RELATIONSHIP BETWEEN RECORDS MANAGEMENT AND JOB PERFORMANCE IN GOVERNMENT LINKED COMPANIES IN MALAYSIA

AHMAD FAIDZAL BIN ZULSAMLI

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BY

AHMAD FAIDZAL BIN ZULSAMLI

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also, declare it has not been previously or currently submitted for any other degree at University Tun Abdul Razak (UNIRAZAK) or other institution.

Signature :

Name   :   Ahmad Faidzal Bin Zulsamli

Date   :   JUNE 2023

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Records management is a management system that helps organizations improve the quality of services, reduce administrative costs (control record creation) ; fulfill social responsibilities (comply with legal, moral and ethical requirements) ; protect vital information, and manage corporate memory. Records management initiatives are a critical requirement in the business management of large companies such as government linked companies especially for decision making as well as evidenceof the implementation of policies and activities. The records management will controls records in all formats starts from creation to the maintenance and disposal. Since most of the records and information are the organization resources, it is important for the records to be manage effectively. Thus, this study purposely to determine the relationship between records management and job performance in government linked companies in Malaysia. Whereby in this study, FOUR (4) elements of record management has been tested as independent variables which are 1) Accountability, 2) Effectiveness, 3) Efficiency, and 4) Transparency. Meanwhile the job performance of employees at government linked companies in Malaysia as the dependent variable. This study involve of 220 respondents and using questionnaires in the collection of data. The Statistical Package for the Social Sciences (SPSS) used in order to test the collected data. At the end of the study, researcher found that record management impact on job performance of employee in government linked companies by referring to the R Square value which is 0.801.Researcher also found that Transparency of the record management has strong relationship with the employee job performance at government linked companies.

Keywords: records, management, job, performance, technology, systematic, files, documents

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Information is imperative in the administration of any corporate affairs. Records can be defined as information that has been stored in the form of a document whether it is created or received by a company or private individual. The record also needs to be managed so that it can help the journey of the company or individual. A good record is a record that has evidence or is evidence. The properties of 'evidence' in the context of information management are permanent (unchangeable), valuable, authentic & unique. These records if not managed efficiently and effectively can cause an information crisis. Organizations store large amounts of information but cannot use it because it is not available for access to support decision making. Good and well planned information promoting to a good organizational management and structure. Well planned information or in other words record information helps in corporate decision making. For an example the account record, expenses record helps in budget decision while human resources records helps in a good human resources decision.

Most of the management of the organization is enough to give a picture of the progress of the organization and its employees. Through the management system used is able to help employees perform tasks better, extract information and make decisions (Rizal, Jusoff, & Christon, 2011), while improving the performance and productivity of an organization (Ding, Levin, Stephan, & Winkler, 2010; Ismail, 2007). The use of paper in organizational management

is still a must especially when it involves official documents. Existing documents need to be recorded and kept securely for reference in the future because "if the information is not recorded and documented, the matter is considered to have never happened"(Stier, 2014). The importance of document record management system is also not ignored by government linked companies status organizations because it is important as a reference and evidence that needs to be extracted and needed by the government in the future and needs to be kept properly as contained in the National Archives Act 2003 on the Preservation of Government Records where the features of a good filing system are systematic, easy to refer to, easily accessible and secure.

However, the increasing dumping of document records day by day can present difficulties. Furthermore, managing multiple files and document records is seen to be quite challenging especially when it comes to extracting or retrieving them from dumping of files and document records stored in various repositories. Without the use of an effective management system, it is not impossible that there is a risk of human negligence such as document storage errors and document loss (Heckman, 2008). Moreover, limited storage space forces files and documents to be stored in various cabinets and is more difficult when the officer in charge of document management moves to other departments drastically (Rizal et al., 2011).

This policy outlines the fundamentals of record management that all branches of the government, including businesses with ties to them, must uphold. The government lays a strong focus on how well its departments and agencies provide services to the public. The degree to which the essential information can be generated, saved, retrieved, and utilised determines an

organization's capacity to provide services, make choices, and carry out quality transactions. The records kept by an organisation include the majority of the information generated.

In addition, the government also emphasises the need of service integrity. Accountability and service transparency are essential components of integrity. Only comprehensive, authentic, readily available, and useable records can demonstrate integrity. The organisation does recognise the value of information and records, but there are still gaps in the ability to gather all the data and records needed for research, planning, implementation, monitoring, and, most regrettably, decision-making. As a result, it is important to handle records effectively and in an organised way so that they may be used as sources of information and pieces of proof in official government matters. In light of this, every government agency is required to abide by the fundamentals outlined in this Government Records Management Policy.

1.2 Problem Statement

Files are one of the methods of storing documents that contain the required records and information. Accordingly, it is very important that files are managed systematically and in an orderly manner in accordance with the regulations in force to ensure that all records are preserved and can be accessed quickly when they are needed. Failure to manage files properly can affect the organization and day -to -day tasks of employees.

1. Any small or large organization such as government-linked companies will be weak and less stable in the absence of a good records management system. This affects the image of the organization itself.

2. If the records management system is not well organized, then there is a problem to get the right reference to carry out the daily tasks of employees.

3. If an accurate reference is not available, then the work done is of poor quality and not productive at its best. This is because the work manual may be recorded in certain files for reference.

4. The problem of integrity arises if there is no effective monitoring of all records kept because it is easy for confidential information to be obtained without permission, in addition to the theft of company files and others.

Poor records management practises, inadequate records security, and a dearth of records managers with the necessary training and credentials are some of the issues. A lack of resources to allow effective records management processes may also lead to shortcomings in records management procedures at institutions with limited records management space. Lack of implementation of efficient record-keeping procedures at the institution exacerbates the problem of essential records going missing (Melvin, 2010). According to Nyampong (2015), inefficient practises, dishonest behaviour, and even fraud are readily drawn in situations where records are badly stored and preserved. Additionally, although though records managers are almost always present in all industries, other administrative staff often do this job. The role might be anything from a file clerk to a senior information officer, depending on the institution (Rusnah, 2007). Umi & Zawiyah (2009) found that the great majority of Malaysian organisations lack a policy to guide practises. A study conducted by Materu (2020) who found that quality working tools contribute to proper record management within an organization. This is being contributed with the availability of quality working tools and system in the organization, employees

are able to manage proper recodes within organization if there is effective system for record management and employees are knowledgeable with the available record system.

1.3 Research Objectives

In the context of the problems that have been stated, this study was conducted to achieve the following objectives:

1. Study the relationship of records management with employee performance at the Government Linked Companies (GLC) in Malaysia.

2. To investigate whether an accountability of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

3. To examine whether effectiveness of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

4. To investigate whether efficiency of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

5. To investigate whether transparency of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

1.4 Research Questions

Based on the objectives of the study, the factors between the two identified variables that significantly influence the relationship of records management with employee performance can be verified by answering the proposed research questions. Therefore, the research questions to answer the objectives of the study are as follows:

1. What are the most important attribute of record management contribute on job performance at Government Linked Companies (GLC) in Malaysia?

2. Does accountability of record management have significant impact on job performance at Government Linked Companies (GLC) in Malaysia?

3. Does effectiveness of record management have significant impact on job performance at Government Linked Companies (GLC) in Malaysia?

4. Does efficiency of record management have significant impact on job performance at Government Linked Companies (GLC) Malaysia.?

5. Does transparency of record management have significant impact on job performance in Government Linked Companies (GLC) in Malaysia?

1.5 Scope of Study

The scope of the study on determining the relationship of records management with employee performance at the Government Linked Companies (GLC) in Malaysia. Besides the study also focus on the most important attribute of record management contribute on job performance at Government Linked Companies (GLC) in Malaysia. This study covered about 250 respondents which most of them are the employees of the records department in several government-related companies in Malaysia. For this study the data obtained was analyzed by using the Statistical Package of Social Science Version 20 (SPSS), This research uses questionnaires as the main method in collecting data.

1.6 Significance of Study

In a records management scenario, files and records are created, received and used in carrying out activities in the organization. To support an organization's activities, comply with the regulatory environment and provide accountability, organizations must create and maintain valid, reliable and usable records, and protect the integrity of those records for as long as necessary. It will help the organization be more stable and competitive. For the community, good records management can maintain good relations between both sides of the organization with the community who can also be customers to the organization. If the customer is satisfied with good management, then the organization is also guaranteed. Future researchers can also benefit if the existing records management is very good and systematic. This is because they will get the right reference with this study and can improve the existing records management system for the good of the future.

1.7 The Organization of the Study

Chapter 1: Provides a background study of the factors that influence employee performance with records management, problem statements, research objectives, research questions and significant of study. Chapter 2: Consists of a review of the previous literature to gain an understanding of the previous findings of the study on the relationship of records management with employee performance in government -linked companies. (GLC). The concept of records management was further identified based on the findings of previous studies. Based on the literature review, a conceptual model was developed, and the relationship of records management with employee performance was hypothesized.

Chapter 3: Represents the study design of the study, which includes population studies, sampling procedures, data collection methods, operational measurement dependent and independent variables, and data analysis techniques. Reasons for using quantitative methods are discussed, as well as the components of the study. Statistical techniques for testing hypotheses are also discussed.Chapter 4: Chapter 4 analyzes the field survey data and summarizes the findings. This chapter discusses the descriptive analysis of respondents and various statistical tests performed to ensure the quality of the data. Structural equation modeling is also illustrated in this chapter. Finally, Chapter 5, Analyzes the main findings and their implications for conceptual models and hypothesis testing. In addition, this chapter details the main academic and theoretical contributions of the study, followed by implications for management practice. Additionally, study limitations are acknowledged, and future research directions are recommended.

2.1 Introduction

This section aims to review the relevant literature and provide a theoretical framework for the study. This chapter begins with a theoretical overview of records management with employee performance in work -related companies (GLCs). In addition, an examination of the definitions, measures and relationships of records management with employee performance was conducted, resulting in the development of a conceptual framework of the study. The chapter concludes with the identification of variables and the development of hypotheses.

2.2 Underpinning Theory
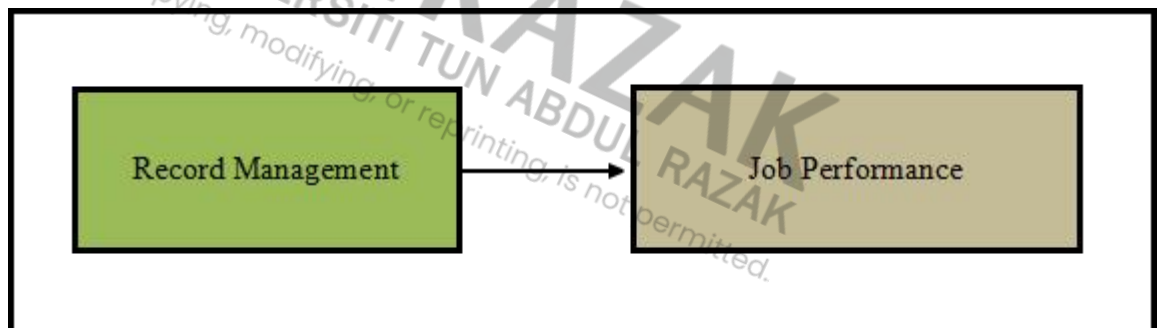
Figure 2.1: Theoretical concept of relationship between record management and job performance

There is a strong relationship between conversion record management and employee job performance in government linked companies, If records management failed to comply the organization requirement or failed to be manage in a proper way then it will affect the employee in the organization. Although it affects employees, job performance will remain sluggish without a good record system. One research paper confirmed there was no

statistically significant association between records management and job performance affecting employees. In comparison, previous studies have shown a large positive correlation between job performance and records management (Morris and Venkatesh, 2010). As a result, the main purpose of this stud y was to explore further on the customer satisfaction variables associated with customer retention.

2.3 Record Management

According to Robek et al. (1996), records management is a management system that aids organisations in enhancing service quality, lowering administrative costs (controlling record creation), fulfilling social obligations (complying with legal, moral, and ethical requirements), protecting sensitive information, and managing corporate memory. The business administration of big organisations, such as government-linked businesses (GLC), is critically dependent on records management efforts, particularly for decision-making and as proof of how policies and actions are being carried out. Musembe (2016) noted that records generated in the course of university business, regardless of their physical characteristics, serve as the institution's proof of its functions, policies, decisions, procedures, operations, and other related activities.

Records management is described as "the process of systematic management of the records that an organisation creates and receives in the course of business" (University of South Wales, 2018). From initial creation to maintenance and eventual deletion, all types of records will be under the watchful eye of the records management system. It is crucial that records be handled properly since they constitute a substantial portion of the organization's resources. According to the program's creators (Asogwa, 2013), keeping tabs on records throughout their lifecycle is a top priority. Records management that is both efficient and well-organized can provide the trustworthy data that is essential to the smooth running of

any business. Transparency, accountability, and dependability may all flourish in an organization with the help of a records expert who is skilled in information search and retrieval.

Every business and its constituents benefit from efficient record keeping and management. Access to relevant data in a timely manner is critical to the smooth running of any organisation, and this function is thus an essential part of facility management. As Obura (2012) correctly said, organisations cannot assure transparency, guaranteed accountability, or the exercise of good governance without accurate and genuine documented evidence underlying all important accountability procedures. Scholars believe that managers need to have necessary cognate skills, such as the capacity to maintain and manage correct records, in order to properly manage the operations of enterprises (Külcü 2009; Tagbotor et al. 2015; and others).

It is disappointing that many university employees still do not understand the critical need of maintaining accurate organisational records. This is shown by the abundance of research that has pointed out the problems associated with the improper handling of company files (Nkebukwa, 2016). So, despite the obvious value of records in facilitating the attainment of educational aims, it seems that many postsecondary institutions continue to pay lip service to the need of record keeping without giving any thought to the people whose lives may be negatively impacted as a result of sloppy record keeping. Administrative inefficiency is exacerbated as a consequence of the loss of crucial information, the fabrication of data, and the inadequacy of retrieving information as and when required.

Records are complete, genuine, accurate, and credible, according to Hare and McLeod (1997) as cited in Külcü (2009). They are controlled such that all business, formal or otherwise, may be conducted inside and beyond the organisation. The World Bank (2000)

defines records management as the process through which physical and digital documents are maintained in an efficient and cost-effective manner. To ensure the correct records are available to the right people at the right time, it regulates record production, maintenance, usage, and destruction.

According to Malake and Phiri's (2020) thesis, businesses save records for future reference. A document is as good as nonexistent if it cannot be found by its intended audience. A study by Shepherd (2003) found that well-managed records helped businesses run more smoothly and honestly by ensuring continuity of service, reliability of management decisions, and openness in the creation, implementation, and evaluation of policies. Thus, records have been called a crucial resource for effective administration of businesses (Williams, 2006).

Researchers have shown a correlation between efficient record keeping and productive businesses in a wide variety of fields. The impact of accounting record keeping on micro and small businesses was studied experimentally by Abdul-Rahamon and Adejare (2014). Research results indicated a good correlation between maintaining accurate financial records and the success of small businesses. The record-keeping practises of the Federal University of Technology in Minna, Nigeria, and the Ibrahim Badamasi Babangida University in Lapai, Nigeria, were evaluated by Akor and Udensi (2014). The study's main takeaways were inefficient record-keeping procedures, unqualified staff, subpar infrastructure, and frequent blackouts.

On the other hand, Tagbotor et al. (2015) looked at how information users' actions and good record-keeping affected an organization's productivity and viability in the market. Paul et al.'s (2022) study on records management and organisational performance reaches the same conclusion: good record-keeping reduces the burden of having to make duplicate

recordings, saves time that would otherwise be spent making new ones, and allows users to make meaningful comparisons of performance over time, all of which contribute to greater efficiency.

2.4 Job Performance

Performance evaluations determine how effectively an employee does their job. Human resource management incorporates concepts from industrial and organisational psychology, the academic study of job performance. Organisational outcomes and success may be measured in large part by measuring performance. According to Campbell (1990), an employee's performance on the job is an independent variable. According to Campbell (1990), performance is an action performed by a worker. This idea disentangles output from input. Individual effort contributes to outcomes, but several factors come into play as well (Campbell, 1990). In other words, it's not only an employee's acts and behaviours that matter in the end. Campbell's (1990) definition of performance as behaviour leaves room for qualification. For instance, he makes it clear that performance does not have to consist of anything that can be physically seen. Answers and choices are examples of mental creations.

Regardless matter whether the job performance is behavioural or mental, it must be within the person's control. Individual performance might also alter just as a result of the passage of time, as mentioned by Sonnentag & Frese (2012). Time is, of course, a stand-in for things like training and experience, growing older, and changes in affective or emotional states (Beal et al. 2005). Research on each is quite valuable in terms of job performance evaluation. For instance, Ployhart & Bliese (2006) created a measure of self-assessed talents, interests, and reaction inclinations based on the Pulakos et al. (2000) components. A self-report assessment of past experiences, skill levels, and interests in relation to the eight adaptation performance variables they postulated was also produced by Pulakos et al. in

2002. The two items should have significant convergent validity and both examine job performance factors.

Campbell (2012) amended Campbell et al. (1993) to depict a consensual latent structure that is specified as specifically as feasible in light of what has occurred from the late 1980s up to the present. That is, even if it makes things sound less fascinating, the goal was to employ as few ambiguous abstractions as possible. The eight fundamental substantive factors of individual performance in a work role are asserted to be the following in this revised structure, according to Campbell (2012): (1) Technical performance, (2) Communication, (3) Initiative, Persistence, and Effort, (4) Counterproductive Work Behaviour, (5) Supervisory, Managerial, Executive, and (6) Hierarchical Management Performance. (8) Peer/team member management performance, as well as (7) peer/team member leadership.

In contrast, all models recognise that practically all occupations or work responsibilities include criteria for technical performance. Driving a car vs analysing data are two examples of how these needs might differ, as can the amount of complexity or difficulty within a given sector (for example, tabulating sales frequencies versus modelling institutional investment strategies). According to Wisecarver et al. (2007), this element should also take into account what they refer to as essential interpersonal duties, such as interacting with patients, suppliers, consumers, or other members of the community. These responsibilities are sometimes referred to as customer service. They are just as technically complex as maintaining machinery. This means that in order to satisfy the work performance of the employee, it is essential to have a solid technical performance in record management. Because the information, data, and information required to do the task are simple to obtain, the finest records management may enhance job performance. An improvement in this

work's performance will result in improved performance for organisations like government-affiliated businesses.

2.5 Accountability of Record and Job Performance

Accountability refers to who, what, and how one is held responsible. The person holding the trust is expected to provide accountability by delineating and disclosing all actions within his scope to the person holding the trust who has the legal authority to do so. Government, commercial sector, and community organisation decision-makers are held accountable by the public and the relevant agencies. The nature of the obligation will differ depending on the organisation involved. Accountability plays a crucial role in fostering good governance as a means of enhancing public confidence in the government's effectiveness. Obura (2012) is correct in stating that organisations cannot ensure transparency, ensure accountability, or permit the practise of good governance in the absence of credible and authentic evidence supporting all essential accountability procedures. Researchers such as Külcü (2009) and Tagbotor et al. (2015) and others have concluded that managers must acquire relevant cognate skills, such as the ability to maintain and manage accurate records, in order to effectively manage enterprise operations.

The idea of accountability is that public workers have to answer to many different groups, including the general public, non-governmental organisations, the media, and higher-ups in the formal chain of command. There are two kinds of public responsibility: (1) accountability from above and (2) accountability from below. Accountability is an idea that is always changing and is often used because it makes people in charge of a company feel more open and trustworthy. So, accountability could be seen as a task that reviews how organisational success is put into action, so that those in charge can be held accountable and get feedback for the future.

According to Barata (1999), reproductive documents are those records that, by their very nature, generate other records automatically. Breeder documents facilitate access to associated systems for the generation and manipulation of their offspring. For instance,personal records generate payroll and benefits records automatically. If a fraudulent personnel record is created and a personnel identification number is subsequently issued, the individual responsible for creating the record could theoretically now access the record using the personnel identification number. Consequently, pay checks can be issued, permissions can be granted, and benefits can be obtained. In order to contain and control corruption and fraud, it is crucial to identify potential breeder document types and implement the appropriate controls for their creation and upkeep. Documents can easily become disorganize, concealed, lost, stolen, destroyed, or tampered with in the absence of robust records management controls. It is essential to develop and implement standards for recordkeeping systems and document formats in order to detect fraudulent documents and record sequence gaps. The loss or inaccessibility of documentary evidence increases the likelihood that corruption and fraud will proliferate within an organization's workforce, which will ultimately affect their job performance.

2.6 Effectiveness of Record and Job Performance

Effective records management is the systematic management of an organization's records throughout their life cycle (creation, classification, use, filing, retention, storage, and disposal) in order to meet operational business needs, legal and fiscal requirements, and community expectations. Effective records management can aid in reducing the proliferation of superfluous reports and documents. The International Organisation for Standardisation (ISO)15489 (2001) defined records as information created, received, and maintained as evidence and information by an organization or person(s) in order to comply with legal obligations or conduct business.

Effective records management is a key part of a university that works well because it helps business activity and provides a foundation for effective service delivery. The main goal of records management practise is to give direction and help in handling the institution's records and information that they make and use every day. Management of records lets people get to information quickly, accurately, and reliably. It also makes sure that unnecessary information is thrown away on time and that vital and historically important records are found and kept safe (Popoola, 2000).

Information is easier to find when paper record systems are better managed and non-paper systems, like electronic document images and micro graphics, are put into place in a way that saves money and time. In order for an organization's records management programme to work, it needs to make a list of all the records it keeps and either find the retention schedules that are already in place or create new retention schedules that can be used with those records. Retention plans list the organization's records and set the minimum amount of time they must be kept, based on their management, financial, legal, and historical value. Once the minimum holding time has passed, the information should be thrown away. You can get rid of something by destroying it or giving it to another body. A records retention plan describes a record series and sets the minimum amount of time that records must be kept before they can be gotten rid of for good. Before records from a certain series can be thrown away or otherwise gotten rid of, there must be an accepted keeping plan in place.

In another study, Onweh et al. (2012) looked at how keeping records and running schools well in Akwa Ibom State's secondary schools relate to each other. Their results showed a link between keeping good academic records and good administration, as well as a link between keeping good business records and good administration. Ademola et al. (2012) looked at the books and records that an organization keeps, what they are, and how important

they are to the growth of an organization. Also, Allison (2021) said that register workers must use good record management practised to record, keep, and handle these data. Their ability to handle these records well will affect the quality of the records and information the company has, the decisions they make, and how well they do their job.

Since most data and information are tools for the organization, it is important that they are handled well. Asogwa (2013) said that the main purpose of this programme is to keep track of the records throughout their life cycle. When records management is well-organized and works well, it can provide accurate information that an organization may need to run well. So, the organization needs a well-trained records worker who knows how to look for and get information. This helps with openness, responsibility, and dependability.

2.7 Efficiency of Record and Job Performance

Records management gives you a way to keep track of business processes, choices, and deals in a systematic way. Records management is required by law in places with a lot of rules, like the public sector (Wright, 2013). Policies and methods for managing records spell out what information your business needs to keep as a record, how to keep track of and get rid of those records, and how to make sure they are destroyed safely. It also keeps track of how the organization's policies are made.Policies and methods in government offices make it clear that everyone is responsible for keeping track of their own records. Priorities and goals for managing records are tied to the organization's day-to-day actions and processes (Norris, 2002).

Nyampong, 2015 stated that or a company's records management plan to work well and be based on good records management principles and practise, it must be able to support the company's business operations. Wright (2013) says that good plans for managing records

are built on clear policies and processes. Policies and processes for managing records help workers, especially those who work with records, keep important records and not lose them. Good records management practise are important for the success of every company (Phiri, 2016). These practise make sure that the right records are kept at the right time to help businesses run smoothly. Without a doubt, having good records is a necessary part of almost all business activities. It is an important part of almost all business activities.

Efficient records management programme are implemented when a Training Programme is in place to instruct primary functional unit record coordinators on the policies, procedures, and workflows required to ensure quality record-keeping standards. According to Roper and Millar (1999), the success of a company's records management programme is contingent on the training of employees in records management. This is of the utmost importance because the success of every organization depends on the implementation of effective records management practise, which ensure that the appropriate records exist at the appropriate moment to support efficient business operations (Phiri, 2016). Moreover, according to Shonhe and Grand (2018), good records management increases the efficiency and effectiveness of public service delivery by reducing litigation risks, promoting accountability and transparency, ensuring regulatory compliance, and promoting informed decision–making.

According to Faulhaber (2019), records management is a necessary function for industries, charitable organizations, government agencies, civic groups, medical, commerce, financial, schools, colleges, and universities, and other types of organizations that generate information that must be kept for a specified period of time. According to Lush and Young (2019), maintaining accurate records is not only a sound business practise, but also a requirement for a productive, well-functioning company. Clear, consistent, and organized records are necessary for maintaining compliance and preventing future problems (Heaney,

2021). This is significant because Yuee (2020) emphasized that the loss of essential and sensitive data can have a substantial impact on business operations. Backups ensure that at least one additional copy of crucial files can be restored without difficulty if the originals are lost or corrupted (Castagna, 2021). For instance, if the computer fails, it is possible to save a copy of the document (Davis, 2021).

2.8 Transparency of Record and Job Performance

Transparency in records management is often disregarded as a success factor, despite the fact that it is an essential component of every successful records management programme. Transparency necessitates records management solutions that provide control of records, and therefore, of their content and other information resources, from the time of creation until the end of their existence. A transparent records management approach is one that makes it obvious (or simple to find out) how and by whom documents are managed. Users may locate records when they're needed and keep tabs on how they're being utilized, accessed, and/or changed. Transparency involves having access to nearly any information about a record's history and contents by logging into a records management system.

One of the most important strategies in the battle against corruption is transparency. In fact, several empirical studies demonstrate that higher levels of knowledge correspond to lower levels of corruption (Rose Ackerman, 2004). In order to maintain transparency, records management systems must enable the control of records—and, by implication, their content and other information resources—from the time of creation until the end of their lifespan (Moyano Collado, 2015). As it enables the creation of quality documentation (authenticity, reliability, and integrity), the tracking of decisions over time (traceability), the provision of the foundations for planning programme, activities, and budgets, the simplification and standardization of records processes (simplification and standardization),

and the fulfillment of the right to rapid a response, records management provides the operational basis for effective transparency in public administrations.

Records serve as proof that laws have been followed, and records management guidelines ensure that this proof is stored in a system and is easily accessible (Barata et al., 2001). It may promote transparency if the creation of the essential documents is ensured and if it takes place inside reputable records management systems that guarantee the accuracy and integrity of the documentation of decisions and actions (Cain et al., 2001). Effective e-records have the potential to strengthen accountability and openness in government, according to Wamukoya and Mutula (2005), quoted by Kemoni (2009), but only if the necessary skills are there.

The results of a survey conducted by Wamukoya and Mutula in 2005 revealed that public organizations in Malaysia pay less attention to records management even though it is a crucial component of raising an organization's efficiency, openness, and accountability. This assertion is supported by (Umi and Zawiya, 2009), who noted that although the National Archive of Malaysia (NAM) had carried out a project called e-Strategy for Preservation of Government Records and Archives (e-SPARK) in order to establish the policies to be used as records management standards, it is still not common practise in Malaysia to publish the policy or guidelines in order to set a standard in a department or organization.

The accountability process cannot function without records, according to Ndenje-Sichalwe and Ngulube (2008). According to Cox and Wallace (2002), accountability and openness are impossible to establish in a setting where information is not readily accessible. Information is a crucial resource for both the public and commercial sectors, and it may be preserved and improved via effective records management, according to Van der Waldt et al.

(2002). According to Shepherd and Yeo (2003), organizations, especially public institutions, are held to a variety of standards, including the need to comply with legal, regulatory, and financial obligations, submit to audits and inspections, and justify their actions.

To guarantee the provision of quality public services, government organizations, especially county governments, should adhere to appropriate records management procedures. Government, civil society, and the corporate sector cannot assure transparency, guarantee accountability, or permit the exercise of good governance without trustworthy and genuine documentary evidence supporting all crucial accountability procedures (Obura, 2012; Schenkelaars and Ahmad, 2004).

2.9 Conceptual Framework
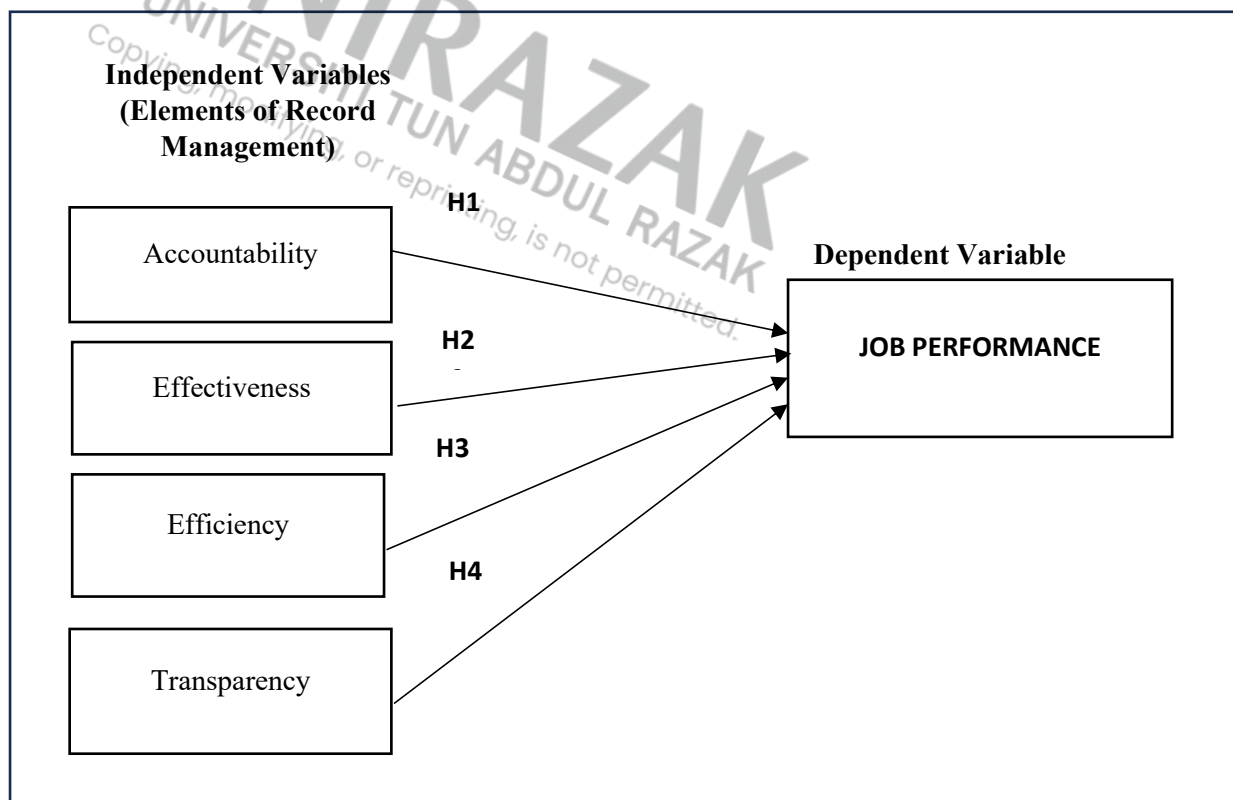
Figure 2.2: Conceptual model of factors relationship between record management and job performance.

Figure 2.2 shows the conceptual model of factors relationship between record management and the job performance of the employee in government link company. Whereas, it list the independent variables of the which are the element of record management (Accountability, Effectiveness, Efficiency and Transparency). While, the the dependent variable of this study is the Job Performance in Government Link Company (GLC) in Malaysia. From the foregoing, an effective records management program should have in place systems; manual or automated, that can locate and retrieve records in a reliable and timely fashion to meet the needs of users. In this study, records management is seen in terms of record keeping, document handling and adequate safety. On the other hand, employee job performance is seen in Government Link Company (GLC). Therefore, the study sought to investigate the relationships that exist between: records management and job performance.

2.10 Hypotheses Development

There are four (4) hypotheses formulated based on the previously discussed conceptual model on factors influencing customer retention.

Hypothesis 1 : Accountability

Ho : There is no significant relationship between Accountability of record management and job performance in Government Linked Companies (GLC) Malaysia.

H1 : There is significant relationship between Accountability of record management and job performance in Government Linked Companies (GLC) Malaysia.

Hypothesis 2 : Effectiveness

Ho : There is no significant relationship between effectiveness of record management and job performance in Government Linked Companies (GLC) Malaysia.

H2 : There is significant relationship between effectiveness of record management and job performance in Government Linked Companies (GLC) Malaysia.

Hypothesis 3: Efficiency

Ho : There is no significant relationship between efficiency of record management and job performance in Government Linked Companies (GLC) Malaysia.

H3 : There is significant relationship between efficiency of record management and job performance in Government Linked Companies (GLC) Malaysia.

Hypothesis 4: Efficiency

Ho : There is no significant relationship between transparency of record management and job performance in Government Linked Companies (GLC) Malaysia.

H4 : There is significant relationship between transparency of record management and job performance in Government Linked Companies (GLC) Malaysia.

2.11 Summary of Chapter 2

Material in written or other form stating facts or events or otherwise recording information and includes papers, documents, registers, printed materials, books, maps, plans, drawings, photographs, microfilms, cinematographic films, sound recordings, records produced electronics regardless of physical form or characteristics and any copies thereof.

Records management ensures that records are created, maintained and disposed of in accordance with established policies, procedures and standards. Provide the necessary resources for records management including staff responsible for records security. Good records management can stabilize the organization, produce accurate, systematic references, prevent integrity problems and improve job performance. This research will show effectiveness when records are well managed and their relationship to job performance.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the approach and methods for collecting data used to validate the conceptual model given in Chapter 2. The chapter starts with an examination of the research design. Additionally, the techniques for sample selection and data collecting are outlined. Additionally, the study specifies the operationalization and measurement used to establish the research's independent and dependent variables. Finally, this part explains the analytical procedures that were utilized to test the hypotheses and respond to the research questions.

3.2 Research Design

3.2.1 Quantitative Analysis

The quantitative research techniques were selected for this study based on the objectives of the study, the inquiry nature of the study, and the topics to be studied. The aim of this research is to investigate the explanatory relationship between four variables, namely accountability of records, effectiveness, efficiency, transparency and job performance. As a result, a quantitative methodology is well suited to address the purpose of this research, as the main purpose is to show a causal relationship between two or more variables (Mahajan, Misra, & Mahajan, 2017). Moreover, quantitative methodologies are more appropriate for evaluating hypotheses and generalizations in this research.

Quantitative research is more appropriate in mature research streams that place a higher premium on testing than discovery. This study uses a quantitative research

methodology to analyze the diversity of relationships between four independent variables and job performance. In addition, quantitative research techniques give more legitimacy to researchers 'interpretations and a level of confidence in the results. Bivariate and multivariate statistical techniques offer benefits to enable researchers to evaluate and control for variables (Edwards, 1998). This statistical approach assists in the description of relationships in an easy-to-understand way and in determining the strength and validity of any stated link (Cowan, 1990).

3.2.2 Exploratory Analysis

Research may be classified as exploratory, descriptive, or explanatory (Yin, 1994). Additionally, these categories may be made depending on the amount of knowledge the researcher has at the start of the study, as well as the amount of material necessary to address the thesis's objective (Reynolds, 1971). The purpose of exploratory research is to identify and develop a problem. It is advantageous when the issue is difficult to demarcate when the model to employ is ambiguous and when the critical traits and linkages are diffuse (Wiedersheim-Paul & Eriksson,1998). According to Patel and Tebelius (1987), the objective of exploratory research is to elicit as much information as possible on a particular topic.

Additionally, an exploratory study enables the researcher to obtain a deeper grasp of the subject matter (Reynolds, 1971). When the objective is to characterize a phenomenon accurately and the issue is well-structured, descriptive analysis is appropriate. Additionally, a descriptive study objective is employed when the researcher wishes to ascertain which elements of an issue are significant and to characterize these characteristics more completely without attempting to establish causal relationships between causes and symptoms. (Saunders, Lewis, & Thornhill, 2000). Before data gathering can begin, the researcher must have a firm grasp of the phenomena. (Wiedersheim-Paul & Eriksson,1998). Explanatory

research is used to analyze causes and relationships, elucidating how certain causes result in certain interactions (Yin, 1994). Additionally, this comprises the justifications for a certain objective, such as when determining whether one factor influences another (Wiedersheim-Paul & Eriksson,1998).

3.3 Study Population and Sampling Procedures

A Sample is a selection of data chosen from all of that possibly available. Sampling is needed in almost all forms of data collection as in most research processes it is simply not possible to gain data from every available source. Researchers frequently put great effort into deciding on the size of their data sample. The larger the sample size, the more representative it is likely to be of overall sampling frame, and as a result, the more justifiable your conclusions will be. However, the size of any sample is also dependent on the time and resources you have available and how manageable the data collection, and data analysis will be as a result. Though a relatively straightforward concept, choice of sample size is a critical determination for a project. Too small a sample yields unreliable results, while an overly large sample demands a good deal of time and resources (Carter, C., & Scarbrough, H. (2001). In this research, 250 respondents were chosen and questionnaires have been distributed to them. A sampling technique is the name or other identification of the specific process by which the entities of the sample have been selected. It is incumbent on the researcher to clearly define the target population..

3.4 Data Collection Method

In business research, it has been identified five prevalent methods for gathering and interpreting empirical data (Yin, 1994). The former includes conducting experiments, conducting surveys, and analyzing archive data, histories, and case studies. The study used a survey as the primary technique of data collection. Questionnaires have a long history of

application in management research and social science research in general (Sarantakos, 1998). Data collected in surveys are standardized, making comparisons simple (Kelly, Clark, Brown, & Sitzia, 2003).

A self-completion questionnaire with closed-ended questions is formulated for this study. Self-completion questionnaires are quite comparable to business research in that the research instrument must be very straightforward to use, and its questions must be very simple to answer (Bryman & Bell, 2003). Meanwhile, for many researchers, the choice of whether to ask an open or closed question is critical. According to Bryman and Bell (2003), closed questions offer many benefits, including the ease with which responses can be processed, the increased comparability of responses, and the ease with which questionnaires can demonstrate the link between variables. Hence, it is preferable to use a closed question as compared to an open question in this study

The internet and computer-mediated communication have increased in popularity during the last decade (Fox, et al., 2001). Additionally, an online survey is an optimum tool for gathering data in an ever-changing environment (Nazar, et al., 2020). The data collecting strategy for this research is an online survey in which respondents must use a computer and an Internet connection to either complete a questionnaire sent through electronic mail or click on a hyperlink

3.5 Operationalization and Measurement

The questionnaire consists of two sections which is Section A and Section B. The questionnaire had 28 questions from both sections. Many items are produced and customized from the type of literature relevant for each construct. All questions was assessed using a five -point Likert -type response scale, with five (5) indicating strongly agree and one (1) indicates strongly disagree. Rensis established a Likert scale, which has been used by a large

number of researchers for over two decades, mostly in survey research (Edmondson, 2005). According to Neuman (2000), the benefits of using the Likert scale are that it is simple and easy to use.

3.6 Data Analysis

The survey's findings were analyzed via descriptive statistics. Numerous fundamental strategies exist for analyzing quantitative data. SPSS for Windows was used to analyze the exploratory variables in this study. SPSS is a flexible programmed that enables you to conduct a number of analyses and perform a wide variety of data transformations to produce a number of output formats (Kapoor, 2018). SPSS, initially abbreviated for Statistical Package for the Social Sciences, has been around since the mid-1960s and has undergone several updates over the years, most notably with the advent of personal computers (Bryman & Bell, 2003).

3.6 .1 Reliability Analysis

The degree to which a measure is free from bias or error provides uniform measurement across time and across all of the instrument's different components (Uma & Roger, 2016). In other words, a measure's dependability provides information on the stability and consistency with which the instrument assesses a concept and aids in determining how "excellent" a measure is. Reliability was defined by Best and Kahn (2006) as the instrument or procedure's level of consistency. Cronbach's alpha, which is based on the typical correlation of items within a test assuming the items are standardized, is one of the most often utilised. According to Sekaran et al. (2011), a Cronbach's Alpha score for a questionnaire less than 0.6 is considered bad, with 0.6 being the Cronbach's alpha coefficient size as a general guideline.

3.6.2 Correlation Analysis

Research correlation analysis is a statistical technique for determining the degree of linear link between two variables. Put another way, correlation analysis measures how much one variable shifts as a result of a shift in another variable. There is a robust connection between the two variables if the correlation is high, whereas a weak connection is indicated by a low correlation. Correlation analysis is used in market research to examine quantitative data gathered from research techniques like surveys and polls. They look for links, trends, and patterns between two collections of data. When a rise in one variable results in an increase in the other, we say that there is a positive correlation between the two. In contrast, a negative correlation indicates that a rise in one variable is accompanied by a decline in the other, and vice versa. A correlation coefficient, sometimes indicated by the Greek letter r, quantifies the closeness of a connection. This linear connection metric is sometimes referred to by its namesake, Pearson, as the Pearson correlation coefficient. If a straight line doesn't adequately depict the relationship, then more involved measurements of correlation are required. According to the Cronbach's alpha coefficient size rule of thumb, dependability is considered bad when the alpha value is less than 0.6, moderate when it's between 0.7 and 0.8, high when it's between 0.8 and 0.9, and exceptional when it's between 0.9 and 100.

3.6.3 Multiple Regression Analysis

The correlation coefficient, which quantifies the strength of a relationship between two variables, does not give an estimate of how much of the variance in the independent variable will be explained when many independent factors are impacting the independent variable simultaneously (Sekaran, 2008). Regression analysis is a statistical technique for determining the strength of associations between causative and intervening factors. The fundamental purpose of univariate regression is to examine the association between a

dependent variable and a single independent variable, and then to formulate a linear connection equation between the two. The term "multilinear regression" describes a class of regression models that use only one dependent variable and several independent ones. The following table displays the rules for the range of coefficients and the intensity of associations.

Table 3.1: Rules of Thumb about Correlation
Coefficient Size

Coefficient range	Strength of association
0.91 to 1.00	Very Strong
0.71 to 0.90	High
0.41 to 0.70	Moderate
0.21 – 0.40	Small but define relationship.
0.01 – 0.2	Slight almost negligible

3.7 Summary of Chapter 3

This chapter discusses the methodology used in this research. This study is entirely quantitative in nature. This research uses quantitative techniques to ensure accuracy, reliability, and testability. Moreover, it shows a high level of generalization for the results of population sample. The purpose of this study was to examine the ideas derived from current theories and research. The main data collection tool used for this research was a survey as it was scientifically sound, and the results can be measured. A systematic questionnaire was created for the purpose of collecting data through online surveys. Questionnaires were developed using conceptual models that assist in identifying required information and links that need to be studied. The research issued a survey questionnaire to 250 employees, and their answers are collected. One-dimensional testing approach, reliability testing using Cronbach alpha, validity testing through convergent validity and multiple regression data analysis used to explain this research. Due to the complexity of the concept and the large sample size, the study hypotheses were tested using the Statistical Package for the Social Sciences (SPSS)

CHAPTER 4
RESULT AND DISCUSSION

4.1 Introduction

The main purpose of this chapter is to offer an analysis of important data obtained from a survey using questionnaires conducted among employees of the records department in several government-related companies and to provide recommendations. After the distribution of 250 questionnaires, only 220 questionnaires are able to be used for this study due to several mistakes and false tick on the questionnaires. The findings of the questionnaire survey are presented in this chapter, as well as the results of the multiple regression analysis techniques used and the results of hypothesis testing.

4.2 Descriptive Analysis

The result from the study can be seen in the table 4.1. The respondents are comprised mainly male 35% and female is 65% from 220 respondents. On the other hand, for the age of respondent: respondents with the age between 25 to 34 years old stated the highest percentage which is 31.4%. While respondent with age between 35 to 44 years tend to state the second highest percentage of respondents which stated 30.5% from total respondents. And respondents with the age 65 years old and above stated the lowest percentage which is 2.7%. Meanwhile, in term of education; Degree is the largest percentage from the respondents which is 36.8% followed by Diploma as the second largest which stated 28.6% then follow as high school which is 16.8% and the lowest percentage is from Doctorate which is 3.2% from 220 tested respondent. Meanwhile in term of position, assistant manager and executive stated the largest percentage which is 24.5%, while second largest is manager stated the second highest is 20.9%, the respondents as trainee stated the third largest which is 20% while clerk stated the lowest which is 10% from 220 respondents. In term of

department, the highest department is integrity office which is 34.5%, while the second largest is from information technology which is 33.2% and the least percentage is from branch department which is 32.3%.

Table 4.1: Descriptive Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Female	143	65.0	65.0	65.0
Male	77	35.0	35.0	100.0
Age				
Under 18	7	3.2	3.2	3.2
18 -24 years old	50	22.7	22.7	25.9
25-34 years old	69	31.4	31.4	57.3
35-44 years old	67	30.5	30.5	87.7
45-44 years old	7	3.2	3.2	90.9
55-64 years old	14	6.4	6.4	97.3
65 years old and above	6	2.7	2.7	100.0
High Education				
High School	37	16.8	16.8	16.8
Diploma	63	28.6	28.6	45.5
Degree	81	36.8	36.8	82.3
Master	32	14.5	14.5	96.8
Doctorate	7	3.2	3.2	100.0
Position				
Manager	46	20.9	20.9	20.9
Assistant Manager	54	24.5	24.5	45.5
Executive	54	24.5	24.5	70.0
Clerk	22	10.0	10.0	80.0
Trainee	44	20.0	20.0	100.0
Department				
Information Technology	73	33.2	33.2	33.2
Integrity Office	76	34.5	34.5	67.7
Branch	71	32.3	32.3	100.0

4.3 Reliability Analysis

The researcher carried out reliability analysis. The Cronbach's Alpha value has been used in order to test the reliability of the items measuring each variable: tangibility, reliability, responsiveness, assurance and empathy. It is reliable to measure coefficient that reflects how well these items in a set are positively correlated to one another. Based on Hair et al., (2003), they tend to mention that the closer the alpha value to 1 is the higher consistency of data reliability. Below is the Table 4.2 shows the rule of thumbs Cronbach's Alpha coefficient size.

Table 4.2 Summary of Reliability Analysis

Variables	Number of Items	Cronbach's Alpha
Job Performance	4	0.763
Accountability	4	0.780
Effectiveness	5	0.602
Efficiency	5	0.787
Transparency	5	0.625

Table 4.2 show the summary of reliability test in this study. It shows that the independent variable result of Cronbach's Alpha such as Job performance is 0.763, Accountability is 0.780, Effectiveness is 0.602, Efficiency is 0.787, and Transparency is 0.625. From this result it can be concluded that Job performance, Accountability and Efficiency is in good range due to the result finding between 0.7 < 0.8. It is reliable and accepted for this research base on Cronbach's Alpha in Table 4.2. While the Effectiveness and Transparency can be considering as moderate alpha coefficient which both result between 0.6 > 0.7 which for sure it was reliable for this study. Which Effectiveness stated 0.602 and Transparency is 0.625. From the result none of the items were deleted in the test as the reliability of inter-item was high.

4.4 Inferential Statistic

4.4.1 Correlation Analysis

The correlation analysis is the statistical tool used to study the closeness of the relationship between two or more variables. It used to determine the relationship between two or more variables. It used to determine the strength of association relationship between the independent variables and dependent variable. The relationship between the independent variable and dependent variable was investigated using Pearson-product moment correlation coefficients. The strength of correlation can be determined by referring to the Table 4.3.

The result of the Pearson correlation is being presented in Table 4.3:

Table 4.3 Summary of Correlation Analysis

Variables	Pearson Correlation
Accountability	0.670
Effectiveness	0.533
Efficiency	0.716
Transparency	0.722

Accountability

According to the Table 4.3, there was a moderate relationship between accountability of record management the employee performance at Government Link Company in Malaysia as it indicated by the value of correlation coefficient of 0.670, it can be said that the relationship has moderate relationship as the value are between 0.4 – 0.7.

Effectiveness

According to the Table 4.3, there was a moderate relationship between effectiveness of record management the employee performance at Government Link Company in Malaysia as it indicated by the value of correlation coefficient of 0.533, it can be said that the relationship has moderate relationship as the value are between 0.4 – 0.7.

Efficiency

According to the Table 4.3, there was a high relationship between efficiency of record management the employee performance at Government Link Company in Malaysia as it indicated by the value of correlation coefficient of 0.716, it can be said that the relationship has high relationship as the value are between 0.7 – 0.9.

Transparency

According to the Table 4.3, there was a high relationship between transparency of record management the employee performance at Government Link Company in Malaysia as it indicated by the value of correlation coefficient of 0.722, it can be said that the relationship has high relationship as the value are between 0.7 – 0.9.

4.4.2 Multiple Regression Analysis

Multiple regressions are used in this study to test the significant relationship as hypothesized. Only through multiple regression analysis it can decide whether or not independent variables affect the dependent variable. R-value can determine the correlation coefficient between dependent variable and the independent variables.

Table 4.4 Model Summary of Multiple Regressions

Model	R	R Square	F	Sig.
1	0.708[a]	0.801	70.914	.000[a]

Model Summary Table 4.4 summarizes the multiple regression models when all four independent variables simultaneously influence dependent variables, the Employee Job Performance at Government Link Company in Malaysia. There are four independent variables in varying degrees, but they might also inter-correlate among themselves too.

Based on the Table 4.4, the value of correlation coefficient (R) for four independent variables (Accountability, Efficiency, Effectiveness, and Transparency) with the dependent variable (Employee Job Performance at Government Link Company in Malaysia) was 0.708. So this study has a positive and strong correlation between four independent variables and dependent variables.

Meanwhile, the R square value is the measure of how much of the variability of the dependent variable accounted by the independents variables. By looking to the Table 4.4 the value of R square which is 0.801 indicates that the record management has 80.1% of variation in job performance while the rest of 19.9% are explained by other factors. Thus these prove that record management has impact and influence on Job Performance at Government Link Company in Malaysia.

4.5 Discussion

4.5.1 Research Question 2:

Does accountability of record management have significant impact on job performance at Government Linked Companies (GLC) in Malaysia?

Research Objective 2:

To investigate whether an accountability of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

Hypothesis 1:

H1: There is significant relationship between Accountability of record management and job performance in Government Linked Companies (GLC) Malaysia.

The result from the study shows that accountability of record management is related with employee job performance in Government Link Company (GLC). This shown in the correlation result between accountability of record management is related with employee job performance (0.670) which indicates that there is moderate relationship between accountability of record management the employee performance at Government Link Company at Malaysia. Thus, the study completely answers the research questions two and also successfully accomplishes the objective two. Result also rejected null hypothesis and accepted the hypothesis 1 (H1). Thus it can be conclude that the accountability of the record management significantly impact on the employee job performance at Government Link Company (GLC) in Malaysia. As Shepherd (2003) had noted that an accountability of record management, would help organizations in conducting operations in efficient and accountable manner, while maintaining consistency in service delivery, management decision-making

and transparency of policy formulation, execution and also lead to good job performance of the employee in an organization.

4.5.2 Research Question 3:

Does effectiveness of record management have significant impact on job performance at Government Linked Companies (GLC) in Malaysia?

Research Objective 3:

To examine whether effectiveness of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

Hypothesis 2:

H2: There is significant relationship between Effectiveness of record management and job performance in Government Linked Companies (GLC) Malaysia.

The result from the study shows that effectiveness of record management is related with employee job performance in Government Link Company (GLC). This shown in the correlation result between effectiveness of record management is related with employee job performance (0.533) which indicates that there is moderate relationship between effectiveness of record management the employee performance at Government Link Company at Malaysia. Thus, the study completely answers the research questions three and also successfully accomplishes the objective three. Result also rejected null hypothesis and accepted the hypothesis 2 (H2).Thus it can be conclude that the effectiveness of the record management significantly impact on the employee job performance at Government Link Company (GLC) in Malaysia. As stated by Allison (2021) emphasized that registry staff must record, keep, and manage these records using good record management practices. Their

ability to effectively manage these records will determine the quality of records/information the organisation will have and the type of decision they will make, as well as their job performance.

4.5.3 Research Question 4:

Does efficiency of record management have significant impact on job performance at Government Linked Companies (GLC) in Malaysia?

Research Objective 4:

To examine whether efficiency of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

Hypothesis 3:

H3: There is significant relationship between Efficiency of record management and job performance in Government Linked Companies (GLC) Malaysia.

The result from the study shows that efficiency of record management is related with employee job performance in Government Link Company (GLC). This shown in the correlation result between efficiency of record management is related with employee job performance (0.716) which indicates that there is high relationship between efficiency of record management the employee performance at Government Link Company at Malaysia. Thus, the study completely answers the research questions four and also successfully accomplishes the objective four. Result also rejected null hypothesis and accepted the hypothesis 3 (H3). Thus it can be conclude that the efficiency of the record management significantly impact on the employee job performance at Government Link Company (GLC) in Malaysia. As according to Shonhe and Grand (2018), good records management improves

the efficiency and effectiveness of public service delivery by reducing litigation risks, promoting accountability and transparency, ensuring compliance with regulatory requirements, and promoting to job performance of an employee.

4.5.4 Research Question 5:

Does transparency of record management have significant impact on job performance at Government Linked Companies (GLC) in Malaysia?

Research Objective 5:

To examine whether transparency of record management has significant impact on job performance at Government Linked Companies (GLC) in Malaysia.

Hypothesis 4:

H4: There is significant relationship between Transparency of record management and job performance in Government Linked Companies (GLC) Malaysia.

The result from the study shows that transparency of record management is related with employee job performance in Government Link Company (GLC). This shown in the correlation result between transparency of record management is related with employee job performance (0.722) which indicates that there is high relationship between transparency of record management the employee performance at Government Link Company at Malaysia. Thus, the study completely answers the research questions five and also successfully accomplishes the objective five. Result also rejected null hypothesis and accepted the hypothesis 4 (H4). Thus it can be conclude that the transparency of the record management significantly impact on the employee job performance at Government Link Company (GLC) in Malaysia. As according to National Archive of Malaysia (NAM) which conducted a

project called e-Strategy for Preservation of Government Records and Archives (e-SPARK) found that a transparency or good management of record management had impacted on the employee job performance in an organization.

CHAPTER 5
CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter the researcher tend to conclude from chapter (one) 1 to chapter four (4). From the chapter four (4), the result of the findings from this study had been discuss and conclude in this chapter. Besides, researcher also tend to discuss on recommendation that he think suitable to cater the problems. And lastly the researcher list down the limitations of throughout conducted the study.

5.2 Conclusion

The main focus of the study is to determine the factors that affect job performance with good record management. It investigates the job performance at Government Link Company (GLC) in Malaysia by looking at 1- accountability of record management, 2- effectiveness of record management, 3- efficiency of record management, 4- transparency of record management. In this context, a preliminary research model was conceptualized and tested using survey questionnaire. Data was collected from employees of the records department of Government Link Companies in Malaysia. The findings of the study are discussed in this chapter with reference to related literature that has already been published. It also discusses the implications, limitations, future research topics, and conclusions of the findings.

From the finding in the chapter four (4) of this research, the researcher tend to conclude that the record management has impact and influence on Job Performance at Government Link Company in Malaysia. This can be refers to the R square value which is 0.801 can be consider as the high value of R square value. As it indicates that the record

management has 80.1% of variation in job performance while the rest of 19.9% are explained by the other factors. This explained that 80.1% of record management in Government Link Company in Malaysia had impacted on the job performance of their employee. And this finding complete the objective one (1) of this study.

This finding also supported by a research study done by Allison (2021) which study on the "Records Management Practices And Job Performance Of Registry Staff Of Universities In Ogun State, Nigeria" which he tend to conclude that that good records management practices are the engine that pilots the job performances of registry staff of universities in Ogun State, Nigeria and administration of good records management practices by the registry staffs enable good decision making by university leadership.

5.3 Recommendations

Records keeping is essential to the operation of any business, as it facilitates the management of one of the most valuable resources (information resources). Designing and implementing a records management policy is prudent. A policy must be developed to regulate activities related to records management. Rules and regulations for records management will guide records management activities and ensure that all records created and received are appropriately recorded. A records management policy will direct the management of records and serve as the operational foundation for effective management.

The management must adhere to the principles of accountability, transparency, and privacy protection. Staff members are responsible for ensuring that user records are highly protected and monitored. Staff members must understand that they are entrusted with the duty to oversee and safeguard records. The concept of records management's life cycle must be implemented at all organisational levels. The primary objective of implementing the life

cycle concept of records management is to ensure that the institution's created and maintained records are effectively managed and maintained. Maintaining active and semi-active documents may pose significant storage and retrieval challenges. Active and semi-active recordings must be separated for storage facilities to function effectively.

Additionally, it is necessary to establish a suitable paradigm for the preservation of records. The storage and protection of recordings must be adequate. Additionally, an electronic records management system should be provided. The automation of organisational records must be implemented. This is crucial for ensuring that users have access to the appropriate records at the appropriate time and in the appropriate manner. Electronic storage has the benefit of storing a large quantity of documents. It saves time, is more cost-effective, and records can be retrieved with ease. For records to be readily retrieved, an appropriate filing system must be adopted. Staff incompetence prevents the majority of organisations from conducting their responsibilities competently, which results in poor record administration. Therefore, personnel capacity building must be initiated.

Particularly in ICT applications, records management professionals must be educated and maintained. To improve the abilities of the personnel, training may take the shape of seminars, conferences, short courses, and workshops. Staff members will learn new skills related to appropriate documentation and file security as a result of this. For the administration of records to be successful, the appropriate infrastructure must be put in place. It's crucial to provide enough money for the administration of records. The highest level of management must make sure that enough money is available for records management tasks. In order to increase public knowledge of the value of records management in delivering public services and the need for complete support for their records management employees, records management experts will also undertake records management awareness programmes. The programmes may be delivered and workers can be educated on the job as

well as given knowledge of the company's rules, processes, and guidelines in general via workshops, seminars, and walk-ins to different departments.

Flynn (2020) who found that, it is very difficult for an employee to perform well at the job place without any management, pre-training or guidance. With better training on record management, employees perform better compared to incompetent employees in record management. It is very necessary for any organization to give its management and employees record management trainings to get overall goals of the organization in a better way. Staff training on record management increases service quality of the organization. Although it is costly to give training to the employees but in the long run it gives back more than it took. Every organization should train its employees and ensures quality records management as according to the need of that time so that they could compete with their competitors.

Finally, there is a need for further study on the creation, use, and administration of records in organisations, records management in crisis situations, and ICT applications. The survey also found that other staff members did not support records management people or records management in general and were not aware of the significance of records management. They determined that attitude was mostly to blame. Therefore, there is a need for more study on the marketing of records management to assist raise awareness of its significance in the delivery of services to the clients. What causes the unfavourable attitude towards records management, why do records and records management get so little support in the private sector, and how can this be altered should all be the subjects of future study.

5.4 Limitations

While completing the study, the researcher discovered a number of limitations. As a result, the researcher tends to identify these limitations and provide recommendations for future research studies in order to encourage the collection of high-quality data. In terms of responding to the questionnaire, the researcher discovered that there was less collaboration among GLC employees as respondents in completing the questionnaire. As a result, only 220 of the 250 questionnaires that were collected could be utilize for testing at the study's conclusion. In order to address this problem, the researcher proposes that respondents get questionnaires in digital form in future studies. And in terms of the number of respondents, researchers prefer to advise that the study's sample size be increased in order to get more precise and superior results.

Besides, this study on focusing in limited area which is Malaysia only. Thus for future research, the researcher tend to suggest that others area could be covered also. In addition the shortage and limited access to updated journal and citations also act as limitation in this study. Researcher also discovered that some of the respondents do not fully understand on the questionnaires in deep about their responsibilities and the risk management. And at the end of the study, the researcher realize that the topic is to wide and should be more specific. Meaning that, the record management itself should be more specific in their classification, for example record management which specialized in human resources or record management specialized in company expenditure and budgeting. Thus the result of the study can be utalise in specific ways for a specific objectives,

5.5 Summary of Chapter 5

This chapter discusses the on the conclusion from entire of finding throughout this study. Researcher tend to conclude the finding from previous chapter. Besides in this chapter, the researcher also tends to list down the possible recommendations from this opinion base on findings and current issues and problems related to the scope of study. At the same time in this chapter, the researcher also list down the limitations from which limit the process of the study. At last, researcher hopes that the findings from this study can be applied in the record management.

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APPENDIX A: Permission letter to conducting a survey

20 March 2023

Dear respondents,

Re : Participant Information Sheet,

Researcher: Ahmad Faidzal Bin Zulsamli, Tun Razak Graduate School, Master in Management (MIM)

I am Ahmad Faidzal Bin Zulsamli, a Master candidate in the Tun Razak Graduate School at Universiti Tun Abdul Razak (UNIRAZAK), Malaysia. The title of my research project is *"Relationship Between Records Management and Job Performance in Government Linked Companies In Malaysia"* The main objective of the study is to study the relationship of records management with employee performance in the organization government linked companies. The study specifically focuses on four factors.

Participation from would involve completing this questionnaire by using manually. This set of the questionnaire consists of TWO (2) sections. Section A is related to the respondent's demographic. Section B related to four (4) factors that may influence job performance. The questionnaire should take around 15 minutes to complete.

I would appreciate it if you could give your cooperation by devoting your precious time to the survey. It must be stressed here that the data obtained from this survey will contribute to my thesis and appear in academic journals or may be presented at academic conferences, and all the information will be strictly confidential. By submitting the completed questionnaire, you consent to participate. Should you have any queries or wish to know more about this study, feel free to contact me,

Ahmad Faidzal Bin Zulsamli (Master Candidate)
Tun Razak Graduate School
Universiti Tun Abdul Razak (UNIRAZAK)
195A, Jalan Tun Razak 50400 Kuala Lumpur, Malaysia
Tel : +6019-2982039 / Email : a.faidzal2011@ur.unirazak.edu.my

Your kind cooperation and contribution to my study is highly appreciated. Thank you

Sincerely,

Ahmad Faidzal Bin Zulsamli
UniRazak Master Candidate

Enc./   APPENDIX 2 : Questionnaire

APPENDIX B : Questionnaire

UNIVERSITI TUN ABDUL RAZAK (UNIRAZAK)

TUN RAZAK GRADUATE SCHOOL

"Relationship Between Records Management and Job Performance in Government Linked Companies In Malaysia"

Dear Sir / Madam,

Please be informed that I am following the Master in Management program at Tun Abdul Razak University. This program is implemented under the faculty of the Tun Razak Graduate School (TRGS). I am conducting a study 'Relationship Between Records Management and Job Performance in Government Linked Companies In Malaysia'.

It is hoped that this study will be able to help the management of government linked companies in further improving the records management system which will further improve the performance of its employees.

In connection with that, I request your cooperation to answer the research questions that are included. This question has FOUR (4) pages and you are requested to answer all these questions honestly and sincerely. The information and views provided are confidential. The personal information provided will not be disseminated. Any questions please contact me:

AHMAD FAIDZAL BIN ZULSAMLI
(Master in Management)
Tun Razak Graduate School
UNIVERSITI TUN ABDUL RAZAK
No HP: 019-2982039
Email : a.faidzal2011@ur.unirazak.edu.my

Thank you so much for the cooperation. So much

PERSONAL DATA PROTECTION STATEMENT

Please be informed that in accordance with Personal Data Protection Act 2010 ("PDPA") which came into force on 15 November 2013, University Tun Abdul Razak (UNIRAZAK) is hereby bound to make notice and require consent in relation to collection, recording, storage, usage and retention of personal information.

Notice:

1.   The purposes for which your personal data may be used are inclusive but not limited to:- For assessment of any application to UNIRAZAK

•   For processing any benefits and services
•   For communication purposes
•   For advertorial and news
•   For general administration and record purposes
•   For enhancing the value of education
•   For educational and related purposes consequential to UNIRAZAK
•   For the purpose of our corporate governance
•   For consideration as a guarantor for UNIRAZAK staff/ student applying for his/her scholarship/ study loan

 2.   Your personal data may be transferred and/or disclosed to third party and/or UNIRAZAK collaborative partners including but not limited to the respective and appointed outsourcing agents for purpose of fulfilling our obligations to you in respect of the purposes and all such other purposes that are related to the purposes and also in providing integrated services, maintaining and storing records. Your data may be shared when required by laws and when disclosure is necessary to comply with applicable laws.

 3.   Any personal information retained by UNIRAZAK shall be destroyed and/or deleted in accordance with our retention policy applicable for us in the event such information is no longer required.

 4.   UNIRAZAK is committed in ensuring the confidentiality, protection, security and accuracy of your personal information made available to us and it has been our ongoing strict policy to ensure that your personal information is accurate, complete, not misleading and updated. UNIRAZAK would also ensure that your personal data shall not be used for political and commercial purposes.

 Consent:
1.   By submitting this form, you hereby authorize and consent to us processing (including disclosing) your personal data and any updates of your information, for the purposes and/or for any other purposes related to the purpose.

2.   If you do not consent or subsequently withdraw your consent to the processing and disclosure of your personal data, UNIRAZAK will not be able to fulfil our obligations or to contact you or to assist you in respect of the purposes and/or for any other purposes related to the purpose.

3.   You may access and update your personal data by writing (a.faidzal2011@ur.unirazak.edu.my).

Section A: Demographic
Please select one (1) answer that best describe yourself

1. Gender

☐ Female
☐ Male

2. Age

☐ Under 18
☐ 18-24
☐ 25-34
☐ 35-44
☐ 45-54
☐ 55-64
☐ 65 or more

3. Highest Education Level

☐ High School
☐ Diploma
☐ Degree
☐ Master
☐ Doctorate

4. Position Level

☐ Manager
☐ Assistant Manager
☐ Executive
☐ Clerk
☐ Trainee / Intern

6. Department

☐ Information Technology
☐ Integrity Office
☐ Branch

Section B: *Factors influencing job performance*

Please indicate your opinions on a 5-point scale to the following statements regarding factors influencing job performance by records management.

(1–strongly disagree, 2–disagree, 3-neutral, 4-agree, 5-strongly agree)

Elements of Record Management	Strongly Disagree ⟷ Strongly Agree				
Record Management and Job Performance	**1**	**2**	**3**	**4**	**5**
1. Accountability practice in record management in an organization contributes to job performance.					
2. An effective record management of an organization contributes to job performance.					
3. An efficient of record management in an organization promote to job performance of the employee.					
4. Transparency of record management in an organization promote to job performance of the employee.					
Accountability					
1. I am absolutely agreed; accountability or responsibility in record management and process in an organization promote to job performance.					
2. The loss or inaccessibility of record results in increased opportunities for corruption and fraud and at last it will impact on their job performance.					
3. The accountability of record management will promote to compact and exact record which at the end will impact on job performance.					
4. The top management of organization is accountable in promoting an accountability of record management in their operations.					

Effectiveness					
1. Records management effectiveness can help reduce the proliferation of unnecessary reports and documents.					
2. Systematic and effective records help employees a lot in doing their jobs.					
3. Effectiveness of records management can improve the quality of services and employment.					
4. Systematic records provide accurate information that meets employee needs.					
5. Systematic records convey information and information quickly and save time.					
Efficiency					
1. I believe good records management is capable of being a good, centralized reference.					
2. I am positive with centralized records management as a future reference.					
3. A centralized reference center becomes a medium of communication to obtain information to employees.					
4. A centralized referral center is an innovative way for employee convenience.					
5. Records management with a centralized reference center is very attractive to employees.					
Transparency					
1. Integrity programs conducted provide awareness to employees to work transparently through records management.					

2. Records management offers a solution to the problem of employee integrity in the organization.					
3. Records management also makes it easier for organizations to monitor integrity issues.					
4. Almost all employees agree to use a records management system to avoid integrity problems.					
5. Records management will increase employee loyalty to the company.					

RELATIONSHIP BETWEEN RECORDS MANAGEMENT AND JOB PERFORMANCE IN GOVERNMENT LINKED COMPANIES

Descriptive Analysis

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	143	65.0	65.0	65.0
	Male	77	35.0	35.0	100.0
	Total	220	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 18	7	3.2	3.2	3.2
	18-24	50	22.7	22.7	25.9
	25-34	69	31.4	31.4	57.3
	35-44	67	30.5	30.5	87.7
	45-54	7	3.2	3.2	90.9
	55-64	14	6.4	6.4	97.3
	65 or more	6	2.7	2.7	100.0
	Total	220	100.0	100.0	

HighEducation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	37	16.8	16.8	16.8
	Diploma	63	28.6	28.6	45.5
	Degree	81	36.8	36.8	82.3
	Master	32	14.5	14.5	96.8
	Doctorate	7	3.2	3.2	100.0
	Total	220	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	46	20.9	20.9	20.9
	Assistant Manager	54	24.5	24.5	45.5
	Executive	54	24.5	24.5	70.0
	Clerk	22	10.0	10.0	80.0
	Trainee / Intern	44	20.0	20.0	100.0
	Total	220	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Information Technology	73	33.2	33.2	33.2
	Integrity Office	76	34.5	34.5	67.7
	Branch	71	32.3	32.3	100.0
	Total	220	100.0	100.0	

Reliability test

Scale: Record management & Job Performance

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.769	4

Item Statistics

	Mean	Std. Deviation	N
An effective record management of an organization contributes to job performance.	4.41	.680	220
Accountability practice in record management in an organization contributes to job performance.	4.36	.723	220
An efficient of record management in an organization promote to job performance of the employee.	4.29	.639	220
Transparency of record management in an organization promote to job performance of the employee.	4.23	.586	220

Scale: Accountability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.780	.704	4

Item Statistics

	Mean	Std. Deviation	N
I am absolutely agreed; accountability or responsibility in record management and process in an organization promote to job performance.	4.53	.500	220
The loss or inaccessibility of record results in increased opportunities for corruption and fraud and at last it will impact on their job performance.	4.30	.664	220
The accountability of record management will promote to compact and exact record which at the end will impact on job performance.	4.51	.569	220
The top management of organization is accountable in promoting an accountability of record management in their operations.	4.46	.584	220

Scale: Effectiveness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.602	.603	5

Item Statistics

	Mean	Std. Deviation	N
Records management effectiveness can help reduce the proliferation of unnecessary reports and documents.	4.35	.567	220
Systematic and effective records help employees a lot in doing their jobs.	4.11	.683	220
Effectiveness of records management can improve the quality of services and employment.	4.36	.482	220
Systematic records provide accurate information that meets employee needs.	4.40	.491	220
Systematic records convey information and information quickly and save time.	4.25	.527	220

Scale: Efficiency

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.741	5

Item Statistics

	Mean	Std. Deviation	N
I believe good records management is capable of being a good, centralized reference.	4.46	.584	220
I am positive with centralized records management as a future reference.	4.65	.478	220
A centralized reference center becomes a medium of communication to obtain information to employees.	3.91	.700	220
A centralized referral center is an innovative way for employee convenience.	4.33	.552	220
Records management with a centralized reference center is very attractive to employees	4.46	.499	220

Scale: Transparency

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.625	.600	5

Item Statistics

	Mean	Std. Deviation	N
Integrity programs conducted provide awareness to employees to work transparently through records management.	4.00	.705	220
Records management offers a solution to the problem of employee integrity in the organization	4.21	.534	220
Records management also makes it easier for organizations to monitor integrity issues.	4.28	.621	220
Almost all employees agree to use a records management system to avoid integrity problems.	4.22	.566	220
Records management will increase employee loyalty to the company	4.23	.520	220

Correlation analysis

Correlations

		RecordMgt	Accountability	Effectiveness	Efficiency	Transparency
RecordMgt	Pearson Correlation	1	.670**	.533**	.716	.722
	Sig. (2-tailed)		.000	.000	.000	.000
	N	220	220	220	220	220
Accountability	Pearson Correlation	.670**	1	.477**	.519**	.529**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	220	220	220	220	220
Effectiveness	Pearson Correlation	.533**	.477**	1	.616**	.658**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	220	220	220	220	220
Efficiency	Pearson Correlation	.716	.519**	.616**	1	.606**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	220	220	220	220	220
Transparency	Pearson Correlation	.722	.529**	.658**	.606**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	220	220	220	220	220

**. Correlation is significant at the 0.01 level (2-tailed).

Multiple regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.708[a]	.801	.791	.151	.801	70.914	4	215	.000

a. Predictors: (Constant), Transparency, Accountability, Efficiency, Effectiveness

b. Dependent Variable: RecordMgt

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.564	4	50.391	70.914	.000[b]
	Residual	13.523	215	.063		
	Total	215.087	219			

a. Dependent Variable: RecordMgt

b. Predictors: (Constant), Transparency, Accountability, Efficiency, Effectiveness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.213	.285		7.776	.000
	Accountability	.175	.052	.181	3.337	.000
	Effectiveness	1.066	.082	.913	13.016	.000
	Efficiency	-.524	.073	-.485	-7.160	.000
	Transparency	-.229	.069	-.227	-3.315	.000

a. Dependent Variable: RecordMgt