

## **Influence of Records Creation and Capture Policy on Service Delivery at the County Government of Isiolo**

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### **Abstract**

Records management policy is important in the management of records in any institution. The study objective was to determine the influence of records creation and capture policy on service delivery at the County Government of Isiolo. The target population was 242 employees who dealt with records at the county headquarters. Stratified sampling technique was used to classify employees into strata. Yamane simplified formula was employed to get a sample size of 151 respondents, which was proportionately distributed per department using simple random sampling technique. Structured questionnaires and interview schedules were pretested to determine validity and reliability and thereafter used to collect data. 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. The findings concluded that records creation and capture policy existed in the county of Isiolo although partially implemented. According to the study findings, records creation and capture policy influenced service delivery in the County Government of Isiolo. As a result, record managers were required to educate record handlers on the importance of the policy to improve service delivery. Based on the findings and conclusions, the study recommends full implementation of creation and capture policy and followed strictly in line with the county records management policy framework for improved accessibility and enhanced service delivery.

**Key Words:** Records Management, Records Creation Policy, Service Delivery

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### **1.0 Introduction**

Records play a fundamental role in maintaining an institution's identity and therefore helping them to achieve the mission and vision they wish to realize. According to Chigariro and Khumalo (2018), and Weisinger (2016), for an institution to meaningfully control the creation, maintenance, use, and disposal of records, it must have a detailed records and information management policy. An institution must, in this regard, develop a broad records management policy that would help to establish RM policy framework which explains public institution expectations, clearly highlight employees' responsibilities, and create a plan that outlines policy guidelines. The United States of

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America is among the developed countries in the world and is ahead in the fields of records management and service delivery. According to Sanderson and Ward (2016), the advancement was propelled by the adoption of modern information and communication technologies (ICT) and the success in the management of records was further boosted by the country's adoption of the Open System Interconnection (OSI) standard. According to International Organization for Standardization (1979), this is a conceptual model which enables diverse communication systems to communicate using standard protocols by providing a yardstick for different computer systems to communicate with each other. It was evident that a well-defined records management policy and an implemented records management policy framework would help in the creation, management, and maintenance of standards in records management, thus helping in service delivery.

The National Archive of Australia Records Management Model is based on the Australian Records Management Standard AS4390 and has been considered the benchmark in the field of records management by many countries (Patricia, 2013). Resultantly, the model serves as a tool for records managers, assisting them in understanding past, present, and future concerns surrounding records and providing strategic solutions to address the issues and establish a solid records management system within their businesses. In addition, Oliver and Fiorella (2014), contend that the model contained a records management policy that was used across government structures as an instrument for achieving policy objectives related to the government's records management. This, subsequently, helped in setting up mandatory, compliant, and measurable standards for enhancing and propelling the provision of effective service. As stated by Ngoepe (2009), the National Archives and Records Service of South Africa (2007) published a document in offering advice on management policy and the essential areas this policy should encompass to enhance service delivery. The primary purpose of this document was to offer guidance and directives to all South African government entities on establishing their own policies, filing systems, and procedure manuals, while ensuring proper implementation. Quoting the work of NARSSA (2007), Mathope and Schellnack-Kelly's (2022) stated that the publication contained comprehensive information on record management and policy development. It was revealed that inadequate service delivery and ill-informed decision-making were primarily caused by ineffective record management. Nonetheless, as pointed out by Ngoepe (2014), there have been deficiencies documented in the legal framework, policies, and organizational structures for record management in South Africa. Additionally, there are no existing strategies, policies, and procedures in place for records management. Unfortunately, there are no accepted filing strategies that match the structure of the organization. Public and private organizations in Africa face comparable difficulties, if not the same ones.

The government of the United Republic of Tanzania established a legal framework for archives management with the creation of the National Archives Management Act 1965. This act established the National Archives Department, tasked with acquiring and preserving public archives. However, according to Lowry (2013), the National Archives Management Act No. 33 of 1965 advocated for the improvement of archives management in Tanzania but disregarded current and semi-current records. Consequently, the Government of Tanzania transferred the National Archives of Tanzania from the Ministry of Education and Culture to the President's Office - Public Service Management (PO-PSM) by Notice No. 289 of 1999. This transfer was prompted by institutional and regulatory challenges faced by the Records and Archives Management Department, established in 1999 (National Records and Archives Management Policy, 2011).

Finally, in 2007, the National Archives Management Act No. 33 of 1965 was replaced by the Records and Archives Management Act No. 3 of 2002, resulting in the National Archives Department being converted into the Records and Archives Management Department and charged with the Coordination of records in the public offices. (Kamatula, 2011).

Successively, the Tanzanian government, via the Public Service Management and in conjunction with the President's Office (PO-PSM), promulgated and instituted the National Records and Archives Management Policy of 2011. This policy was to set up RM policy framework within which records and archives in Tanzania could be managed under statutory requirements and international standards to ensure reliability, authenticity, integrity, and usability for national development. The policy was to be applied to all types of records created, received, and maintained by public offices (National Records and Archives Management Policy, 2011). However, according to Mohamed, Rashel, and Mwagike (2017), even though numerous legislations and guidelines were put in place, public offices in Tanzania still faced poor records management in creation, capture, receipt, use, and classification, resulting in poor service delivery.

In Kenya, the Kenya National Archives and Documentation Service Act, Section 4(1), Chapter 19 of Kenya's statutes address public records and is the main legislation that controls the handling, preservation, and disposal of public records. The director of KNADS is authorized to review public records and provide guidance on their maintenance, protection, and security. The government acknowledges the importance of maintaining records for public access through this legislation. KNADS had the responsibility of providing guidance to government agencies on records management due to gaps in existing records management laws. As stated by Kenya's Public Reform and Development Secretariat (GoK, 2005), inadequate records management policy implementation was identified as the main cause of poor service delivery in government departments. Similarly, the Auditor General's findings as of 30 June 2020 highlighted that Isiolo county Management had not set up an electronic records management policy, as noted in prior reports. The plan would have encompassed measures for protecting data and preparing for potential disasters. Additionally, the approved organizational structure for electronic records was not provided for the audit, so its presence could not be verified. The security and reliability of the County Executive's data and the Management Information System, as well as oversight on the investment and use of ICT resources for e-records management, could not be verified in this situation.

The purpose of the study was to determine the influence of records creation and capture policy on service delivery at the County Government of Isiolo.

## **2.0 Literature Review**

### **2.1 Records Creation and Capture Policy on Service Delivery**

According Bearman (2017), Reed (2017), Shepherd and Yeo (2016), Otobo (2021), being scholars of records management, principally agreed that several factors such as environment, nature of administration and quality of manpower influences the creation or capture of records by organizations. According to Smith (2016), the life cycle of records starts when records are created or received in an institution, and for such records to have a long life period and quality, they must be developed as per the set rules of records management. According to Yusof and Chell (2000), consistent procedures for registering, classifying, and indexing ensure integrity and accessibility to records. Understandably, records management policies will determine the kind and format of

records generated by a public institution. It will continue to steer the organization in record management by creating a structure that guarantees accuracy, reliability, and integrity of records throughout their lifecycle as outlined in the policy, thereby fostering accountability in record-keeping. It is, therefore, important to understand that records management policies will define the type and format of records produced by a public institution. It will further guide the institution in the management of records by establishing a framework that will ensure accuracy, reliability, and integrity of records created, used, maintained, appraised, and destined for disposal as envisaged in the policy, hence creating accountability for records management.

The International Organization for Standard 15489 (2001) states that a policy for records creation is fundamental as it specifies the requirements for capturing, registering, classifying, retaining, storing, tracking, accessing, and disposing of records. According to the National Archives and Records Service of South Africa (2007), records management policy offers the framework within which a government institution upholds the commitment to create authentic and reliable records. Therefore, all functions of records management will require an effective records management policy implemented in line with the institution's overall mandate, mission, vision, and objectives.

Kemoni (2018) indicated that records and archives legislation exist in many countries in the form of National Archives Acts linked to rules and regulations. In Kenya, the Public Archives and Documentation Service Act, Chapter 19, legislated by the Kenyan Parliament, addresses the creation of a policy that enhances service delivery in the public sector (Ambira et al., 2019). The policy cuts across the management of records, paper or electronic, supporting service delivery in government departments, ministries, and public entities following the government's legal and regulatory framework. The records creation policy contains explicit or implicit recordkeeping requirements that have an impact on how records are created to ensure services are provided effectively. Consequently, the policy states that the Kenyan government has recognized the need for recordkeeping for the public and the requirements for proper creation and preservation of records for use.

According to the IRMT (2018), institutions must be able to create and capture the metadata that records the content, context and structure of records produced for their daily business undertakings. Additionally, Government Records Service (2011) submitted that for a record to serve as evidence, it must be complete and possess attributes such as content, which refers to the information the record contains. This is what the record says. It explains the need for what the record is all about, when the record came into effect, and outlines the record in detail. Similarly, the other attribute is context, which is, the information about the circumstances under which the record was created. This is the background information that helps to explain the meaning of the record. The context includes two types of information, namely, information that identifies a particular record, such as the title, author, and date of creation, and information about the creator and purpose of creation. Finally, the structure denotes the physical and logical format of the record. This relates to both the appearance and arrangement of the content, for example, the layout, fonts, pagination, tables, graphs, charts, and the relationship of the record to other related records in the organization. The three attributes make records trustworthy as an accurate representation of government functions, policies, procedures, decisions, and transactions.

According to Norris (2003), a records creation policy enhances the creation and capture of vital records. Consequently, effective records creation, in line with the records creation policy, will ensure that records created are authentic, have integrity, are sufficient for audit, are geared towards

the intended institutional goals, and are created under the records management policies, laws, procedures, and professional standards. Records creation policy will, therefore, streamline the creation of records for the purposes they are designed for and, in return, meet users' needs, which is getting the right information from the right source and at the right time, hence improving service delivery.

A record creation policy is developed in line with the organization's record management policies. This is about the International Records Management Code of Practice on the Management of Records under Freedom of Information. Records creation policy is subject to changes in government legislation, the organization's strategies, and developments in records management standards and practice (Kemoni, 2018). All these will help to achieve efficiency in service delivery. Service delivery is fundamentally important in ensuring institutional vibrancy and, therefore, people's well-being will heavily depend on how well-organized services are provided based on the institution's records creation policy. According to Mampe and Kalusopa (2012), service delivery is targeted at measuring the degree of satisfaction of an organization's provision of service to its customers. This can only happen if records creation is based on the records management policy in place. Consequently, the records creation policy is a critical component in ensuring the institution's operations, hence guaranteeing delivery of services to the citizenry.

According to Mampe and Kalusopa (2012), public and private institutions carry out several regulated and unregulated activities to offer citizens better services in harmony with the rule of law. Importantly, records creation policy is critical in streamlining the creation of authentic records that are specifically aligned with the services that the organization is intended to provide to the recipients. A record creation policy will lead to the creation of correct, relevant, and legitimate records that reflect the institution's agenda, thereby fulfilling the needs of the users. Correctly created records, in line with the policy, will therefore lead to effective service delivery. According to Bontis et al. (2011), the livelihood of an institution necessitates it to be service-oriented, eventually leading it to achieve operational efficiency and customer service excellence. Correspondingly, a records creation policy will help customer-driven institutions embrace structures, strategies, and priorities that enable understanding and sensitivity to customer requirements. This is because a records creation policy will facilitate the creation of valid, authentic, reliable, and traceable records in line with users' needs and hence influence provision of effective and efficient service.

The records creation and capture policy direct information evaluation, classification, description, filing, retrieval, and use of records. Well-organized institutions that adhere to a record management policy will always provide accurate information to their clients. If records are wrongly classified, described, and filed, they are likely to get misplaced, and the retrieval process will take longer. This will compromise the organization's service delivery hence, set objectives will not be achieved. While information can be captured from some forms of manual and plugged in to fit the needs of an institution, record creation and capture policy must be observed (Masuku & Ngulube, 2020). Mosweu and Kenosi (2018), Kennedy and Schauder (2018), observed that the creation and capture policy of records calls for training amongst records experts to ensure that consistency is maintained during the process. Effective creation and capture are key components in records management within the public sector as it helps in locating records and makes retrieval process easier.

Ngoepe (2014), observed that institutions must carry out a thorough analysis of their business activities and the types of records created or captured and their willingness to formulate a policy

that will critically analyze existing policies. Mutero (2015), pointed out that looking at other policies within other institutions will help in coming up with creation and capture policy that is reflective of the organizations' records management strategies. This will eliminate compromising records management systems and stabilize creation and capture processes and procedures for running the institution. The concept of creation and capture policy process calls for identifying courses of action to resolve problems that may be faced by an organization (Anderson, 2010). Formulating creation and capture policy is because of the demand for action on a particular issue that the public institution needs to address accordingly. This will act as the formal expression of the organization's intentions and goals of what should be done to achieve the set targets. Mensah (2016) recognized the need for a detailed creation and capture policy that would ensure access to information systems by authorized users. The policy document spells out the accessibility and restrictions for the end-users. Kalusopa (2016) and Keakopa (2019), also contend that creation and capture policy in all government agencies are highly stressed given that record creation and capture are in both paper and electronic formats.

Wu, Howlett, and Ramesh (2015), looked at the benefits of creation and capture policy and concluded that such benefits can only be realized when the policy is implemented. It will enable the organization to achieve information accessibility, control the growth of records, minimize litigation risk, and safeguard institutional records. The policy, therefore, helps in ensuring accountability, transparency, and protection of the rights and interests of record users. Kennedy and Schauder (2018), agreed that a good policy will control the creation of records, enhance quick decision-making, and facilitate the manager's ease in sifting through the information and coming up with accurate and reliable decisions, leading to effective service delivery. Dikopoulou and Mihiotis (2010), affirmed that reliable records creation and capture policy affects an organization's decisions and actions. Consequently, when the policy is well executed, records would be rightly described, properly classified, correctly filed, appropriately stored, and easily retrieved for use. Concisely, the policy will enhance service delivery because the capture of records is done in line with the overall records management policy of the institution.

## **2.2 Theoretical Framework**

This study was based on the continuum theory and the service gap model that precisely guided the study.

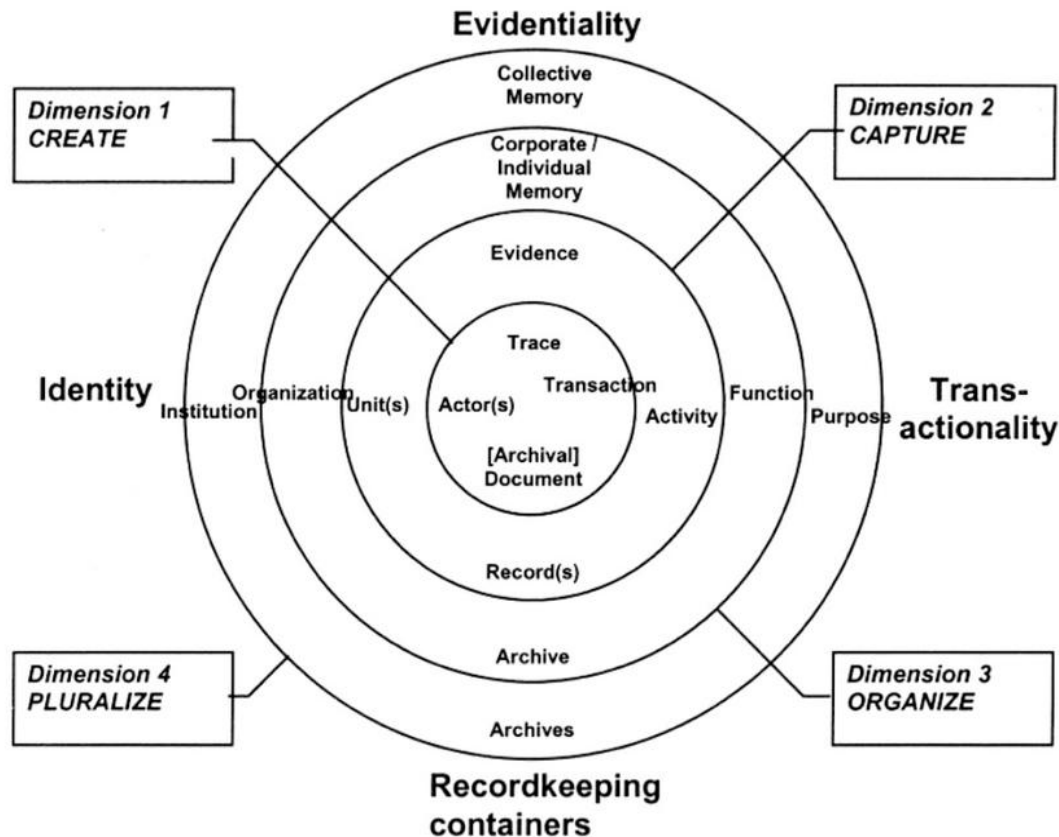
### **2.1.1 The Records Continuum Model**

The Australian Records Management Standard AS4390 defines the continuum concept as a consistent and coherent system of records management throughout the life of records. This starts with the development of recordkeeping systems through the creation and preservation of records and their retention and use as archives (IRMT, 1999). According to Shepherd and Yeo (2016), there are no distinct steps in managing records and this is seen as an uninterrupted process where an element of continuum passes seamlessly into another. According Dunbar (2018), a record continuum model advocates for a range of tasks related to recordkeeping regimes that capture, manage, preserve, and represent records as proof of business activities if they have value. Additionally, Kemoni (2018) noted that Records Continuum Model presents no boundaries between the management of archives and records, both in paper and electronic form. Ngoepe (2014) further added that management of records is a continuous process in the records continuum

theory and stresses the need for active management of records by archivists from the creation stage instead of waiting for the end of the life cycle.

According to Mutero (2015), records continuum model advocates for a records management process where both record managers and archivists are involved in the recorded information. Correspondingly, Nengomasha (2013) stated that in the continuum theory, records have a life cycle, but the stages are extended in electronic records management. Subsequently, the continuum model is inclined towards electronic records, unlike the record life cycle model, which is more appropriate for the management of paper-based records (Xiaomi, 2010). According to Mckemmish (2016), the records continuum is a sign of an all-inclusive approach to records and an example of a reliable and sound approach to records management from creation, maintenance and use, storage, and archiving. It addresses the traditional ways of managing records by assuming a linear progression to managing records. The author further added that management of records is not time-based and the actions on records have no boundaries and can be done simultaneously. The continuum approach assumes that recordkeeping practices carry records forward for multiple purposes over time.

The justification for using the Records Continuum (RC) Model was due to its ability to focus on the management of records in both print and electronic form. It also exemplifies how records are created and captured thus acting as a tool of evidence of activities. Additionally, it explains what policies govern records capture and maintenance, how long records should be kept meeting organizational business transactions, how records should be stored, and who is authorized to access them.



**Figure 1 Records Continuum Model**

(Source: Upward, 2000)

### 2.1.2 Service Quality Gap Model

The service quality gap model was developed by Parasuraman, Berry and Zeithaml (1985) and more recently described by Zeithaml and Bitner (2003). It served as a framework for research in the service industry. The model identifies four specific gaps that result in a fifth overall gap between customer expectations and perceived service. According to Wisniewski (2001), service quality is a concept that has generated interesting discussions in the field of research literature with respect to defining and measuring service quality. There are numerous definitions of service quality that have been brought forward, but Wisniewski (1996) defined service quality as the extent to which a service meets customers' needs and expectations.

Consequently, service quality can therefore be described as the variance between customer expectations of service and perceived service. If expectations are greater than performance, then the perceived quality is less than satisfactory and therefore customer dissatisfaction occurs. Notably, the gap model is vital as it allows the management of an institution to make a logical assessment of poor service quality. This assessment will help the institution to relook at how records management policies drive the creation of records that are directed towards fulfilling customer needs, hence improving service quality in particular and service delivery in general. Parasuraman, Berry and Zeithaml (1985) defined service gap model as the function of the difference between expectations and performance along quality dimensions. They identified four

specific gaps, which included a knowledge gap, design gap, performance gap, and the communication gap. The fifth gap, which focused on customers' expectations and perceived service, was identified by Zeithaml, Parasuraman, and Berry (1985). These gaps are as explained below.

#### **2.1.2.1 Knowledge Gap**

Management perception vs. consumer expectation. It is also known as the knowledge gap and its emergence is due to the failure of management to precisely identify customer expectations. The gap is the difference between customers' expectations and management's perception of those expectations, that is, not knowing what customers anticipate. The size of the gap is dependent on the extent of upward communication, the number of layers of management, the size of the organization, and the extent of market research to identify customer expectations. It is therefore essential that the managers or the service providers determine what those expectations are when designing the service.

#### **2.1.2.2 Design Gap**

Management perceptions versus service specifications. It is also referred to as the design gap. It is the difference between the top management perceptions of customers' expectations and the actual standard set for service delivery, that is, the result of an inadequate commitment to service quality, inadequate task standardization, and the absence of goal setting. It is measured by how well the service design specifications match up to management perceptions of customer expectations.

#### **2.1.2.3 Performance Gap**

Service specifications versus service delivery. It is also called the performance gap. This gap is a result of the role of ambiguity and conflict, poor employee-job fit, poor technology-job fit, lack of perceived control, and lack of teamwork. In addition, this is the difference between service quality specifications and the service delivered. However, service delivery efforts plus the extent of responsibility and empowerment also affects the size of the gap.

#### **2.1.2.4 Communication Gap**

Service delivery versus external communication. This is a result of inadequate horizontal communication. Correspondingly, it is the difference between what an institution promises about service and what it delivers. Correspondingly, it is the difference between what is promised to customers being served, either explicitly or implicatively, and what is being delivered.

#### **2.1.2.5 The Fifth Gap**

Gap five is the total accumulation of variations in gaps 1, 2, 3, and 4, representing the difference between expectations and perceived service. This difference occurs when there is a discrepancy between customer expectations and their perceptions of the service delivered. This is because of the influence exerted from the customer side and the shortfalls (gaps) on the part of the service provider. Moreover, customer expectations are influenced by the extent of personal needs. Customers evaluate perceived service along five generic quality dimensions or factors. Service quality dimensions refer to the psychological dimensions that form the basis of a customer's perceived quality of a service. According to Parasuraman, Berry, and Zeithaml (1985), five specific dimensions of service quality exist and apply regardless of the service industry: reliability, responsiveness, assurance, empathy, and tangibles. Tangibles are physical facilities, equipment,

and the appearance of personnel and communication materials such as records. Reliability is the ability to perform the promised service adequately and accurately. Responsiveness refers to the willingness to help customers and provide prompt service. Customers judge an institution's responsiveness by assessing the amount of time it takes and the effectiveness that it offers to the requests and complaints that must be solved. In addition, it includes competence, courtesy, credibility, and security. While empathy signifies the caring and individualized attention that the institution provides to its customers, access, communication, and understanding of the customer is paramount.

### 3.0 Methods

This research employed a descriptive research design using a mixed-method approach that comprised the use of quantitative and qualitative approaches in data collection. According to Orodho (2009), a research design is an arrangement of the conditions for collection and analysis of data in a manner that aims to combine the relevance of the research purpose with economy in the procedure. Similarly, Creswell (2014) stated that research design is a plan for conducting a study and resultantly explains the structure of the research to be undertaken. Additionally, the author added that a good research design ensures the evidence gained permits the researcher to answer original questions as accurately as possible and also quantitative and qualitative methods would help to neutralize bias and provide accuracy in data collection. Notably, it presents an informed guide on how data would be collected and assessed to address the research questions.

The descriptive research design therefore entailed the gathering of information from a defined number of people and geographical areas, making it easier to conduct the study. It was also preferable because, in the context of this study, it allowed a closer examination of records creation and capture policy and how it influenced service delivery in the County Government of Isiolo.

According to Orotho (2009), a target population is a complete set of individuals, events, or objects under consideration in a given study. The target population for this study was made up of 242 employees stationed at the county headquarters and distributed among the six departments that deal with records. These departments included the records registry, from where all county records are managed, human resources, which handles general correspondence, circulars, and reports touching on employees' welfare and their files in the county, and finance, which handles financial records of the county. Similarly, the audit department reviews, checks, examines, and files reports on county resources and procedures used by various departments in undertaking their daily business activities. On its part, ICT captures and manages e-information while Supply Chain Management is involved in procuring required goods, services and works for the county. The employees in these departments are directly or indirectly involved in the management of county records, from which the sample size was derived as shown in Table 1.

**Table 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 |

According to Creswell (2014), the sample size of particular research relies on what the researcher requires to understand, the purpose of the investigation, what is valuable, the integrity of the research, and the use of locally available resources and time. Correspondingly, Rao (2012) contended that the purpose of selecting a sample and studying it is to acquire the maximum amount of information about the population with the least amount of time, money, and energy.

To determine the sample size, the study employed a simplified formula as proposed by Yamane (1967). The study applied the formula to determine the required sample size. The formula is presented as shown 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 2.

**Table 2: Calculated Sample Size based on Yamane Formula**

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

## 4.0 Results

The purpose of the study was to determine the influence of the records creation and capture policy on service delivery at the County Government of Isiolo Headquarters. 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 1.

Findings from table 1 showed that respondents strongly agreed with mean of 4.07 and standard deviation of 0.974 that records creation and capture policy existed in the County Government of Isiolo and it guided creation and capture of records. The strongly agreed statement made by respondents was collaborated with interviewee statement that confirmed that:

*Records creation and capture policy exists in Isiolo County but partially implemented because some custodians of records are still faced with challenges such as lack of awareness during documents creation or receipt and capture which arises from negligence of not taking into account policy statement (Interviewee 1).*

From the findings, it was evident that even though Isiolo county government ensured effective records creation and capture that are authentic, have integrity, sufficient for audit, and underpinned towards the intended institutional goals, the records managers must take up the responsibility of educating staff handling records on the importance of records creation and capture policy that would help improve service delivery.

**Table 3: Records Creation and Capture Policy on Service Delivery at the County Government of Isiolo**

| 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          | <b>4.07</b> | <b>.974</b>  |
|                                                                                                                                       | % | <b>2.3</b> | <b>3.8</b>  | <b>18.9</b> | <b>34.8</b> | <b>40.2</b> |             |              |
| Records creation and capture policy facilitates effective, efficient, and timely service delivery in the County Government of Isiolo. | F | 1          | 16          | 29          | 35          | 51          | <b>3.90</b> | <b>1.076</b> |
|                                                                                                                                       | % | <b>0.8</b> | <b>12.1</b> | <b>22.0</b> | <b>26.5</b> | <b>38.6</b> |             |              |
| Records creation and capture policy address the standards of integrity during creation.                                               | F | 4          | 10          | 20          | 58          | 40          | <b>3.91</b> | <b>1.015</b> |
|                                                                                                                                       | % | <b>3.0</b> | <b>7.6</b>  | <b>15.2</b> | <b>43.9</b> | <b>30.3</b> |             |              |

|                                                                                                                                                        |   |            |            |             |             |             |             |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------|------------|-------------|-------------|-------------|-------------|--------------|
| Records creation and capture policy spell out entry procedure for contextual information such as type, date, and name of the originator of the record. | F | 10         | 11         | 31          | 35          | 45          | <b>3.71</b> | <b>1.233</b> |
|                                                                                                                                                        | % | <b>7.6</b> | <b>8.3</b> | <b>23.5</b> | <b>29.5</b> | <b>40.2</b> |             |              |
| Records creation and capture policy has guidelines and procedures that outline creation and capture of records.                                        | F | 3          | 8          | 29          | 39          | 53          | <b>3.99</b> | <b>1.037</b> |
|                                                                                                                                                        | % | <b>2.3</b> | <b>6.1</b> | <b>22.0</b> | <b>29.5</b> | <b>40.2</b> |             |              |
| Records creation and capture policy promotes and enables the organization to render effective service.                                                 | F | 3          | <b>10</b>  | 23          | 47          | <b>49</b>   | <b>3.98</b> | <b>1.030</b> |
|                                                                                                                                                        | % | <b>2.3</b> | <b>7.6</b> | <b>17.4</b> | <b>35.6</b> | <b>37.1</b> |             |              |

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

Correspondingly, on the statement that records creation and capture policy facilitated effective, efficient, and timely service delivery in the County Government of Isiolo, majority of the respondents strongly agreed with mean of 3.90 and standard deviation of 1.076. Consequently, strong confirmation was given by interviewee that records creation and capture policy facilitated the creation of accurate, reliable, and traceable records, which was in line with the county government policy hence influenced provision of effective and efficient service delivery. Based on the findings from respondents, it was noted that there was good coordination among employees who create and capture records that led to effective, efficient, and timely service delivery in county of Isiolo. Additionally, respondents agreed with a mean of 3.91 and standard deviation of 1.015 on the statement that records creation and capture policy addresses the standards of integrity during creation and capture. However, when the same question of whether records creation and capture policy addressed the standard of integrity was posed to the interviewee, the response was that:

*Despite the directive on the policy standards, there are some issues of clarity among employees that have hindered the standards of integrity. This was as a result of understanding among Isiolo county government employees concerning areas addressed by the records creation and capture policy standards (Interviewee 3).*

In view of the above findings, the issue of standards of integrity was a major concern that the employees of Isiolo County must look into in order to achieve authentic and reliable records to facilitate service delivery. Similarly, on the statement that records creation and capture policy spelt out entry procedure for contextual information such as type, date, and name of the originator of the record, respondents strongly agreed with mean of 3.71 and standard deviation of 1.233. Equally, when the statement was posed to the interviewee, the interviewees response supported the finding by concurring that entry procedure for contextual information facilitated quality information retrieval, better presentation methods and increased easy system interaction since all particulars were systematically captured.

Base on the finding, respondents agreed that entry procedures continuously reinforced faster records retrieval which saved time and increased productivity among employees on service delivery. Additionally, on whether the records creation and capture policy had guidelines and procedures that outlined creation and capture of records, the study revealed that respondents strongly agreed with mean of 3.99 and standard deviation of 1.037. Through interview, it was confirmed that records creation and capture policy had guidelines and procedures that outlined creation and capture of records. However, Isiolo county had not achieved this due to lack of awareness on policy guidelines and procedures that addressed records custodian's actions and responsibilities while handling county record. From the findings, importance of record creation and capture policy guidelines and procedures should be instilled among county employees to ensure effective creation and capture of records that are reliable and useable for the intended purpose of service delivery.

## **5.0 Conclusions and Recommendations**

### **5.1 Conclusions**

The study concluded that records creation and capture policy existed in the County Government of Isiolo and it guided creation and capture of records, facilitated effective, efficient, and timely service delivery, addressed the standards of integrity during creation, spelt out entry procedure for contextual information of records, contained guidelines and procedures that outlined creation and capture of records and lastly promoted and enabled the organization to render effective service. However, the qualitative results showed that the records creation and capture policy exists in Isiolo County but partially implemented because some custodians of records were still faced with challenges such as lack of awareness during documents creation or receipt and capture which arose from negligence of not taking into account policy statement. Additionally, despite the directive on the policy standards, there were some issues of clarity among employees that hindered the standards of integrity. This was as a result of lack understanding among Isiolo county government employees concerning areas addressed by the records creation and capture policy standards.

### **5.2 Recommendation**

Based on the findings and conclusions, the study recommends that the records creation and capture policy should be followed strictly in line with county records policy framework to achieve improved accessibility of records hence good service delivery. Furthermore, Isiolo County government should inculcate awareness among county employees' on records management policy guidelines and procedures that address records custodian's actions and responsibilities while handling county record. As such, the record creation and capture policy would increasingly facilitate and enable the county to render quality service. The study implications are: The study would help Isiolo County to identify areas of weakness in the area records and capture in particular and records management systems in general and strive on improving the perception of ignorance by employees on records management policies. The study would also immensely add value to the existing body of knowledge by instilling understanding on the role of records creation and capture policy in influencing service delivery. It would also add scholarly value on records creation and capture policy and provide openings for future related research.

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