

# **The Effects of Records Keeping on Public Procurement Performance; A Case Study of Iganga District Government**

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## **ABSTRACT**

The study sought to examine the effects of record-keeping on public procurement performance in the Iganga District. The findings of the study revealed that at Iganga district Local government, there are various methods used in record keeping as respondents agreed to most of the statements that were used to measure this objective. However, it was realized that research record keeping is not fully done and also that administrative record keeping is not done at the district. The findings of the study also revealed that there are various factors that affect procurement performance, the major one being the nature of the control system and the least accepted was the evaluation of suppliers. Furthermore, the study respondents agreed that record-keeping affects procurement performance. Therefore, an improvement in record keeping improves procurement performance at Iganga District local government. The study recommended that the government should ensure that employees carry out administrative record keeping, the employees should carry research record keeping on a daily basis in order to attain more knowledge in various areas, the government should ensure that the control system that is both the internal and the external control systems are good enough as it affects the procurement performance of the district and that the management of Iganga district local government should ensure that record keeping is done on a daily basis as it generally improves that procurement performance.

**Keywords:** record keeping, procurement performance, public procurement, Iganga District

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## **INTRODUCTION**

Records keeping usually includes a records manager. This is the person responsible for records management within the organization, but that person often has a team of people working together to create and maintain systems [1, 2]. In some companies and agencies, the top official, often the agency head, or CEO is ultimately responsible for records management, even if they have hired others to actively manage records [3, 4]. Records keeping involve tasks like setting policies and standards, assigning responsibilities and authorities, establishing procedures and guidelines, providing access to management and use of records, and integrating records management into business systems and processes [5-7]. Performance is defined as achieving the set objectives and responsibilities from the perspective of the judging party [8-10]. Consequently, indicators have to be gathered relating to activities conducted by procurement officers, the outputs produced by the activities, the intended outcomes (improved performance), and the impact (more value for money). Further, procurement performance is the extent to which operational procurement outcomes demonstrate high levels of improved performance in lead time, cost, labor productivity, and capacity utilization. Recordkeeping is a requirement for many governmental agencies, and other companies also have systems in place [11, 12]. Record keeping provides a framework to gain control over piles of paperwork and locate documents, and ensures that needed information is easily accessible and readily available. This helps in compiling, retrieving, and deposition of records. Record management benefits companies and organizations through record retrieval. The better organized the business information is the faster you will be able to access it. Also, record keeping helps to abide by legal compliance. There are many laws and regulations governing record keeping, and making sure you comply with all of them is not an easy task. Record keeping helps organizations or businesses to secure

information safety, this is secured by keeping records electronically or manually to deny the access of non-users [13].

According to the World Bank [14], public procurement performance is conducted in accordance with its Articles of Agreement. The Procurement Policy and Services Group of the World Bank is charged with providing the Policy and Guidance necessary to carry out this mandate for the Banks operational clients. The entity provides equal importance to supporting the management and reform of public procurement systems in the clients. Increasing the efficiency, fairness, and transparency of the expenditure of public resources is critical to sustainable development and the reduction of poverty. The Public Procurement and Disposal of Public Assets Authority (PPDA) require that government entities maintain a file of records of all individual procurements. However, despite the presence of these acts, Uganda still has weak laws and inactive legislative provisions to promote good records and archives keeping, and not much effort has been made to engage legal and policymakers on the need and value of functional legal and policy provisions for records and archives keeping [15]. Therefore, it's this background that has prompted researchers to investigate the effect of record-keeping on public procurement performance. The study sought to examine the influence records keeping had on the performance of the procurement function in a public entity taking a case study Iganga district local government.

## **METHODOLOGY**

### **Research Design**

The study employed a cross-sectional survey design. The study adopted a survey research design because data were collected from respondents at a particular time. This survey research design according to Amin [16] was helpful to the researcher to attain systematic data from a sample. A correlation was necessary to explain the relationship between variables. Quantitative and qualitative approaches were used because they help to ensure that the data collected is quantitatively analyzed and descriptively interpreted.

### **Study population**

The study population comprised of 100 participants purposively selected from the management and employees of Iganga district headquarters in Uganda.

### **Sample size**

The sample size of the study was determined according to Slovene's formula of sample determination. Under this, a target population of 80 was zeroed down to a sample size of 62 respondents respectively as stated by Slovene's [17]. The Slovenes formula was used to determine the minimum sample size.

### **Sampling Techniques and Procedures**

The participants in the study were selected using the purposive sampling method and simple random sampling. Purposive sampling was the best because it involved selecting participants that possessed the required characteristics and qualities as defined by the researcher [18, 19].

### **Data Collection Methods**

The researcher used questionnaires as the major data collection method used to get firsthand information. It consisted of questions that were set in relation to the research objectives so as to get the real answers to the set research questions. These were administered to the Management and staff of Iganga District Local Government. The questionnaires were used because they are easy and convenient to use in the collection of data from busy respondents like those in the district.

### **Ethical consideration**

The researcher was given an introductory letter from the Department of Economics and Management, Kampala International University, and which she presented to the management of the Iganga district local government. For approval by the authorities in the sector; the researcher was given an acceptance letter and then started administering the research tools in their organization. The researcher first conducted interviews with the staff in the Administration, Finance, and planning departments. She also distributed questionnaires to respondents. After 2 days, she collected filled questionnaires.

### **Data Analysis**

Data analysis in this case was done quantitatively with statistical techniques such as the use of tables, frequencies, and percentages in the analysis so as to ensure the accuracy, adequacy, and completeness of the study.

## **RESULTS**

The respondents' demographic characteristics include; age, gender, level of education, level of experience, and marital status

**Gender of Respondents**  
**Table 1: Gender of respondents**

Age	Frequency	Percentage
Male	47	71.43
Female	19	28.57
Total	66	100

**Source primary data 2019**

According to the results for the gender of the respondents in Table 1, of the 66 respondents, the majority were males (47) with 71.43% while the females were 19 representing 28.57% of the entire sample. This, therefore, implies that more males than females are working with the institution. The imbalance in the organization is attributed to various factors existing in employment in Uganda [20-22].

**Age of respondents**  
**Table 2: Age of respondents**

Age	Frequency	Percentage
25 and below	17	25
26-36	35	53.6
37-47	7	10.7
48-58	5	7.1
59 and above	2	3.6
Total	66	100

**Source: primary data 2019**

Table 2 above revealed that most of the respondents were in the age group of 26-36 years (35) contributing 53.6 % and were followed by those in the age- group of 25 years and below (17) representing 25 % of the sample, those in the range of 37-47 were 7 contributing 10.3% of the sample. The ones in the age group of 48-58 were 5 representing 7.1% and the ones above 58 were 2 representing 3.6%.

**Marital status of the respondents**

**Table 3: Marital status of the respondents**

Marital status	Frequency	Percentage
Single	33	50
Married	22	32.1
Widowed	2	3.6
Separated	9	14.3
Total	66	100

**Source primary data 2019**

From Table 3, the majority of the respondents were single 33 (50%), followed by the married who was 22 (32.1%). Those who had separated were 9(14.3%) and only two respondents had widowed representing 3.6% of the entire sample. This implies that most of the respondents at Iganga Local Government were single.

**Working Experience**  
**Table 4. Working experience of respondents**

Working experience	Frequency	Percentage
Below 1 year	4	7.1
1-2 years	24	35.7
3 and above years	38	57.2
Total	66	100

**Source primary data 2019**

The findings in Table 4 above indicated that out of the 28 respondents, the majority had spent 3 years and above on their current job (38)57.2%, they were followed by those who had spent 1-2 years on their current job (24) 35.7% and the least number of respondents had spent less than 1 year on their job and were only (4)7.1%. This implies that most of the respondents had relevant experience and knowledge about the variables of the study as they had spent relevant time working with this organization.

**Level of education of respondents**  
**Table 5: Level of education of respondents**

Level of education	Frequency	Percentage
Primary	0	0
Secondary	0	0
Certificate	7	10.7
Diploma	12	17.9
Degree	47	71.4
Total	66	100

**Source primary data 2019**

From table 5, the findings show that the majority of the respondents had attained a degree 47 (71.4%) followed by those who had a diploma 12(17.9%) and those who had certificates 7(10.7%). None of the respondents had attained primary and secondary as their highest level of education. This implies that most of the respondents were elite enough to give the best knowledge concerning the variables of the study.

**Methods of Record Keeping**

**Table 6: Percentage response on methods of record keeping at Iganga District Local Government**

Qn	Statements	Strongly Disagree	Disagree	Not Sure	Agree (%)	Strongly Agree	Total
1	Information communication technology	10	7	0	23	26	66
2	Financial record keeping	7	13	0	20	26	66
3	Administrative record keeping	20	30	3	10	3	66
4	Confidentiality of records	8	7	0	18	33	66
5	Legal record keeping	1	7	0	25	33	66
6	Research recordkeeping	20	20	0	19	7	66
7	Active record keeping	7	5	0	28	26	66

**Source: Primary data, 2019**

The findings from Information communication technology showed that 15 % strongly disagreed that there is Information communication technology, 10% disagreed, none of the respondents was not sure, 35% agreed and 39.2% strongly agreed with the statement. Therefore 74.2% of the respondents agreed that there is Information communication technology at the Iganga district local government.

The findings from financial record keeping revealed that 10.3 % strongly disagreed that there is financial record keeping 20% disagreed, none of the respondents was not sure, 30.7% agreed and 39% strongly agreed with the statement. This implies that 69.7% of the respondents agreed that there is financial record keeping at the Iganga district local government. The findings from administrative record keeping showed 30 % of the respondents strongly disagreed that there is administrative record keeping 45% disagreed, 5% were not sure, 15 agreed and 5% strongly agreed with the statement. This shows that 75% of the respondents disagreed that there was full utilization of administrative record keeping at Iganga district local government. The findings from Confidentiality of Records discovered that 12.4 % of the respondents strongly disagreed that there is confidentiality of records 10% disagreed, none of the respondents was not sure, 27.6% agreed and 50% strongly agreed with the statement. This revealed that 87.3% of the respondents agreed that there is the confidentiality of records at the Iganga district local government. The findings from Legal record keeping found out that 2.7 % of the respondents strongly disagreed that there is legal record keeping, 10 % disagreed, none of the respondents was not sure, 37.3% agreed and 50% strongly agreed with the statement. This generally showed that 77.6% of the respondents agreed that Legal record keeping is used at Iganga district local government.

**Research record keeping**

30.33 % strongly disagreed that there is research record keeping, 30 % disagreed, none of the respondents was sure, 29.6% agreed and 10% strongly agreed with the statement. This shows that 60.33% of the respondents revealed that research record keeping is not fully done at Iganga district local government.

**Factors Affecting Procurement Performance**

**Table 7: Percentage Response on Factors Affecting Procurement Performance at Iganga District Local Government**

Qn	Statements	Strongly Disagree (%)	Disagree (%)	Not Sure (%)	Agree (%)	Strongly Agree (%)	N
1	Coordination system	7	2	0	33	24	66
2	The nature of the control system	7	1	0	33	25	66
3	Resource allocation	7	3	0	29	27	66
4	Evaluation of suppliers	19	0	0	14	33	66
5	Transparency in the use of funds	10	6	0	40	14	66
6	Contract Management and performance	3	7	0	36	20	66
7	The professionalism of the workforce	8	3	0	26	29	66

**Source: Primary data 2019**

The findings from the coordination system revealed that 10% of the respondents strongly disagreed that the coordination system affects procurement performance, 3.0 % disagreed, none of the respondents was sure, 50% agreed and 37 % strongly agreed with the statement. This gave evidence that 87.2% of the respondents agreed Coordination system affects procurement at Iganga district local government. The findings from the control system showed that 10% of the respondents strongly disagreed that the nature of the control system affects procurement performance, 1.4 % disagreed, none of the respondents was sure, 50% agreed and 38.6 % strongly agreed with the statement. This showed that 88.3% agreed that the nature of the control system affects procurement performance at Iganga district local government. The findings from resource allocation found that 10.96% of the respondents strongly disagreed that resource allocation affects procurement performance, 4.24 % disagreed, none of the respondents was sure, 44% agreed and 40.8 % strongly agreed with the statement. This indicates that 84.8% of the respondents agreed that Resource allocation affects procurement performance at Iganga district local government. The findings from an evaluation of suppliers revealed that 28.4 % of the respondents strongly disagreed that the evaluation of suppliers affects procurement performance, none of them disagreed were not sure, 21% agreed and 50.6 % strongly agreed with the statement. This implies that 71.6% of the respondents agreed that the evaluation of suppliers affects procurement performance at Iganga district local government. The findings from Transparency in the use of funds indicated that 10 % of the respondents strongly disagreed that transparency in the use of funds affects procurement performance, 8.6% disagreed, none of the respondents was not sure, 60.4% agreed and 21 % strongly agreed with the statement. Therefore, 81.4% of the respondents agreed that Transparency in the use of funds affects procurement

performance at Iganga district local government. Findings from Contract Management and Performance revealed that 6.2% of the respondents strongly disagreed that contract management and performance affect procurement performance, 10% disagreed, none of the respondents was sure, 53.8% agreed and 30% strongly agreed with the statement. This indicates that 83.8% of the respondents agreed that contract management and performance affect procurement performance at Iganga district local government. Findings from Professionalism of the Workforce revealed that 11.6 % strongly disagreed that professionalism of the workforce affects procurement performance, 4% disagreed, none of the respondents was not sure, 40% agreed and 44.4% strongly agreed with the statement. This implies that 84.4% of the respondents agreed that the professionalism of the workforce affects procurement performance at the Iganga district local government.

**The Relationship between Record Keeping and Procurement Performances**

**Table 8: Percentage response on the Relationship between Record Keeping and Procurement performance**

no	Statements	Strongly Disagree (%)	Disagree (%)	Not Sure (%)	Agree (%)	Strongly Agree (%)	N
1	Gives evidence of the activities of the organization	7	8	0	31	20	66
2	Promotes financial profit in the organization	11	7	0	27	21	66
3	Helps the organization to beat off competition	3	7	0	27	29	66
4	Enhances decision making	7	12	0	33	14	66
5	Promotes transparency and accountability of funds	12		0	28	26	66
6	Provides room for timely information access	8	3	0	35	20	66
7	Promotes compliance in the management of the organization	7	10	0	26	23	66

**Source Primary data, 2019**

Findings from Gives evidence on the activities of the organization showed that 10.8 % of the respondents strongly disagreed that record keeping gives evidence on the activities of the organization, 12% disagreed, none of the respondents was sure, 47% agreed and 30.2 % strongly agreed with the statement. This generally revealed that 77.2% of the respondents agreed that it gives evidence of the activities of the organization at Iganga district local government. The findings from Promotes financial profit in the organization found out that 16 % of the respondents strongly disagreed that record keeping Promotes financial profit in the organisation, 10.6% disagreed, none of the respondents was not sure, 40.4% agreed and 33 % strongly agreed with the statement. This implies that 73.4% agreed that it promotes financial profit in the organization at Iganga district local government. The findings from helps the organization to beat off competition discovered that 5.2% of the respondents strongly disagreed that record keeping helps the organization to beat off competition, 10% disagreed, none of the respondents was sure, 40.8% agreed and 44 % strongly agreed with the statement. This infers that 84.8% of the respondents agreed that record keeping helps the organization to beat off competition The findings from Enhances decision making showed that 10.4% of the respondents strongly disagreed that record keeping enhances decision making, 18% disagreed, none of the respondents was sure, 50.6% agreed and 21% strongly agreed with the statement. This implies that 71.6% of the respondents agreed that record-keeping enhances decision-making at the Iganga district local government. Findings from Promotes transparency and accountability of funds 18.6% of the respondents strongly disagreed that record keeping promotes transparency and accountability of funds, none of the respondents disagreed and was not sure, 41.4% agreed and 40% strongly agreed with the statement. This indicates that 81.4% of the respondents agreed that record-keeping promotes transparency and accountability of funds. Findings from provides room for timely information access showed that 12% of the respondents strongly disagreed that record keeping provides room for timely information access, 4.4% disagreed, none of the respondents was not sure, 53% agreed and 30.8 % strongly agreed with the statement. This indicates that 83.8% agreed that record keeping provides room for timely information access at the Iganga district local government. The findings from promotes compliance in the management of the organization showed that 10.6% of the respondents strongly disagreed that record keeping Promotes compliance in the management of the organization, 15% disagreed, none of the respondents was sure, 40% agreed and 34.4 % strongly agreed with the statement.

This indicates 74.4% of the respondents agreed that it promotes compliance in the management of the organization.

## DISCUSSION

### Methods of Record Keeping

The findings of the study revealed that at Iganga district Local government, there are various methods used in record keeping as respondents agreed to the statements that were used to measure this objective. This is based on the fact that 74.2% of the respondents agreed that there is information communication technology, 69.7% agreed that there is financial record keeping, 87.3% agreed that there is the confidentiality of records, 77.6% agreed that Legal record keeping is used, 82.34% agreed that there is active record keeping while 60.33% revealed that research record keeping is not fully done and also 75% of the respondents disagreed that there full utilization of administrative record keeping.

### Factors Affecting Procurement Performance

From the findings of the study, 87.2% of the respondents agreed coordination system affects procurement performance, 88.3% agreed that the nature of the control system affects procurement performance and 84.8% agreed Resource allocation affects procurement performance, 71.6% agreed Evaluation of suppliers affects procurement performance, 81.4% agreed Transparency in the use of funds affects procurement performance, 83.8% agreed that contract Management and performance affects procurement performance and also 84.4% agreed that professionalism of the workforce affects procurement performance.

### The Relationship between Record Keeping and Procurement Performances

From the findings of the study, respondents agreed that record-keeping affects procurement performance. This is from the fact that 77.2% of the respondents agreed that it gives evidence on the activities of the organization, 73.4% agreed that it promotes financial profit in the organization, 84.8% of the respondents agreed that it helps the organization to beat off competition, 71.6% of the respondents agreed that it enhances decision making, 81.4% of the respondents agreed that it promotes transparency and accountability of funds, 83.8% agreed that it provides room for timely information access and also 74.4% agreed that it promotes compliance in the management of the organization.

## CONCLUSION

The findings of the study revealed that at Iganga district Local government, there are various methods used in record keeping as respondents agreed to most of the statements that were used to measure this objective. However, it was realized that research record keeping is not fully done and also that administrative record keeping is not done at the district. It was revealed that there are various factors that affect procurement performance the major one being the nature of the control system and the least accepted was the Evaluation of suppliers. From the findings of the study, respondents agreed that record-keeping affects procurement performance. Therefore, an improvement in record keeping improves procurement performance at Iganga District local government.

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