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RESEARCH ARTICLE

Records Management and Organizational Performance

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Abstract: This study was carried out on records management and organizational performance in Renaissance University Ugbawka, Enugu State, Nigeria. Specifically, this study sought to find out the relationship between: records keeping and employee effectiveness; document handling and employee performance, as well as adequate records safety and availability of record facilities. The study adopted the survey research design using primary sources of data. Fifty-eight full time academic staff of Renaissance University Ugbawka, Enugu state served as the population of this study, out of which, 47 responses were used for analysis. Again, data were collected and analyzed using tables and simple percentages. Stated hypotheses were tested using Multiple Regression Analysis at 0.05 level of significance in SPSS version 21. The study found positive and significant relationships between record keeping and employee effectiveness and between document handling and employee performance. Statistically speaking, the study did not find any positive and significant relationship between adequate records safety and availability of facilities. Thus, the study concluded that proper records keeping helps to avert the stress of duplicating recording efforts, saves time used in recreating such records and enables users to compare performance over time, thereby improving employee effectiveness. Again, when organizations properly handle their records, staff achieve greater results by working in line with the records policies; records become easier to handle and the staff utilize their recording time effectively, thereby improving employee performance. In addition, adequate safety of organizational records enables proper identification and location of records, easy access to records by users and accountability among staff.

Keywords: records management, employee effectiveness, employee performance, records safety

1. Introduction

Managing records effectively is beneficial to every organization and their stakeholders. It is an integral component of business operations, which ensures that timely and reliable information flows within and outside management of facilities in terms of easy retrieval of



needed information. As [Obura \(2012\)](#) rightly asserted, without reliable and authentic documentary evidence underpinning all essential accountability processes, organizations cannot ensure transparency, guaranteed accountability nor could they allow for the exercising of good governance. Scholars such as [Külcü \(2009\)](#), [Tagbotor et al \(2015\)](#) among others have come to agree that successfully managing the activities of firms requires managers to possess relevant cognate skills including the ability to keep and manage accurate records.

It is displeasing to note that recently, the importance of managing the academic records properly is still unclear to many staff of Universities. These are proven through several literatures, which continuously highlighted the issues regarding mismanagement of academic records ([Nkebukwa, 2016](#)). Thus, in spite of the great benefits of record keeping in the realization of educational goals, it seems that record keeping system in many tertiary institutions is still being paid lip service, not minding who the outcome of improperly kept records affects. This usually results in loss of vital information, falsification of data and inadequate retrieval of information as at when needed, all of which contribute to administrative ineffectiveness. Consequently, many students have equally experienced series of academic challenges such as missing scripts, carryovers, downgrading, misspelling of names, spillovers, repeat, and so on.

This study carried out an in-depth empirical investigation on the relationship between management of academic records and organizational performance. It is based on the assertion of [Malake and Phiri \(2020\)](#) that organizations create, retain, and preserve records so that they can be used. If a user cannot locate a document, it might as well be non-existent. [Shepherd \(2003\)](#) had noted that records, if effectively managed, would help organizations in conducting operations in efficient and accountable manner, while maintaining consistency in service delivery, management decision-making and transparency of policy formulation, execution and management.

From the foregoing, an effective records management program should have in place systems; manual or automated, that can locate and retrieve records in a reliable and timely fashion to meet the needs of users. In this study, records management is seen in terms of record keeping, document handling and adequate safety. On the other hand, employee effectiveness is seen in terms of employee effectiveness, employee performance and availability of records facilities in Renaissance University. Therefore, the study sought to investigate the relationships that exist between: records keeping and employee effectiveness, document handling and employee performance and adequate records safety and availability of records facilities.

While explaining the importance of proper academic records management using literature review approach, [Yunus et al \(2016\)](#) identified three (3) main categories to include academic records application, educational development and solving issues. In many tertiary institutions, there is experience of loss of academic and administrative information. Students complain of missing scripts and inappropriate grades. Clearing graduates are being frustrated to go into search of their academic records, which are ordinarily supposed to be available in administrative offices. This signifies how ineffective improper record keeping has subjected the staff and students our universities.

Again, some of the students are denied clearance due to inability to provide comprehensive records of payment or mismatch between students' records and those in the office. This indicates the danger of inadequate records safety on availability of record facilities in the institutions. In addition, handover notes are almost unavailable from one hand to another, indicating the extent to which improper document handling has hampered employee performance in the schools. These problems among others, call require empirical evidences on the effect of Records Management and organizational performance in tertiary institutions. These problems among others, demand for more empirical evidences on the

effect of records management on organizational performance of Renaissance University. To fill the identified gaps in literature, this study specifically sought to:

- (1) Ascertain the degree of relationship between record keeping and employee effectiveness.
- (2) Examine the degree of relationship between document handling and employee performance.
- (3) Investigate the degree of relationship between adequate records safety and availability of record facilities.

The following null hypotheses were tested in this study:

- H₀₁: There is no positive and significant relationship between record keeping and employee effectiveness.
- H₀₂: There is no positive and significant relationship between document handling and employee performance.
- H₀₃: There is no positive and significant relationship between adequate records safety and availability of record facilities.

2. Review of related literature

An organization receives and processes tremendous amount of information on a daily basis, but not all of them are records. In order to define records management, the concept “record” needs to be fully explored. As noted by Külcü (2009), record is defined either in terms of the physical tangible format in which it appears, or in terms of the information it contains. It must be noted that records differ in format or size and have different contents. Any definition of records is a pragmatic one. All records pass through a lifecycle. A record is created, actively used for a time, and then stored in case of queries or other referrals before it is too old to be of any further use. At that point, it should either be destroyed or transferred to an archive as part of the permanent record of the organization.

The above explanations of records strengthened the identification of three domains constituting the role of records management in an organization to include business domain, accountability domain and cultural domain as asserted Wamukoya (2000) as cited in Tagbotor et al (2015). Thus, records have been described as an indispensable tool for the efficient management of organizations (Williams, 2006). Hare and McLeod (1997) in Külcü (2009) defined records as organized units of information that are comprehensive, authentic, accurate, and reliable. They are managed in order to execute formal communication or any transaction inside or outside the institution.

In institutions of higher learning, Musembe (2016) noted that records generated regardless of their physical characteristics, received, created, recorded or legally filed in the course of the university business, serve as the institution’s evidence of its functions, policies, decisions, procedures, operations and other related activities. As defined by Nwaomah (2015), the academic records refer to information or data relating to students both in paper and in electronic formats that provide evidence of and information about the actions or events that happened. Records are created and used to meet institutional goals; and to document what, when, and how any transaction occurs in an institution (Külcü, 2009). They are the memories of an institution; they are the raw materials for decision-making and the basis of legal defensibility.

It therefore follows that, as similar with other types of records, the academic records are also important to be managed properly. The World Bank (2000) sees records management as the task of ensuring that recorded information, paper and electronics are managed

economically and efficiently. It controls the creation, maintenance, use and disposal of records so that the right records are provided to the right person at the right time.

This study was built on the Records Continuum Model (RCM) developed in the 1990s by Frank Upward with input from colleagues Sue McKemmish and Livia Iacovino. As noted by *McKemmish et al (2010)*, the records continuum model was a response to evolving discussions about the challenges of managing digital records and archives in the discipline of archival science of Monash University.

The RCM can be visualized as a series of 4 concentric rings, or dimensions; *Document Creation*, *Records Capture*, *The Organization of Corporate and Personal Memory* and *The Pluralization of Collective Memory* intersecting with a set of crossed axes; *transactionality*, *evidentiality*, *recordkeeping* and *identity* (*Upward, 2005*). Each axis is labeled with a description of the activity or interaction that occurs at that intersection. Create, Capture, Organize and Pluralize, as the dimensions are referred to, in short, represent recordkeeping activities that occur within space time. Activities that occur in these dimensions across the axes are explained in the table below:

Dimension	Transactionality	Evidentiality	Recordkeeping	Identity
Create	Transaction. A document is created.	Trace. A document is created as part of an immediate and minimal information process. All that is captured is the document structure and content, as well as potentially their order within the immediate context of creation.	[Archival] Document. A document is created and captured into an information system of some kind.	Actor(s). Someone (a person) decides to carry out an act that generates recorded information of some kind.
Capture	Activity. Records are managed as part of an activity performed by a group within an organization.	Evidence. Records are captured as evidence of the activity that contributed to their creation.	Record(s). Records are captured into a recordkeeping system.	Unit(s). Records are captured and accessed by a group of people.
Organize	Function. Records are managed as part of a function performed by an organization.	Corporate/Individual Memory. Records are organized and managed as evidence of their function(s) and play a role as organizational memory.	Archive. Records are organized in an archive as indication that they have continuing value for the organization/group/community.	Organization. Records are organized, accessed and managed according to organizational contexts.
Pluralize	Purpose. Records are managed within their ambient function(s) or societal purpose(s).	Collective Memory. Records are organized, managed and retained as evidence of their collective socio-legal memory.	Archives. Records are pluralized by demonstrating their ongoing value as collective memory by ensuring they are part of archival systems that carry records beyond the life of an organization.	Institution. Records are pluralized through institutions that manage records for societal benefit.

Source: Upward, F. (2005). "The Records Continuum". In McKemmish, S.; Piggott, M.; Reed, B.; Upward, F. (eds.). *Archives: Recordkeeping in Society*. Wagga Wagga, NSW: Centre for Information Studies. pp. 197–222.



Studies abound in the area of impact of records management on organizational performance. Onweh et al (2012) carried out a study on the relationship between record keeping and administrative effectiveness in Secondary Schools in Akwa Ibom State. Their findings showed relationship between academic record keeping and administrative effectiveness and relationship between adequate financial record keeping and administrative effectiveness. Ademola et al (2012) looked at the records kept by an organization, their features and the importance of book/record keeping to the growth of an organization. They found out from the data analysis that majority of the respondents did not keep business records and therefore did not even know whether their businesses were growing or not. The study, therefore, recommended that small scale entrepreneurs should keep up to date and accurate records of their business.

Abdul-Rahamon and Adejare (2014) empirically investigated the effect of accounting records keeping on Small scale enterprises. Following the outcome of the study, the study concluded that there was a strong positive relationship between accounting records keeping and performance of small scale enterprises. Akor and Udensi (2014) assessed record management of the Federal University of Technology, Minna Nigeria and Ibrahim Badamasi Babangida University Lapai, Nigeria. The major findings of the study revealed: ineffectiveness in record management practices, incompetent personnel, inadequate infrastructural facilities, constant power failure.

Tagbotor et al (2015) examined the extent to which the information users' behaviour and proper records management contributed to the performance of an organization to ensure competitive survival. It was observed that the institution's records management is shifting from manual to electronic system of managing records by using computers and internet. This allows the users to complete and submit the information on time. Molepo and Cloete (2017) equally investigated the records management practices and challenges faced by traditional institutions of leadership and governance in Ga Molepo, Limpopo, South Africa. The main value of the study was to create awareness of records management as one of the neglected areas in traditional institutions.

3. Research Methodology

This study adopted the survey research design in collecting relevant data. This involved studying a group of people (Academic Staff of Renaissance University) by collecting and analyzing data from only a few of them, who are considered to be a representative of the entire group. The study used both primary and secondary sources of data. The primary data were sourced from a well-designed questionnaire copies of which were administered to the academic staff of Renaissance University, Ugbawka, Enugu State. 58 fulltime academic staff in the University served as the sample size for the study. Data generated were presented in tables and charts for fast interpretation. The researchers analyzed the data by the use of simple percentages; while the stated hypotheses were tested using the multiple regression analysis with SPSS version 21. In order to validate (accept) or nullify (reject) any stated hypothesis tested with the multiple regression, major attention was on the P- values of the tested elements. Therefore, we accepted the alternative hypotheses where the SPSS p-values were less than alpha (0.05) and the t-values calculated were greater than t-value from the table (1.960).

4. Data Presentation and Analyses

Out of the 58 copies of the questionnaire distributed to respondents, the researcher retrieved and used 47 copies for further analyses. This was 81% of the sample size. There were 31 (66%) male respondents and 16 (34%) female respondents. Again, 20 (43%), 26 (55%) and 1 (2) were single, married and belonged to other categories, respectively. In terms of their age brackets, 3 (6%) respondents, 21 (45%) respondents, 12 (25%) respondents and 11(23%) respondents were within the ages of 18 – 25, 26 – 35, 36 – 45

and 46 years and above, respectively. Information on their statuses shows that 5 (11%) respondents, 14 (30%) respondents, 12 (26%) respondents, 10 (21%) respondents and 6 (13%) respondents were Graduate Assistant, Assistant Lecturer, Lecturer II, Lecturer I and Senior Lecturer, respectively. Also, the data show that 14 (30%) respondents, 11 (23%) respondents, 10 (21%) respondents and 12 (26%) respondents had served in the university for periods of 1 – 2 years, 2 – 4 years, 4 – 6 years and 6 years and above, respectively.

Table 1. Responses to whether the university has standard on records keeping

Responses	Frequency	Percentage
Yes	47	100.00
No	0	00.00
Total	47	100%

Source: field survey, 2021

Responses to whether the university has standard on records keeping as presented in table 1, revealed that all the respondents, representing 100% noted that the university had standard on records keeping.

Table 2. Responses to the filing systems allowed in the departments

Responses	Frequency	Percentage
Filing system and classification	38	81.00
Manual/paper records	42	91.00
Electronic recording	47	100.00

Source: field survey, 2021

Responding to the forms of filing systems used in the university, table 2 indicates that 38 (81%) respondents identified filing system and classification. Again, 42 (91%) respondents identified manual/paper records; while all the respondents (100%) identified electronic recording as the filing systems in the operations in their various departments.

Table 3. Responses to whether the university has skilled records management staff to undertake records management

Responses	Frequency	Percentage
Yes	40	85.00
No	07	15.00
Total	47	100%

Source: field survey, 2021

Responses to whether the university has skilled records management staff to undertake records management as presented in table 3 above indicated that 40 (85%) respondents gave positive responses; while 07 (15%) respondents gave negative responses.

Table 4. Responses to whether effective records management improves organizational performance

Statement	SA	A	UN	D	SD	Total
Effective records management improves organizational performance.	37	6	2	1	1	47
Adequate record keeping encourages staff to be more effective.	27	8	5	4	3	47
When documents are effectively handled, staff performance improves.	23	15	6	2	1	47
Adequate safety of records enables availability of such records facilities	29	11	3	1	3	47



Statement	SA	A	UN	D	SD	Total
when needed.						
Total	116	40	16	8	8	188
Average	29	10	4	2	2	47
Percentage	62	21	9	4	4	100

Source: field survey, 2021

Table 4 shows that on the average, a total of 29 (62%), 10 (21%), 4(9%), 2(4%) and 2(4%) respondents strongly agreed, agreed, had not decided, disagreed and strongly disagreed respectively that effective records management improves organizational performance.

Table 5. Responses to whether adequate record keeping encourages staff to be more effectiveness

Statement	SA	A	UN	D	SD	Total
By keeping records, we avert the stress of duplicating recording efforts.	28	15	3	1	0	47
Keeping of records helps to save time used in recreating such records.	30	11	3	2	1	47
When records are well kept, they enable users to compare performance over time.	29	10	3	3	2	47
Total	87	36	9	6	3	141
Average	29	12	3	2	1	47
Percentage	62	26	6	4	2	100

Source: field survey, 2021

Table 5 shows that on the average, a total of 29 (62%), 12 (26%), 3(6%), 2(4%) and 1(2%) respondents strongly agreed, agreed, had not decided, disagreed and strongly disagreed respectively that adequate record keeping encourages staff to be more effectiveness.

Table 6. Responses to whether effective handling of documents improves staff performance

Statement	SA	A	UN	D	SD	Total
Because my university has records management policy, staff work in line with the policy and achieve greater results.	22	16	5	2	2	47
With the help of the records management staff in my university, our records become easier to handle.	27	15	2	2	1	47
The availability of electronic records management system in my department helps our staff to utilize our recording time effectively.	23	17	2	2	3	47
Total	72	48	9	6	6	141
Average	24	16	3	2	2	47
Percentage	51	34	6	4	4	100

Source: field survey, 2021

Table 6 shows that on the average, a total of 24 (51%), 16 (34%), 3(6%), 2(4%) and 2(4%) respondents strongly agreed, agreed, had not decided, disagreed and strongly disagreed respectively that effective handling of documents improves staff performance.

Table 7. Responses to whether adequate safety of records enables availability of such records facilities when needed

Statement	SA	A	UN	D	SD	Total
Adequate safety of records enables proper identification and location of records in my department.	19	17	6	3	2	47



Statement	SA	A	UN	D	SD	Total
Because our records are effectively saved, they can be easily accessed by users at any given time.	15	19	7	4	2	47
Proper records safety ensures accountability among our staff.	26	12	2	5	2	47
Total	60	48	15	12	6	141
Average	20	16	5	4	2	47
Percentage	43	34	11	9	4	100

Source: field survey, 2021

Information presented table 7 indicates that on the average, 20(43%), 16(34%), 5(11%), 4(9%) and 2(4%) respondents strongly agreed, agreed, had not decided, disagreed and strongly disagreed respectively that adequate safety of records enables availability of such records facilities when needed.

4.1. Test of Hypothesis

The three hypotheses were tested using the multiple regression with SPSS version 21 and the result is summarized in table 8.

Table 8. Summary of the Hypotheses

S/N	Description	Variable	P-Value	T-Value Calculated	T-Value Critical	Decision
1	Hypothesis One	Records Keeping and Employee Effectiveness	.000	7.120	1.960	Reject Null
2	Hypothesis Two	Records Handling and Employee Performance	.016	2.503	1.960	Reject Null
3	Hypothesis Three	Records Safety and Records Availability	.432	0.790	1.960	Reject Alternative

Source: SPSS Output, 2021

4.2. Interpretation

The R-value (0.978) shows that a very strong, positive and significant relationship exists between the identified variables of effective records management and those of organizational performance. The adjusted R² value (0.953) reveals that 95.3% variations in effective records management variables (records keeping, records handling and records safety) are predicted by the three variables of organizational performance (employee effectiveness, employee performance and records availability) respectively.

Also, the F value (311.032) and p value (0.000) which are greater than f critical value at 0.05 level of significance (6.39) and less than alpha (0.05) respectively are positive signs of relationship. The Durbin Watson test (1.759) shows that the residuals from the linear regression are independent and there is no first order linear autocorrelation, since the value falls between $1.707 < d < 1.831$ and tends to be closer to 3 as against 0.

The coefficients table equally shows that records keeping ($t=7.120$; $p=0.000$) and records handling ($t=2.503$; $p=0.016$) are predicted by the organizational performance (employee effectiveness and employee performance) respectively. This is because their p-values are less than alpha (0.05) and their t-values greater than t-critical (1.960). However, it shows that records safety is not a significant predictor of records availability. This is because the p-value (0.432) is greater than alpha (0.05) and the t-value (0.790) is less than t-critical (1.960).



Discussion of Findings

This study was carried out to examine the relationship between records management and organizational performance. The study found that there is positive and significant relationship between record keeping and employee effectiveness. This finding is in line with the findings of Onweh, Etim, and Eniang (2012), which showed that there was significant relationship between academic record keeping and administrative effectiveness. The study also disclosed that there is positive and significant relationship between document handling and employee performance. The findings of support those of Tagbotor, Adzido and Agbanu (2015), which observed that University's records management is shifting from manual to electronic system of managing records by using computers and internet, and this allows the users to complete and submit the information on time. The findings of Abdul-Rahamon and Adejare (2014) are also in line with this findings. Moreover, it was found through the study that there is no positive and significant relationship between adequate records safety and availability of facilities. This is against the previous findings of Molepo and Cloete's (2017) and of Onweh, Etim, and Eniang (2012).

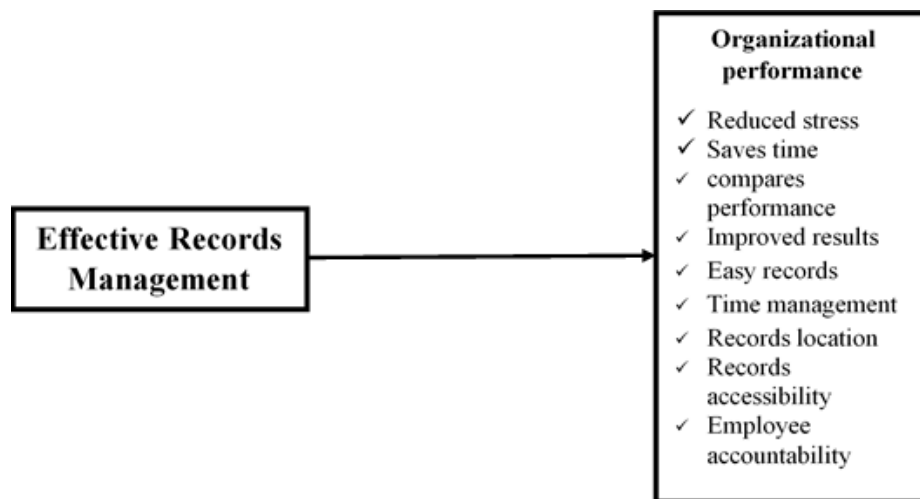


Figure 1. Model of the relationship between effective records management and organizational performance

Source: Researcher's view, 2021

5. Conclusion and Recommendations

The study concludes that proper records keeping helps to avert the stress of duplicating recording efforts, saves time used in recreating such records and enables users to compare performance over time, thereby improving employee effectiveness. Again, when organizations properly handle their records, staff achieve greater results by working in line with the records policies; records become easier to handle and the staff utilize their recording time effectively, thereby improving employee performance. In addition, adequate safety of organizational records enables proper identification and location of records, easy access to records by users and accountability among staff. However, statistically speaking, records keeping does not significantly influence records availability. Based on the findings and conclusion made above, the researchers recommend that the existing electronic records management system in all the departments needs to be improved. This will assist in the managing of records and controlling the pace at which promotion and other benefits are made. Again, the University should ensure that every staff involved in the handling of records in the University undergoes training to guarantee total quality training in the long term. The training should be conducted by outside consultants and by senior members who

are qualified enough in records management. In addition, there should be a proper supervision to enable records managers to keep effective records in the University and that management should take control of records management so as to secure records in the institution. On a general note to organizations, records operators should seek for basic records knowledge to enable them maintain some records properly, and where possible, engage the services of professionals who will be able to keep proper records and prepare relevant reports at a minimal cost for the organizations. We equally suggest further development of our proposed model of the relationship between records management and organizational performance as presented in figure 1.

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