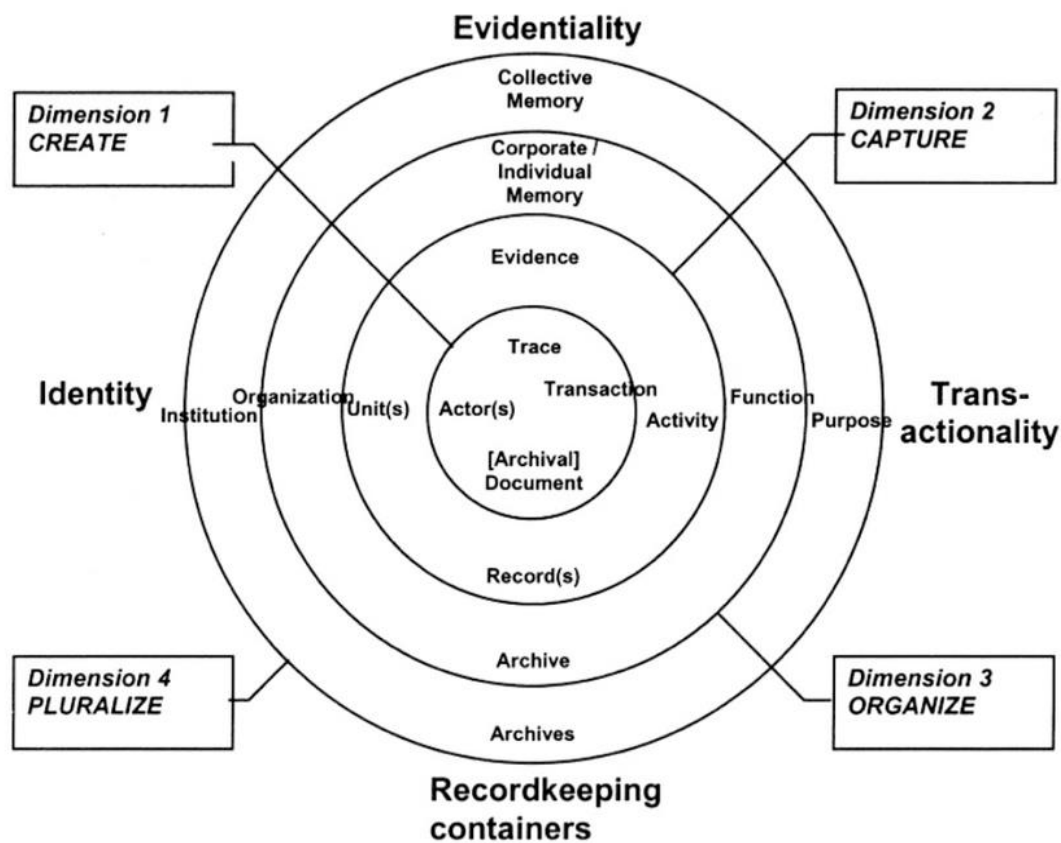
The application of a theoretical framework in records management research is crucial for guiding inquiry, contextualizing findings, and advancing scholarly understanding. As Kumar (2018) and Kivunja (2018) noted, theoretical frameworks provide well-informed perspectives that are essential for examining data and conducting analysis. They help identify key variables and offer a structured basis for analyzing and interpreting research findings. Similarly, Kulesa et al. (2024) explained that conceptual frameworks function as research tools that link literature, theory, methodology, and study design, grounding a study in existing knowledge and providing both rationale and analytical direction, effectively serving the same guiding role as theoretical models. While theories and models are distinct, both provide robust frameworks for explaining phenomena and focusing on specific research problems, serving as essential analytical tools grounded in strong conceptual foundations. (Nyamberi, Odini, & Otero, 2023; Kemoni & Ngulube, 2018)

This study is anchored on two records management theories: The Records Continuum Model and the Service Gap Model. These theories guided the study in examining how records management policies influence service delivery in Isiolo County, offering practical approaches to improve records management practices and enhance organizational performance.

2.2.1 The Records Continuum Model

Figure 2.1:

Records Continuum Model



(Source: Upward, 2000)

The Records Continuum Model (RCM) is a non-linear, multidimensional framework in which creation, capture, organization, and pluralization occur continuously and simultaneously

(Upward, 1996). Unlike the traditional life cycle model, which treats records as progressing sequentially from creation to disposition, the Records Continuum Model views records as dynamic, multidimensional entities that retain contextual relationships and value across their existence, contributing continuously to organizational memory, identity, and accountability. Recent research highlights how the model's four dimensions — creation, capture, organization, and pluralization offer a framework for understanding recordkeeping activities as simultaneous, contextually embedded processes rather than discrete stages, thus supporting ongoing authenticity, reliability, and accessibility of records across paper and digital environments (Hurley et al., 2024).

The model's variables are directly relevant to Isiolo County. Creation ensures accurate and complete records that support decision-making and accountability (Duranti, 2017). Capture secures records within trusted systems, enabling reliable retrieval in hybrid environments (Ngulube & Tafor, 2021). Organization, through classification, indexing, and maintenance, facilitates efficient access to information and preserves institutional memory, which is essential for operational continuity and informed decision-making (Ekoja, 2024). Pluralization allows records to be shared and reused across organizational and societal contexts, thereby promoting transparency and improved service delivery (Ngulube & Tafor, 2021; Nengomasha, 2018). Largely, the Records Continuum Model provides a holistic system for examining how records management practices influence the availability, authenticity, and usability of information. Aligning the study variables with this model enables a systematic assessment of Isiolo County's records management system and its influence on service delivery.

2.2.1.1 Justification of Records Continuum Model to the study

The Records Continuum Model (RCM) is adopted in this study because it conceptualizes records management as a continuous, multidimensional process rather than a linear sequence

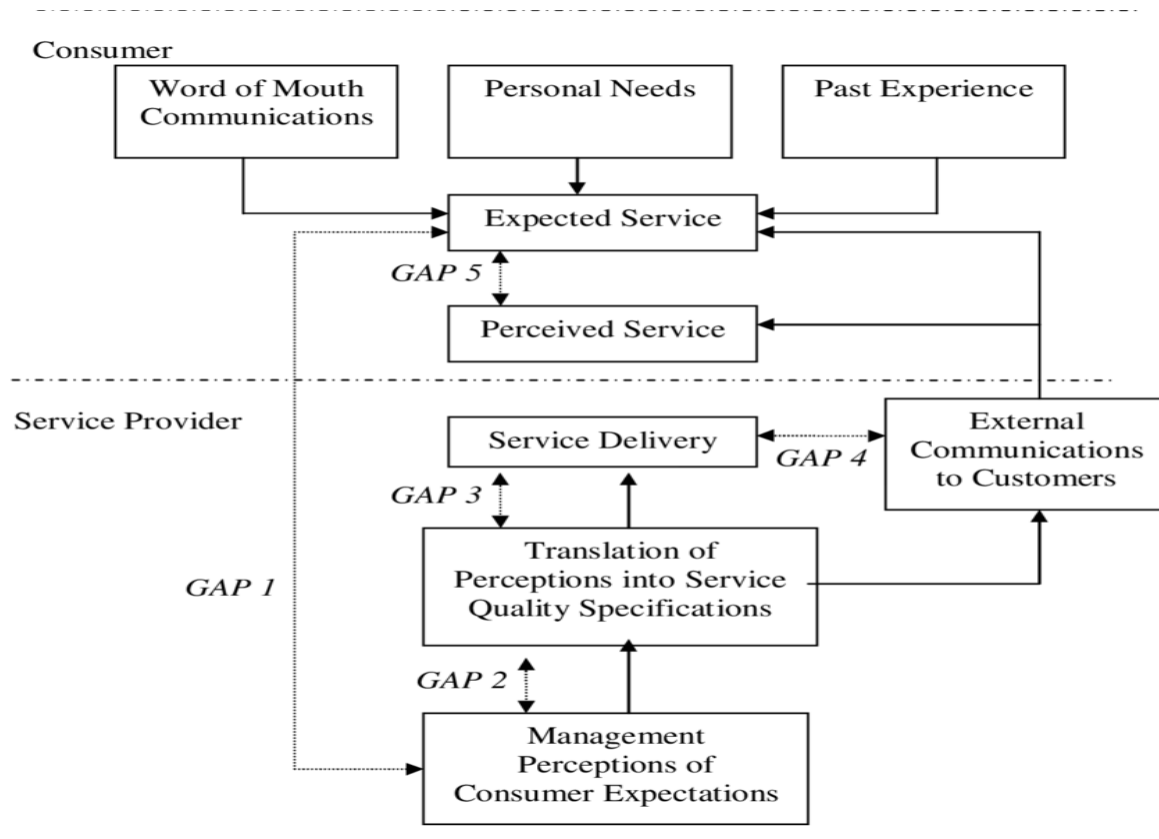
of stages, making it particularly relevant to Isiolo County's departmental and service delivery contexts. Within the model, creation ensures accurate and complete records that support decision-making and accountability (Duranti, 2017), while capture secures records in trusted systems, enabling reliable management and retrieval in hybrid paper-digital environments (Ngulube & Tafor, 2021). Organization, through classification, indexing, and maintenance, facilitates efficient access and preserves institutional memory essential for operational continuity (Ekoja, 2024). Pluralization allows records to be shared and reused across organizational and societal contexts, enhancing transparency, accountability, and service delivery (Ngulube & Tafor, 2021; Nengomasha, 2018).

Aligning these dimensions with the study variables provides a structured framework for examining how records management practices influence the availability, authenticity, and usability of information, enabling a systematic and theoretically grounded assessment of Isiolo County's records management system and its impact on service delivery. However, because the RCM does not explicitly address service delivery outcomes, the Service Quality Gap Model is adopted as a complementary framework to explain how records management practices translate into service delivery outcomes.

2.2.2. Service Quality Gap Model

Figure 2.2:

The Service Gap Model



Source: Parasuraman, Berry, and Zeithaml (1985)

The Service Quality Gap Model is a widely used framework for analyzing and improving service performance. Developed by Parasuraman, Berry, and Zeithaml (1985), it defines service quality as the gap between customer expectations and their perceptions of delivered service. Later expanded by Zeithaml, Bitner, and Gremler (2010), the model identifies four internal organizational gaps that collectively create a fifth overall gap, that is the customer-perceived service quality gap. Although service quality is heavily researched, it remains difficult to define. Wisniewski (2001) noted the absence of a universal definition, while Wisniewski (1996) described service quality as the extent to which a service meets or exceeds

customer needs and expectations. This emphasizes the subjective nature of service experiences and the value of structured assessment frameworks such as the Gap Model.

In practice, service quality reflects how well actual performance aligns with expectations. According to Zeithaml, Bitner, and Gremler (2010), quality decreases when performance falls short and increases when it meets or exceeds expectations. The Gap Model is therefore useful for identifying the root causes of service failures and guiding corrective action. In settings such as records management, it supports evaluation of policies and processes affecting record accessibility, accuracy, and responsiveness, all of which influence client satisfaction.

According to Parasuraman, Berry, and Zeithaml (1985), the Service Quality Gap Model consists of five interconnected gaps:

2.2.2.1 Knowledge Gap

The knowledge gap arises when management misinterprets customer expectations due to limited feedback, weak upward communication, or insufficient research. It reflects a failure to accurately identify what customers need. Addressing this gap requires systematic data collection, customer input, and engagement with frontline staff. Therefore, closing this gap will help Isiolo County better understand citizens' information needs, leading to improved record creation, classification, and retrieval systems tailored to local service demands.

2.2.2.2 Design Gap

The design gap, or service standards gap, is the difference between management's perception of customer expectations and the service quality standards they establish. This gap results from insufficient goal-setting, inadequate commitment to service quality, or poorly defined service specifications. Reducing the design gap requires clear service design processes, well-documented service standards, and alignment of organizational objectives with customer expectations. Resultantly, reducing this gap ensures that county records policies, procedures,

and standards are well-designed and aligned with citizen expectations, improving accuracy, consistency, and compliance across departments.

2.2.2.3 Performance Gap

The performance gap occurs when actual service delivery falls short of established standards, often due to inadequate training, resources, technology, or employee empowerment. Minimizing this gap requires staff development, proper resourcing, and monitoring. In this regard, addressing the performance gap strengthens staff capacity and adherence to records procedures, ensuring more reliable and timely service delivery for Isiolo County.

2.2.2.4 Communication Gap

The communication gap is the difference between the service promised and what is actually delivered, often caused by overpromising or poor internal coordination. Closing this gap requires accurate communication and alignment between messages and operational capacity. For Isiolo County, minimizing this gap ensures realistic service timelines and records access procedures, improving transparency and reducing public frustration.

2.2.2.5 The Customer Gap (Gap 5)

The fifth gap reflects the overall difference between customer expectations and perceived service quality, arising from the combined effects of Gaps 1 to 4 and shaped by factors such as past experiences and individual needs. Reducing this gap requires addressing internal shortcomings and regularly monitoring customer feedback. Addressing the customer gap ensures that residents' expectations align with actual records services, improving satisfaction, trust, and confidence in county administration.

2.2.2.6 Dimensions of Service Quality

In addition to identifying service gaps, Parasuraman, Berry, and Zeithaml (1985) proposed five core dimensions of service quality to evaluate perceived service performance. Tangibles refer

to physical facilities, equipment, staff appearance, and communication materials, shaping first impressions and influencing overall perceptions. Reliability is the ability to deliver promised services accurately and consistently, ensuring records are complete and timely. Responsiveness measures the willingness and ability to assist customers promptly, addressing citizen requests such as documents without delay.

Assurance encompasses employees' knowledge, competence, and professionalism, instilling trust that sensitive information is handled securely. Empathy involves individualized attention and understanding user needs, ensuring services are accessible and user-friendly. Together, these dimensions provide a holistic framework for assessing and improving service quality across service-oriented sectors.

The five service quality gaps highlight where records management policies and service delivery may fall short. The knowledge gap occurs when managers misinterpret user needs, while the design gap arises when policies do not reflect those needs. The performance gap emerges when staff fail to implement policies consistently, and the communication gap results from discrepancies between promised and actual service. Collectively, these gaps create the customer gap, representing the overall difference between expected and experienced records services

2.2.2.7 Justification of Service Quality Gap Model to the study

The Service Quality Gap Model forms the theoretical foundation of this study, providing a relevant context for examining service delivery in records management. This model was adopted because it systematically identifies where service failures occur, highlighting gaps in knowledge, design, performance, and communication. By pinpointing these gaps, organizations can address specific discrepancies between expected and actual service, allowing Isiolo County to implement targeted improvements. Applying the model ensures that services

align with citizen expectations, enhance satisfaction, and build trust in public institutions such as Isiolo County. Moreover, when supported by a well-defined records management policy, the model can significantly strengthen public service delivery by ensuring that records are accurately created, maintained, and accessible, thereby underpinning effective and responsive governance.

2.3 Records Management Policy and service delivery

A well-crafted records management policy is fundamental to effective records management in public institutions. Such a policy defines how records are created, used, maintained, and disposed of to promote efficiency, accountability, and service delivery. Records management policies, therefore, establish administrative controls that support consistent recordkeeping and enable the creation of accurate and reliable records for decision-making and public accountability (Mosweu & Rakemane, 2020). In this context, Isiolo County can improve service delivery by equipping staff with timely and trustworthy information to support informed decisions and prompt responses to citizen needs.

Records management policies also serve as strategic tools that guide institutional decisions and operational practices by providing a structured framework for managing records systems and embedding records as strategic organizational resources (Abdul Aziz et al., 2025). These policies are informed by legislation, regulatory requirements, and international standards, promoting standardized and consistent records management practices across the public sector (Ngulube, 2021). While robust policies enhance efficiency and accountability, their effectiveness depends on proper implementation through staff training and institutional support (Mohamed & Bunawan, 2022). Consequently, records management policies form the foundation of effective records management systems and serve as benchmarks for improved service delivery in public institutions.

According to Mutsagondo and Ngulube (2018), records management policies must be reviewed regularly to remain relevant and responsive to changing organizational needs. Magawi, Mathangani, and Owano (2024) further argue that records management policies should ensure the protection of records while facilitating appropriate access to information held by an organization. Policies must clearly define the roles and responsibilities of records managers, staff, and stakeholders, as well as outline core records management functions.

According to Smith (2016), a records management policy serves as an official charter outlining responsibilities for managing records and ensuring accountability. Lithuli and Kalusopa (2021) emphasized that explicit policies clarify roles and align records management with institutional obligations. Consequently, Isiolo County may benefit by ensuring systematic handling of records, faster access to information, and enhanced operational efficiency, directly supporting timely and effective service delivery. This policy may provide clear procedures for creating, storing, and accessing records, enabling staff to respond promptly and accurately to citizen requests, thereby improving service delivery.

As asserted by Hashim et al. (2018), top management holds the responsibility for formulating policies to ensure records are effectively managed to achieve desired outcomes. Similarly, Mosweu, Bwalya, and Mutshewa (2017) noted that records management policies are typically developed in consultation with records managers, whose expertise is critical in guiding processes for record creation, use, retention, and disposal, including the identification of archival records.

According to Katuu (2022), critical policy issues include acquisition, appraisal, management, and storage of records; destruction of electronic data; creation and use of electronic records; privacy and security; long-term storage; and personnel training. Addressing these areas is crucial for maintaining institutional efficiency, accountability, and legal compliance.

Records management policies must align with regulatory obligations and organizational needs to ensure systematic control of records throughout their lifecycle (ISO, 2016). Such policies establish standards for the creation, retention, retrieval, and disposal of records, promoting compliance and organizational efficiency (Mosweu & Rakemane, 2020). In public institutions, these policies provide a structured governance framework that enables staff to manage records consistently, enhancing accountability, transparency, and timely service delivery (Wanjiru, 2022). Policies also guide operational decisions, ensuring records are accurate, accessible, and reliable for decision-making and responding to citizen needs (Muthamia, 2023).

Robust records management policies are critical for organizational effectiveness as they standardize procedures for retention, access, and disposal while supporting service excellence (Mosweu & Rakemane, 2020). Their effectiveness, however, depends on proper implementation, including staff training, institutional support, and leadership commitment (Wanjiru, 2022; Kemoni & Ngulube, 2018). Strong and well-enforced records management policies are foundational to an effective records management system and are essential for improving transparency, accountability, and service delivery outcomes (Ngulube, 2021; Muthamia, 2023). Ultimately, Isiolo County's effective service delivery depends on policies that guide records creation in line with user needs, ensuring secure access, and supporting informed decision-making.

2.4 Records Creation and Capture Policy on Service Delivery

The creation and capture of records are strongly shaped by organizational context, administrative practices, and the availability of skilled personnel. According to Muthamia (2023) and Wanjiru, (2022), environmental conditions, resource availability, and human capacity directly influence the quality of records creation and initial capture in public institutions. Accordingly, records must be generated and captured in line with established

records management principles to ensure their value, authenticity, and usability over time (Chigada & Ngulube, 2021). Consistent procedures for registering, classifying, and indexing records are therefore essential for maintaining their integrity, accessibility, and continuity (Muthamia, 2023).

Records management policies are central in guiding the type, format, and handling of records throughout their lifecycle. They promote logical and systematic information flows that support institutional objectives and enhance organizational accountability (Ngulube, 2021). Specifically, such policies define the conditions for records collection, registration, classification, retention, storage, access, and disposal, ensuring alignment with regulatory and operational frameworks (ISO 15489-1:2016). Well-structured policies, therefore, is fundamental to an institution's commitment to accurate and reliable recordkeeping and must align with organizational goals to ensure effective records management.

In Kenya, the Public Archives and Documentation Service Act (Cap. 19) provides a legal framework mandating the development of policies that support effective records creation and capture, thereby enhancing public service delivery. According to Muthamia (2023), these policies cover both paper and electronic records, promoting service-oriented recordkeeping across different formats. The adoption of metadata standards is also critical, as metadata documents the content, context, and structure of records, ensuring their reliability as evidence of government activities and strengthening audit readiness (Wanjiru, 2022; IRMT, 2021).

Effective records creation and capture policies safeguard authenticity, integrity, regulatory compliance, and accountability (Ngulube, 2021). Such policies must remain dynamic, adapting to legal reforms, organizational strategies, and advancements in recordkeeping technologies (Wanjiru, 2022). Consequently, service delivery depends on the creation and capture of accurate, authentic, and policy-compliant records that meet users' informational needs

(Muthamia, 2023). Correspondingly, by establishing structures and strategies that respond to client needs, these policies enhance operational efficiency and improve public service delivery.

According to Chigada and Ngulube (2021), a robust records creation and capture policy also governs the evaluation, classification, filing, retrieval, and use of records. Connectedly, Wanjiru (2022) stated that poor classification or filing can impede access to information and negatively affect service delivery. Resultantly, continuous staff training is essential to maintain consistency, enable timely retrieval, and support efficient service delivery. Additionally, benchmarking against best practices and conducting functional analyses of institutional activities contribute to the development of comprehensive and responsive records management policies (Ngulube & Tafor, 2021).

According to Ngulube (2021), records management policies articulate institutional intentions, define access rights, and regulate both paper and electronic records throughout their lifecycle. Effective implementation enhances accessibility, controls record growth, reduces litigation risk, preserves institutional memory, and promotes transparency and accountability (Muthamia, 2023; Wanjiru, 2022). Ultimately, reliable records creation and capture policies influence organizational decision-making by ensuring that records are accurately described, properly classified, securely stored, and easily retrievable (Chigada & Ngulube, 2021).

In conclusion, effective creation and capture of records enable accurate and timely documentation, supporting informed decision-making and institutional responsiveness in public service delivery. Policies guiding this process minimize errors, improve traceability, strengthen accountability, and contribute to improved service delivery outcomes.

2.5 Records Storage and Security Policy on Service Delivery

A records storage and security policy is a vital instrument for organizations for providing a reference framework for managing information access, protection, and control (Muthamia, 2023). According to Wanjiru (2022), secure storage practices enhance service delivery by preserving records, ensuring their reliability and retrievability, and facilitating timely access to information for public sector stakeholders. To be effective, such policies must align with an institution's information infrastructure and clearly define protection levels, specifying when and how security measures should be applied to safeguard records (Maina & Erima, 2023).

According to IRMT (2021), electronic records may be stored in centralized or decentralized systems, provided they support secure access across networked platforms while maintaining mechanisms to protect the reliability, validity, and integrity of records. Chigada & Ngulube (2021) reiterated that comprehensive security policies should regulate system inputs and outputs, prevent unauthorized access, and incorporate monitoring, backup, and recovery procedures. In this regard, well-implemented storage solutions and secure access protocols reduce vulnerabilities and strengthen system resilience.

Effective storage and security frameworks incorporate continuous monitoring, periodic risk assessment, and adherence to best practices and standardized guidelines (Mwangi & Muchira, 2024). Therefore, compliance with national legislation and regulatory standards strengthens institutional storage and security practices (Ngulube, 2021). Muthamia (2023) echoed that access restrictions that limit entry to authorized personnel are particularly important, as they ensure records are accessed appropriately, supporting timely and reliable service delivery.

According to Muthamia (2023) and Wanjiru (2022), despite these measures, many public institutions still face challenges such as unauthorized access and inadequate controls over digital records. Accordingly, assigning unique user credentials and monitoring activities within

recordkeeping systems enhances accountability and deters breaches. However, insufficient policies on backup and protection can result in the loss of valuable records, often due to weak enforcement of regulations (Chigada & Ngulube, 2021).

In line with Muthamia (2023) assertion, recognizing the strategic value of records is essential for protecting both physical and digital integrity. As a result, adequate storage space and security infrastructure influence resource allocation and determine the storage solutions adopted for efficient records management (Wanjiru, 2022). While public institutions often face constraints in maintaining sufficient capacity and advanced security systems, these challenges can be mitigated through clearly defined and consistently implemented policies (Maina & Erima, 2023).

Proper records storage and security safeguard information from loss, damage, and unauthorized access, ensuring reliable data is available when needed. This reduces delays, sustains service continuity, enhances public trust, and promotes regulatory compliance (Maina & Erima, 2023; Mwangi & Muchira, 2024). In summary, effective implementation of records storage and security policies enables institutions to manage records efficiently and securely, supporting the delivery of high-quality public services.

2.6 Records Retention and Disposal Policy on Service Delivery

A well-structured records retention and disposal policy is fundamental to effective institutional records management. Equally, Katuu (2020) stated that retention policies define clear timeframes for how long records should be kept in order to meet operational, administrative, legal, and accountability requirements. Similarly, Ngoepe and Ngulube (2017) argued that the early identification of records with archival value is essential for systematic retention planning, as it ensures that records of enduring value are protected throughout their lifecycle. Therefore,

this process is attainable only through a comprehensive records management policy that integrates records creation, maintenance, appraisal, and disposal.

Retention policies also contribute directly to organizational performance. Ngulube and Tafor (2018) observed that well-implemented retention schedules safeguard vital records and ensure the continuous availability of reliable information, thereby improving institutional efficiency and service delivery. Likewise, Yusof, Kadir, and Zawiyah (2018) noted that effective electronic records management systems support proper retention by specifying how long records should be preserved while ensuring their usability, integrity, and timely retrieval.

Disposal is an equally critical component of the records lifecycle. Lemieux (2019) emphasized that records should be destroyed securely and systematically in accordance with approved retention schedules, with proper documentation to demonstrate accountability and regulatory compliance. Katuu (2017) further explained that destruction methods should correspond to record formats, such as shredding or pulping paper records and securely destroying electronic storage media, to prevent unauthorized access to sensitive information. To enhance accountability, disposal decisions should be authorized by senior officials with records management expertise, thereby preventing premature destruction and ensuring that records of long-term value are preserved (Ngoepe, 2017). Failure to adhere to authorized disposal procedures often results in the loss of vital information, accumulation of obsolete records, and inefficiencies in records retrieval (Asogwa, 2017).

According to Marutha and Ngoepe (2018), archival preservation ensures that records with enduring administrative, legal, and historical value are safeguarded for future reference. Records appraised as permanent should therefore be transferred to archival repositories for long-term preservation and protection. Effective preservation practices also support institutional memory and continuity of operations. Ngoepe (2020) further highlighted that

properly preserved and well-organized records facilitate efficient retrieval and enable organizations to meet accountability and governance obligations. Consequently, adherence to retention and disposal schedules significantly improves the preservation and management of financial and administrative records (Ngulube, 2019).

Compliance with legal and regulatory requirements is central to an effective retention and disposal framework. Fittingly, Katuu (2019) stated that data protection and access to information legislation requires institutions to securely dispose of records once their retention periods expire, while preserving those with long-term value. Adherence to these requirements strengthens organizational accountability and reduces legal and operational risks (Ngoepe & Ngulube, 2017). Similarly, such regulatory frameworks reinforce transparency, protect sensitive information, and promote efficient service delivery.

Importantly, records retention and disposal policies determine how long records are kept and ensure their secure destruction, reducing information overload and improving retrieval efficiency. By maintaining access only to relevant and up-to-date records, these policies enhance institutional efficiency and support timely, reliable service delivery.

2.7 Records Management Framework to improve Service Delivery

The importance of a robust records management framework is widely recognized but scholars noted a gap between its theoretical value and practical implementation, particularly in developing contexts. Makwae (2021) defined such a framework as a formal, structured document outlining policies, procedures, and responsibilities for managing records throughout their lifecycle. Drawing on ISO 15489-1:2016, which emphasized accountability, reliability, and integrity, Makwae argued that comprehensive frameworks provide a standardized foundation for consistent recordkeeping and institutional accountability.

While this aligns with international best practices, Mwangi and Muchira (2024) cautioned that the effectiveness of frameworks assumes adequate institutional capacity, including skilled personnel, infrastructure, and financial resources, a condition often lacking in developing countries. Shepherd and Yeo (2019) further asserted that frameworks alone cannot guarantee effective records management without organizational commitment, leadership, and ongoing capacity building.

Supporting the value of structured approaches, Maina and Erima (2023) noted that frameworks guide systematic creation, maintenance, and use of records, while Muthamia (2023) emphasized that integrating policies, strategic plans, and legislative instruments strengthens institutional commitment and compliance. When aligned with ISO principles, such frameworks enhance accountability through traceability, reliability through accuracy and completeness, and integrity by safeguarding records against unauthorized alteration, key attributes for transparent governance and sound decision-making (Ngulube, 2021; Oliver & Foscarini, 2020).

Despite these benefits, significant challenges persist. Lubua (2023) highlighted weak institutional capacity, limited financial resources, and ineffective leadership as key obstacles to proper records management in developing countries. Wanjiru (2022) and Mwasenga (2021) reported that weak frameworks often result in inefficient service delivery and premature destruction of essential records, undermining corporate memory and contravening ISO 15489 principles. Oliver and Foscarini (2020) emphasized that systematic frameworks are only effective with strong leadership, adequate resources, and a supportive organizational culture.

In Isiolo County, these challenges are mirrored. While the County Integrated Development Plans (CIDPs) 2018–2022 and 2023–2027 recognized records management as critical for service delivery and accountability, empirical studies reveal persistent gaps between policy and practice. Maina and Erima (2023), Lubua (2023), and Wanjiru (2022) noted weak or absent

frameworks, and the Ethics and Anti-Corruption Commission (2023) reported deficiencies in policies, classification schemes, and procedural manuals. The Senate Public Investments and Special Funds Committee (2024) further highlighted failures to maintain adequate records supporting audited financial statements, illustrating the practical limitations identified in the literature.

Given these strengths, weaknesses, and contradictions, establishing a comprehensive records management framework in Isiolo County is critical. Such a framework should integrate records creation, storage, security, retention, and disposal while clearly defining roles and responsibilities. This would enhance accountability, preserve institutional memory, improve operational efficiency, and ultimately support effective public service delivery in line with national and international standards.

2.8 Research Gap

Existing literature highlighted the critical role that records management policies play in enhancing service delivery across institutions. However, research conducted in Isiolo County has predominantly focused on issues such as drought, food security, and resource-related conflicts affecting human security, with limited attention given to the importance of effective records management policies on service delivery within the county. The Isiolo County Integrated Development Plans of 2018-2022 and 2023-2027 explicitly identified the absence of a structured records management policy as a major impediment to effective governance and service delivery. Both CIDPs therefore emphasized the need to develop and implement such a policy. Oversight bodies reinforced these concerns. The EACC (2024) reported that Isiolo County lacked essential records management policies, classification systems, and procedural manuals, revealing systemic weaknesses in policy development and implementation. Relatedly, the Senate Public Investments and Special Funds Committee (2024) found

significant gaps in the county's documentation processes, including inadequate records to support audited financial statements, which undermines transparency and accountability.

Despite these documented challenges, no prior research has examined the influence of records management policies on service delivery in Isiolo County even though the county operations increasingly depend on accurate, accessible, and reliable records on day to day basis. Addressing this gap aligns with the objectives of the present study. Accordingly, this research assesses the current status of records management policies in the county and proposes a comprehensive framework for records management to guide records creation, maintenance, and use, ultimately strengthening service delivery and promoting more efficient, accountable county operations.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This Chapter describes the methodology adopted for the study. It outlines the geographical context of Isiolo County and justifies its selection based on documented weaknesses in records management. The study was confined to the county headquarters due to infrastructural and accessibility challenges. A descriptive research design was employed using mixed-methods approach, targeting 242 county employees from six key departments involved in records management. A sample of 151 respondents was selected using stratified and purposive sampling techniques. Data were collected through structured questionnaires and interviews schedules, supported by approved research permits.

The chapter also detailed procedures for data collection, pilot testing, and the establishment of validity and reliability using Kaiser-Meyer-Olkin measures and Cronbach's alpha. Quantitative data were analyzed using SPSS, while qualitative data were analyzed thematically. Ordinal logistic regression was applied to assess the influence of records management policies on service delivery. Ethical considerations, including confidentiality, informed consent, and compliance with research regulations, were strictly observed.

3.2 Geographical Description of the Study Area

Isiolo County, formerly Isiolo District in Kenya's Eastern Province, became a county following the promulgation of the 2010 Constitution. It comprises ten wards, three sub-counties, and two constituencies, with Isiolo Town serving as the capital. According to the 2019 census, the county has a population of 268,002 and covers an area of 25,336.7 square kilometres. Isiolo borders Marsabit to the north; Wajir and Garissa to the east; Tana River to the southeast; Meru to the south; Laikipia to the southwest; and Samburu to the west. Strategically located along

the Lamu Port–South Sudan–Ethiopia Transport (LAPSSET) corridor, Isiolo is earmarked for development into a resort city by 2030 and hosts Kenya’s fifth international airport.

The researcher selected Isiolo County based on the concerns documented in the reports by the Auditor General (2020), the Isiolo County Integrated Development Plans for 2018–2022 and 2023–2027, the Ethics and Anti-Corruption Commission (2024), and the Senate Public Investments and Special Funds Committee (2024). These reports consistently highlighted the absence of comprehensive records management policies, clear procedures, and defined responsibility structures within the county. Although a draft National Records Management Policy was developed in 2009, it has never been implemented, resulting in persistent inconsistencies in public records management. Existing studies in Isiolo County have largely focussed on drought, food security, and resource-based conflicts, overlooking the influence of records management policies on service delivery.

The sub-counties were not included in the study due to the county’s extensive geographic coverage, widely scattered wards, and notable infrastructural limitations. Challenges such as poor road networks, weak mobile signals, and inadequate ICT connectivity made it difficult to reach remote sub-county offices and safely carry out the study as anticipated. As a result, the study was confined to the county headquarters, which provided a more accessible and practical research environment. Additionally, the headquarters served as the central administrative hub for coordinating socio-economic activities across all three sub-counties, making it the most strategic and relevant location for undertaking the study.

3.3 Research Design

According to Orodho (2017), a research design is the overall plan or structured framework that guides the process of collecting, analyzing, and interpreting data to address specific research objectives. Creswell (2014) similarly defined a research design as a plan that outlines the

structure of a study and the procedures for conducting it. This study adopted a descriptive research design, applying a mixed-methods approach that combined both quantitative and qualitative data collection. Quantitative data were gathered through structured questionnaires administered to sampled respondents, allowing the researcher to measure perceptions, practices, and levels of compliance with records management policies. Qualitative data, on the other hand, were obtained through interviews that provided deeper insights into challenges, contextual factors, and the practical realities affecting records management and service delivery.

Using a descriptive design helped minimize bias and enhanced the accuracy of the data collected. It was therefore considered appropriate because it allowed for the systematic collection of information from clearly defined populations and geographically dispersed administrative units. In the context of this study, the design facilitated a comprehensive examination of records management policies and their influence on service delivery within the County Government of Isiolo.

3.4 Target Population

According to Orotho (2017), a target population refers to the entire group of individuals, events, or objects relevant to a particular study. The county had a total workforce of 1863 employees across its three sub-counties (Human Resource Data, 2024). For this study, however, the target population consisted of 242 employees of Isiolo County based at the county headquarters and distributed across six key departments involved in records management.

The study excluded the sub-counties due to the county's vast geographic area, widely dispersed wards, and significant infrastructural limitations. Poor road networks, weak mobile signals, and inadequate ICT connectivity hindered access to remote offices, making it impractical to conduct the research as initially planned. Consequently, the county headquarters was selected as the study site because it was more accessible and served as the central administrative hub

coordinating socio-economic activities across all three sub-counties, making it the most appropriate and feasible location for the research.

The six departments forming the target population play distinct yet interconnected roles in records management. The records registry administers all county documents, while the Human Resource department handles general correspondence, circulars, employee welfare reports, and personnel files. The Finance department manages financial records, whereas the Audit department evaluates, verifies, and maintains reports on county resources and departmental procedures. The ICT department captures and manages electronic information, and the Supply Chain Management department oversees the procurement of goods, services, and works for the county. These departments, therefore, are directly involved in the creation, use, storage, and management of county records, making them the most relevant units for the study and the basis for determining the sample size, as summarized in Table 3.1.

Table 3.1:

Target Population

Category of Department	Target Population
Records Registry	48
Human Resource	35
Finance	27
Audit	53
Supply Chain Management	46
ICT	33
Total	242

Source: Human Resources employee data, Isiolo County Headquarter (2024)

3.5 Sampling

Sampling is the process of selecting a representative subset from a defined population in order to draw valid conclusions about the whole (Kothari, 2004). In this study, sampling enables efficient data collection by identifying relevant respondents and data sources aligned with the research objectives. By applying appropriate sampling techniques, the study minimizes bias, enhances the credibility and reliability of the findings, and supports meaningful conclusions and generalizable recommendations (Creswell, 2014).

3.6 Sample Size

Sample size refers to the number of units or participants selected from a population to represent that population in a study. According to Ahmed and Rahman (2024), the determination of sample size depends on the study objectives, research design, available resources, and the need to achieve reliable and valid results. In this regard, researchers determine an appropriate sample size by balancing statistical considerations such as precision and representativeness—with practical constraints, including time, budget, and data accessibility. The primary aim of sample size determination is therefore to obtain sufficient information to make meaningful inferences about the population while ensuring efficient use of available resources (Ahmed & Rahman, 2024).

In this study, the sample size was determined using the simplified formula proposed by Yamane (1967), which was applied to calculate the required number of respondents. The formula is presented below.

$$n = \frac{N}{1 + N(e)^2} \dots \dots \dots (3.1)$$

$$n = \frac{242}{1 + 242(0.05)^2} = 150.778 \cong 151 \dots \dots \dots (3.2)$$

Where:

n = Sample size required

N = population size

e = Acceptable sampling error (95% confidence level and p = 0.5 are assumed)

From the above calculations, a sample size of 151 was arrived at, helping to calculate the sample sizes of respondents in the departments as shown in Table 3.2.

Table 3.2:

Calculated Sample Size based on Yamane Formula

Category of Departments	Population	Sample Calculation	Sample Size	Key Informants
Records Registry	48	$48 \times 151 \div 242$	28	1
Human Resource	35	$35 \times 151 \div 242$	21	1
Finance	27	$27 \times 151 \div 242$	16	1
Audit	53	$53 \times 151 \div 242$	32	1
Supply Chain Management	46	$46 \times 151 \div 242$	28	1
ICT	33	$33 \times 151 \div 242$	20	1
TOTAL	242		145	6

Source: Researcher's own formulation, 2024

3.7 Sampling Technique

Sampling technique refers to the specific method or strategy used to select a subset of individuals or units from a larger population so that the resulting sample accurately represents the population of interest and supports valid research conclusions (van Haute, 2021). It guides how participants are chosen to ensure that the sample reflects the characteristics of the wider population while meeting the study's objectives.

In this study, the target population comprised employees of Isiolo County Government, chosen for their involvement in administrative, financial, and operational functions relevant to the

research objectives. Stratified sampling was used to divide employees into six strata: records registry, human resources, finance, audit, supply chain management, and ICT. This ensured all functional areas were represented, capturing variations in roles, experience, and perceptions to enhance reliability and representativeness.

Purposive sampling was also used to select six key informants who were the heads of the six departments due to their knowledge, oversight responsibilities, and strategic insights, providing depth beyond general employee responses. To improve response rates, participants were given 15 to 20 minutes to complete the questionnaires, with follow-up reminders issued after three to five days to reduce non-response bias.

3.8 Data Collection Instruments

Questionnaires are widely recognized for their ability to gather standardized quantitative data efficiently from large numbers of respondents, making them useful for identifying patterns, trends, and generalizable findings (Nguyen & Tran, 2022). In contrast, interview schedules are effective for collecting detailed qualitative information through direct interaction, enabling researchers to explore participants' experiences, perspectives, and explanations more deeply (Smith et al., 2023). By combining these instruments, the study was able to capture both measurable patterns and rich contextual insights into records management practices and their influence on service delivery. Therefore, Questionnaires and interview schedules were used because the study focused on employees' perceptions and self-reported practices, which cannot be observed directly. Observation was therefore unsuitable, as it captures visible behaviours rather than subjective views and experiences. Questionnaires enabled the collection of standardized quantitative data from a large and diverse group of respondents, while interview schedules provided in-depth qualitative insights into practices and perspectives. Together, these instruments complemented each other and aligned closely with the study's objectives by generating both measurable patterns and rich, contextual information.

3.8.1 Questionnaire

Questionnaires are research instruments used to collect information from respondents, particularly suitable for large groups, and are designed to produce quantitative data that aligns with the research design (Patel & Lee, 2023). They are effective for systematically gathering information on study variables and for identifying patterns and trends relevant to the research objectives (Nguyen & Tran, 2022).

In this study, questionnaires were used to collect data from employees of Isiolo County Government stationed at the county headquarters to address the research objectives. A well-designed closed-ended questionnaire was employed, allowing for quantitative analysis and straightforward comparison of responses. The questionnaires were distributed across six departments: records registry, human resources, finance, audit, supply chain management, and information and communication technology.

The questionnaire consisted of two sections: Section A captured demographic information of the participants, while Section B focused on questions directly related to the study objectives. Responses were measured using a five-point Likert scale: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree, facilitating systematic quantification of respondents' perceptions.

3.8.2 Interview Schedule

An interview schedule is a structured plan or set of guidelines used by a researcher to conduct interviews. It consists of a list of prepared questions designed to gather specific information from participants, aligned with the research objectives. The schedule serves as a roadmap for the interviewer, ensuring that all relevant topics are covered while allowing flexibility to probe deeper into participants' responses. It helps maintain consistency across interviews, facilitates detailed qualitative data collection, and supports the exploration of respondents' opinions,

experiences, and perspectives in depth (Ahmed & Rahman, 2022). They also increase response rates and encourage participants to engage openly with the discussion (Mwangi & Muchira, 2024).

The researcher employed interviews due to their flexibility and the direct interaction they allow between interviewer and interviewee. Participants were asked structured questions aligned with the research objectives, while the interviewer guided the discussion, clarified ambiguities, and probed deeper into relevant issues. The interviews were conducted in a relaxed setting to encourage detailed responses and ensure that the intended objectives of the study were achieved.

3.9 Data Collection Procedures

Collecting data is important in research and involves gathering of information for research purposes. Before initiating data collection, the researcher obtained a research authorization letter from Kisii University, which facilitated application for a permit from the National Commission for Science, Technology and Innovation (NACOSTI). The research permit was submitted to the Office of the County Director of Education in Isiolo County, where an additional permit letter was issued, granting the researcher permission to conduct the study from the appropriate offices.

3.9.1 Questionnaire Administration

Upon receipt of the research permits, the researcher personally proceeded to administer closed-ended questionnaires, which corresponded with the study objectives to respondents in the departments of records registry, human resources, finance, audit, supply chain management, and ICT. The questionnaires were collected as agreed upon with the respondents. This was to allow the respondents sufficient time to answer the questions and select the appropriate responses.

3.9.2 Interviews

A face-to-face interview was carried out by the researcher with the heads of departments selected for the study, following a consistent interview schedule with the same questions. Although the participants had distinct responsibilities, they all engaged with records in various formats, which were governed by a common records management policy applicable across Isiolo County offices. This approach allowed the researcher to gather comprehensive and detailed descriptions of the phenomenon. The responses were documented on paper, contributing to a rich narrative within the study findings.

3.10 Pilot Study

A pilot study is a small-scale preliminary investigation conducted to test research procedures and refine data collection instruments before the main study (Taherdoost, 2020). It enhances data quality by assessing question clarity, format suitability, and scale reliability, thereby supporting instrument validity and reliability (In, 2022; Hertzog, 2021). For education research with fewer than 1000 respondents, a pre-test sample size of between 1% and 10% is appropriate, provided they are sufficiently representative to identify potential weaknesses (Hertzog, 2021).

The pilot study was conducted at the Uasin Gishu County Headquarters due to its administrative and organizational similarity to Isiolo County. Both counties operate under the same devolved governance framework, follow uniform public service regulations, and use standardized administrative, financial, and human resource systems. Their headquarters perform comparable coordination and oversight functions with similarly structured professional staffing, enabling identification of potential instrument challenges under conditions comparable to the main study.

six staff members were selected from each of six departments records registry, human resources, finance, audit, supply chain management, and information and communication technology, totaling to 12 respondents. This ensured testing across diverse roles and processes.

Findings from the pilot study informed revisions to the instruments, improving clarity, format, and scale consistency, and strengthening their validity and reliability for the main study.

3.11 Validity of the Research Instrument

Validity refers to the extent to which research instruments accurately measure what they are intended to measure and generate meaningful data for addressing the study objectives (Taherdoost, 2020). To ensure instrument validity, the tools were tested during a pilot study conducted at the Uasin Gishu County Headquarters, where respondents demonstrated a clear understanding of the questions. Content validity was established through expert review and alignment with relevant literature, ensuring that all key aspects of records management policies were adequately covered. Face validity was enhanced through pilot feedback on clarity, relevance, and wording, leading to necessary refinements to the instruments (Taherdoost, 2020; In, 2022).

The Kaiser–Meyer–Olkin (KMO) measure was used during the pilot study to assess sample adequacy and determine the suitability of questionnaire items for factor analysis. Items related to records management policies, including records creation and capture, storage and security, retention and disposal, and the records management framework demonstrated sufficient inter-item correlations. A KMO value of 0.50 or higher was considered acceptable for factor analysis, with values closer to the threshold indicating moderate sampling adequacy (Hair et al., 2022).

Feedback from the pilot study, together with the KMO results, informed further refinement of the instruments to ensure they reliably measured the intended constructs. Factor analysis

supported construct validity, although some variables exhibited moderate correlations, warranting cautious interpretation. Overall, the instruments were deemed valid and reliable for use in the main study.

Table 3.3:

KMO and Bartlett's Test for Validity

KMO and Bartlett's Test			
Records creation and capture policy	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.634
	Bartlett's Test of Sphericity	Approx. Chi-Square	105.165
		Df	15
Records storage and security policy	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.671
	Bartlett's Test of Sphericity	Approx. Chi-Square	44.639
		Df	15
Records retention and disposal policy	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
	Bartlett's Test of Sphericity	Approx. Chi-Square	41.635
		Df	15
Records management Framework	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.735
	Bartlett's Test of Sphericity	Approx. Chi-Square	42.926
		Df	15
Service delivery	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.652
	Bartlett's Test of Sphericity	Approx. Chi-Square	57.947
		Df	15
		Sig.	.000

Source: Researcher, 2024

During the pilot study, the researcher used the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy to determine whether the questionnaire items were suitable for factor analysis, a technique that identifies underlying relationships between variables to ensure they measure the intended constructs. As shown in Table 3.3, the KMO values for records creation and capture policy, records storage and security policy, records retention and disposal policy, records management framework, and service delivery were 0.634, 0.671, 0.783, 0.735, and 0.652, respectively. Since all values exceeded 0.5 (Hair et al., 2010), the sample was adequate,

confirming the construct validity of the instruments and allowing the researcher to proceed to the main study.

3.12 Reliability of Research Instrument

Reliability refers to the extent to which a research instrument produces consistent and stable results when applied repeatedly under similar conditions (Taherdoost, 2020). An instrument is considered reliable when it consistently measures the intended construct and yields comparable results across different administrations or over time (Hair et al., 2022). Reliability therefore reflects the repeatability and internal consistency of a measurement procedure.

To assess the reliability of the research instruments, respondents from the records management-related departments at the Uasin Gishu County Government headquarters were administered the same instruments during the pilot study. Internal consistency reliability was evaluated using Cronbach's Alpha coefficient, which is widely used to determine the degree to which items within a scale measure the same underlying construct (Hair et al., 2022).

Cronbach's α is defined as.

$$\alpha = \frac{K}{K-1} \left(\frac{\sum_{i=1}^K \delta_{Y_i}^2}{\delta_X^2} \right) \dots\dots\dots (3.3)$$

Where;

K represents the number of questionnaires distributed to participants to assess the reliability of the instruments used for the research.

σ_X^2 is the variance that represents the total test scores obtained from the experiment.

$\sigma_{Y_i}^2$ is the variation that represents component i for the current sample of correspondence.

Cronbach's Alpha values range between 0 and 1, with higher values indicating stronger internal consistency. Therefore, an alpha coefficient of 0.70 or higher is acceptable for research and demonstrates adequate reliability of measurement instruments (Hair et al., 2022; Taherdoost, 2020). Instruments with alpha values below this threshold are considered to have insufficient internal consistency and require revision.

The reliability analysis results confirmed that the research instruments met the acceptable threshold for internal consistency, justifying their use in the main study.

Table 3.4:

Cronbach's Reliability Test

Variables	Number of items	Cronbach's Alpha
Records creation policy on service delivery	6	.753
Records storage and security policy on service delivery	6	.758
Records capture policy on service delivery	6	.708
Records policy framework on service delivery	6	.766
Service delivery	6	.702

Source: Researcher, 2024

Table 3.4 shows variables, number of items in the scale and scale reliability coefficient as follows. Records creation and capture policy had 6 items and a Cronbach alpha value of .753, records storage and security policy had 6 items with Cronbach alpha value of .758, records retention and disposal policy had 6 items with Cronbach alpha value of .766, records management policy framework had 6 items with Cronbach alpha value of .708 and service delivery had 6 items with Cronbach alpha value .702. The findings showed that every

coefficient was within the established range of 0.7, as stated by Lee Cronbach in 1951. As a result, the conclusion was that the measures used were reliable for the study.

3.13 Data Analysis

Data Analysis is the systematic process of organizing, examining, and interpreting data to identify patterns, draw conclusions, and support decision-making. This process includes data cleaning, coding, classification, and tabulation to ensure accuracy and suitability for interpretation (Taherdoost, 2020; Hair et al., 2022). Quantitative data from questionnaires were analyzed using SPSS (version 23.0), with descriptive statistics, that is, frequencies, percentages, and means presented in tables to reveal trends and patterns.

Qualitative data from interviews were analyzed using content analysis, systematically identifying, coding, and categorizing recurring themes to generate objective interpretations (Kyngäs et al., 2020). Participants were assigned codes A1, A2, A3, A4, A5 and A6 to maintain anonymity and consistency. Data were thematically organized and presented in verbatim excerpts aligned with interview questions and study objectives. Findings were interpreted based on identified themes and compared with existing literature to situate results within the broader scholarly context.

3.14 Modeling Factors Influencing Records Management Policies aimed at promoting Service Delivery at the County Government of Isiolo

This study employed ordinal logistic regression to examine how records management policies influence service delivery. Likert-scale data of 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree were used, which are ordinal and thus appropriate for non-parametric techniques. The four predictor variables—records creation and capture policy (RCCP), records storage and security policy (RSSP), records retention and disposal

policy (RRDP), and records management framework (RMFW) were modeled against service delivery (SD) as the ordinal dependent variable:

The resulting model was specified as:

$$SD = \beta_0 + \beta_1RCCP + \beta_2RSSP + \beta_3RRDP + \beta_4RMFW + \varepsilon$$

Where:

SD = Service Delivery

RCCP = Records Creation and Capture Policy

RSSP = Records Storage and Security Policy

RRDP = Records Retention and Disposal Policy

RMFW = Records Management Framework

ε = Stochastic term with its usual classical properties

Ordinal regression was chosen because the proportional odds, also known as the parallel lines, assumption was met, as confirmed by a non-significant Test of Parallel Lines in SPSS with a p-value greater than 0.5. This ensured that the relationship between each predictor and the log-odds of higher service delivery categories was consistent across thresholds.

Multicollinearity among predictors was assessed using Variance Inflation Factor and tolerance values, with a Variance Inflation Factor less than 10 and tolerance values greater than 0.1 indicating no multicollinearity issues. Pearson correlation coefficients were also examined to confirm that no predictors were excessively correlated, defined as correlation coefficients greater than or equal to 0.80.

The ordinal regression model allowed the researcher to identify which records management policies significantly affect service delivery and to estimate the magnitude and direction of their influence. The results were interpreted using regression coefficients and odds ratios, providing insights into how changes in policy variables would impact service delivery.

3.15 Ethical Considerations

Ethics involves examining concepts of right and wrong and provides a framework for guiding actions while maintaining integrity. According to Resnik (2020), research ethics defines standards of conduct that protect participants and ensure responsible scientific practice. Macfarlane and O'Reilly (2021) emphasized that ethical considerations are crucial for maintaining professionalism, avoiding harm, and achieving research objectives responsibly. Similarly, Israel and Hay (2023) highlighted that ethical standards encompass honesty, respect, and fairness in interactions with research participants, obligating researchers to uphold these principles throughout the study.

In line with these standards, the study observed ethical considerations to ensure integrity and professionalism. The researcher obtained an introductory letter from Kisii University, a research permit from the National Commission for Science, Technology and Innovation (NACOSTI), and approval from the county's Ministry of Education office prior to data collection. Informed consent was obtained from all participants after clearly explaining the purpose and procedures of the study. Participation was voluntary, and confidentiality and anonymity were assured, with data used strictly for academic purposes. Academic integrity was ensured through proper citation, with respect, honesty, and responsibility maintained throughout the study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This section presents, interprets, and contextualizes the findings of the study. The results component focuses on the objective reporting of analyzed data using tables, figures, and descriptive or inferential statistics, without interpretation. The discussion component interprets these findings by highlighting key patterns, implications, and any unexpected results, and by linking them to the theoretical framework, research objectives, and existing literature. Therefore, this section demonstrates how the study's findings address the research questions and contribute to enhancing understanding in the field.

4.2 Data Cleaning, Coding and Outliers Detection

According to Iannario & Monti (2023), outliers are extreme values in a dataset that differ from most observations and can affect statistical results if not addressed. They may result from measurement errors, data entry mistakes, or genuinely unusual responses. In this study, the data were checked for values outside the expected Likert scale range of 1 to 5. Any values beyond this range were corrected or removed to ensure accuracy.

Data coding is the process of converting survey responses into numerical values so they can be analyzed statistically (Koo & Yang, 2025). For instance, responses on a Likert scale from Strongly Disagree to Strongly Agree were assigned codes from 1 to 5. Coding allows data to be standardized and summarized using descriptive statistics. After coding, the dataset was analyzed with IBM SPSS version 23.0. Descriptive statistics such as means, medians, standard deviations, and frequencies were calculated to summarize the data and prepare it for further analysis.

4.3 Response Rate

According to Groves et al., (2011), the response rate refers to the percentage of participants who engaged in the survey in relation to the designated sample size of the study. The researcher reviewed the completed questionnaires to ensure their accuracy and completeness. Resultantly, out of the 145 questionnaires distributed to participants, 132 were found to be correctly completed, whereas 8 were found to be incomplete, and 5 contained errors and inconsistent information; as a result, these were excluded from the data analysis. Consequently, the response rate was 91.0%, which is considered excellent and exceeds the 67% acceptable rate deemed adequate for further analysis in surveys (Ndinda, 2019).

4.4 Demographic Information of the Respondents

Demographic information refers to the characteristics of respondents such as gender, age, work experience, and level of education, which are used to describe and understand the study population (Kothari, 2004). Although demographic information was not explicitly stated in the study's objectives, it was important in establishing respondents' suitability and providing context for interpreting the findings. The demographic variables were used to examine their influence on the implementation of records management policies and service delivery in Isiolo County. Overall, demographic information enhanced the interpretation of results by explaining how individual characteristics affect records management practices and service delivery results within the County Government of Isiolo.

4.4.1 Age of the Respondents

The researcher asked the respondents to indicate their age. The results presented in table 4.1 show the age distribution of the respondents.

Table 4.1:

Age

Category	Frequency	Percent
Below 25 years	14	10.6
25-34 years	42	31.8
35-44 years	68	51.5
Over 44 years	8	6.1
Total	132	100.0

Source: Field Data, 2024

Table 4.1 indicates that 68 participants (51.5%) fell within the age bracket of 35 to 44. Individuals in this age group are often at the peak of their professional lives, along with a solid understanding of organizational processes, paired with experience, energy, and problem-solving skills. These attributes place them in a strong position to implement and uphold the county's records management regulations. The second largest age group consisted of 42 participants (31.8%) who were aged between 25 and 34. This younger demographic is generally adaptable, energetic, and eager to learn. Their enthusiasm and flexibility enable them to quickly grasp and execute records management policies, contributing to improved service delivery.

The response rate represented the proportion of questionnaires that were successfully completed and returned by respondents. According to Mugenda and Mugenda (2012), a high response rate enhances the reliability and validity of research findings. In this study, the response rate was considered adequate and provided sufficient data for meaningful analysis, thereby supporting the credibility of the study results.

4.4.2 Respondents work experience

The researcher's aim was to determine the duration that the respondents had been employed in Isiolo County. The purpose was to assess whether the respondents possessed the necessary experience and understanding to offer credible information for the study. The findings regarding the total number of years of work experience are displayed in Table 4.2.

Table 4.2:

Experience

Category	Frequency	Percentages
Below 5 years	14	10.6
5 -9 years	62	47.0
10 -14 years	48	36.4
15 -19 years	6	4.5
Over 19 years	2	1.5
Total	132	100.0

Source: Field Data, 2024

The data in Table 4.2 show the distribution of respondents by years of work experience in the County Government of Isiolo. The highest proportion of respondents, 62 (47.0%), had 5–9 years of experience, followed by 48 (36.4%) with 10–14 years. The lowest values were recorded for respondents with over 19 years of experience (2 respondents, 1.5%) and those with 15–19 years (6 respondents, 4.5%), which could be considered potential outliers due to their small numbers. Respondents with less than 5 years of experience accounted for 14 (10.6%).

The trend shows that most respondents have moderate work experience (5–14 years), suggesting that the bulk of personnel handling records management are relatively experienced and knowledgeable. The small number of respondents at the extreme ends of the experience spectrum indicates limited representation of very new or highly senior staff. Generally, the data

revealed a concentration of staff with mid-range experience levels, which may positively influence familiarity with records management policies and effective service delivery.

4.4.3 Levels of Education

The researcher sought to find out the respondents' education levels. Table 4.3 shows the education levels of the employees in Isiolo County.

Table 4.3:

Level of Education

Qualifications	Frequency	Percentages
Certificate	16	12.1
Diploma	76	57.6
Bachelors	34	25.8
Postgraduate	6	4.5
Total	132	100.0

Source: Field Data, 2024

Table 4.3 presents the educational qualifications of the respondents. The observation indicated that the majority of employees, 76 (57.6%), hold diploma qualification, followed by 34 (25.8%) who have attained bachelor's degree. Sixteen respondents (12.1%) were certificate holders, while only 6 (4.5%) possessed postgraduate degree.

From these results, it is evident that most employees have mid-level qualifications, with diploma holders forming the largest group. On the other hand, postgraduate degree holders constitute the smallest proportion, suggesting that advanced qualifications are relatively rare within the workforce. The distribution shows a clear descending trend from diploma to postgraduate qualifications, indicating that higher education levels are less common among the employees.

This group is particularly important in the study because their educational background influences how effectively they can understand, implement, and benefit from training programs on records management policies. Since the majority are diploma holders, they represent the core workforce likely to engage with and apply these policies in day-to-day operations. Understanding their qualifications helps tailor training programs to improve service delivery, ensuring that learning is accessible and relevant to the employees who will most directly impact organizational performance.

4.5 Records Creation and Capture Policy on Service Delivery at the County Government

The first objective of the study was to determine how the records creation and capture policy influenced service delivery at the County Government of Isiolo. To achieve this objective, the researcher segmented this part into three measures: content, context, and structure, which were then subdivided into six specific items. The respondents were required to rate their responses using a Likert scale 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree as shown in Table 4.4, while respondents who participated in the interview were coded as A1, A2, A3, A4, A5 and A6, respectively.

Table 4.4:*Records Creation and Capture Policy.*

Statements		SD	D	N	A	SA	MEAN	Std. Dev
Records creation and capture policy exists in the County Government of Isiolo, and it guides creation and capture of records.	F	3	5	25	46	53	4.07	.974
	%	2.3	3.8	18.9	34.8	40.2		
Records creation and capture policy facilitates effective, efficient, and timely service delivery in the County Government of Isiolo.	F	1	16	29	35	51	3.90	1.076
	%	0.8	12.1	22.0	26.5	38.6		
Records creation and capture policy address the standards of integrity during creation.	F	4	10	20	58	40	3.91	1.015
	%	3.0	7.6	15.2	43.9	30.3		
Records creation and capture policy spells out entry procedure for contextual information such as type, date, and name of the originator of the record.	F	10	11	31	35	45	3.71	1.233
	%	7.6	8.3	23.5	29.5	40.2		
Records creation and capture policy has guidelines and procedures that outline creation and capture of records.	F	3	8	29	39	53	3.99	1.037
	%	2.3	6.1	22.0	29.5	40.2		
Records creation and capture policy promotes and enables the organization to render effective service.	F	3	10	23	47	49	3.98	1.030
	%	2.3	7.6	17.4	35.6	37.1		

Key: SD= Strongly Disagree, S-Disagree, N-Neutral, A-Agree and SA –Strongly Agree

Source: Field Data, 2024

As shown in Table 4.4, the findings indicated that respondents strongly agreed with a mean of 4.07 and a standard deviation of 0.974 that a records creation and capture policy existed in the County Government of Isiolo and guided the creation and capture of records. However,

although the results indicated that the records creation and capture policy addressed standards of integrity during record creation, 25% of respondents reported challenges related to clarity, which hindered the effective application of these standards. This challenge was largely attributed to a lack of understanding of the specific areas covered by the policy's integrity standards, suggesting gaps in communication and training. This result was corroborated by A1, who confirmed *“records creation and capture policy exist in Isiolo County but is partially implemented because some custodians of records are still faced with challenges such as lack of awareness during document creation or receipt, arising from negligence of not taking into account policy statements.”*

From the perspective of the Records Continuum Model, this suggested that while structures for the create and capture dimensions are in place, weaknesses in staff awareness and implementation limit the continuity of recordkeeping across subsequent stages of use and preservation (Chigada & Ngulube, 2021; Ngulube, 2021). Consistent with Muthamia (2023) and Wanjiru (2022), the existence of a policy alone is insufficient unless employees responsible for records are adequately trained to operationalize it during records creation and capture.

The outcome further revealed that although Isiolo County strived to ensure that records created and captured are authentic, have integrity, and are sufficient for audit purposes, there is a clear need for records managers to intensify staff education on records creation and capture policies. This aligned with Ngulube (2021), who emphasized that the effectiveness of records management policies depends largely on human capacity and compliance at the point of records creation. From an RCM perspective, failure to embed policy awareness at the creation stage undermines the evidential value of records throughout their lifecycle (Chigada & Ngulube, 2021).

Regarding service delivery, respondents strongly agreed with a mean of 3.90 and a standard deviation of 1.076 that the records creation and capture policy facilitated effective, efficient, and timely service delivery. This was supported by A2, who noted *“records creation and capture policy has facilitated the creation of accurate, reliable, and traceable records, which were in line with the county government policy hence influenced provision of effective and efficient service delivery.”* This outcome aligned with the Service Quality Gap Model, particularly the dimensions of reliability and responsiveness, which emphasize the availability of accurate and timely information for service provision (Ladhari, 2019). As observed by Muthamia (2023), well-coordinated records creation and capture practices enhance organizational efficiency and improve service delivery.

Furthermore, respondents agreed with a mean of 3.91 and a standard deviation of 1.015 that the records creation and capture policy addressed integrity standards during records creation and capture. However, A3 pointed out *“despite the directive on the policy standards, there are some issues of clarity among employees that have hindered the standards of integrity.”* This observation was aligned to Wanjiru’s (2022) argument that unclear policy interpretation and inadequate training compromised records integrity. From the RCM viewpoint, compromised integrity at the creation stage weakens the authenticity and reliability of records across time and space (Chigada & Ngulube, 2021), while from the SQGM standpoint, such weaknesses negatively affect assurance and trust in public service delivery (Ladhari, 2019).

On whether the records creation and capture policy specified entry procedures for contextual information such as type, date, and originator, respondents strongly agreed with a mean of 3.71 and a standard deviation of 1.233. A4 affirmed *“the entry procedure for contextual information has facilitated quality information retrieval, better presentation methods, and increased system interaction.”* This was supported by Wanjiru (2022) narration that underscored the importance

of metadata in ensuring traceability, retrieval, and audit readiness. Within the records continuum model outlook, proper capture of contextual metadata ensures records retain meaning and evidential value over time, while within the Service Quality Gap Model angle, it enhanced efficiency and responsiveness by enabling faster access to information (Muthamia, 2023).

Similarly, respondents strongly agreed with mean of 3.99 and a standard deviation of 1.037 that the records creation and capture policy provided guidelines and procedures outlining how records should be created and captured. However, A5 noted *“limited awareness of these guidelines hindered their effective implementation”*. This outcome was in line with Ngulube and Tafor (2021), who argued that policies must be accompanied by continuous awareness and training to ensure compliance. From both the records continuum model and Service Quality Gap Model stance, inadequate awareness disrupts continuity in recordkeeping and creates service delivery gaps caused by inconsistent practices (Chigada & Ngulube, 2021; Ladhari, 2019).

Lastly, respondents agreed with a mean of 3.98 and a standard deviation of 1.030 that the records creation and capture policy promoted and enabled effective service delivery. A6 emphasized *“records creation and capture policy has played a greater role in service delivery since it has made documents available for business transactions and administrative operations.”* This view confirmed Muthamia’s (2023) assertion that effective records creation and capture policy directly supported organizational operations and public service delivery. Viewed through the records continuum model, properly created and captured records sustain organizational memory and accountability, while through the Service Quality Gap Model, they enhanced reliability, responsiveness, and overall service quality.

4.6 Records Storage and Security Policy on Service Delivery at the County Government

The study's second objective was to assess the influence of records storage and security policy on service delivery at the County Government of Isiolo. To achieve this objective, the researcher organized this section into three main constructs: storage equipment, accessibility, and retrieval, which were then broken down into six specific items. The respondents were required to rate their responses using a Likert scale 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree as shown in Table 4.5, while respondents who participated in the interview were coded as A1, A2, A3, A4, A5 and A6 respectively.

Table 4.5:*Records Storage and Security Policy*

Statements		SD	D	N	A	SA	MEAN	Std. Dev
The County Government of Isiolo has records storage and security policy that deals with record storage, maintenance, and security in terms of physical and electronic storage and access.	F	10	8	23	54	37	3.76	1.153
	%	7.6	6.1	17.4	40.9	28.0		
Records storage and security policy touched on regular back up of electronic records stored in the computer systems	F	1	4	16	68	43	4.12	0.791
	%	0.8	3.0	12.1	51.5	32.6		
Records storage and security policy explain proper labeling of record storage equipment such as file cabinets, drawers, and racks.	F	6	10	22	49	45	3.89	1.103
	%	4.5	7.6	16.7	37.1	34.1		
Records storage and security policy places restriction on records accessibility and authorization for records safety.	F	2	3	23	62	42	4.05	0.850
	%	1.5	2.3	17.4	47.0	31.8		
Records storage and security policy manages access to records and information according to the legal and regulatory requirement hence effectively promoting service delivery.	F	2	8	34	42	46	3.92	0.993
	%	1.5	6.1	25.8	31.8	34.8		
Records storage and security policy enhances implementation of service delivery objectives by facilitating easy communication and decision making.	F	6	7	29	30	60	3.99	1.142
	%	4.5	5.3	22.0	22.7	45.5		

Key: SD= Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA –Strongly Agree

Source: Field Data, 2024

As shown in Table 4.5, the study findings indicated that respondents agreed with a mean of 3.76 and standard deviation of 1.153 that the County Government of Isiolo had a records storage and security policy addressing the storage, maintenance, and security of records in both physical and electronic formats. From the perspective of the Records Continuum Model, this view reflected institutional recognition of the need to sustain records beyond creation and

capture into the store and use dimensions, ensuring continuity of recordkeeping over time (Ngulube, 2021; Chigada & Ngulube, 2021). However, A1 observed “*despite County Government of Isiolo having records storage and security policy that dealt with storage, maintenance, and security, there still exist challenges such as unauthorized access to records and inadequate security to records, as a result of lack of robust storage facilities.*” This suggests a gap between policy formulation and implementation, which undermines the integrity and reliability of records within the continuum.

Consistent with Muthamia (2023) and Wanjiru (2022), the persistence of unauthorized access and inadequate storage facilities indicated weak enforcement of security controls, which compromised the maintenance and preservation dimensions of the records continuum model. From the Service Quality Gap Model perspective, such weaknesses affect reliability and assurance, as insecure records systems limit the organization’s ability to deliver dependable and trustworthy services (Ladhari, 2019). The observation therefore implied that the need for county management to establish a dedicated task force to address infrastructural gaps and strengthen security measures for both paper and electronic records is essential.

Regarding electronic records backup, respondents agreed with a mean of 4.12 and a standard deviation of 0.791 that the records storage and security policy addressed regular backup of records stored in computer systems. This aligned well with Chigada and Ngulube (2021), who emphasized that backup and recovery mechanisms are essential for safeguarding records against technological risks such as human error, system failures, malware attacks, and disasters. Within the records continuum model standpoint, regular backups support continuity of records across time and space, while under the Service Quality Gap Model view, they enhanced service reliability by ensuring information remains available for service delivery even during system disruptions (Muthamia, 2023).

In addition, respondents agreed with a mean of 3.89 and a standard deviation of 1.103 that the policy explained how to properly label record storage equipment such as file cabinets, drawers, and racks. A2 noted *“proper labelling facilitated prompt identification and retrieval of records, resulting in quicker service delivery”*. This opinion was supported by Wanjiru (2022), who argued that well-organized storage systems enhance accessibility and retrieval efficiency. From an records continuum model perspective, proper labelling ensured that records retain contextual meaning and remain accessible over time, while from an Service Quality Gap Model perception, it improved responsiveness by reducing delays in information retrieval during administrative processes (Ladhari, 2019).

The study further revealed that confidential and sensitive records in Isiolo County were identified, stored separately, and kept in secure cabinets under strict security controls. This practice aligned with Ngulube (2021), who stressed that access controls are central to effective records storage and security frameworks. Accordingly, respondents agreed with mean of 4.05 and a standard deviation of 0.850 that the records storage and security policy restricted access to records and information for safety purposes. By safeguarding information against unauthorized access and manipulation, the policy reduced the risk of data breaches and enhanced the availability of information for authorized users, thereby supporting effective service delivery. From the Service Quality Gap Model angle, this directly strengthened assurance and trust in public services (Ladhari, 2019).

Furthermore, respondents strongly agreed with a mean of 3.92 and a standard deviation of 0.993 that the records storage and security policy managed access to records in accordance with legal and regulatory requirements, thus promoting service delivery. However, A4 noted *“compliance was not universal, with approximately 66.6% of employees adhering to proper storage and security practices”*. This view reflected Muthamia’s (2023) observation that policy

effectiveness depended on staff awareness and adherence. From both the records continuum model and Service Quality Gap Model point of view, partial compliance weakened continuity of records control and created service quality gaps related to reliability and assurance (Chigada & Ngulube, 2021; Ladhari, 2019).

Lastly, respondents strongly agreed with a mean of 3.99 and standard deviation of 1.142 that the records storage and security policy enhanced the achievement of service delivery objectives by facilitating communication and decision-making. A5 emphasized “*the County Government of Isiolo endeavored to adopt information security policies, best practices, and guidelines to support service delivery objectives*”. Resultantly, Muthamia (2023) asserted that secure and accessible records systems enabled informed decision-making and efficient administrative operations. Viewed through the records continuum model, secure storage ensured records remain usable and meaningful over time, while through the Service Quality Gap Model, responsiveness and reliability was enhanced, ultimately improving service delivery results.

4.7 Records Retention and Disposal Policy on Service Delivery at the County Government

The study's third objective was to evaluate the influence of records retention and disposal policy on service delivery at the County Government of Isiolo. To achieve this objective, the researcher structured this section into three main constructs that included retention schedule, preservation, and destruction, which were further broken down into six items. The respondents were required to rate their responses using a Likert scale 1= Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree as shown in Table 4.8, while respondents who participated in the interview were coded as A1, A2, A3, A4, A5 and A6 respectively.

Table 4.6:*Records retention and disposal policy*

Statements		SD	D	N	A	SA	MEAN	Std. Dev
The records retention and disposal policy of Isiolo County provides a schedule for the appropriate preservation and disposal of records.	F	1	6	16	64	45	4.11	0.840
	%	0.8	4.5	12.1	48.5	34.1		
A records retention and disposal policy promotes a schedule for records retention and disposal that establishes the maximum amount of time that records may be retained before being disposed of.	F	2	10	27	37	56	4.02	1.037
	%	1.5	7.6	20.5	28.0	42.4		
Procedures and instructions for the preservation or destruction of electronic records are contained in the records retention and disposal policy.	F	2	9	24	36	61	4.10	1.025
	%	1.5	6.8	18.2	27.3	46.2		
Records retention and disposal policy provides for audit trail that help in tracking complete disposition of records to avoid leakage of sensitive information.	F	4	10	20	58	40	3.91	1.015
	%	2.3	4.5	18.2	44.7	30.3		
The County Government of Isiolo has established Records retention and disposal policy that provides guidelines and procedures that govern preservation of vital records.	F	3	6	24	59	40	3.96	0.936
	%	2.3	4.5	18.2	44.7	30.3		
The county government has record management policies that streamline management of records and promote delivery of effective service.	F	1	2	18	61	50	4.19	0.783
	%	0.8	1.5	13.6	46.2	37.9		

Key: SD= Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA –Strongly Agree

Source: Field Data, 2024

Table 4.6 showed that respondents strongly agreed with a mean of 4.11 and standard deviation of 0.840 that Isiolo County had an established records retention and disposal policy guiding proper management of records. This was supported by A1, who stated “*Isiolo County regulates and manages its records, both paper and digital, throughout their lifecycles.*” From the perspective of the Records Continuum Model, this finding reflected recognition of records management as a continuous process from creation to final disposition. This is consistent with Katuu (2020), who emphasized that formal records management policies safeguard records from premature destruction and ensure their authenticity and reliability. Similarly, Ngoepe (2018) argued that well-defined records management policies enhance accountability, transparency, and integrity in public sector information management.

Respondents also agreed with a mean of 4.02 and a standard deviation of a 1.037 that the policy provided a clear retention and disposal schedule. A2 noted “*the retention schedule provided consistency in records appraisal and disposal, with non-current records of enduring value preserved in archives.*” This aligned with the records continuum model principle of embedding appraisal decisions early in the records lifecycle. Ngulube (2018) supported this view by noting that retention schedules promote consistency, transparency, and defensible disposal, while Yusof, Kadir, and Zawiyah (2020) contended that standardized retention schedules strengthened governance and accountability in the public sector.

Regarding electronic records, respondents agreed with a mean of 4.10 and standard deviation of 1.025 that the policy included procedures for their management and destruction. A3 explained “*electronic records were destroyed through secure methods such as shredding or media destruction.*” These practices supported the records continuum model requirement for continuity of control in digital environments. Katuu (2019) emphasized that documented disposal procedures protect the authenticity and trustworthiness of digital records, while

Lemieux (2019) highlighted their role in mitigating risks such as unauthorized access, data breaches, and loss of evidential value.

However, respondents agreed with a mean of 3.91 and a standard deviation of 1.015 that the policy provided effective audit trails. A4 observed “Challenges such as information leakage and poor traceability persisted due to inadequate access controls”. From the Service Quality Gap Model viewpoint, this reflected gaps in reliability and assurance, as ineffective tracking undermines dependable service delivery. Ngoepe (2020) similarly identified weak enforcement mechanisms and limited staff capacity as key barriers to effective audit trails in public sector records management, while Marutha and Ngoepe (2019) attributed security and traceability gaps to inadequate ICT infrastructure. Further, Katuu (2018) explained that in the absence of automated records tracking systems, audit trails often remain procedural rather than functional, limiting effective alignment with both the records continuum model and Service Quality Gap Model. This helped explain continued difficulties in record tracing despite the existence of formal policies.

With respect to preservation, respondents agreed with a mean of 3.96 and standard deviation of 0.936 that policies existed to safeguard vital records, but A5 noted “Deterioration remained a challenge due to inadequate equipment.” This indicated a weakness in the long-term preservation dimension of the RCM. Marutha and Ngoepe (2019) linked such challenges to insufficient storage facilities and environmental controls, while Asogwa (2017) identified limited funding, inadequate preservation equipment, and skills shortages as persistent barriers to effective records preservation in public institutions.

Overall, the findings confirm that Isiolo County’s records retention and disposal policies aligned with the principles of the Records Continuum Model but faced implementation constraints. Katuu (2020) stressed that continuous staff training, adequate funding, and

institutional support are essential for translating records management policies into practice, while Saurombe (2018) emphasized the need for integrated digital records systems to bridge persistent policy–practice gaps in public sector organizations.

Finally, respondents strongly agreed with a mean of 4.19 and standard deviation of 0.783 that records management policies streamlined processes and supported service delivery. This supported by the Service Quality Gap Model, which linked service quality to the availability of reliable and timely information. Ladhari (2019) associated high service quality with information accessibility and reliability, while Ngoepe and Marutha (2017) argued that effective records management enhances organizational credibility, accountability, and citizen trust. When viewed through the records continuum model and Service Quality Gap Model, effective records management reduced service delivery gaps; however, unresolved implementation challenges may limit these gains.

4.8 Records Management Framework on Service Delivery at the County Government

The fourth objective of the study was to propose a records management framework in relation to service delivery at the Isiolo County Government. To achieve this objective, this section was organized into four constructs: procedure, guideline, standards, and legislation, which were further subdivided into six items. The respondents were required to rate their responses using a Likert scale 1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree as shown in Table 4.7, while respondents who participated in the interview were coded as A1, A2, A3, A4, A5 and A6 respectively.

Table 4.7:*Records Management Framework*

Statements		SD	D	N	A	SA	MEAN	Std. Dev
The County Government of Isiolo has a record management framework that spells out procedures, guideline standards and legislation for records management.	F	2	10	19	63	38	3.95	.935
	%	1.5	7.6	14.4	47.7	28.8		
Records management framework spell out storage and protection of physical, electronic and confidential records across all departments.	F	12	12	24	30	54	3.77	1.317
	%	9.1	9.1	18.2	22.7	40.9		
Records management framework addresses access controls and retrieval procedures based on the sensitivity of records.	F	10	10	18	51	43	3.81	1.192
	%	7.6	7.6	13.6	38.6	32.6		
Records management framework explains systematic, logical, and consistent auditing and monitoring of the system across all departments	F	9	13	22	34	54	3.84	1.253
	%	6.8	9.8	16.7	25.8	40.9		
Records management framework addresses disaster recovery plan to ensure the protection and recovery of records in case of a disaster.	F	2	6	27	63	34	3.92	.883
	%	1.5	4.5	20.5	47.7	25.8		
Well implemented records management framework enhances service delivery and customers' satisfaction in County offices.	F	7	10	28	50	37	3.76	1.106
	%	5.3	7.6	21.2	37.9	28.0		

Key: SD= Strongly Disagree, D-Disagree, N-Neutral, A-Agree and SA –Strongly Agree

Source: Field Data, 2024

As indicated in Table 4.7, respondents agreed with a mean of 3.95 and a standard deviation of 0.935 that the County Government of Isiolo had a records management framework outlining

procedures, guidelines, standards, and legislation governing records management. This view aligned well with the requirements of ISO 15489-1:2016, which stipulated that organizations must establish a records management framework that defined responsibilities, procedures, and controls to ensure the authenticity, reliability, integrity, and usability of records. From the perspective of the Records Continuum Model, the existence of such a framework reflected institutional efforts to manage records consistently across the continuum of creation, capture, storage, use, and preservation (Ngulube, 2021; Makwae, 2021).

Despite this apparent compliance with international standards and national legal expectations, A1 observed *“Awareness of the records management policy framework among employees handling county records remained limited.”* A1 further noted *“failure to adhere to prescribed procedures, guidelines, standards, and legislation resulted in record misplacement, which adversely affected service delivery.”* These observation mirrored concerns raised by Mwangi and Muchira (2024), who argued that while many public institutions adopt frameworks aligned with ISO standards, weak institutional capacity and limited staff awareness often undermined their effective implementation. From both the records continuum model and service quality gap model perspectives, such gaps disrupted continuity of records control and negatively affect reliability and responsiveness in service delivery (Ngulube, 2021; Oliver & Foscarini, 2020).

The findings further suggest that records management procedures, guidelines, standards, and legislation must be fully institutionalized among all employees handling records in Isiolo County. This requirement is consistent with the Kenya National Archives and Documentation Service Act (Cap. 19), which mandated public offices to create, manage, protect, and preserve records in accordance with approved standards. Muthamia (2023) emphasized that compliance with public records legislation is only realized when employees understand and apply policy provisions in their daily operations. The records continuum model indicated that inadequate

implementation at the creation and capture stages weakens the evidential value of records across time, while the service quality gap model viewed that it results in service delivery delays and reduced customer satisfaction (Wanjiru, 2022).

Moreover, respondents strongly agreed with a mean of 3.77 and a standard deviation of 1.317 that the records management policy framework specified procedures for the storage and protection of physical, electronic, and confidential records across all departments. A2 stated *“Because county operations are conducted using both manual and electronic systems, documents generated for ongoing business transactions must be securely stored to prevent loss or deterioration.”* This aligned well with ISO 15489-1:2016, which required organizations to implement appropriate storage and security controls to protect records from unauthorized access, loss, or damage. From both Records Continuum Model and Service Quality Gap Model perspectives, secure storage supports the continuity and long-term usability of records, and enhances assurance by ensuring that accurate and complete information is available for service delivery and decision-making, respectively (Ngulube, 2021).

Additionally, respondents agreed with a mean of 3.81 and a standard deviation of 1.192 that the records management framework addressed access controls and retrieval procedures based on record sensitivity. A3 noted *“The use of unique identifiers, including creation dates, descriptions, titles, and timestamps, facilitated secure retrieval of records.”* These practices are consistent with ISO 15489-1:2016 principles of controlled access and traceability, as well as the Kenya National Archives and Documentation Service Act (Cap. 19) of Kenya, which requires public records to be accessible only to authorized users. Within the records continuum model, such controls preserve contextual integrity, while within the service quality gap model, efficient retrieval enhances responsiveness and reliability in service delivery (Muthamia, 2023).

Similarly, respondents agreed with a mean of 3.84 and a standard deviation of 1.253 that the policy framework provided for systematic, logical, and consistent auditing and monitoring of records systems across all departments. A4 explained *“Regular system monitoring enabled the identification of risks affecting both paper and electronic records and facilitated timely mitigation.”* ISO 15489-1:2016 underscored the importance of monitoring and auditing records systems to ensure ongoing compliance and effectiveness. Records continuum model viewed that auditing strengthens continuous control over records, while service quality gap model stated that it improves service reliability by ensuring information systems function as intended (Oliver & Foscarini, 2020). Furthermore, routine auditing supported the identification and disposal of obsolete records in accordance with approved retention schedules, as required by the Public Archives and Documentation Service Act (Cap. 19) of Kenya (Mwasenga, 2021).

Regarding disaster preparedness, respondents agreed with a mean of 3.92 and standard deviation of 0.883 that the records management framework addressed disaster recovery planning. However, 26.5% of respondents indicated a lack of awareness of such plans. This gap reflected Lubua’s (2023) observation that compliance with ISO standards and public records legislation remains limited when disaster preparedness measures are not adequately communicated or tested. Both the records continuum model and service quality gap model have stated that inadequate awareness of disaster recovery procedures undermined continuity of records and threatened service reliability during emergencies (Ngulube, 2021; Wanjiru, 2022).

In conclusion, respondents agreed with a mean of 3.76 and a standard deviation of 1.106 that a well-implemented records management framework enhanced service delivery and customer satisfaction in county offices. A6 emphasized *“The framework enabled the county to manage records throughout their lifecycle by guiding custodians on what to capture, store, and retain for future reference.”* This aligned well Makwae (2021) and Muthamia (2023) assertions that

frameworks aligned with ISO 15489 and public records legislation strengthened accountability, preserve institutional memory, and improved service delivery outcomes. Viewed through the records continuum model, lifecycle-oriented management ensures records remained accessible and meaningful over time, while through the service quality gap model, reliable and readily available records enhanced responsiveness, assurance, and overall customer satisfaction in public service delivery.

4.9 Empirical Results of Service Delivery Model

$$SD = \beta_0 + \beta_1 RCCP + \beta_2 RSSP + \beta_3 RRDP + \beta_4 RMFW + \varepsilon$$

The formulated four predictor model ($SD = \beta_0 + \beta_1 RCCP + \beta_2 RSSP + \beta_3 RRDP + \beta_4 RMFW + \varepsilon$) fitness for the study was assessed using three tests namely, the model fitting information, Goodness of fit, and tests of model effects. Accordingly, ordinal regression analysis was employed to establish the determinants of service delivery.

4.9.1 Model Fitting Information

The model fitting information table was generated to show how fit the model is. This is shown in Table 4.8

Table 4.8:

Model Fitting Information

Omnibus Test ^a		
Likelihood Ratio Chi-Square	df	Sig.
285.391	4	.000

Dependent Variable: Service delivery

Model: (Threshold), Records creation and capture policy, Records storage and Security policy, Records retention and disposal policy, Records management framework

Compares the fitted model against the thresholds-only model.

Source: Researcher, 2024

Table 4.8 presents the -2 Log Likelihood values for the intercept-only (null) model and the full model containing all predictor variables. A likelihood ratio Chi-square test assessed whether including records management variables improved the explanation of service delivery outcomes. The null model represented service delivery without formal records management, while the full model incorporated policies on records creation and capture, storage and security, retention and disposal, and the overall records management framework. Results showed a statistically significant improvement in model fit for the full model $\chi^2(4)=285.391, p<0.01$ $\chi^2(4) = 285.391, p < 0.01$, indicating that records management variables collectively explain variations in service delivery performance and are key determinants of effective county governance (Ngulube, 2021).

Practically, records creation and capture policy ensure accurate and timely information for decision-making (Muthamia, 2023). Storage and security policy protect records from loss or unauthorized access, supporting service continuity and reliability (Wanjiru, 2022). Retention and disposal policy reduce information overload, enhances retrieval efficiency, and promotes compliance (Maina & Erima, 2023). A comprehensive framework further strengthens coordination, accountability, and consistency across departments (Ngulube, 2021).

The significant Chi-square result shows that excluding these variables would weaken the model, emphasizing the need for investment in records management infrastructure, policy, and staff capacity (Muthamia, 2023). Similar patterns are observed in other Kenyan counties and African contexts, including Tanzania and Uganda, where strong records management frameworks improved service delivery, transparency, and operational efficiency (Wanjiru, 2022; Maina & Erima, 2023; Lubua, 2023; Ngulube, 2021). International evidence from South Africa and Botswana also supports the role of integrated records management in enhancing governance and public service quality (Oliver & Foscarini, 2020; Chigada & Ngulube, 2021).

Consequently, the improved model fit provided strong empirical evidence that effective records management policies significantly influence service delivery outcomes as shown by findings from Isiolo County, which is aligned with national and international research linking sound recordkeeping to better governance, accountability, and public sector performance.

4.9.2 Goodness of fit

Tables 4.9 contain Pearson chi-square and deviance chi-square tests which were very useful for determining whether a model exhibits good fit of data.

Table 4.9:

Goodness-of-Fit

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	710.430	1556	1.000
Deviance	303.534	1556	1.000

Link function: Logit.

Source: Researcher, 2024

The goodness of fit Table 4.9 includes the Deviance and Pearson Chi-square tests, which are valuable for assessing whether a model exhibits good fit to the data. Non-significant test results are indicators that the model fits well with the data (Field, 2018). In this analysis, the Pearson Chi-square test [$\chi^2(1556)=710.430$, $p=1.000$] and the deviance test [$\chi^2(1556)=303.534$, $p=1.000$] both yielded non-significant outcomes. These results suggest a good model fit.

4.9.3 Tests of Model Effects

Table 4.10 shows the Wald Chi-Square results, which assessed the unique contribution of each predictor to service delivery results. All four variables, records creation and capture policy, records storage and security policy, records retention and disposal policy, and records management framework are statistically significant, indicating that each independently

influences service delivery operations. Statistical significance ($p < 0.05$) means these relationships are unlikely due to chance. Practically, records creation ensures timely and accurate information for decision-making (Muthamia, 2023); storage and security protect records and support service continuity (Wanjiru, 2022); retention and disposal reduce information overload and improve compliance (Maina & Erima, 2023); and a comprehensive framework strengthens coordination and accountability (Ngulube, 2021).

These findings aligned with Kenyan evidence from Nairobi, Makueni, and Kisumu, where strong records management enhanced service delivery and accountability (Wanjiru, 2022; Maina & Erima, 2023). Similar patterns appear in Tanzania and Uganda, improving transparency and operational efficiency (Lubua, 2023; Ngulube, 2021), while international studies in South Africa and Botswana showed that integrated records management supported governance and quality public service (Oliver & Foscarini, 2020; Chigada & Ngulube, 2021).

The statistically significant Wald Chi-Square results provide strong empirical evidence that effective records management policies including creation, storage, retention, and an overarching records management framework play a crucial role in improving service delivery outcomes, governance, and accountability in county governments.

Table 4.10:*Tests of model effects*

Tests of Model Effects

Source	Type III		
	Likelihood Ratio	Df	Sig.
	Chi-Square		
Records Creation and Capture policy	133.693	1	.000
Records Storage and Security policy	95.745	1	.000
Records Retention and Disposal policy	113.760	1	.000
Records Policy Framework	111.354	1	.000

Dependent Variable: Service delivery

Model: (Threshold), Records Creation and Capture policy, Records Storage and Security policy, Records Retention and Disposal policy, Records Policy Framework

Source: Researcher, 2024

4.9.4 Parameter Estimates

Appendix (v) presents the results from the ordinal regression and generalized linear model analysis, including the coefficients, standard errors, Wald tests, p-values, and 95% confidence intervals. All four records management variables were significant positive predictors of improved service delivery.

For each one-unit increase in records creation and capture policy (RCCP), the likelihood of being at a higher level of service delivery increases. In this regard, better records creation and capture practices are associated with a higher probability of improved service delivery. The odds ratio of 1.912 indicated that as RCCP improved, the chances of achieving higher service delivery nearly doubled. Likewise, each one-unit improvement in records storage and security policy (RSSP) also increased the probability of higher service delivery. The odds ratio of 2.105 suggested that stronger storage and security practices substantially raised the likelihood of better service outcomes.

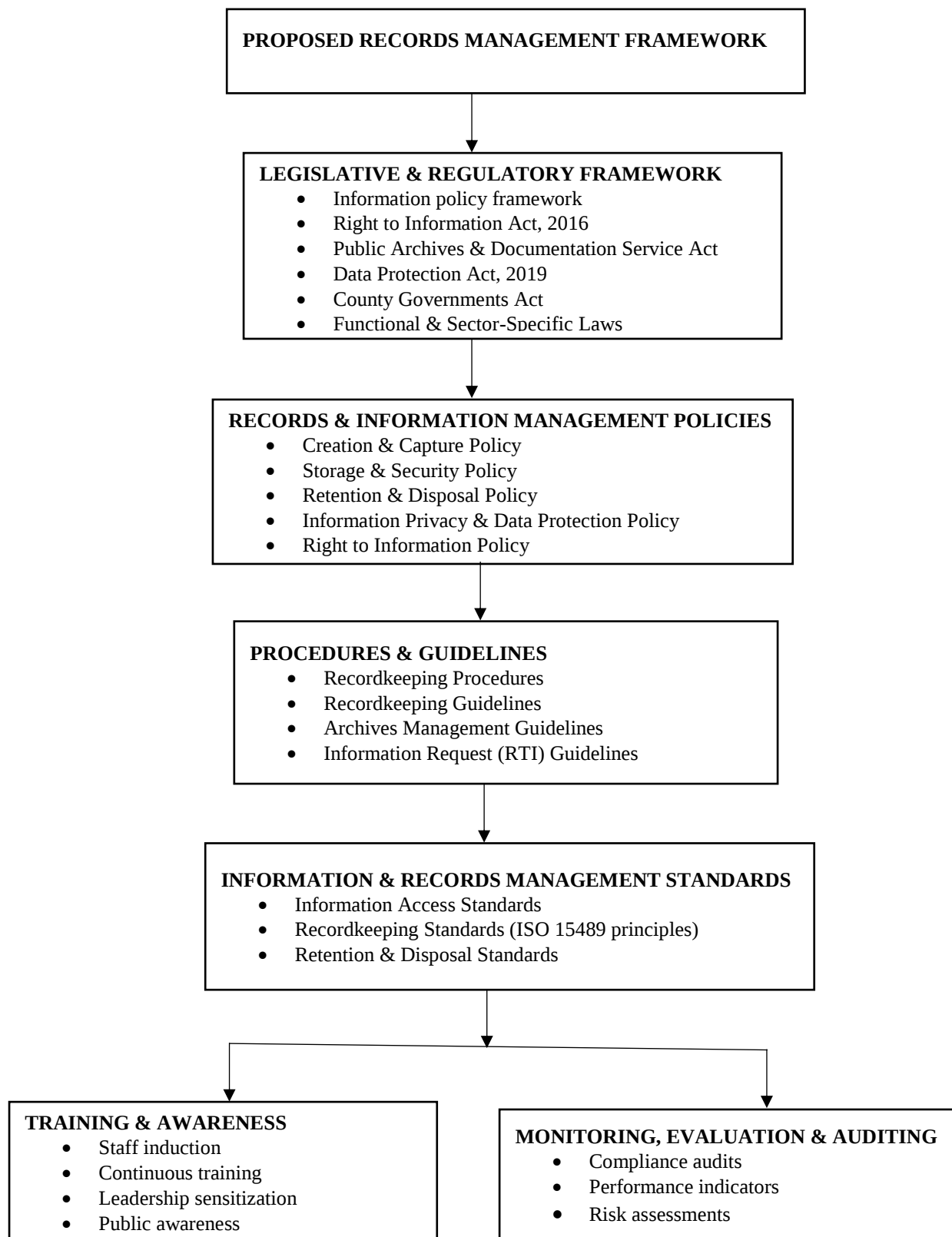
Records retention and disposal policy's (RRDP) one-unit increase is associated with a higher probability of improved service delivery, with an odds ratio of 1.818, indicating that effective retention and disposal practices positively impact service delivery. Correspondingly, improvements in records management framework (RMFW) similarly increased the chances of higher service delivery, with an odds ratio of 1.820, highlighting the importance of a strong all-encompassing records management framework.

Overall, the positive coefficients and odds ratios above 1 for all variables indicated that better implementation of records management policies increased the likelihood of higher levels of service delivery. Conversely, an odds ratio less than 1 would suggest a lower probability, and a ratio of 1 would indicate no change in the likelihood of improved service delivery.

4.10 Proposed Records Management Framework for Isiolo County Government

Figure 4.1

Proposed Records Management Framework



Source: Researcher (2024)

The proposed Records Management Framework for Isiolo County is a conceptual, guiding framework grounded in recognized best practices and tailored to the county government context. Isiolo County currently lacks a formal and unified records management framework, resulting in fragmented, predominantly manual, and inconsistently applied recordkeeping practices across departments. The framework therefore establishes a standardized governance model for the creation, capture, classification, storage, access, retention, and disposal of both physical and digital records. It emphasizes foundational controls, clear procedures, defined roles, and gradual digital readiness, making it practical and appropriate for the county's current capacity.

Although the framework is a proposal and has not yet been implemented in Isiolo County, its components are well established and widely tested. ISO 15489-aligned frameworks have been successfully implemented in Kenyan counties such as Machakos, Kitui, and Kakamega, resulting in improved records accessibility, audit readiness, and service delivery. Similar outcomes have been documented in public sector institutions across Africa and internationally, where standardized records policies, retention schedules, and governance structures enhanced accountability and operational efficiency (Asogwa, 2012; Ngoepe & Saurombe, 2016). Empirical evidence further demonstrated that structured records management improves service delivery, strengthens transparency, reduces corruption risks, and supports effective decision-making (Kemoni & Ngulube, 2007).

The development and implementation of the framework require collaboration among multiple stakeholders to ensure legitimacy and sustainability. These include the County Executive and senior management for policy approval, resourcing, and enforcement; records and registry personnel for day-to-day implementation; county departments and sub-county offices as primary creators and users of records; ICT units to support digitization, security, and future

electronic records integration; and the Kenya National Archives and Documentation Service (KNADS), which provides regulatory oversight and technical guidance.

Several challenges are anticipated, including limited financial and human resources, low awareness and skills in records management, resistance to change, inadequate ICT infrastructure, especially in remote sub-counties and weak enforcement where leadership support is insufficient. The framework addresses these challenges through phased implementation, targeted training, clear role definition, and incremental digital readiness rather than immediate full automation.

Once implemented, the framework is expected to significantly improve records accessibility, reliability, and security; support timely and informed decision-making; enhance transparency, accountability, and audit preparedness; reduce governance and corruption risks; improve operational efficiency through faster retrieval and reduced information loss; strengthen institutional memory; and provide a solid foundation for future digital transformation, including electronic records management and e-government systems.

4.10.1 Purpose

The purpose of the Records Management Framework is to establish clear principles, responsibilities, and practices that ensure all records, whether physical or digital are properly created, captured, managed, retained, and disposed of. By aligning with legislation, standards, and organizational requirements, the framework promotes transparency, accountability, operational efficiency, and compliance, ensuring that records serve as reliable sources of institutional knowledge and support informed decision-making.

4.10.2 Scope

The framework applies to all employees, contractors, and third parties involved in handling records. It encompasses all record types, including emails, databases, images, audio/video files, and automated outputs, and is relevant to every business unit, system, and organizational activity. Its comprehensive scope ensures consistent management of records across the entire organization.

4.10.3 Legislative and Regulatory Framework

The records management framework for Isiolo County is anchored in a comprehensive legislative, policy, procedural, and governance structure designed to ensure lawful, consistent, and accountable management of records across their lifecycle. The framework is grounded in the Constitution of Kenya, national legislation, and county mandates, which collectively establish the authority, principles, and compliance obligations governing the creation, access, preservation, and disposal of public records. Key legal instruments include the Information Policy Framework, the Right to Information Act, 2016, the Public Archives and Documentation Service Act (Cap. 19), and various functional and sector-specific laws, which together promote transparency, accountability, data protection, proper archival management, and good governance.

4.10.4 Records and Information Management Policies

Records and Information Management policies operationalize these legal requirements by defining roles, responsibilities, and controls for records creation, capture, storage, security, retention, disposal, privacy, and access to information. These policies ensure that official county business is systematically documented, records are protected against loss or unauthorized access, retention and disposal actions are lawful and documented, personal data is safeguarded in compliance with the Data Protection Act, 2019, and public access to information is facilitated in line with the Right to Information framework.

4.10.5 Procedures and Guidelines

The effective application of these policies is supported by detailed procedures and guidelines that standardize daily recordkeeping practices. These include archives management guidelines for appraisal, preservation, transfer, and access to archival records; recordkeeping guidelines for classification, naming, indexing, version control, and hybrid records management; step-by-step recordkeeping procedures covering the full records lifecycle; and information request guidelines that ensure consistent, lawful, and timely handling of access to information requests and appeals.

4.10.6 Information and Records Management Standards

Information and Records Management standards further strengthen the framework by establishing minimum benchmarks for quality, consistency, and accountability, aligned with ISO 15489. These standards address information access, record authenticity, reliability, integrity, usability, and compliant retention and disposal, thereby supporting evidential value, auditability, and efficient resource use.

4.10.7 Training and Awareness

Training and awareness initiatives are integral to the effective implementation of the records management framework. These initiatives aim to build staff capacity, promote a culture of compliance, and enhance understanding of records management responsibilities across all levels of the county administration. They include staff induction programmes, continuous professional development, specialized training for records personnel, and targeted awareness campaigns for senior management. Through these efforts, the county ensures that staff possess the knowledge and skills required to apply records management policies, procedures, and standards consistently.

4.10.8 Monitoring, Evaluation, and Auditing

Monitoring, evaluation, and auditing mechanisms are established to assess compliance with records management policies, standards, and procedures, as well as to evaluate the effectiveness of the overall framework. These mechanisms include regular internal audits, performance indicators, compliance reviews, and the implementation of corrective and preventive actions where deficiencies are identified. Continuous monitoring and evaluation support evidence-based improvements, enhance accountability, and ensure sustained alignment with legal and professional requirements.

4.10.9 Implementation and Governance

The implementation of records management framework is supported by a clear governance structure that includes strategic oversight by a Records Management Steering Committee, operational support from Records Champions within business units, and the integration of records management responsibilities into job descriptions. Together, these measures ensure coordinated implementation, organizational accountability, regulatory compliance, and sustainable records management practices across Isiolo County.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This section gives a synopsis of the study chapters, conclusions, recommendations, and suggestions for further research.

5.1. Records Creation and Capture policy on service delivery at the County Government

The findings of study's objective one revealed that a records creation and capture policy existed to guide records management within the County Government of Isiolo. However, 25% of the respondents indicated that the policy was only partially implemented, with records custodians continuing to face challenges such as limited awareness during document creation and capture. These challenges were attributed to negligence, inadequate understanding, and failure to consistently apply the policy provisions.

These findings were consistent with Chigada and Ngulube (2021), who, from the perspective of the Records Continuum Model, observed that although records creation and capture structures may exist, limited staff awareness and weak implementation undermine continuity across later stages of record use and preservation. The results were further supported by Muthamia (2023) and Wanjiru (2022), who argued that the existence of a records management policy alone is insufficient unless employees are adequately trained to operationalize it at the point of records creation.

While efforts were made to ensure that records are authentic and audit-ready, the effectiveness of records management policies largely depended on human capacity and compliance during the creation stage, as emphasized by Ngulube (2021). Failure to address these gaps at the point of creation ultimately undermines the evidential value of records throughout their lifecycle (Chigada & Ngulube, 2021).

Further, the study's objective one found that the record creation and capture policy facilitated effective, efficient, and timely service delivery in the County Government of Isiolo. The researcher noted that coordination among employees in creating or receiving records speeds up information flow to end users. This finding aligned with the Service Quality Gap Model, particularly the dimensions of reliability and responsiveness, which emphasized the availability of accurate and timely information for service provision (Ladhari, 2019). As observed by Muthamia (2023), well-coordinated records creation and capture practices enhance organizational efficiency and improve service delivery.

Notably, while the study's objective one findings revealed that record creation and capture policy addressed the standards of integrity during creation, 25.8% of the respondents felt that there were issues of clarity that hindered the standards of integrity. This was due to a lack of understanding concerning areas addressed by the records creation and capture policy standards. This observation was reinforced by Wanjiru's (2022) argument that unclear policy interpretation and inadequate training compromised records integrity. From the records continuum model viewpoint, compromised integrity at the creation stage weakened the authenticity and reliability of records across time and space (Chigada & Ngulube, 2021), while from the Service Quality Gap Model standpoint, such weaknesses negatively affect assurance and trust in public service delivery (Ladhari, 2019).

Similarly, the study's objective one findings indicated that the records creation and capture policy described the entry procedures for contextual information such as type, date, and name of the originator of the record. The entry procedures for contextual information facilitated quality retrieval of information, good presentation methods and increased flexible system interaction and systematic capture of all particulars such as type, date, and name of the record originators. The finding is in concurrence with Wanjiru's (2022) narration that underscored the

importance of metadata in ensuring traceability, retrieval, and audit readiness. The records continuum model advocates for proper capture of contextual metadata to ensure that records retained meaning and evidential value over time, while within the Service Quality Gap Model stated that the policy enhanced efficiency and responsiveness by enabling faster access to information (Muthamia, 2023).

On whether the records creation and capture policy had guidelines and procedures that outlined the creation and capture of records, the study's objective one revealed that most respondents strongly agreed. Equally, interviewees indicated that Isiolo County has not achieved this due to a lack of awareness of policy guidelines and procedures that addressed the records custodian's actions and responsibilities while handling county records. This finding was in line with Ngulube and Tafor (2021), who stated that policies must be accompanied by continuous awareness and training to ensure compliance. From both the records continuum model and Service Quality Gap Model stance, inadequate awareness disrupted continuity in recordkeeping and created service delivery gaps caused by inconsistent practices (Chigada & Ngulube, 2021; Ladhari, 2019).

Therefore, the findings for objective one revealed that the presence of a clear policy for the creation and capture of records significantly enhanced the organization's ability to deliver effective services. This finding aligned with Muthamia's (2023) assertion that effective records creation and capture policies directly support organizational operations and public service delivery. From the perspective of the Records Continuum Model, properly created and captured records sustain organizational memory and accountability while the Service Quality Gap Model stressed that such records enhance service reliability, responsiveness, and overall service quality.

5.2 Records Storage and Security Policy on Service Delivery at the County Government

The findings for study's objective two confirmed that the County Government of Isiolo had a records storage and security policy that covers storage, maintenance, and security for the storage and access of physical and electronic records. On the contrary, one of the interviewees indicated that challenges such as a lack of robust physical storage facilities, unauthorized access to records, data breaches, cybersecurity threats that exposed county records to risks and vulnerabilities. The finding is in line with records continuum model that recognized records management as a continuous process from creation to final disposition. This is also consistent with Katuu (2020), who emphasized that formal records management policies safeguarded records from premature destruction and ensured their authenticity and reliability. Similarly, Ngoepe (2018) argued that well-defined records management policies enhanced accountability, transparency, and integrity in public sector information management.

In addition, the findings for objective two revealed that records storage and security policy focused on the regular backup of electronic records stored in the computer systems. Frequent information backup helps organizations to retrieve or recover their documents in case of technological risks, which can occur due to human error and malware infections in computer systems. This finding aligned well with Chigada and Ngulube (2021), who emphasized that backup and recovery mechanisms are essential for safeguarding records against technological risks such as human error, system failures, malware attacks, and disasters. Within the records continuum model standpoint, regular backups support continuity of records across time and space, while under the Service Quality Gap Model view, they enhanced service reliability by ensuring information remained available for service delivery even during system disruptions (Muthamia, 2023).

The findings for study objective two showed that Isiolo county government implemented a records storage and security policy that specified adequate labelling of record storage equipment, such as file cabinets, drawers, and racks, to facilitate administrative operations. Furthermore, critical and confidential records created or received in Isiolo County were identified, isolated from other records, and stored in safe cabinets with strict protection. This finding is consistent with Wanjiru (2022), who argued that well-organized storage systems enhanced accessibility and retrieval efficiency. From an records continuum model perspective, proper labelling ensured that records retained contextual meaning and remained accessible over time, while Service Quality Gap Model indicated that it improved responsiveness by reducing delays in information retrieval during administrative processes (Ladhari, 2019).

The findings for objective two revealed that secure record storage and a robust security policy ensured legal and regulatory compliance, thereby supporting efficient service delivery. The finding is consistent with records continuum model and Service Quality Gap Model which viewed that secure storage ensured records remain usable and meaningful over time and it enhanced responsiveness and reliability, ultimately improving service delivery results. Furthermore, the study showed that the policy facilitated communication and decision-making, improving service delivery. This was in line with Muthamia (2023) who asserted that secure and accessible records systems enabled informed decision-making and efficient administrative operations

5.3 Records Retention and Disposal Policy on Service Delivery at the County Government

Efficient and economical record-keeping requires consistent retention and disposal throughout a record's lifecycle. Isiolo County has a records retention and disposal policy that outlines this process, from creation to final disposition. Current records are stored in office registries and semi current records are stored in record centers, while important inactive records are archived.

This finding for objective three is in line with Records Continuum Model recognition of records management as a continuous process from creation to final disposition. The finding was also consistent with Katuu (2020), who emphasized that formal records management policies safeguard records from premature destruction and ensured their authenticity and reliability. Similarly, Ngoepe (2018) argued that well-defined records management policies enhanced accountability, transparency, and integrity in public sector information management.

Furthermore, findings for objective three noted that respondents agreed that the records retention and disposal policy contained procedures and guidelines under which e-records were kept or destroyed. Therefore, Isiolo County destroys records by shredding, burning, or donating them; electronic records are destroyed by breaking the media into small pieces, melting them in a furnace, or applying corrosive agents. This aligned well with the records continuum model principle of embedding appraisal decisions early in the records lifecycle. Ngulube (2018) supported this view by noting that retention schedules promote consistency, transparency, and valid disposal, while Yusof, Kadir, and Zawiyah (2020) contended that standardized retention schedules strengthened governance and accountability in the public sector whereas Katuu (2017) further explained that destruction methods should correspond to record formats, such as shredding or pulping paper records and securely destroying electronic storage media, to prevent unauthorized access to sensitive information.

Correspondingly, the findings for objective two indicated that records retention and disposal policy provided an audit trail that helped track the complete disposition of records to avoid leakage of sensitive information. Despite the provision for an audit trail, which assisted in tracking the movement of document files from registries/records centers to offices and monitored complete disposition of records to avoid sensitive information leakage, 34% of respondents mentioned challenges of sensitive information leakage and inability to trace

document files because some employees failed to sign the audit trail when they requested for files.

The finding is in line with Ngoepe (2020) who identified weak enforcement mechanisms and limited staff capacity as key barriers to effective audit trails in public sector records management, while Marutha and Ngoepe (2019) attributed security and traceability gaps to inadequate ICT infrastructure. Further, Katuu (2018) explained that in the absence of automated records tracking systems, audit trails often remained procedural rather than functional, limiting effective alignment with both the records continuum model and Service Quality Gap Model. This helped to explain continued difficulties in record tracing despite the existence of formal policies.

It was evident that there are insufficient county records access controls, such as persistent encryption, alerting, tokenization, and prohibiting dynamic data masking. According to the findings of study objective three, Isiolo County needs to enhance its records tracking systems and educate data custodians to create a retention and disposal policy that would offer security and uniformity when fast-tracking documents. The findings agreed with the Freedom of Information Act (2000), which states that organizations will destroy records securely as soon as they are no longer needed and will cease meeting legal recordkeeping requirements.

Even though the County Government of Isiolo established a records retention and disposal policy that provided guidelines and procedures that governed the preservation of vital records, qualitative results indicated that the county should take up the mandate of providing the necessary equipment to support the process of preservation of records, both in paper and electronic format. This finding indicated a weakness in the long-term preservation dimension as envisioned by RCM. In line with the findings, Marutha and Ngoepe (2019) linked such challenges to insufficient storage facilities and environmental controls, while Asogwa (2017)

identified limited funding, inadequate preservation equipment, and skills shortages as persistent barriers to effective records preservation in public institutions.

Overall, the findings for objective three confirmed that Isiolo County's records retention and disposal policies aligned with the principles of the Records Continuum Model but faced implementation constraints. Katuu (2020) stressed that continuous staff training, adequate funding, and institutional support are essential for translating records management policies into practice, while Saurombe (2018) emphasized the need for integrated digital records systems to bridge persistent policy-practice gaps in public sector organizations.

Lastly, the findings for objective three found that the county government had a record management policy that streamlined records management and promoted effective service delivery. These findings were in concurrence with the Service Quality Gap Model, which linked service quality to the availability of reliable and timely information. Ladhari (2019) associated high service quality with information accessibility and reliability, while Ngoepe and Marutha (2017) argued that effective records management enhances organizational credibility, accountability, and citizen trust. In this regard, the records continuum model and Service Quality Gap Model viewed that effective records management reduced service delivery gaps. However, unresolved implementation challenges may limit these gains.

5.4 Records Management Framework on Service Delivery at the County Government

Even though the findings for study objective four suggested that the county had a records management framework that spelled out procedures, guideline, standards and legislation for records management, 31% of the respondents confirmed that they were still facing procedural challenges, lack of proper guidance and standards attached to records management such as filing, indexing, classification and retrieval of records among others. The impact of this was realized during service delivery as some records could be found missing because of

misplacement or misfiling. This finding aligned with the requirements of ISO 15489-1:2016, which stipulated that organizations must establish a records management framework that defined responsibilities, procedures, controls and guidelines to ensure the authenticity, reliability, integrity, and usability of records. From the perspective of the Records Continuum Model, the existence of such a framework reflected institutional efforts to manage records consistently across the continuum of creation, capture, storage, use, and preservation (Ngulube, 2021; Makwae, 2021). Additionally, this requirement is consistent with the Kenya National Archives and Documentation Service Act (Cap. 19), which mandated public offices to create, manage, protect, and preserve records in accordance with approved standards.

Moreover, the findings for the study objective four indicated that the records management framework outlined how to store and safeguard physical, electronic, and confidential records throughout all departments. This aligned well with ISO 15489-1:2016, which required organizations to implement appropriate storage and security controls to protect records from unauthorized access, loss, or damage. From both Records Continuum Model and Service Quality Gap Model perspectives, secure storage supports the continuity and long-term usability of records, and enhances assurance by ensuring that accurate and complete information is available for service delivery and decision-making, respectively (Ngulube, 2021).

The findings for objective four also indicated that the Records Management Framework encompasses access controls and retrieval processes in relation to the sensitivity of records. Importantly, every department handling both paper and electronic records are obliged to use a specific unique identifier (such as creation date, text description, name or title, date, and time of receipt) to facilitate the document retrieval process and minimize confusion and errors. These practices are consistent with ISO 15489-1:2016 principles of controlled access and traceability, as well as the Kenya National Archives and Documentation Service Act (Cap. 19)

of Kenya, which requires public records to be accessible only to authorized users. Consequently, the records continuum model indicated that such controls preserved contextual integrity, while the Service Quality Gap Model reiterated that efficient retrieval enhanced responsiveness and reliability in service delivery (Muthamia, 2023).

Similarly, findings for study objective four further revealed that the Records management framework explained systematic, logical, and consistent auditing and monitoring of the system across all departments. From the result, it is worth mentioning that consistent auditing and monitoring of the system not only minimizes costs and administrative work, but also helps to identify risks associated with both paper and electronic records and also preparedness on how to mitigate these risks. The finding is in concurrence with ISO 15489-1:2016 that underscored the importance of monitoring and auditing records systems to ensure ongoing compliance and effectiveness. The records continuum model viewed that auditing strengthened continuous control over records, while the Service Quality Gap Model stated that it improved service reliability by ensuring information systems function as intended (Oliver & Foscarini, 2020). Furthermore, routine auditing supported the identification and disposal of obsolete records in accordance with approved retention schedules, as required by the Kenya National Archives and Documentation Service Act (Cap. 19) (Mwasenga, 2021).

On whether the Records management framework addressed disaster recovery plans to ensure the protection and recovery of records in case of a disaster, 26.5% of respondents expressed that they were not aware of disaster recovery plans despite the records framework addressing it. The findings agreed with Lubua's (2023) who observed that compliance with ISO standards and public records legislation remained limited when disaster preparedness measures were not adequately communicated or tested. Both the records continuum model and Service Quality Gap Model stated that inadequate awareness of disaster recovery procedures undermined

continuity of records and threatens service reliability during emergencies (Ngulube, 2021; Wanjiru, 2022).

Lastly, the findings for study objective four indicated that a well-implemented records management framework enhances service delivery and customer satisfaction in County offices. This finding was supported by Makwae (2021) and Muthamia (2023) who stated that frameworks aligned with ISO 15489-1:2016 and public records legislation strengthened accountability, preserved institutional memory, and improved service delivery outcomes. According to the records continuum model, the lifecycle-oriented management ensured records remained accessible and meaningful over time, while the Service Quality Gap Model agreed that reliable and readily available records enhanced responsiveness, assurance, and overall customer satisfaction in public service delivery.

5.5 Summary of Demographic Findings

The demographic characteristics of respondents provided important context for assessing their suitability and ability to contribute informed views on records management and service delivery in Isiolo County. The majority of respondents were aged 35–44 years, indicating a workforce with professional maturity and strong understanding of organizational processes, while those aged 25–34 years formed a significant proportion, reflecting adaptability and readiness to implement policy changes.

Most respondents had substantial work experience, with the majority having served between 5 and 14 years, suggesting strong institutional knowledge and familiarity with public records management practices. This level of experience enhanced the credibility of the responses and indicated a good understanding of records management policies.

In terms of education, most respondents were diploma holders, followed by those with bachelor's degrees, demonstrating adequate academic qualifications to understand records management principles and benefit from training initiatives.

Overall, the demographic profile indicated that respondents possessed sufficient age maturity, work experience, and educational background to effectively support the implementation of records management framework and contribute to improved service delivery in Isiolo County.

5.6 Conclusions

Based on the findings and as per the objectives, the following conclusions were drawn:

Regarding the first objective, the results showed that the County Government of Isiolo had a records creation and capture policy that guided the creation and capture of records, expedited the delivery of effective, efficient, and timely services within the County Government of Isiolo, addressed integrity standards during creation, outlined the entry procedure for contextual information like type, date, and name of the record's originator, contained guidelines and procedures that outlined the creation and capture of records, and, finally, encouraged and made it possible for the organization to provide effective service. However, some respondents felt that the policy was partially implemented, and records custodians were still faced with challenges such as a lack of awareness during document creation, which arises from negligence, not understanding the policy well and not considering the policy statement. There were also issues of clarity in the creation and capture policy that hindered the standards of integrity. Regarding this, Isiolo County government should impart awareness on policy guidelines and procedures that addresses the records custodian's actions and responsibilities while handling county records. As such, the record creation and capture policy would increasingly facilitate and enable the county to render quality service.

The second objective indicated that the County Government of Isiolo had a record storage and security policy that outlined both physical and technological storage, maintenance, security access, and use. It included guidance on the regular backup of electronic records held within their computer systems and specified the correct labeling of storage equipment like file cabinets, drawers, and racks to streamline administrative tasks. It also managed access to records and information based on legal and regulatory requirements, which effectively enhanced service delivery. Therefore, if issues such as insufficient physical storage facilities, unauthorized record access, data breaches, and cybersecurity threats that could compromise county records are resolved, the county would better appreciate the importance of implementing the records storage and security policy as a means to achieve effective service delivery by supporting better communication and decision-making.

The third objective highlighted that managing the retention and disposal of records throughout their lifecycles facilitated efficiency and cost-effectiveness during their creation, use, and maintenance. It called for the establishment of a retention and disposal schedule that specifies the duration records may be retained within the organization prior to their disposition, outlining the procedures and guidelines for the management of e-records, including their retention or destruction. It also provided an audit trail to track the complete disposition of records, preventing any leakage of sensitive information, and established the guidelines and procedures for the preservation of essential records. Nonetheless, the county should assume the responsibility of supplying the necessary equipment to aid in the preservation of both paper and electronic documents, enhancing record management and fostering improved service delivery.

The fourth objective proposed a records management framework that outlined five essential components: legislation, policies, procedures and guidelines, information standards, training and awareness, and monitoring, evaluation and auditing programs. Given that records serve as

the reference point, it is suggested that effective implementation of the records management framework in management of records in Isiolo County will ensure the availability of precise records and promote access to documents whenever needed to fulfill their role in delivering quality service.

5.7 Recommendations

Based on the findings of the study objectives and conclusions, the study recommends that:

First, adherence to the records creation and capture policy must be enforced by departmental heads, records officers, and all staff involved in recordkeeping, with oversight from the County Records Management Committee, ensuring that records are accurate, consistent, and accessible for reliable service delivery. Second, the records storage and security policy must be implemented by the County Records Officer and custodians, supported by departmental managers and the ICT department, to protect records from loss, damage, or unauthorized access and maintain organizational integrity. Third, knowledge and application of retention and disposal policies by records custodians and relevant staff, reinforced through training and audits by the Records Management Committee, ensures compliance, prevents unnecessary accumulation of records, and safeguards vital information for decision-making. Fourth, the proposed records management framework should be implemented through coordinated involvement of senior county management, records officers, departmental heads, ICT personnel, records custodians, and liaison officers, ensuring the framework is effectively integrated across all departments to enhance accountability, efficiency, and overall service delivery.

5.8 Suggestions for Further Research

The study focused exclusively on the Isiolo county government. Although various counties possess different resources like human capital, financial support, and technology, similar research could be carried out in other counties to allow for a comparison of records management policy implementation. Additionally, ineffective records management is attributed to the absence of a records management policy. Further studies should be undertaken to assess the current state of records management policy in other county governments. Finally, the study highlighted several concerns including records security, records preservation, and the lack of a records management framework, which could be explored further in other counties.

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APPENDICES

Appendix I: Research Authorization Letter

TO,
REGISTRAR, RESEARCH AND EXTENTION
KISII UNIVERSITY
P.O BOX 408-40200
KISII

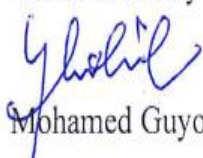
Dear Sir/Madam

RE: REQUEST TO PARTICIPATE IN EDUCATIONAL RESEARCH

I am a postgraduate student at Kisii University pursuing a Master's Degree in Library and Information Science. The purpose of this letter is to request your office to provide me with a letter to obtain research permit from National Commission for Science, Technology and Innovation (NACOSTI). My research title is "Influence of Records Management Policies on Service Delivery in County Governments in Kenya, A case of County Government of Isiolo."

Thank you.

Yours sincerely



Mohamed Guyo Tacho

MIN11/20880/16

Appendix II: Questionnaire for Employees

INSTRUCTIONS:

1. Your response to the questions was handled with confidentiality and was used for the purpose of the study.
2. Your honesty and objectivity in answering the questions was highly appreciated.
3. You are requested to answer all questions accurately and independently but if you find any question uncomfortable to you, please exercise your understanding to either answer or not answer.
4. Please select the correct answers in section A by ticking appropriately in the brackets below.

SECTION A: Demographic information.

Job title.....

Department.....

1. What is your gender?

- i. Male ()
- ii. Female ()

2. Please indicate your age bracket

- i. Below 25 years ()
- ii. 26-35 years ()
- iii. 36-45 years ()
- iv. Over 46 years ()

3. What is your work experience?

- i. below 5 years ()
- ii. 6 -10 years ()
- iii. 11 -15 years ()
- iv. 16 -20 years ()
- v. Over 20 years ()

4. Please indicate your highest level of Education

- i. Certificate ()
- ii. Diploma ()
- iii. Bachelors ()
- iv. Masters ()
- v. Others

SECTION B:**(1) Influence of Records Creation and Capture Policy on Service Delivery**

Please tick where appropriate in response to the stated statements

KEY: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Statements	1	2	3	4	5
The County Government of Isiolo has a policy for creating and capturing records that serves as a guide.					
The County Government of Isiolo provides timely, effective, and efficient service delivery through the implementation of a records creation and capture policy.					
This policy covers the construction, capture, generation, and appropriate recordkeeping systems.					
The process for entering contextual information, including the type, date, and name of the record's creator, is outlined in the records creation and capture policy.					
The policy on records production and capture contains processes and guidelines that describe how records are created and captured.					
Effective service delivery is encouraged and made possible by the organization's records production and capture policy.					

(2) Influence of Records Storage and Security Policy on Service Delivery

Please tick where appropriate in response to the stated statements

KEY: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Statements	1	2	3	4	5
The County Government of Isiolo has records storage and security policy that deals with record storage, maintenance, and security in terms of physical storage and access.					
Records storage and security policy touches on adequate lockable storage equipment that can accommodate all records within the institution hence ensuring records safety in storage and access.					
Records storage and security policy explain proper labeling of record storage equipment such as file cabinets, drawers, and racks.					
Records storage and security policy places restriction on records accessibility and authorization for records safety.					
Records storage and security policy manages access to records and information according to the legal and regulatory requirement hence effectively promoting service delivery.					
Records storage and security policy enhances implementation of service delivery objectives by facilitating easy communication and decision making.					

(3) Influence of Records Retention and Disposal Policy on Service Delivery

Please tick where appropriate in response to the stated statements

KEY: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Statements	1	2	3	4	5
In order to properly dispose of records, Isiolo County has a policy in place that specifies a schedule for data retention and destruction.					
Policies pertaining to records retention and disposal support a timetable that specifies the maximum amount of time that records may be retained before being disposed of.					
Procedures and instructions for the preservation or destruction of electronic records are contained in the records retention and disposal policy.					
Records retention and disposal policy provides for audit trail that help in tracking complete disposition of records to avoid leakage of sensitive information.					
The County Government of Isiolo has established Records retention and disposal policy that provides guidelines and procedures that govern preservation of vital records.					
The county government has record management policies that streamline management of records and promote delivery of effective service.					

(4) Influence of Records Management framework on Service Delivery

Please tick where appropriate in response to the stated statements

KEY: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Statements	1	2	3	4	5
The County Government of Isiolo has a record management framework that spells out procedures, guideline standards and legislation for records management.					
Records management framework spell out storage and protection of physical, electronic and confidential records across all departments.					
Records management framework addresses access controls and retrieval procedures based on the sensitivity of records.					
Records management framework explains systematic, logical, and consistent auditing and monitoring of the system across all departments					
Records management framework addresses disaster recovery plan to ensure the protection and recovery of records in case of a disaster.					
Well implemented records management framework enhances service delivery and customers' satisfaction in County offices.					

(5) Service Delivery

Please tick where appropriate in response to the stated statements

KEY: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Statements	1	2	3	4	5
There is on time county government deliveries because of the adoption of record management policies					
There is capability of producing result by the county government because of the adoption of record management policies					
County government reacts quickly and positively whenever a service is needed because of the adoption of record management policies					
The county government services are reliable because of the adoption of record management policies					
The county government promotes innovation because of the adoption of record management policies					

Appendix III: Interview Schedule for Departmental Heads

(In-charge, Records Registry, Human Resource, Finance, Audit, Procurement, and ICT)

Question 1

- i. Does record creation and capture policy exists in the County Government of Isiolo, and how does it guide creation and capture of records?
- ii. How does the policy facilitate effective, efficient, and timely service delivery in the County Government of Isiolo?
- iii. To what extent do the records creation and capture policy guidelines and procedures outline creation and capture of records?
- iv. How has records creation policy promoted effective service delivery?

Question 2

- i. The County Government of Isiolo has records storage and security policy that deals with record storage, maintenance, and security in terms of physical storage and access.
- ii. How do you label your storage equipment to ensure security of records?
- iii. Explain how records storage and security policy has managed the access to records and information in line with legal and regulatory requirement?
- iv. State how records storage and security policy has enhanced implementation of service delivery?

Question 3

- i. Does IsioloCounty have records retention and disposal policy and how has it outlined records retention and disposal schedule for proper retention and disposition of records?
- ii. To what extent has records retention and disposal policy advocated for retention and disposal schedule that guidehow long records can be kept before disposal?
- iii. Explain the procedures and guidelines contained in records retention and disposal policy under which e-records are kept or destroyed?
- iv. How does records retention and disposal policy provide audit trail that help in tracking complete disposition of records to avoid leakage of sensitive information?

Question 4

- i. To what extend has a record policy framework spelt out procedures, guideline standards and legislation for records management?
- ii. How has records policy framework enhanced storage and protection of physical, electronic and confidential records across all departments?
- iii. How have the identifiers addressed in the policy framework helpedin retrieval process?
- iv. How has the records policy framework facilitated systematic, logical, and consistent auditing and monitoring of the system across all departments?
- v. Explain how records policy framework addresses disaster recovery plan to ensure the protection and recovery of records in case of a disaster.
- vi. To what extend has a well implemented records policy framework enhances service delivery and customers satisfaction in County offices?

Appendix IV: Parameter Estimates Table

Parameter Estimates											
Parameter		B	Std. Error	95% Wald Confidence		Hypothesis Test			Exp(B)	95% Wald Confidence	
				Interval		Wald Chi-Square	df	Sig.		Interval for Exp(B)	
				Lower	Upper					Lower	Upper
Threshold	[Service delivery=15.00]	41.285	4.2889	32.878	49.691	92.658	1	.000	8.504E+17	1.901E+14	3.805E+21
	[Service delivery=17.00]	46.750	4.8621	37.221	56.280	92.453	1	.000	2.011E+20	1.46 E+16	2.767E+24
	[Service delivery=19.00]	50.607	4.7612	41.275	59.939	112.975	1	.000	9.515E+21	8.426E+17	1.074 E+26
	[Service delivery=20.00]	52.115	4.8076	42.692	61.538	117.507	1	.000	4.298E+22	3.475E+18	5.315E+26
	[Service delivery=21.00]	53.573	4.9291	43.912	63.234	118.129	1	.000	1.848E+23	1.177E+19	2.899E+27
	[Service delivery=22.00]	56.411	5.2569	46.107	66.714	115.148	1	.000	3.154E+24	1.057E+20	9.409E+28
	[Service delivery=23.00]	59.141	5.4666	48.426	69.855	117.042	1	.000	4.835E+25	1.075E+21	2.176E+30
	[Service delivery=24.00]	62.010	5.6797	50.878	73.142	119.198	1	.000	8.521E+26	1.247E+22	5.822E+31
	[Service delivery=25.00]	63.816	5.8111	52.427	75.206	120.600	1	.000	5.188E+27	5.869E+22	4.586E+32
	[Service delivery=26.00]	66.254	6.0079	54.478	78.029	121.613	1	.000	5.937E+28	4.567E+23	7.717E+33
	[Service delivery=27.00]	69.046	6.2011	56.892	81.199	123.977	1	.000	9.685E+29	5.102E+24	1.838E+35
	[Service delivery=28.00]	71.075	6.3407	58.647	83.503	125.648	1	.000	7.370E+30	2.953E+25	1.839E+36
Records creation and capture policy		.648	.0704	.510	.786	84.800	1	.000	1.912	1.665	2.194
Records storage and security policy		.744	.0889	.570	.918	70.007	1	.000	2.105	1.768	2.506
Records retention and disposal policy		.598	.0674	.466	.730	78.638	1	.000	1.818	1.593	2.075
Records policy framework		.599	.0666	.468	.729	80.783	1	.000	1.820	1.597	2.074
(Scale)		1 ^a									

Dependent Variable: Service delivery

Model: (Threshold), Records creation and capture policy, Records storage and security policy, Records retention and disposal policy and Records policy framework

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Appendix V: Research Authorization Letter



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P O BOX 408 – 40200
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OFFICE OF THE REGISTRAR RESEARCH AND EXTENSION

REF: KSU/R&E/ 03/5/ 630

DATES: 6th March, 2023

The Head, Research Coordination
National Council for Science, Technology and Innovation
(NACOSTI) Utalii House, 8th Floor, Uhuru Highway
P. O. Box 30623– 00100
NAIROBI - KENYA.

Dear Sir/Madam,

RE: TACHO MOHAMED GUYO MIN11/20880/16

The above mentioned is a student of Kisii University currently pursuing a Degree of Master of Information Science. The topic of his research is, **"Influence of Records Management Policies on Service Delivery in County Governments: A Case of County Government of Isiolo".**

We are kindly requesting for assistance in acquiring a research permit to enable him carry out the research.

Thank you.


for Dr. Evans Kenanda, PhD
Ag. Registrar, Research and Extension

Cc: DVC (ASA)
Registrar (ASA)
Director SPGS

Appendix VI: Research Authorization Letter

COUNTY GOVERNMENT OF ISIOLO



OFFICE OF THE COUNTY DIRECTOR EDUCATION

REF NO. ICG/ED/PT/027

17/07/2023

TO:

TACHO MOHAMED GUYO

KISII UNIVERSITY

RE: PERMISSION TO CONDUCT RESEARCH IN ISIOLO COUNTY

Isiolo county department of Education is aware of the above student is who hails from Isiolo county and pursuing Master degree in in Information Science from above University.

In pursuit of above post graduate studies, he is required to do research project.

The purpose of this letter, therefore, have looked at all authorization letters provided, is to allow you to conduct research in the county and request all relevant county department to assist as required, the bearer hails from this county.

We will provide you with necessary assistance, whenever needed.

Sincerely,

GALGALO ALI

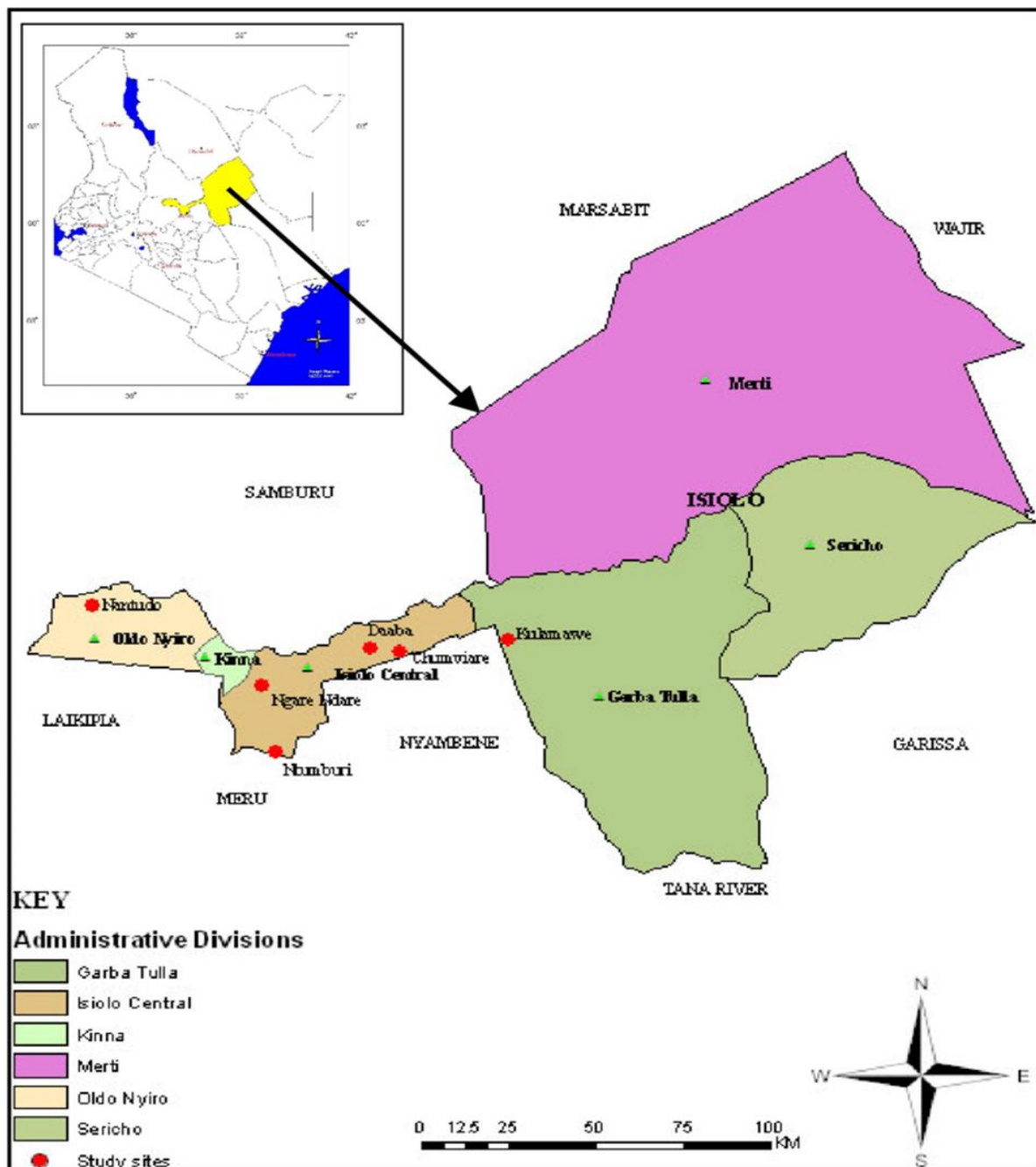


COUNTY DIRECTOR EDUCATION

Appendix VII: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 535750	Date of Issue: 05/April/2023
RESEARCH LICENSE	
	
This is to Certify that Mr.. Mohamed Guyo Tacho of Kisii University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Isiolo on the topic: INFLUENCE OF RECORDS MANAGEMENT POLICIES ON SERVICE DELIVERY IN COUNTY GOVERNMENTS: A CASE OF COUNTY GOVERNMENT OF ISIOLO for the period ending : 05/April/2024.	
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Appendix VIII : Study Area Map



Appendix IX: Plagiarism Report



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Postgraduate

Kibili University

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