EFFECT OF ELECTRONIC RECORDS MANAGEMENT SYSTEMS ON EMPLOYEE PERFORMANCE IN NATIONAL LAND COMMISSION IN NAIROBI, KENYA

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A Research Project Submitted to the Institute of Postgraduate Studies of Kabarak University in Partial Fulfillment of the Requirement for the Award of the Master of Business Administration (Management Information Systems)

KABARAK UNIVERSITY

NOVEMBER, 2023

DECLARATION

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This Thesis entitled **"Effect of Electronic Records Management Systems on Employee Performance in National Land Commission in Kenya"** and written by **Chepkoech Rose Langat** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the thesis and recommend it be accepted in partial fulfillment of the requirement for award of the degree of Master of Business Administration (Management Information Systems).

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DEDICATION

Most importantly I dedicate this project to the Almighty God for equipping me with great strength, confidence and ability to overcome so many obstacles towards this academic journey of excellence

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ABSTRACT

Over the years, the Ministry of Lands has made significant progress in automating their records however the effect of automation has had minimal effect on employee performance therefore this study sought to assess the effect of electronic record management systems on employee performance at the national land commission in Nairobi Kenya. Specifically, the study sought to assess the effect of storage of records, accessibility of records, sorting capacity and security and control of records on employee performance at the national land commission in Nairobi, Kenya. The study was anchored on the concept of restricted access and limited control theory of privacy and technology acceptance Model. The study adopted a descriptive research design. The unit of analysis was 10 directorates at the National Land Commission in Nairobi. The unit of observation was 439 staff at the National Land Commission in Nairobi. Nassiuma's 2008 formula was adopted to determine a sample of 115 respondents. The study further used stratified random sampling to select a sample of employee from each of the 10 directorate. The study used questionnaires as the instrument of data collection. The study used content and face validity. An internal consistency technique was adopted by utilization of Cronbach's Alpha to measure the reliability of the instruments. Data was analyzed using SPPS version 25. The study used descriptive and inferential statistics. The findings of the study was presented using frequency tables. The study findings revealed that the organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity. The study concluded that there exists a strong positive and significant relationship between storage of records and employee performance at the national land commission in Nairobi, Kenya. The study further concluded that there is a strong positive and significant relationship between accessibility of records and employee performance at the national land commission in Nairobi, Kenya. In addition the study concluded that there exists a strong, positive and significant relationship between sorting capacity of record and employee performance at the national land commission in Nairobi, Kenya. The study also concluded that there exist a moderate, negative and significant relationship between security and control of records and employee performance at the national land commission in Nairobi, Kenya. From the findings the study recommended that the Ministry of Lands should also ensure that the ERMS is user-friendly and accessible to all stakeholders, establish a helpdesk or customer service center, integrate the ERMS with other relevant government systems, establish a mobile application for the ERMS, and ensure that the ERMS is accessible to persons with disabilities.

Keywords: *Electronic Record Management Systems, Storage of Records, National Land Commission, Sorting Capacity of Record Security and Control of Records and Employee Performance.*

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LIST OF ABBREVIATIONS AND ACRONYMS

DMS	Document management system
EDRMS	Electronic Documents and Records Management Systems
EHR	Electronic Health Record
ERKS	Electronic Recordkeeping System
ERMS	Electronic Record Management Systems
HR	Human Resource
MoHEST	Ministry of Education Science and Technology
MSIT	Ministry of Science, Industry and Technology
NACOSTI	National Council of Science, Technology, and Innovation
NLRMP	National Land Records Modernization Programme
RALC	Restricted Access And Limited Control
TAM	Technology Acceptance Model

CONCEPTUAL AND OPERATIONAL DEFINITION OF TERMS

Accessibility of Records Refers to the ease with which authorized individuals can retrieve, view, and use specific information or documents stored in a record-keeping system. (Picornell, & Gutiérrez, 2019). In this study accessibility of records refers to how easily or hard an individual can access land records.

Electronic Record A digital representation of information or data that is created, stored, and managed electronically (Healy, 2019).

Electronic Record Management Systems Refers to software solutions or platforms designed to create, organize, store, and manage electronic records within an organization (Adam, 2017). In this case it refers to interrelates hardware and software components used in storing land information.

Employee Performance Refers to the assessment of an individual's effectiveness, productivity, and contributions within the context of their job or role in an organization. (Bedarkar, & Pandita, 2014). In this study it refers to the ability of employees working at the National Land Commission in achieving the organizational goals and objectives.

Security and Control of Records Refers to the measures and policies implemented to protect the confidentiality, integrity, and availability of records. (Chinnasamy, Deepalakshmi, & Shankar, 2020). In this study it refers to the measures put in place to ensure land record are not accessible by unauthorized individuals.

Sorting Capacity Refers to the ability of a system or a process to organize and arrange items or data in a specific order or according to particular criteria (Ghaddar & Wang, 2022). In this study it refers to the ability of information systems used by the land commission to select and organize information require.

Storage of Records Refers to the physical or digital locations where records are kept, preserved, and maintained (Alyami, Almotairi & Song, 2017). In this study it refers preservation of land records in their information systems.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Electronic record management systems are essential components in every business. Electronic records are critical to every facet of the governance process, and institutions of all types should use Electronic Record Management Systems to the fullest extent possible (Healy, 2019). Electronic record and management systems help firms to manage unstructured data from paper and electronic sources, such as emails, word processing, and spreadsheets

The International Council of Archives (2020) define ERM systems, as computerized electronic record and records management system that allows companies to manage documents in both paper and electronic versions. The development, preservation, distribution, and disposal of electronically produced documents in the providing of proof of business actions are all part of these processes. Electronic record management systems are designed to collect and handle digital records. It may alternatively be defined as a system that provides users with a framework for capturing, maintaining, and making data available across time, (Asma'Mokhtar & Fauzi, 2019).

Every organization's backbone is the successful adoption of electronic record management systems, since it improves accuracy and productivity in a big way. In order to enhance output, effective adoption of electronic record management systems requires seamless alignment with company activities. The majority of African nations are devoting significant financial and human resources to electronic record management system initiatives. According to Mukred (2019), electronic record management system setting up is risky coming to this conclusion because they alter initiatives that entail

uncertain human natures and budget allocations that typically favor technology above changing user behaviors.

Electronic record management solutions provide a trustworthy, legally verifiable source of evidence for decisions and activities. Governments can no longer justify taking action without reference to previous performance or future objectives because they record laws, rules, and procedures. They cannot validate having corresponding or redundant services when they can merge them and save money. Client service, job quality, and quantifiable results are all becoming more critical responsibilities, and they all rely on easily available and useable data (Yusof & Alotaibi, 2019).

Land records are among the finest kept, biggest, and most genealogical record groupings in the United States. Land records, on the other hand, are often disregarded Systems for keeping records in the public sector were formerly insufficient, but they have considerably improved recently. Web-based systems for land records are effective and time-saving, may be used to get land information from county offices (Yusof & Alotaibi, 2019). Land records for agricultural land in Karnataka (India) have deteriorated during the last several decades. There is no framework that properly defines land rights for urban and non-agricultural land in rural regions. This land uncertainty jeopardizes good governance aims and constitutes a major danger to social ability and economic growth. The land records for agricultural land have a shaky spatial structure. The initial data is inaccurate, the maps are out of date, sub-division surveys are delayed, and changes in land records are recorded without surveys. In metropolitan locations, both map and textual information are in short supply (Kemoni, 2019).

In Turkey, several public entities have begun to employ electronic record management systems or are in the process of doing so. Turkey's MSIT has this vision: “Our goal is to

lead and make Turkey one of the world's ten most developed nations with its knowledge-based and competitive economy, which emphasizes entrepreneurship, innovation, scientific advancement, and high-value-added technical manufacturing. Promoting the use of ERMS in both public and private institutions and organizations, as stated by the Turkey's information society plan relies on the Ministry of Development's 2015–2018 Information Society Plan and Action Plan. The MSIT helps advance these technologies (Sasan, 2019). The MSIT must operate differently from other ministries.

Governments' successful E-document management procedures contribute to an effective and efficient public procurement process based on the information documented in records (Abuzawayda, Yusof & Aziz 2018). Many African and emerging nations do not have a structured approach to record keeping. Poor record-keeping weakens openness and accountability, resulting in corruption and the misappropriation of public monies. Sound record management, according to Fust and Graf (2018), is a foundation for all governments to offer public services and strengthen democracy in a state. Many fieldwork records are outdated, damaged, and unbacked up. The registration of deeds system does not adjudicate rights or settle disputes, hence it does not validate transactions. The system is not map-based, and property descriptions are inadequate. While the endeavor to computerize property records was a success, it did raise a number of challenges, such as inconclusive documents and lengthy processes.

According to Mitullah and Waema (2019), the use of information communication technologies on information management would be the driving force for the Kenyan government to fulfill Vision 2030 and improve efficiency and effectiveness of service delivery. To be in a position to make timely decisions for its residents, government agencies must develop systems that provide access to trustworthy information (Draheim, 2020). Increased corruption cases, inefficiency, and bad governance have all been linked

to the status of record management. Kenya's National Archives and Documentation Service, like those of other nations, is responsible for all government documents and assists government departments in maintaining them in an internationally recognised way. Records should be kept in a way that allows for easy retrieval. The government executed the NLRMP in response to issues such as inadequate recordkeeping, errors, and litigation at different levels (Pappel & Draheim, 2020).

1.2 Statement of the Problem

The National Land Commission (NLC) in Nairobi, Kenya, is entrusted with a pivotal mission in the management and regulation of land within the country. However, like many government agencies globally, the NLC grapples with a range of employee performance issues that impede its effectiveness in fulfilling its mandate. Bureaucracy and red tape are perennial issues within government organizations, including the NLC, affecting record management. Cumbersome administrative procedures can slow down decision-making processes, hinder employees from effectively performing their responsibilities, and complicate record-keeping practices. The presence of excessive red tape can cause employees to become demotivated, leading to decreased performance, while also making the process of record management needlessly convoluted (World Bank, 2021). The Ministry of Lands faces challenges in implementing consistent and standardized record retention schedules. As a result, records are often retained longer than necessary or disposed of prematurely. This inconsistency leads to the accumulation of unnecessary records, consuming valuable storage space and making it difficult to locate and retrieve relevant information when needed (KIPPRA, 2021).

Studies have been conducted on the effect of electronic record management systems on employee performance, for instance, Shonhe and Balulwami, (2019) conducted a study

on the implementation of electronic records management systems at Tlokweng Land Board-Botswana. Another study by Mutimba, (2018) focused on the implementation of electronic record and records management system in the ministry of higher education science and technology. Despite the studies conducted on the electronic record management, there are still gaps in the Kenyan ministry of land commission which the study seeks to fill. Hence the main aim of the study was to assess the effect of electronic record management systems on employee performance in the national land commission in Nairobi, Kenya.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to assess the effect of electronic records management systems on employee performance at the national land commission in Nairobi, Kenya.

1.3.2 Specific Objectives

The exact objectives were to;

i. Determine the effect of electronic storage of records on employee performance at the national land commission in Nairobi, Kenya
ii. Establish the effect of electronic accessibility of records on employee performance at the national land commission in Nairobi, Kenya
iii. Assess the effect of the electronic sorting capacity of record on employee performance at the national land commission in Nairobi, Kenya
iv. Establish the effect of electronic security and control of records on employee performance at the national land commission in Nairobi, Kenya

1.4 Research Hypothesis

$H0_1$: Electronic storage of records has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya

$H0_2$: Electronic accessibility of records has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya

$H0_3$: Electronic sorting capacity of record has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya

$H0_4$: Electronic security and control of record has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya

1.5 Justification of the Study

Determining the effect of electronic records administration systems (ERMS) on employee performance in the National Land Commission in Nairobi, Kenya is justified for several reasons. Firstly, the National Land Commission plays a crucial role in land administration and management in Kenya, making it essential to explore how the implementation of ERMS affects employee performance within the Commission. Understanding the impact of ERMS on employee performance can provide valuable insights for improving records management practices and enhancing overall organizational efficiency. Secondly, ERM systems can to streamline record-keeping processes, improve access to information, and enhance overall organizational efficiency. Investigating the impact of ERMS on employee performance in the National Land Commission can shed light on how effectively these systems are being utilized and whether they are achieving the desired outcomes. The findings can inform strategies for optimizing ERMS usage and maximizing the benefits they offer. Furthermore, there is a

need for more empirical research on the specific impact of ERMS on employee performance, especially within the context of land administration institutions.

By conducting a study in the National Land Commission, valuable insights can be generated to bridge the existing knowledge gap and contribute to the body of literature on electronic records management. Additionally, the findings of the study can have practical implications for policy formulation and decision-making within the National Land Commission and other similar organizations. Understanding how ERMS influence employee performance can guide the development of guidelines, training programs, and policies that promote effective use and adoption of electronic records management systems. This, in turn, can lead to improved record-keeping practices, better service delivery, and enhanced organizational performance. Finally, given the significance of land management in Kenya, conducting a study on the impact of ERMS on employee performance in the National Land Commission aligns with national priorities. The findings can inform evidence-based decision-making in implementing and optimizing electronic records management systems across the country's land administration institutions, leading to improved governance, transparency, and accountability.

1.6 Significance of the Study

The study finding holds significant relevance for various stakeholders, with a primary focus on policy makers, specifically the Ministry of Lands. For policy makers, the findings can inform the development of policies that enhance efficiency, reduce costs through the adoption of electronic records management systems, and prioritize data integrity and confidentiality in land records. These policies can lead to streamlined operations and improved service delivery within the National Land Commission. The study findings would assist the National Land Commission to effectively manage land

records by emphasizing more specifically on management of electronic records as a vital component in scaling up employee performance in National Land Commission. The study would enlighten the ERMS stakeholders on the need to effectively focus on the employee performance. The research contributes to the body of knowledge on the electronic records management system and employee performance, development of records policy, as an integral part of improving performance.

1.7 Scope of the Study

The purpose of the study was to assess the effect of electronic records management systems on employee performance in national land commission in Nairobi, Kenya. The independent variable of the study was storage of records, accessibility of records, sorting capacity of record and security and control of records. The dependent variable of the study was employee performance at the national land commission in Nairobi, Kenya. The unit of analysis was 10 directorates at the National Land Commission in Nairobi and unit of observation was 439 staff at the National Land Commission in Nairobi. The study was conducted for 16 months between the months of September 2021 to September 2023 with a budget of 65,970.

1.8 Limitations and Delimitation of the Study

Some respondents were afraid their superiors would use the study data against them and cost them their careers. The researcher convinced them that their knowledge was essential to the research and academic goals. The researchers had to reassure employees of the Nairobi, Kenya national land commission that their records would remain confidential in terms of public policy concerns and used only for research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

Theoretical frameworks facilitate research study theories. The study was anchored on the concept of the privacy notion of limited access and limited control and technology acceptance Model.

2.2.1 Restricted Access and Limited Control Theory of Privacy

Warren and Brandeis' 1890s security and control research inspired the restricted access and limited control (RALC) approach. RALC theory has refined the idea. One is safeguarded when personal data is limited or restricted in certain settings (Gavison, 2010). The philosophy divides security from vocation and the board of protection. When safeguarded by norms, arrangements, or regulations, one has regulating security (Tavani, 2013).

If one can prevent others from continuously obtaining personal information and problems, privacy is acknowledged. Limited admittance theories view security as an ethical framework that protects people (Mill, 2015). Security is considered a right and moral framework irrespective of individual human actions (Tavani, 2013). The theory linked banking innovation and digital platform user security (Moor, 2015). The idea has three parts: security concept, legitimization of protection, and protection administration (Tavani, 2013).

Nissenbaum (2014) says RALC recognizes security and protection. When exposed to others, a person is safe if they are protected from interruption, hindrance, and data access (Moor, 2015). A person who is regularly safeguarded is secure. Thus, data security

requires control. Thus, personal data must be shared to maintain security. Digital banks must secure client data.

Since electronic record management system security is vital to the theory, the study was relevant. Land data is protected by specific standards, security legislation, and haphazard security methods. The national land commission might draw on RALC theoretical lessons to develop data security model protection strategies and policies. Thus, the model helps in explaining the effect of security and control of records on employee presentation at the national land commission in Nairobi, Kenya.

2.2.2 Systems Theory

Systems model, first projected by Von Bertalanffy in the 1940s, refers to the notion of an organism as an open system with several components cooperating to fulfill a goal (Von Bertalanffy, 1968). According to the notion, a system's inputs and outputs work together to accomplish the system's goals. A system, according to the idea, is a mechanically oriented thing that is judged purely math, comments, and innovation. Von Bertalanffy showed that biological systems are open hierarchical systems that seek equilibrium using systems theory.

According to Mangal (2013), websites with malfunctioning mechanisms are less effective and have a negative impact on user involvement, but a well-integrated system gives a pleasant experience. To successfully limit security risks, all information security aspects inside an organization must be integrated and collaborated, according to systems theory. Mangal (2013) also used systems theory to determine if new website features increased user efficiency or system operation. According to Mangal, websites with broken components are less efficient and have a negative impact on the user experience, but a well-integrated system gives a pleasant experience.

The model was appropriate to the present study in that systems theory emphasizes the interconnectedness of various components within a system. Similarly, record management recognizes that records are not isolated entities but interconnected components within an organizational system. Records are created, maintained, and used by different individuals, departments, and processes within an organization. Understanding the interconnectedness of records helps in establishing effective record management systems and ensuring that records are accessible, accurate, and reliable across the organization. Therefore, the theory anchored the investigation on the effect of accessibility of records on worker performance at the national land commission in Nairobi, Kenya.

2.2.3 Technology Acceptance Model

The TAM was created by Davis (1986). It's a model of information systems that explains how humans accept and utilize technology. When new technology is offered to consumers, several factors have an impact their judgments about when and how they will utilize it. These factors include perceived utility and perceived simplicity of use (Davis, 1989).

The theory is significant to this research because it aids in explaining the evolution of information security systems. The many characteristics of information security systems should be aligned by public institutions such as the national land commission. The information security model that is designed should allow the commission to enhance their service offering by being adaptable to the business environment and operations, (Bagozzi, & Warshaw, 1989). The produced model should also be simply accessible, comfortable for its users, simple to understand and use, and provide security for all of the

information that the user provides on the model. For the model to be readily accepted by the customer, it must also fulfill a certain need.

The TAM is a widely used theoretical framework that explains individuals' acceptance and adoption of technology (Davis, 1989). It can be related to electronic management, specifically electronic records management. According to TAM, perceived usefulness is a critical factor influencing individuals' acceptance of technology. In the context of electronic management, individuals need to perceive the usefulness of electronic records management systems (ERMS) in comparison to traditional paper-based methods. The perceived usefulness of ERMS relates to the benefits it offers, such as improved searchability, accessibility, efficiency, and reduced physical storage requirements (Venkatesh & Davis, 2000). When users recognize the advantages of electronic management over traditional methods, they are more likely to accept and adopt ERMS.

The theory was the appropriate to present study in that applying the technology acceptance model to electronic management; organizations can gain insights into individuals' acceptance and adoption of ERMS. The sorting capacity allows users to categorize records based on various criteria such as date, subject, or department, enabling quick and targeted access to specific information. When individuals perceive the sorting capacity as useful, they are more likely to accept and adopt the ERMS for record management. Hence this study helps in explaining the effect of the sorting capacity of record on employee performance at the national land commission in Nairobi, Kenya.

2.3 Empirical Literature Review

2.3.1 Storage of Records on Employee Performance

According to Li (2022), documents should be accessed easily by users and safeguarded against unauthorized access, use, disclosure, removal, deterioration, loss, or destruction.

Guidelines for the storage of documents, especially sensitive or classified data, should be established by an organization. Paper records quickly degrade in greater-temperature, greater-humidity situations. Mold development on paper may also pose a health risk to employees. The volume, growth rate, security, retrieval, and preservation. The selection of storage medium (such as optical disc and tape), storage systems, storage environments, and handling methods should be based on the needs of electronic records (Wamukoya & Mutula, 2019).

Electronic record management perceived simplicity of use must include the aspects of any organization's dependability, authenticity, and correct record keeping in a method that can be confirmed for system audit. This allows the central authority to know when and where modifications were made, and those in charge of confirming the information before releasing it adopted the proper method (Wamukoya & Mutula, 2019). The systemization of records in a categorized manner by creation date, origin, and content to make it easy for staff to obtain right records using a procedural approach are essential signs of proper record management. To prevent compromise, the data must be kept in different models and in a secure environment.

Norolazmi and Ridwan (2019) conducted a study electronic keeping record deployment in statistics dense agencies. The goals were to see if this agency has an electronic recordkeeping policy, to see if this agency's personnel has any skills or experience in digital records and the agency's challenges to deploying it. A case study research approach was used in this investigation. 40 workers were subjected to questionnaires and an interview schedule in order to gather data. The findings of the study revealed that the electronic records system used in hospitals for records management was not fully effective because the system used only captured personal and financial information about the patients.

Mutimba (2019) performed research on the deployment of the Ministry of Higher Learning, Innovation's and Science computerized document and record-keeping system. To ensure greater data reliability, a case study research method was used. Observation, questionnaires, documentary reviews, and interviews were used to gather information. Despite the installation of an electronic management system, the MoHEST still uses the manual records management system, according to the study's findings. A poorly known records management policy exists at the MoHEST; there is insufficient paperwork, insufficient funds, and staff reluctance to change, all of which impede the electronic recording's implementation

2.3.2 Accessibility of Records on Employee Performance

Gutiérrez (2019) defines accessibility as a person's capacity to quickly obtain information, independent of form, structure, or presentation, regardless of ability. In the meanwhile, security is required to prevent any important object or information from being exposed or lost to irresponsible individuals (Salas-Olmedo, 2019). Only authorized people should have access to protected products or data, therefore accessibility and security must function together.

An organization should guarantee that authorized users have timely access to records in order to do business. Records, on the other hand, should be categorized according to their degree of sensitivity at any given moment in order to ensure proper protection for sensitive information. Guidelines for the preservation, processing, and transfer of classified documents should also be established by an organization (Picornell, 2019). Electronic record management systems include well-established access control methods that only enable authorized access to documents contained in the database.

Unauthorized access to private records/data is prevented by methods such as encryption and the use of passwords and pins. This assures that sound service is provided without interruption since the recordings' availability, integrity, and authenticity are constantly assured. Surprisingly, when output, user assurance, belief, and service distribution are recognized, enterprises will appreciate the value of information governance in the long run. The authority that determines the access, extraction, or keeping technique becomes relevant when the organization collaborates for better results (García-Albertos, 2019).

Lamuki, (2022) did a study on the effect of accessibility of records on employee performance in Data Tech Solutions, Kenya. The study used quasi-experimental design and convenient sampling to get a sample of 150 employees. The collected data from surveys was analyzed through correlation and regression. The study found a significant positive correlation between easy accessibility to records and employee performance. Employees who had quick access to relevant records exhibited higher productivity and job satisfaction.

Amina, (2019) did a study on the effect of the sorting capacity of records on employee performance in InfoSort Solution in Nigeria. The study adopted an experimental design. The study used a random sampling, 200 employees. Experimental manipulation of sorting capacity followed by performance assessments. Data analyzed using ANOVA and t-tests. The study revealed that employees working with highly efficient record sorting systems demonstrated significantly better performance and reduced errors, indicating the importance of an organized records system.

2.3.3 Sorting Capacity on Employee Performance

Data sorting is any process that organizes data for easier interpretation, analysis, or display. Sorting research data is a common approach to simplify its story. Most software

programs enable you to sort by numerous variables as well. This method of sorting will be carried out in a specified variable priority order; for example, a data collection including region and country fields may be sorted first by region and then by country. Within each sorted area, the county sort will be used. Sorting is also often used to rank or prioritize data (Lim & Ali, 2021). In this case, data is sorted according to a rank, determined score, or other determining factor

Sorting records is a component of a records organization system that guarantees that records can be found when they are needed. If the information contained in paper records is to be found quickly and effectively, accurate documentation and awareness of their locations are required (Tseng, 2021). One of the most common reasons for lost records is that their next destination is unknown. Sorting the movement and use of records in a recordkeeping system is mandatory to: detect overdue action; allow record retrieval; avoid destruction or absence of records; monitoring usage for upkeep and security of the recordkeeping system (record growth, record disposal); where recordkeeping systems have been merged or transferred (Sarmiento, 2021).

2.3.4 Security and Control of Records on Employee Performance

Digital data is shielded from theft, tampering, and illegal access via data security. It includes administrative and access controls, logical security for software applications, and physical security for hardware and storage devices (Musembe, 2019). It includes company policies. Data security involves using technologies and tools to improve the organization's awareness of its critical data and how it is utilized. These systems should encrypt, disguise, and redact sensitive data and automate reporting to simplify audits and regulatory compliance.

Data security methods should be used to protect today's complex, dispersed, hybrid, and multicloud computing systems. Understanding data storage, who has access, and preventing high-risk behaviors and potentially destructive file moves are examples (Mutula, 2019). Comprehensive data protection solutions that allow firms to centralize policy enforcement and monitoring may simplify the task. Data security involves people, processes, and technology. Establishing sufficient controls and processes requires both the right tools and organizational culture. This means prioritizing information security across the board (Deepalakshmi, & Shankar, 2020). Records management necessitates adequate security for both paper and electronic data. DMS software and cloud storage employ access limits and encryption to protect data. Many EDMs have encryption tools. Without the decryption key, a document intercepted over an open network will be unusable (Luica & Ibiricu, 2019).

Performance as an employee is a worker's contribution to goals (Herbert & Lee 2019). "Performance" describes an organization's methods, relevance, outcomes, and success. Employee performance is satisfying accuracy and completeness standards over time (Afshan, 2016). Motivation and talent determine employee performance. Borman and Motowidlo (2018) define worker efficiency as "the effectiveness with which job holders carry out their assigned duties, leading to the accomplishment of the business's mission while compensating the organization and individual accordingly."

Sinha (2015) says worker motivation and openness determine performance. According to the study, workers' desire and openness to do their duties may enhance productivity and performance. According to Stup (2016), employers must ensure that workers complete their jobs on time to achieve standard performance. If the assignment or project is done on time, employers can monitor and help staff improve.

Karakas (2016) examines many factors affecting employee presentation. Physical workspace, tools, purposeful work, performance standards and feedback, exceptional or poor performance system rewards, standard operating procedures, knowledge, skills, and attitudes are some aspects to consider. Employee performance will be assessed in this research based on elements such as quantity, standard, knowledge, and creativity of the person toward performed duties that follow the duty over time. Employee performance will be evaluated in this research based on employee happiness, customer satisfaction, timely delivery of services, and reaching the given deadline.

2.4 Summary of the Reviewed Literature and Research Gap

Table 1

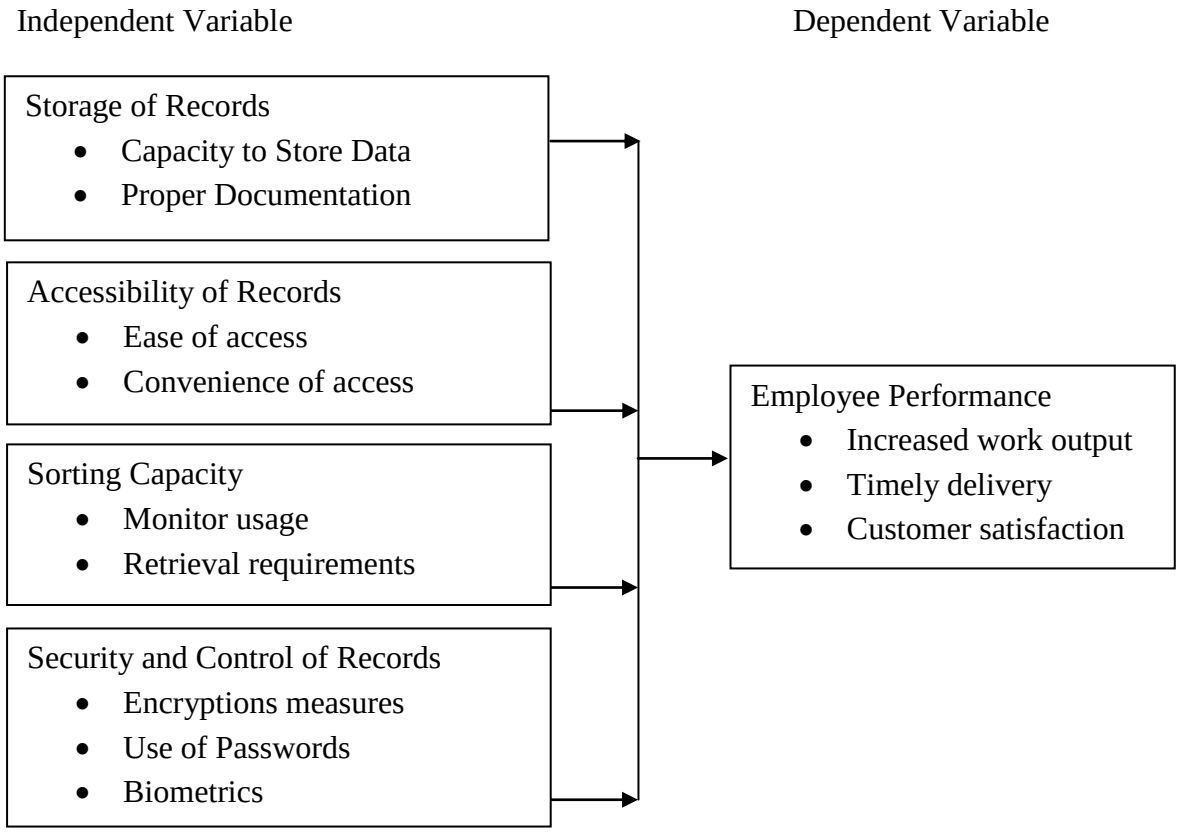
Summary of the Reviewed Literature and Research Gap

Author(s)	Focus of the Study	Findings of the Study	Gaps of the Study	How the Study Addressed the Gaps
Norolazmi and Ridwan (2018)	Electronic record deployment in statistics dense agencies	The electronic records system used in hospitals for records management was not fully effective	Lack of effectiveness in electronic records system	Identified the challenges and issues with electronic recordkeeping in statistics-dense agencies and highlighted areas for improvement
Mutimba (2018)	Deployment of the Ministry of Higher Learning, Innovation's and Science computerized document and record-keeping system	The MoHEST still uses the manual records management system and faces various challenges in implementing electronic record-keeping	Manual records management, lack of policy, insufficient paperwork, insufficient funds, staff reluctance to change	Addressed the challenges and obstacles in transitioning to electronic record-keeping, pinpointing areas that require attention and improvement
Garrido (2016)	Effects of electronic record keeping on nurse-sensitive patient outcomes	Implementation of an electronic health record (EHR) was linked to increased recording for health concerns, but not to a statistically significant reduction in falls	Improved recording for health concerns, no significant reduction in falls	Highlighted the impact of EHR on nursing care practices and patient outcomes, recognizing areas where EHRs were effective and where further improvements were needed
Lamuki (2028)	Effect of accessibility of records on employee performance in Data Tech Solutions, Kenya	Significant positive correlation between easy record accessibility and employee performance, leading to higher productivity and job satisfaction	Positive correlation between record accessibility and employee performance	Focused on the relationship between record accessibility and employee performance, emphasizing the importance of accessible records
Amina (2019)	Effect of the sorting capacity of records on employee performance in InfoSort Solution in Nigeria	Employees with highly efficient record sorting systems demonstrated significantly better performance and reduced errors	Improved employee performance with efficient sorting systems	Demonstrated the positive impact of efficient record sorting systems on employee performance, highlighting the need for organization
Osei (2018)	Effect of security and control of records on employee performance in Ghana	Strong security and control over records positively influenced employee performance, leading to increased confidence and focus	Positive influence of security and control on performance	Emphasized the importance of security and control over records, addressing employee confidence and focus as key factors

2.5 Conceptual Framework

Figure 1

Conceptual Framework



Source: Author (2023)

2.5.1 Storage of Records

Information should be easily accessible and safeguarded against unapproved use, access, disclosure, removal, deterioration, damage, or devastation. Guidelines for the storage of documents, especially sensitive or classified data, should be established by an organization. Organizations using High-temperature, high-humidity settings swiftly degrade paper records. Records quantity, rate of growth, and safety issues, retrieval requirements, and preservation needs, should guide the selection of storage medium, storage system, storage environment, and handling processes for electronic records (Mutula, 2018).

2.5.2 Accessibility of Records

An organization should guarantee that authorized users have timely access to records in order to do business. Records, on the other hand, should be categorized according to their degree of sensitivity at any given moment in order to ensure proper protection for sensitive information. Guidelines for the preservation, processing, and transfer of classified documents should also be established by an organization. Access control methods are well-established in electronic record management systems, allowing only authorized access to records stored in the database (Mnjama, 2017).

2.5.3 Sorting Capacity

Sorting records is a constituent of a records organization system that guarantees that records can be found when they are needed. If the information contained in paper records is to be found quickly and effectively, accurate documentation and awareness of their locations are required (Sandhu, 2015). One of the most common reasons for lost data is because their future destination is unknown. Sorting the movement and use of records in a recordkeeping system is necessary to: detect overdue action; allow record recovery; avoid loss or disappearance of records; track use for record care system upkeep and safety; and identify the functional provenance of specific records in merged or migrated recording systems (Pulkkinen, 2017).

2.5.4 Security and Control of Records

Digital records are especially sensitive to illegal or inadvertent change, copying, transfer, or deletion, which may occur without warning. This jeopardizes the accuracy of the records, potentially jeopardizing the authority's interests. Authorities should evaluate the dangers and put in place adequate protections. In digital systems, backup copies of records should be maintained and stored securely in a different place. They should be

examined on a regular basis to verify that the storage media has not deteriorated and that the information is still intact and recoverable. Backups should be handled in a manner that allows for secure disposal choices without jeopardizing the authority's ability to recover from system failures and significant catastrophes (Mutula, 2018). The records should be kept confidential and secure by protecting the computers includes routinely changing passwords, encryption, up-to-date antivirus software, malware scans, automated timeouts options, and other safety precautions.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

The research design is very important to the study in providing clear information that details how the study is arranged, how data is collected and analyzed. The study adopted descriptive research design. Descriptive research design allows for gathering in-depth information that is quantitative or qualitative in nature. Further the descriptive research design gives the opportunity to use quantitative data to find data and characteristics about the population or phenomenon that is being studied. These types of studies are intended to examine a variable at a specific point in time.

3.2 Location of the Study

The choice of study area is critical because it affects the data produced. The study area is critical because of the diverse array of data and instruments housed in the study environment, all of which directly or indirectly affect the research outcomes (Mugenda & Mugenda, 2012). The location of this study was at National Land Commission in Nairobi. The location was ideal for the study since it is the headquarters of the National Land Commission therefore it host all the lands records in Kenya

3.3 Population of the Study

Nghiem (2018) defines population as the entire collection of elements from which a scholar wishes to give conclusions. The whole group of components to which the researcher can truly apply the findings' conclusion is referred to as the target population. The unit of analysis was the 10 directorate at National Land Commission in Nairobi. The unit of observation was 439 staff at the National Land Commission in Nairobi.

Table 2

Target Population

Directorates and Departments	No of staff
Land Administration and management	62
Land use planning and Research	40
Land Valuation and taxation	35
Legal affairs and regulation	25
Finance and corporation planning	55
Human resources management and administration	58
Internal audit and risk management	33
Corporate communication and advocacy	28
Supply chain management	54
Information communication technology	49
Total	439

3.4 Sampling Procedure and Sample Size

Sampling denotes a process of selecting a representative part of the population for the purposes of research. It entails random selection from various directorates allowing the analysts to draw out solid statistical conclusion for the entire population. This study used Nassiuma (2008) Coefficient of Variation formula in determining the target sample. The formula is as follows:

$$n = \frac{NC^2}{C^2 + (N-1)\,e^2}$$

Where: n=sample size N=Population accessed c=Covariance=Standard error

A coefficient of variation at best 25% is appraised and specific for this study and a coefficient, e, of 0.02 is adopted.

Where

$$n = \frac{439 \times (0.25)^2}{(0.25)^2 + (439-1)\,(0.02)^2} = 115$$

Additionally, for the final proportions a stratified sampling is used to select sample form all the directorate and departments as follows;

$$n_{1=(n}/N)\ N1$$

Where, n_1=Stratified Sample, n=total sample size, N=Total population, N1=Population of subgroups.

Table 3

Sample Size

Directorates and Departments	Target Population	Sample Size
Land administration and management	62	16
Land use planning and Research	40	11
Land valuation and Taxation	35	9
Legal affairs and regulation	25	7
Finance and corporation planning	55	14
Human resources management and administration	58	15
Internal audit and risk management	33	9
Corporate communication and advocacy	28	7
Supply chain management	54	14
Information communication technology	49	13
Total	439	115

3.5 Instrumentation

The study used structured questionnaire as the instrument for data collection. Structured questionnaires provide several advantages in research and data collection. They offer standardization, ensuring all respondents receive the same set of questions, thus minimizing researcher bias and ensuring uniform and comparable data. Structured questionnaires are reliable, producing consistent results across different individuals and times. They are efficient, allowing for quick data collection from a large number of

respondents. The resulting quantitative data is easy to analyze, promoting objective analysis and comparability between different groups. Structured questionnaires are also cost-effective, making them suitable for large-scale studies, and their objectivity reduces the risk of interviewer bias.

3.5.1 Pilot Study

Pilot study entailed testing the entire procedure by using the questionnaire on a smaller but constitutes sample of the participants in a study before administering the dominant research (Meadow, 2013). To determine the validity and reliability of the study, the researcher conducted a pilot study at the Ministry of Lands in Kericho Town where 12 questionnaires were issued out to administrators in land administration and management, land use planning and research, land valuation and taxation, legal affairs and regulation, finance and corporation planning, human resources management and administration, internal audit and risk management, corporate communication and advocacy, supply chain management and information communication technology. The piloted questionnaires represented 10% of the sample size.

3.5.2 Validity of Research Instruments

Validity entails what an instrument measures, and how perfect it does so. Validity have to do with the faith that one can have in the data collected from the use of an instrument, expressly, the degree to which any measuring tool guides for random error, (Haradhan & Kumar, 2017). There are two types of validity of the questionnaire, which are face validity and content validity. The content validity of this study was enhanced in search of views of experts in the field of study especially the research supervisor. According to Cooper and Schindler (2015) pre-testing was a good way to ameliorate the probability of face validity.

3.5.3 Reliability of Research Instruments

The questionnaires is the questionnaire adopted on this study was based on information systems element as independent variable with five factors or dimension that is; hardware, information network, database, human resource and the level of performance as dependent variables. Reliability is about uniformity measures through a research instrument provided (Grinnel, 2016). Hence, reliability is the degree of uniformity in which the measuring instrument measures and attributes, (Hamed Taherdoost, 2016). It also touches on the scope to which the independent domains of the similar instrument submit the similar output under corresponding conditions (Messick, 2016). Reliability in this study was enhanced by pre-testing the questionnaire with a selected sample which was not included in the main study. An internal consistency technique was adopted by utilization of Cronbach's Alpha. Internal consistency reliability is a measure of reliability employed in evaluating the level by which various test items that probe the same construct produce similar results. Higher values of alpha were more desirable. Kothari (2012) indicated that as a rule of the thumb, a reliability of 0.70 or higher (obtained on a substantial sample) is acceptable.

Table 4

Reliability Test Results

Variable	No. of Items	Cronbach's Alpha Value
Storage of Records	12	.874
Accessibility of Records	12	.889
Sorting Capacity	12	.854
Security and control of Records	12	.899
Employee Performance	12	.798

The questionnaires were coded and Cronbach's Alpha Test was then conducted. All the 5 variables gave Cronbach's Alpha threshold values greater than 0.7 as shown in Table 4.2. From the pilot study the Cronbach Alpha values were 0.874, 0.889, 0.854, 0.899 and 0.798 for storage of records, accessibility of records, sorting capacity, security and control of records and employee performance. All the variables had Cronbach values which were greater than 0.7. This implies that the instruments were reliable.

3.6 Data Collection Procedures

Through Kabarak University, the researcher sought a permit from the National Council of Science, Technology, and Innovation, (NACOSTI). With the introduction letter and research permit from NACOSTI, the researcher will then visit the NlC Staff, NLIMS Directorate and Commissioners based at ACK Gardens 1stNgongAvenue for introduction. Following the necessary approval, the researcher then distributed the questioners for data collection. The questionnaire was distributed or dropped to the respondents and picked from the department assigned to the research after 2 to 3 days for data capturing and analysis.

3.7 Data Analysis

The process entailed reducing large amounts of data to manageable sizes, creating summaries, employing statistical techniques and getting patterns (Brown & Sanders, 2016). To generate meaning from the collected data, descriptive statistics were used. The data collected through questionnaire was checked for completeness, consistency and thereafter analyzed using SPPS version 25. Both descriptive and inferential statistics were employed in this study. Under descriptive statistics frequency, percentage, mean and std were adopted. Under inferential statistics ccorrelation and regression analysis

were used to identify the relationship between ERMS and employee performance. The following regression model was adopted in the study

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$……..…..…….....i

Where:

Y= Employee Performance

β_0 represents Constant Term

X_1 represents Storage of Records

X_2 represents Accessibility of Records

X_3 represents Sorting Capacity

x_4 represents Security and control of Records

ε represents Error Term

$\beta_1, \beta_2, \beta_3, \beta_4$, Represents Regression Coefficients for Independent Variables

3.8 Ethical Considerations

It is the responsibility of the researcher during a study involving human or non-human participants to ensure they are protected from any harm and their welfare is respected. The researcher first sought authorization from university Ethics Committee clearance after which the researcher received permission from NACOSTI. After the two approvals the researcher sought permission from NLC authorities. To ensure voluntary participation the targeted population were given an option to opt out at any moment without affecting the program or their future participation. Everyone involved may respond to questions. To ensure confidentiality the target population the researcher ensured that the privacy of the respondents were protected at all times. This helped to increase the number of people that filled out the survey.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSIONS

4.1 Response Rate

The study issued 115 questionnaires to staff at the National Land Commission in Nairobi. Out of which 95 responses were represented this represented 83% response rate.

Table 5

Response Rate

Sampled No. f Respondents	No. Of Questionnaires Returned	Response Rate (%)
115	95	83

4.2 Background Information

The general information of this study comprised, the age of the respondents, the education level of the respondents and the duration of service among the respondents.

4.2.1 Gender of the Respondents

The respondents were requested to indicate their gender. The finding is indicated in Table 6.

Table 6

Gender of the Respondents

Gender	Frequency	Percentage
Male	56	59
Female	39	41
Total	95	100

From the findings 59% of respondents were male while 41% of the respondents were female. This implies that majority of the employees at land and registration at national land commission in Kenya was male.

4.2.2 Age of the Respondents

The respondents were requested to indicate their age category. The findings is indicated Table 7.

Table 7

Age of the Respondents

Age	Frequency	Percentage
20-30 Years	23	24
31-40 Years	32	34
41-50 Years	28	29
50 Years and above	12	13
Total	95	100

From the findings 24% of respondent indicated that they were in age brackets of 20-30 years, 34% stated that they were in age brackets of 31-40 years, 29% stated that they were in age brackets of 41-50 years while 13% stated that they were in age brackets of 50 years and above. This implies that majority of the respondents were in age brackets of 41-50 years and 31-40 years.

4.2.3 Highest Education Qualification

The respondents were requested to indicate their highest education qualification. The finding is indicated;

Table 8

Highest Education Qualification

Education Qualification	Frequency	Percentage
Diploma	19	20
Undergraduate	37	39
Post Graduate	39	41
Total	95	100

From the findings 20% of respondents stated that they had diploma as their highest education qualification, 39% stated that they had undergraduate degree as their education qualification, 41% stated that they had attained postgraduate degree as their education qualification. This implies that majority of the employees in the land registration at national land commission in Kenya had undergraduate degree and master's degree as their education qualification. Hence they had vast knowledge on the issues relating with electronic records management systems on employee performance.

4.2.4 Length of Service

The respondents were requested to indicate the duration they have been working in land registration at national land commission in Kenya.

Table 9

Length of Service in Land Registration at National Land Commission

Years	Frequency	Percentage
Below 1 Years	3	3
2-5 Years	13	14
6-10 Years	38	40
Above 10 Years	41	43
Total	95	100

From the findings the 3% of the respondents stated they have been working with land registration at national land commission for less than 1 year, 14% stated that they have

been working with the land registration at national land commission for 2-5 years 40% stated that they have been working with the land registration at national land commission for 5-10 years while 43% stated that they have been working with land registration at national land commission for more than 10 years. This implies that majority of the employees have been in the land registration at national land commission for 4-10 years and over 10 years. Hence they were well conversant with the issues raised in the study.

4.3 Storage of Records on Employee Performance

The researcher sought to find out the effect of storage of records on employee performance at the national land commission in Nairobi, Kenya. The findings are indicated in Table 10.

Table 10

Storage of Records on Employee Performance

Statements on Storage of Records	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
Records are stored in a server room for easy access which enhances employee performance.	40	48	2	6	4	4.369	.722
All the records are stored in one device for easy access by employees hence improving employee performance.	38	52	2	8	0	4.351	.767
The organization has a program to back up the records and the associated data which improves performance.	34	50	12	2	2	4.345	.692
The organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity.	44	50	0	4	2	4.273	.689

From the findings 40% of the respondents strongly agreed that records are sorted depending on their usage which positively affects employee performance, 48% agreed, 2% of the respondents were undecided 6% disagreed while 4% strongly disagreed that records are stored in a server room for easy access which enhances employee performance with a mean of 4.369 and standard deviation of 0.722. This implies that records are stored in a server room for easy access which enhances employee performance. The findings agrees with Agyemang and Boadi (2017) which found out that server rooms equipped with robust indexing and search functionalities enable efficient information retrieval. Records can be classified, tagged, and indexed based on relevant attributes, such as date, subject, or keywords. This categorization allows employees to locate specific records swiftly, reducing the time and frustration associated with manual searching.

Further 38% of the respondents strongly agreed that all the records are stored in one device for easy access by employees hence improving employee performance, 52% greed that all the records are stored in one device for easy access by employees hence improving employee performance, 2% were undecided while 8% disagreed that all the records are stored in one device for easy access by employees hence improving employee performance with a mean score of 4.351 and standard deviation of 0.767. This implies that all the records are stored in one device for easy access by employees hence improving employee performance. The findings agree with Mhlanga and Dube (2018) who found that efficient management of records plays a crucial role in enhancing employee performance and overall organizational productivity. Storing records in a centralized device can offer easy access to information, potentially leading to improved employee performance.

From the findings 34% of the respondents strongly agreed that the organization has a program to back up the records and the associated data which improves performance, 50% agreed that the organization has a program to back up the records and the associated data which improves performance, 12% were undecided, 2% disagreed while 2% strongly disagreed. This implies that the organization has a program to back up the records and the associated data which improves performance with a mean of 4.345 and standard deviation of 0.692. According to Ellis (2015), a program should be set up to regularly monitor and refresh the digital media, such as transferring the records to a new optical disc, taking into account the media's life span to ensure the accessibility and usability of records over time.

From the findings 44% of the participants strongly agreed that the organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity, 50% agreed, 4% disagreed while 2% strongly disagreed that the organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity with a mean of 4.273 and standard deviation of 0.689. This implies that the organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity. The study findings are in line with those of, Wamukoya and Mutula, (2018), who found out that backup, are critical in the management of lands records as they provide a way to recover data in case of disasters, ensure data security, legal compliance, data integrity, and preservation of historical records. It is essential to have proper backup procedures in place to ensure the effectiveness of land administration and ownership.

4.4 Accessibility of Records

The study sought to establish the effect of accessibility of records on employee performance at the national land commission in Nairobi, Kenya. The findings is shown in Table 11.

Table 11

Accessibility of Records

Statements on Accessibility of Records	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
Records are accessible all the time to the employee	38	52	2	8	0	4.244	.950
Timely access of records ensures timely delivery of service	49	41	2	8	0	4.107	1.016
The organization stores records in a manner which facilitate user access	35	45	3	10	7	3.869	1.023
Records are only accessible to the authorized personnel.	29	41	12	10	8	3.631	1.152
Organization malpractices such as data fraud and unauthorized access to the records have negative effect on employee performance.	39	43	2	9	7	3.735	1.134

From the study the findings revealed that 38% of the respondent strongly agreed that records are accessible all the time to the employee which enhances performance, 52% of the respondents agreed that records are accessible all the time to the employee which enhances performance, 2% were undecided, 8% disagreed that records are accessible all the time to the employee which enhances performance (mean=4.244, SD=0.950). The findings agree with Kaguongo and Kimenyi (2019) who stated that storing records in a centralized device allows employees to access information quickly and conveniently.

With a centralized system, employees can retrieve records from a single location, reducing the time and effort required for manual searching through physical files or disparate electronic sources. This ease of access can enhance employee performance by enabling them to find the necessary information efficiently, thereby saving time and increasing productivity.

In addition 49% of the respondents strongly agreed that timely access of records ensures timely delivery of service hence improving employee performance, 41% agreed that timely access of records ensures timely delivery of service hence improving employee performance, 2% were undecided, while 8% disagreed (mean=4.107, SD=1.016). This implies that timely access of records ensures timely delivery of service hence improving employee performance. According to Picornell, (2019) timely access to shared records facilitates better collaboration among team members. Whether working on a joint project or seeking information about a colleague's work, employees can collaborate seamlessly when records are readily available. This fosters a culture of teamwork and improves overall communication within the organization. Moreover, timely access to records empowers employees and decision-makers with up-to-date information. Whether it's data on project status, customer interactions, or financial performance, having access to current and accurate records ensures that decisions are based on the most recent and relevant information. Informed decision-making is a cornerstone of effective leadership and operational efficiency.

Moreover, 35% of the respondents strongly agreed that the organization stores records in a manner which facilitate user access hence improving employee performance, 45% agreed that the organization stores records in a manner which facilitate user access hence improving employee performance, 3% were undecided, 10% disagreed while 7% disagreed that the organization stores records in a manner which facilitate user access

hence improving employee performance (mean=3.869, SD=1.023). This implies that the organization stores records in a manner which facilitate user access hence improving employee performance. According to García-Albertos, (2019) well-organized record storage systems ensure that employees can quickly locate the information they need. This accessibility saves valuable time that would otherwise be spent searching for documents. Time efficiency is crucial for meeting deadlines, responding to inquiries, and completing tasks promptly, all of which contribute to improved overall employee performance. In addition when records are organized in a logical and systematic manner, it contributes to streamlined workflows. Employees can follow a clear path to access the data they require for their specific tasks. This reduces confusion, minimizes errors, and fosters a more efficient work environment. Streamlined workflows enable employees to focus on their core responsibilities, enhancing productivity.

From the findings 29% of the respondent strongly agreed that records are only accessible to the authorized personnel which improve employee performance, 41% of the respondents agreed that Records are only accessible to the authorized personnel which improve employee performance, 12% were undecided 10% disagreed while 8% strongly disagreed that records are only accessible to the authorized personnel which improve employee performance (mean=3.631, SD=1.152). This implies that records are only accessible to the authorized personnel which improve employee performance. According to Lamuki, (2022) restricting access to authorized personnel, organizations ensure that sensitive and confidential information is protected. This security measure is essential for maintaining the trust of clients, customers, and stakeholders. Employees are more likely to perform effectively when they know that the organization takes measures to safeguard critical data. Moreover, limited access prevents unauthorized individuals from using or manipulating sensitive data. This protects the integrity of records and

prevents potential misuse or tampering. Knowing that only authorized personnel can access certain information promotes a secure and controlled environment, fostering a sense of responsibility among employees.

The study findings further revealed that 39% of the respondents strongly agreed that the organization malpractices such as data fraud and unauthorized access to the records have negative effect on employee performance, 43% agreed, 2% were undecided, 9% disagreed while 7% strongly disagreed. This implies that the organization malpractices such as data fraud and unauthorized access to the records have negative effect on employee performance with (mean=3.735, SD=1.134). This implies that the organization malpractices such as data fraud and unauthorized access to the records have negative effect on employee performance. According to Tough, (2015) unauthorized access to private records/data is prevented by methods such as encryption and the use of passwords and pins. This assures that sound service is provided without interruption since the recordings' availability, integrity, and authenticity are constantly assured. Surprisingly, when productivity, user confidence, trust, and service delivery are recognized, enterprises will appreciate the value of information governance in the long run. When there are shared responsibilities and collaboration for greater results in the organization, the authority in place that defines the access, retrieval, or storage procedure becomes relevant.

4.5 Sorting Capacity

The study sought to establish the effect of the sorting capacity of record on employee performance at the national land commission in Nairobi, Kenya. The findings is shown in Table 12.

Table 12

Sorting Capacity

Sorting Capacity	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std.
Records are sorted depending on their usage which positively affects employee performance.	34	46	2	18	0	3.631	1.052
Record sorting helps to monitor usage for recordkeeping system capacity and security for effective service delivery.	54	30	6	10	0	4.351	.684
Sorting of records helps in easy retrieval which improves performance.	32	58	4	6	0	4.267	.858
Record sorting prevent loss or missing of records which ensures sound service delivery and better employee performance.	33	57	2	8	0	4.089	.914

From the study the findings revealed that 34% of the respondent strongly agreed that records are sorted depending on their usage which positively affects employee performance, 46% of the respondents agreed that records are sorted depending on their usage which positively affects employee performance, 2% were undecided, 18% disagreed that records are sorted depending on their usage which positively affects employee performance (mean=3.631, SD=1.052). According to Tseng, (2021), sorting records based on usage means that frequently accessed or critical information is readily available. This efficiency in retrieval saves employees valuable time that might be wasted searching for specific records. Quick access to relevant data streamlines

workflows, allowing employees to complete tasks more efficiently and meet deadlines promptly. In addition, sorting records based on usage facilitates more informed decision-making. Decision-makers can quickly access relevant historical data, performance metrics, or other critical information needed for strategic planning. This timely access to comprehensive data supports better decision outcomes, contributing to overall organizational success and positively impacting employee performance.

In addition 54% of the respondents strongly agreed that record sorting helps to monitor usage for recordkeeping system capacity and security for effective service delivery, 30% agreed that record sorting helps to monitor usage for recordkeeping system capacity and security for effective service delivery, 6% were undecided, while 10% disagreed (mean=4.351, SD=0.684). This implies that record sorting helps to monitor usage for recordkeeping system capacity and security for effective service delivery. According to Mashhadi and Behdad, (2017) most software programs enable you to sort by numerous variables as well. This method of sorting will be carried out in a specified variable priority order; for example, a data collection including region and country fields may be sorted first by region and then by country. Within each sorted area, the county sort will be used. Sorting is also often used to rank or prioritize data.

Moreover, 32% of the respondents strongly agreed that sorting of records helps in easy retrieval which improves performance, 58% agreed that sorting of records helps in easy retrieval which improves performance, 4% were undecided while 6% disagreed that sorting of records helps in easy retrieval which improves performance (mean=4.267, SD=0.858). This implies that the sorting of records helps in easy retrieval which improves performance. According to Musembe, (2019), sorted records enable organizations to adapt to changes more effectively. Whether it's accommodating new

projects, adjusting to shifts in priorities, or responding to evolving industry trends, a well-organized record system ensures that employees can swiftly retrieve and adapt to the information needed for changing circumstances.

From the findings 33% of the respondent strongly agreed that records sorting prevent loss or missing of records which ensures sound service delivery and better employee performance, 57% of the respondents agreed that records sorting prevent loss or missing of records which ensures sound service delivery and better employee performance, 2% were undecided while 8% disagreed that records are only accessible to the authorized personnel which improve employee performance (mean=4.089, SD=0.914). This implies that records sorting prevent loss or missing of records which ensures sound service delivery and better employee performance. According to Mutula, (2019), one of the most common reasons for lost records is that their next destination is unknown. Sorting the movement and use of records in a recordkeeping system is required to: identify outstanding action required; enable record retrieval; prevent loss or missing records; monitor usage for recordkeeping system maintenance and security (e.g. growth of records, record disposal); and identify the operational origin of individual records where recordkeeping systems have been amalgamated or migrated.

4.6 Security and Control of Records

The respondents were asked to indicate their level of agreement on the effect of security and control of records on employee performance at the national land commission in Nairobi, Kenya. The findings were as indicated in Table 13.

Table 13

Security and Control of Records

Security and Control of Records	SA %	A %	U %	D %	SD %	Mean	Std
The organization uses data encryption to prevent unauthorized access to the records	26	47	17	10	0	3.887	0.907
Data encryption serves as an access control measures thus efficient service delivery	37	45	13	5	0	4.113	0.870
Vital records are protected with pins and passwords for effective operation of the employees.	55	42	3	0	0	4.516	0.565
Pins and passwords helps to minimize loss of records hence providing uninterrupted business operation	57	37	6	0	0	4.500	0.621

From the study the findings revealed that 26% of the respondent strongly agreed that the organization uses data encryption to prevent unauthorized access to the records which has positive impact on employee performance, 47% of the respondents agreed that the organization uses data encryption to prevent unauthorized access to the records which has positive impact on employee performance, 17% were undecided, 10% disagreed that the organization uses data encryption to prevent unauthorized access to the records which has positive impact on employee performance (mean=3.887, SD=0.907). According Luica and Ibiricu, (2019), data encryption adds an extra layer of security to sensitive records. This enhanced security not only protects the organization's confidential information but also instills a sense of trust and confidence among employees. Knowing that their work-related data is secure contributes to peace of mind, allowing employees to focus on their tasks without concerns about unauthorized access or data breaches.

In addition 37% of the respondents strongly agreed that data encryption serves as an access control measures thus efficient service delivery and higher employee performance, 45% agreed that data encryption serves as an access control measures thus efficient service delivery and higher employee performance, 13% were undecided, while 5% disagreed (mean=4.113, SD=0.870). This implies that data encryption serves as an access control measures thus efficient service delivery and higher employee performance. The finding agrees with Mwachofi and Ongori (2016) who argue that implementing a centralized electronic record management system led to significant improvements in information accessibility. The researchers found that employees reported spending less time searching for records and experienced increased efficiency in completing tasks. This improved accessibility positively impacted employee performance and overall organizational effectiveness.

Moreover, 55% of the respondents strongly agreed that vital records are protected with pins and passwords for effective operation of the employees, 42% agreed that vital records are protected with pins and passwords for effective operation of the employees, 3% were undecided that vital records are protected with pins and passwords for effective operation of the employees (mean=4.516, SD=0.565). This implies that the vital records are protected with pins and passwords for effective operation of the employees. According to Afshan, (2016) pins and passwords serve as a primary layer of access control. By requiring employees to input a unique combination of numbers or characters, organizations can ensure that only authorized personnel have access to vital records. This access control is crucial for maintaining the confidentiality and integrity of sensitive information.

From the findings 57% of the respondent strongly agreed that pins and passwords helps to minimize loss of records hence providing uninterrupted business operation which

boost employee performance, 37% of the respondents agreed that the pins and passwords helps to minimize loss of records hence providing uninterrupted business operation which boost employee performance, 6% were undecided that that pins and passwords helps to minimize loss of records hence providing uninterrupted business operation which boost employee performance (mean=4.500, SD=0.621). This implies that pins and passwords helps to minimize loss of records hence providing uninterrupted business operation which boost employee performance. According to Luica and Ibiricu, (2019) records management necessitates adequate security for both paper and electronic data. To safeguard data, document management system (DMS) software and cloud storage use a variety of tools and approaches such as access restrictions and encryption. Encryption tools are included in many electronic document management systems. If a document is intercepted over an open network, for example, the file will be unavailable without the decryption key.

4.7 Employee Performance at the National Land Commission

The study sought to establish employee performance at the national land commission. Kenya. The findings are shown in Table 14.

Table 14

Employee Performance at the National Land Commission

Statements on Employee Performance	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std
The organization has recorded higher work out put for the past few years	49	39	10	2	0	4.333	.893
The organization has managed to reduce the work load	48	39	6	4	3	4.534	.831
There is timely delivery of service	38	44	4	9	5	3.994	.989
Customers are satisfied with the services offered	32	52	3	10	3	3.375	1.176

From the study the findings revealed that 49% of the respondent strongly agreed that the organization has recorded higher work out put for the past few years, 39% of the respondents agreed that the organization has recorded higher work out put for the past few years, 17% were undecided, 10% disagreed that the organization has recorded higher work out put for the past few years (mean=4.333, SD=0.893). According to Stup (2016) strong and effective leadership plays a pivotal role in driving organizational success. A leadership team that provides clear vision, strategic direction, and fosters a positive work culture can inspire and motivate employees to achieve higher levels of productivity.

In addition 48% of the respondents strongly agreed that the organization has managed to reduce the work load, 39% agreed that the organization has managed to reduce the work load, 13% were undecided, while 5% disagreed (mean=4.534, SD=0.831). This implies that the organization has managed to reduce the work load. According to Tshivhase, and Ngwenya, (2020) reducing workload allows employees to focus on strategic initiatives, creativity, and innovation, which are critical for organizational growth and competitive advantage. By freeing up employees' time, organizations enable them to engage in

professional development, training, and knowledge sharing, further enhancing their performance and contributing to their long-term career growth.

Moreover, 38% of the respondents strongly agreed that there is timely delivery of service, 44% agreed that there is timely delivery of service, 4% were undecided, 9% disagreed while 5% strongly disagreed that there is timely delivery of service that vital records are protected with pins and passwords for effective operation of the employees (mean=3.994, SD=0.989). According to Afshan, (2016) securing vital records ensures the continuity of operations. By preventing unauthorized access, the organization reduces the risk of data loss or manipulation, contributing to the overall stability of its operations.

.From the findings 32% of the respondent strongly agreed that customers are satisfied with the services offered, 52% of the respondents agreed that the customers are satisfied with the services offered, 3% were neutral, 10% disagreed while 3% strongly disagreed that customers are satisfied with the services offered(mean=3.375, SD=1.176). This implies that customers are satisfied with the services offered Brindisi, (2015) Customer satisfaction is important because it illustrates whether the customer base likes what the organization is doing. High satisfaction leads to greater customer retention, higher lifetime value, and a stronger brand reputation.

4.8 Correlation Analysis

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study.

4.8.1 Correlation Between Storage of Records on Employee Performance

The study conducted a correlation analysis between correlation between storage of records and employee performance at the national land commission in Nairobi, Kenya. The results were as shown in Table 15.

Table 15

Correlation between Storage of Records on Employee Performance

		Storage of Records
Employee Performance	Pearson Correlation	.741*
	Sig. (2-tailed)	.027
	N	95

*. Correlation is significant at the 0.05 level (2-tailed).

From the findings the study established that there exists a strong positive and significant relationship (r = .741, P=0.027) between storage of records and employee performance at the national land commission in Nairobi, Kenya. The findings are in line with those of Mutimba who found that storage of records through manuals system slows down employee performance while storage of records through electronic systems enhances employee performance.

4.8.2 Correlation between Accessibility of Records on Employee Performance

In addition, the study conducted a correlation analysis between accessibility of records and employee performance at the national land commission in Nairobi, Kenya, the findings were as shown in Table 16.

Table 16

Correlation between Accessibility of Records on Employee Performance

		Accessibility of Records
Employee Performance	Pearson Correlation	.619*
	Sig. (2-tailed)	.023
	N	95

*. Correlation is significant at the 0.05 level (2-tailed).

The findings also shows that there is a strong positive and significant relationship between accessibility of records and employee performance at the national land commission in Nairobi, Kenya (r=0.619 and P=0.023). The findings imply that accessibility of records enhances employee performance at the national land commission in Nairobi, Kenya. According to Garrido (2018) the use of an electronic health record was linked to a higher incidence of recording for health concerns. The increase in the likelihood of falling was not statistically significant. The use of an electronic health record was not linked to a reduction in the number of people who fell.

4.8.3 Correlation between Sorting Capacity of Record on Employee Performance

The study further sought to establish the nature of the relationship between sorting capacity of record and employee performance at the national land commission in Nairobi, Kenya.

Table 17

Correlation between Sorting Capacity of Record on Employee Performance

		Sorting Capacity
Employee Performance	Pearson Correlation	.897*
	Sig. (2-tailed)	.018
	N	95

*. Correlation is significant at the 0.05 level (2-tailed).

In addition the correlation coefficient indicates that there exists a strong, positive and significant relationship between sorting capacity of record and employee performance at the national land commission in Nairobi, Kenya (r=0.897, P=0.018). According to Aziati (2014) record sorting is one of the most important achievements in the area of departmental work, which aims to provide reliable, accurate, relevant and complete information to managers toward enhancing of organizational performance in

organizations. Thus sorting capacity of record has an affirmative influence on employee performance.

4.8.4 Correlation between Security and Control of Records on Employee Performance

The study further sought to establish the nature of the relationship between security and control of records and employee performance at the national land commission in Nairobi, Kenya.

Table 18

Correlation between Security and Control of Records on Employee Performance

		Security and Control of Records
Employee Performance	Sig. (2-tailed)	.304*
	N	.013
		95

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis results also showed that there exist a moderate, negative and significant relationship (r=-0.304, P=0.013) between security and control of records and employee performance at the national land commission in Nairobi, Kenya. Khairymustaff, (2018) found that there was a positive attitude of the sample unit regarding electronic management of documents and performance. Thus security and control of records has a positive influence with employee performance.

4.9 Regression Analysis

The study carried out a regression analysis to evaluate the combined effect of storage of records, accessibility of records, sorting capacity of record and security and control of records on the employee performance at the national land commission was established.

4.9.1 Regression Model Summary

Table 19

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807[a]	.652	.399	.30884

a. Predictors: (Constant), Storage of Records, Accessibility of Records, Sorting Capacity of Record and Security and Control of Records.

b. Dependent Variable: Employee Performance at the National Land Commission

The study conducted a regression analysis to find out the strength of the relationship between independent and dependent variables as shown in Table 18. The findings show that Employee Performance at the National Land Commission is 39.9 % as explained by the independent variables under this study while 60.1% is the variation due to other factors which have not been covered in this study.

4.9.2 ANOVA of the Regression Model

Table 20

ANOVA of the Regression Model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.713	4	13.928	42.2189	.000[a]
	Residual	29.695	90	0.3299		
	Total	85.408	94			

a. Predictors: (Constant), Storage of Records, Accessibility of Records, Sorting Capacity of Record and Security and Control of Records

b. Dependent Variable: Employee Performance at the National Land Commission

In the ANOVA table above, the F statistic = 42.2189 as illustrated in Table 20. Since the f calculated is greater than f statistic, it infers that the model is statistically significant. Therefore, there is strong evidence that the regression results are statistically significant

and the variation in the results is insignificant that cannot result to much difference in case of a change in the study units (population) and therefore the model did for the data.

4.9.3 Multiple Regression Coefficients

Table 21

Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.026	.420		4.824	.000
	Storage of Records	.219	.144	.286	1.521	.036
	Accessibility of Records	.201	.145	.297	1.386	.003
	Sorting Capacity of Record	.241	.147	.421	1.639	.008
	Security and Control of Records	.173	.117	.317	1.479	.045

Dependent Variable: Employee Performance at the National Land Commission. The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables as illustrated by the equation illustrated below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Whereby Y represents Employee Performance at the National Land Commission, X_1 represents storage of records, X_2 represents accessibility of records, and X_3 represents sorting capacity of record and X_4 represents security and control of records. β_0 represents Constant which defines the value of employee performance at the national land commission without the inclusion of predictor variables. From the results in Table 4.17 the given equation was answered by the values of Unstandardized Coefficients (β) and all of them were statistically significant since their p values (Sig. <0.05) were less

than 0.05. The results indicate that all the predictor variables in the study have a positive relationship with the employee performance at the national land commission. Thus,

$$Y= 2.026+ 0.219X_1+0.201X_2+ 0.241X_3 + 173X_4$$

The value of employee performance at the National Land Commission without the influence of the predictor variables is 2.026. This explains that, at any given time, employee performance at the National Land Commission will be 2.026 holding other factors constant at 0. The results also illustrate that, a unit change in storage of records would result to 0.219 times change in the employee performance at the National Land Commission, a unit increase in accessibility of records would result to 0.201 times increase in the employee performance at the National Land Commission, a unit increase in sorting capacity of record would result to 0.241 times increase in the employee performance at the National Land Commission while a unit increase in security and control of records would result to 0.173 times increase in the employee performance at the National Land Commission as given by the coefficients in the model.

4.10 Hypothesis Testing

The study carried a hypothesis testing using p-values in Table 21.

4.10.1 Storage of Records on Employee Performance

The study sought to test the hypothesis that: **H_{01}:** Storage of records has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. From the findings the p-value was 0.036 which was less than 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{01}**)** and concluded that storage of records has statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. The findings are in line with those of Mutimba who found that storage of records through manuals system slows

down employee performance while storage of records through electronic systems enhances employee performance.

4.10.2 Accessibility of Records on Employee Performance

The study sought to test the hypothesis that: **H_{02}:** Accessibility of records has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. From the findings the p-value was 0.003 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(H_{02})** and concluded that accessibility of records has statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. According to Garrido (2016) the use of an electronic health record was linked to a higher incidence of recording for health concerns. The increase in the likelihood of falling was not statistically significant. The use of an electronic health record was not linked to a reduction in the number of people who fell.

4.10.3 Sorting Capacity of Record on Employee Performance

The study sought to test the hypothesis that: **H_{03}:** Sorting capacity of record has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. From the findings the p-value was 0.008 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(H_{03})** and concluded that sorting capacity of record has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. According to Aziati (2014) record sorting is one of the most important achievements in the area of departmental work, which aims to provide reliable, accurate, relevant and complete information to managers toward enhancing of organizational

performance in organizations. Thus, sorting capacity of record has an affirmative influence on employee performance.

4.10.4 Security and Control of Records on Employee Performance

The study sought to test the hypothesis that: **H_{03}:** Security and control of record has no statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. From the findings the p-value was 0.045 which was less the 0.05 significant level. Therefore, based on the rule of significance, the study rejects the null hypothesis **(**H_{03}**)** and concluded that Security and control of record has statistical significant effect on employee performance at the national land commission in Nairobi, Kenya. Khairymustaff, (2018) found that there was a positive attitude of the sample unit regarding electronic management of documents and performance. Thus security and control of records has a positive influence with employee performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

This chapter summarizes the main findings from this study. The Objectives of the study are categorized in the summary.

5.1.1 Storage of Records on Employee Performance

From the findings the study findings revealed that records are stored in a server room for easy access which enhances employee performance. The study also revealed that all the records are stored in one device for easy access by employees hence improving employee efficiency. It also exposed that the organization has a program to back up the records and the associated data which improves performance. Moreover, the study findings revealed that organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity.

5.1.2 Accessibility of Records on Employee Performance

The study also concluded that records are accessible all the time to the employee which enhances performance. Moreover, the study concluded that timely access of records ensures timely delivery of service hence improving employee performance. The study also revealed that the organization stores records in a manner which facilitate user access hence improving worker efficiency. Furthermore, records are only accessible to the authorized personnel which improve employee performance. The investigation also found data fraud and improper record access in organizations have negative effect on employee performance.

5.1.3 Sorting Capacity of Records on Employee Performance

The study also revealed that records are sorted depending on their usage which positively affects employee presentation. Furthermore, the study exposed that record sorting helps to monitor usage for recordkeeping system capacity and security for effective service delivery. The study further revealed that sorting of records helps in easy retrieval which improves performance. In addition the study also revealed that record sorting prevent loss or missing of records which ensures sound service delivery and better employee performance.

5.1.4 Security and Control of Records on Employee Performance

The education also exposed that the organization uses data encryption to prevent unauthorized access to the records that has optimistic impact on employee efficiency. Moreover, the study discovered that data encryption serves as an access control measures thus efficient service delivery and higher employee performance. The study further revealed that vital records are protected with pins and passwords for effective operation of the employees. Pins and passwords helps to minimize loss of records hence providing uninterrupted business operation which boost employee performance.

5.2 Conclusions

According to the study, the researcher concluded on the following sub- areas:

The investigation indicated the organization has a program to back up the records and the associated data which improves performance. The study also concluded that the organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity. From the findings the p-value was 0.036 which was less than 0.05 significant level led to the conclusion that storage of records

has a statistical significant effect on employee performance at the national land commission in Nairobi, Kenya.

The study concluded that the organization stores records in a manner which facilitate user access hence improving worker efficiency. It further concluded that records are only accessible to the authorized personnel which improve worker efficiency. Data fraud and improper record access were also shown to be organizational malpractices have negative effect on employee performance. From the findings the p-value was 0.003 which was less the 0.05 significant level led to the conclusion that accessibility of records has statistical significant effect on employee performance at the national land commission in Nairobi, Kenya.

The study also concluded that sorting of records helps in easy retrieval which improves performance. The study also concluded that record sorting prevent loss or missing of records which ensures sound service delivery and better employee performance. From the findings the p-value was 0.008 which was less the 0.05 significant level led to the conclusion that sorting capacity of record has a statistical significant effect on employee performance at the national land commission in Nairobi, Kenya.

The organization uses data encryption to prevent unauthorized access to the records which has positive impact on employee performance. Moreover, the study concluded that data encryption serves as an access control measures thus efficient service delivery and higher employee performance. The study also concluded vital records are protected with pins and passwords for effective operation of the employees. The study also concluded that pins and passwords help to minimize loss of records hence providing uninterrupted business operation which boost employee performance. From the findings the p-value was 0.045 which was less the 0.05 significant level led to the conclusion that ssecurity

and control of record has a statistical significant effect on employee performance at the national land commission in Nairobi, Kenya.

5.3 Recommendations

5.3.1 Recommendations for Policy and Practices

From the findings and conclusions, the following recommendations were made: The study's findings emphasize the significance of distributed data storage, where records should be stored in a manner that ensures redundancy and accessibility, even in the face of hardware failures. To further enhance records security, the National Land Commission should continue the practice of regular backups, while also establishing a comprehensive disaster recovery plan. Such measures will not only safeguard records and associated data but also minimize downtime in case of data loss incidents. In addition, clear and comprehensive guidelines for the classification and storage of records should be developed and enforced. This will save time, enhance employee productivity, and ensure efficient utilization of storage resources, thereby benefiting employee performance.

For enhanced access control, the National Land Commission should strengthen authentication and authorization protocols to ensure that records are only accessible to authorized personnel. Employees should be educated through training and awareness programs on the importance of data security and the potential consequences of improper record access. Timely access to records remains a priority, and implementing systems and processes that facilitate user-friendly access to records will significantly improve worker efficiency and the timely delivery of services.

The practice of sorting records based on their usage patterns should be continued as it positively impacts employee performance by ensuring that frequently used records are readily accessible. In addition, the National Land Commission should establish

monitoring and control mechanisms to regularly evaluate and optimize the sorting and storage of records. This will not only enhance service delivery but also contribute to improved employee performance. Furthermore, maintaining the sorting of records should be a preventive measure against loss or missing records, ensuring uninterrupted and sound service delivery and, ultimately, better employee performance.

To enhance data security, the National Land Commission should expand the use of data encryption as a preventive measure against unauthorized access to records. Regular updates of encryption protocols should be undertaken to stay ahead of potential security threats. Access control measures should be strengthened through the incorporation of multi-factor authentication, access logs, and intrusion detection systems, contributing to efficient service delivery and higher employee performance. Protecting vital records with pins and passwords remains crucial to ensuring uninterrupted business operations and minimizing loss of records. Regular updates of access credentials are essential to maintain security and efficiency.

Focal point on the employee performance and behavior the National Land Commission should develop the spirit of innovation of the electronic records management by employing the right expertise to hold more training and to keep updated in order to enhance and explore towards better service delivery on timely manner.

The uninterrupted inspection for information on the inside and outside strength to bring to light the risks and handle them in order to inaugurate the feedback for the requirement of the National Land Commission employee and customer ,this will create more satisfaction and enhance customer delivery service .

5.3.2 Recommendations for Further Studies

Meanwhile the research focused on the ERMS in the ministry of land, further study to be in the other ministries such as in health, transport or other location and communication for the generalizations of the findings.

Hence forward, researcher may be able to scrutinize user electronic technology appropriate as castigatory indicators in effect of ERMS by manipulating dissimilar theories.

Additionally ,coming times researchers may look into the significant straight correlations that are linking employee traits or individual insight that are direct to ERMS capacity and operational employee performance in different location.

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APPENDICES

Appendix I: Introductory Letter

Chepkoech Rose Langat
P. O. Box 101298 – 00101,
Nairobi.

Dear Respondent,

My name is Chepkoech Rose Langat currently on my final semester of MBA (Management Information Systems) student at Kabarak University – Nakuru Campus. It is an essential need to conduct a research as part of study requirements. In this regard, my research is the effect of Electronic Documents and Records Management Systems on land registration processes on performance in National Land Commission in Kenya.

"Electronic Records Management Systems refers to a computer program used to generate, receives, process, track and store electronic documents and reduce paper work"

Privacy is the key, and only responses are only used for study fulfillment.

Thank you.

Yours sincerely,

Chepkoech Rose Langat

Appendix II: Research Questionnaire

Dear respondent,

I attend Kabarak University. A research project is required for partial degree completion in Management Information Systems. My research work is on "**Effect of Electronic Records Management Systems on Employee Performance at the National Land Commission in Kenya"** Please complete the questions. We promise to keep your information confidential and use it just for this study.

Section A.: Respondents Details

1. What is your gender?

Male [ ]

Female [ ]

2. What is your age category?

20-30 years [ ]

31-40 years [ ]

41-50 years [ ]

50 years and above [ ]

3. Highest education qualification attained

Diploma [ ]

Undergraduate [ ]

Post graduate [ ]

4. How long have you been working in this organization?

Below 1 Year [ ]

2-5 years [ ]

5-10 years [ ]

Above 10 years [ ]

5-10 years [ ]

Above 10 years [ ]

Section B: Effect of Storage of Records on Employee Performance

5. In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly indicate your level of agreement on the effect of storage of records through electronic record management systems on worker efficiency at the nationwide land commission.

Storage of Records	1	2	3	4	5
Records are stored in a server room for easy access which enhances employee performance.					
All the records are stored in one device for easy access by employees hence improving employee performance.					
The organization has a program to back up the records and the associated data which improves performance.					
The organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity.					

Section C: Effect of Accessibility of Records on Employee Performance

6. In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=strongly indicate your level of agreement on the effect of accessibility of records through electronic record management systems on worker efficiency at the nationwide land commission.

Accessibility of Records	1	2	3	4	5
Records are accessible all the time to the employee which enhances performance.					
Timely access of records ensures timely delivery of service hence improving employee performance.					
The organization stores records in a manner which facilitate user access hence improving employee performance.					
Records are only accessible to the authorized personnel which improve employee performance.					
Information fraud and illegal access to company records have negative effect on employee performance.					

Section D: Effect of the Sorting Capacity on Employee Performance

7. In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly indicate your level of arrangement on the effect of the sorting capacity through electronic record management systems on employee performance at the national land commission.

Sorting Capacity	1	2	3	4	5
Records are sorted depending on their usage which positively affects employee performance.					
Record sorting helps to monitor usage for recordkeeping system capacity and security for effective service delivery.					
Sorting of records helps in easy retrieval which improves performance.					
Record sorting prevent loss or missing of records which ensures sound service delivery and better employee performance.					

Section E: Effect of Security and Control of Records on Employee Performance

8. In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly indicate your level of arrangement on the effect of security and control of records through electronic record management systems on employee performance at the national land commission.

Security and Control of Records	1	2	3	4	5
The organization uses data encryption to prevent unauthorized access to the records which has positive impact on employee performance					
Data encryption serves as an access control measures thus efficient service delivery and higher employee performance.					
Vital records are protected with pins and passwords for effective operation of the employees.					
Pins and passwords helps to minimize loss of records hence providing uninterrupted business operation which boost employee performance					

Section F: Employee Performance at the National Land Commission

9. In a scale of 1-5, where; 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly indicate your level of contract on the effect of security and control of records through electronic record management systems on employee performance at the national land commission.

Employee Performance	1	2	3	4	5
The organization has recorded higher work out put for the past few years					
The organization has managed to reduce the work load					
There is timely delivery of service					
Customers are satisfied with the services offered					

Appendix III: Informed Consent Form

KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

ADULT INFORMED CONSENT FORM

(TEMPLATE)

(The form is written in English language but can be translated to Kiswahili or any other appropriate language)

STUDY TITLE Effect of Electronic Management system on Employee performance inland Registration in National Land Commission in Kenya

PI Langat Rose Chepkoech **Affiliated Institution** Kabarak University

Co-investigator(s) Prof. Mongare Omare and Prof. Geoffrey Kamau **Affiliated Institution(s)** Kabarak University

INTRODUCTION

Join in this research study being undertaken by the above listed investigators. This form will help you gather information about the study so that you can voluntarily decide whether you want to participate or not. You are encouraged to ask any question regarding the research process as well as any benefit or risk that you may accrue by participating. After you have adequately been informed about the study, you will be requested to either agree or decline to participate. Upon agreeing to participate in the study, you will be further requested to affirm that by appending your signature/thumbprint on this form. Accepting or declining to participate in this study does not in any way waive the following rights which you're entitled to:

a) Voluntary participation in the study;
b) Withdrawing from the study at any time without the obligation of having to give an explanation and;
c) Access to services which you're entitled to

A copy of this form will be provided to you for your own records Should I continue YES/NO ___YES_____

This study has been reviewed and approved by Kabarak University Research Ethics Committee (KUREC)

What is the Purpose of the Study?

The main reason(s) for conducting this study is to answer the following questions:

i. *What is the effect of storage of records on employee performance at the national land commission in Nairobi, Kenya ?*
ii. *What is the effect of accessibility of records on employee performance at the national land commission in Nairobi, Kenya?*
iii. *What is the effect of the sorting capacity of record on employee performance at the national land commission in Nairobi, Kenya?*
iv. *What is the effect of security and control of records on employee performance at the national land commission in Nairobi, Kenya?*

Who can Take Part in the Study?

Directorate at National Land Commission in Nairobi

Staff at the National Land Commission in Nairobi

This is what is going to happen once you have agreed to participate in the study:

- *First, include a statement about the time commitments of the research for the participant including both the duration of the research and follow-up, if relevant.*

  The interview will take less than one hour after which you are at liberty to fill the questionnaire

  Immediately or within a period of two weeks

- *Second, a qualified and well-trained interviewer will ask you questions in a private place where you will feel comfortable. In case there is any question you feel uncomfortable responding to, you will not be coerced to respond. The questions will be on the following areas:*

  Storage of records

  Accessibility of records

  Sorting Capacity of records

Security and control records

Employee Performance

- *Third, after the interview, the following procedures will be done*
  The questionnaires will be first cleaned and edited before being coded and subjected to further analysis.
- *Last, you are requested to provide your contact details (phone number or any other reliable form of contact). This will help reach you in case new information regarding the study emerges. Other reason(s) for requesting your contact details is (are)*

Give recommendations after data analysis

The contact details you will provide shall remain confidential to the lead researcher (Langat Rose Chepkoech).

What Potential Risks are Associated with Participation in this Study?

Any research involving human subjects has the potential of imposing a number of risks/harms or discomfort including psychological, physical, emotional, environmental, cultural etc.
Participation in this study doesn't pose any kind of risk or harm to you

Privacy & Confidentiality

Privacy is the right of an individual to have some control over how his or her personal information/data is collected, used, and/or disclosed. Confidentiality is the duty to ensure information (data) is kept secret only to the extent possible/reasonable.

To ensure privacy and confidentiality of the participants is upheld the researcher will maintain the anonymity of the respondents from the collection of information to the dissemination of the finding and in the disposing of records or devices on which the information is stored

In case you aren't comfortable answering any of the questions during the interview because of feeling embarrassed or uncomfortable, it will be within your rights to decline. Otherwise every measure has been taken to ensure that the interview is conducted in a private area with minimal to no interference so that you feel comfortable.

In case of clinical procedures: You may experience some discomfort/pain after {*State the procedure*}___*No Clinical Procedure Required*___. This may even cause some

If at all you suffer any injury, illness or complication(s) by participating in this study, kindly contact us immediately using the contact details provided at the bottom of this form. you will be attended to by the study clinician and if there is need for further assessment or treatment you will be referred accordingly

What Benefits are you Going to Accrue by Participating in the Study

The study findings would assist the National Land Commission to strengthen ERMS implementation strategies by emphasizing more specifically on management of electronic records as a vital component in scaling up efficiency and effectiveness in service delivery in organizations. The study would enlighten the ERMS stakeholders on the need to effectively implement electronic records and document management projects.

What Will it Cost You to Participate in the Study?

Participating in the study will not cost you anything

Will Any Expenditure that You Incur by Participating in the Study be Refunded? Or will you be Paid for Participating in the Study?

Participating in the study will not cost you anything

In Case I Have any Further Questions/ Concerns in Future Whom Should I Contact?

In the event that you need further clarification or questions regarding your continued participation in the study feel free to contact the PI { *Langat Rose Chepkoech 0720823992*}. In case of concerns regarding your rights and/or obligations as a research participant do not hesitate to contact the secretary, KUREC on {*KUREC contact*}

What Alternative Options are Available to Me?

The decision on whether to participate or not is absolutely voluntary. You will be free to withdraw from the study at any point during the study without providing any explanation.

How Will the Findings of this Study be Communicated or Shared?

The feedback of the study findings will be shared to you personally or through the management of your firm

Statement of Consent

I have comprehensively read the consent form or/the information has been comprehensively read to me by the researcher. I have understood what the study is about and all the questions and concerns that I had have been responded to in a clear and concise. The study benefits and foreseeable risks have been explained to me. I totally understand that my decision to participate in this study is voluntary and I have the right to withdraw at any point during the study.

I freely consent to participate in this study

Signing this form does not in any way imply that I have given up the rights am entitled to as a participant

I agree to participate in this research YES_____NO_____

I agree to provide my contact details for follow-up YES_____NO _____

Participant's Name

Participant's Signature/Thumb print Date _____

Appendix IV: KUREC Approval Letter

KABARAK UNIVERSITY RESEARCH ETHICS COMMITTEE

Private Bag - 20157
KABARAK, KENYA
Email: kurec@kabarak.ac.ke

Tel: 254-51-343234/5
Fax: 254-051-343529
www.kabarak.ac.ke

OUR REF: KABU01/KUREC/001/57/11/22

Date: 18-11-2022

ROSE CHEPKOECH LANGAT
GMB/NE/0731/05/14
Kabarak University

Dear Rose

RE: EFFECT OF ELECTRONIC RECORDS MANAGEMENT SYSTEMS ON EMPLOYEE PERFORMANCE IN NATIONAL LAND COMMISSION IN NAIROBI, KENYA.

This is to inform you that ***KUREC*** has reviewed and approved your above research proposal. Your application approval number is ***KUREC-571122.*** The approval period is ***18/11/2022 – 18/11/2023.***
This approval is subject to compliance with the following requirements:

i. All researchers shall obtain an introduction letter to NACOSTI from the relevant head of institutions (Institute of postgraduate, School dean or Directorate of research)
ii. The researcher shall further obtain a RESEARCH PERMIT from NACOSTI before commencement of data collection & submit a copy of the permit to **KUREC.**
iii. Only approved documents including (informed consents, study instruments, MTA Material Transfer Agreement) will be used
iv. All changes including (amendments, deviations, and violations) are submitted for review and approval by ***KUREC***:
v. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to ***KUREC*** within 72 hours of notification;
vi. Any changes, anticipated or otherwise that may increase the risk(s) or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to ***KUREC*** within 72 hours;
vii. Clearance for export of biological specimens must be obtained from relevant institutions and submit a copy of the permit to KUREC;
viii. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal and;
ix. Submission of an executive summary report within 90 days upon completion of the study to ***KUREC***

Sincerely,

KABARAK UNIVERSITY
INSTITUTIONAL RESEARCH ETHICS COMMITTEE
23 NOV 2022
APPROVED
P.O. PRIVATE BAG - 20157, KABARAK

Prof. Jackson Kitetu PhD.
KUREC-Chairman

Cc Vice Chancellor
DVC-Academic & Research
Registrar-Academic & Research
Director-Research Innovation & Outreach
Institute of Post Graduate Studies

Appendix V: Institution Research Authorization Letter

KARARAK UNIVERSITY
OFFICE OF THE DIRECTOR
INSTITUTE OF POST GRADUATE STUDIES

Private Bag - 20157
KABARAK, KENYA
http://kabarak.ac.ke/institute-postgraduate-studies/
E-mail: directorpostgraduate@kabarak.ac.ke

28th November 2022

The Director General
National Commission for Science, Technology & Innovation (NACOSTI)
P.O. Box 30623 – 00100
NAIROBI

Dear Sir/Madam,

RE: ROSE CHEPKOECH LANGAT - GMB/NE/0731/05/14

The above named is a student at Kabarak University. She is carrying out a research entitled **"Effect of Electronic Records Management Systems on Employee Performance in National Land Commission in Nairobi, Kenya"**

The student has been granted approval for ethical clearance by Kabarak University Research Ethics Committee and is ready to undertake field research.

Kindly provide the student with a research permit to enable her to undertake the research.

Thank you.

KABARAK UNIVERSITY
DIRECTOR
POST GRADUATE STUDIES
2 0 NOV 2022
PRIVATE BAG - 20157, KABARAK

Dr. Wilson O. Shitandi
DIRECTOR, POSTGRADUATE STUDIES

Kabarak University Moral Code
As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)

Kabarak University is ISO 9001:2015 Certified

Appendix VI: NACOSTI Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **650485**

Date of Issue: **08/December/2022**

RESEARCH LICENSE

This is to Certify that Miss.. rose chepkoech Langat of Kabarak University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Effect of Electronic Records Managemeny Systems On Employee Performance in National Land Commission in Nairobi,Kenya for the period ending : 08/December/2023.

License No: **NACOSTI/P/22/22553**

650485

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013 (Rev. 2014)
Legal Notice No. 108: The Science, Technology and Innovation (Research Licensing) Regulations, 2014

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was the established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
    i. Endanger national security
    ii. Adversely affect the lives of Kenyans
    iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
    iv. Result in exploitation of intellectual property rights of communities in Kenya
    v. Adversely affect the environment
    vi. Adversely affect the rights of communities
    vii. Endanger public safety and national cohesion
    viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

National Commission for Science, Technology and
Innovation(NACOSTI),
Off Waiyaki Way, Upper Kabete,
P. O. Box 30623 - 00100 Nairobi, KENYA
Telephone: 020 4007000, 0713788787, 0735404245
E-mail: dg@nacosti.go.ke
Website: www.nacosti.go.ke

Appendix VII: List of Publication

The International Journal of Business Management and Technology, Volume 7 Issue 5 September-October 2023
ISSN: 2581-3889

Research Article Open Access

Effect of Storage of Records on Employee Performance at The National Land Commission in Nairobi, Kenya.

Langat Rose Chepkoech[1], Dr Prof. Mongare Omare[2], Dr. Geoffrey Kamau[3]
Kabarak University P.O private bag 20157 Kabarak

ABSTRACT: *The Ministry of Lands still heavily relies on manual record-keeping systems, which adversely impact employee performance and record management. The absence of modern technological infrastructure, such as electronic document management systems, hinders efficient record storage, retrieval, and maintenance. The study sought to assess the effect of storage of records on employee performance at the national land commission in Nairobi, Kenya. The study was anchored on the restricted access and limited control. The study adopted a descriptive research design. The unit of analysis was 10 directorates at the National Land Commission in Nairobi. The unit of observation was 439 staff at the National Land Commission in Nairobi. Nassiuma's 2008 formula was adopted to determine a sample of 115 respondents. The study further used stratified random sampling to select a sample of employee from each of the 10 directorate. The study used questionnaires as the instrument of data collection. The study used content and face validity. An internal consistency technique was adopted by utilization of Cronbach's Alpha to measure the reliability of the instruments. Data was analyzed using SPPS version 25. The study used descriptive and inferential statistics. The findings of the study was presented using frequency tables. The study findings revealed that the organization has guidelines to store records both sensitive and classified records which save time hence higher employee productivity. The study concluded that there exists a strong positive and significant relationship (r = .741, P=0.027) between storage of records and employee performance at the national land commission in Nairobi, Kenya. From the findings the study recommended that the Ministry of Lands should also ensure that the ERMS is user-friendly and accessible to all stakeholders, establish a helpdesk or customer service center, integrate the ERMS with other relevant government systems, establish a mobile application for the ERMS, and ensure that the ERMS is accessible to persons with disabilities.*

KeyWords: *Storage of Records, Employee Performance, National Land Commission*

I. INTRODUCTION

Storage of records is an essential aspect of information management, enabling organizations to effectively preserve and retrieve vital data. In today's rapidly evolving digital age, where information is generated at an unprecedented rate, the storage of records has become even more crucial, (Aljawarneh, 2020). Records preserve the history and cultural heritage of societies. Proper storage of historical records, such as archival materials and manuscripts, ensures their longevity and accessibility for future generations. Institutions like libraries, archives, and museums play a vital role in preserving and organizing such records (Hammond, 2016). Access to well-organized records supports informed decision-making and data analysis. Organizational records offer valuable insights into past performance, market trends, and customer behavior. Utilizing data analytics tools on stored records enables organizations to make data-driven decisions, identify patterns, and drive innovation (McAfee & Brynjolfsson, 2019).

With the advent of digital technologies, traditional paper-based storage systems have given way to more efficient and scalable approaches. Among the modern record storage techniques is the use of electronic document management systems (EDMS): EDMS facilitates digitization and centralized management of records, eliminating the need for physical storage space. It provides features like version control, metadata tagging, and advanced search capabilities, enabling rapid retrieval and secure storage. EDMS solutions also incorporate encryption, access controls, and audit trails to ensure data security and integrity (AIIM, 2019).

Electronic record management systems, according to the International Council of Archives (2018), are a computerized electronic record and records management system that allows companies to manage documents in both paper and electronic versions. The development, preservation, distribution, and disposal of electronically produced documents in

Appendix VIII: Evidence of Conference Participation

Certificate of Participation

This is to certify that

<Langat Rose Chepkoech>

Participated in the Education Management Society of Kenya (EMSK) 9th International Conference Held in Collaboration with Egerton University, Rift Valley Reading Association and the Education and Social Sciences Research Association of Kenya on Thursday 12th & Friday 13th OCTOBER, 2023 Themed: RESTRUCTURING EDUCATION, TRAINING, RESEARCH AND INNOVATION FOR 21ST CENTURY AND BEYOND

She Presented a Paper Entitled: ***Accessibility of Records and Employee Performance at the National Land Commission in Nairobi, Kenya***

Dr. Eliud Nyakundi
Chairman- EMSK

Dr. David Wamukuru
Secretary- EMSK