

# Organizational Factors of Human Resource Records Management System: Inputs to an Enhanced Record Management Programs for Public HEIs

Asia Pacific Journal of  
Educational Perspectives  
Vol. 8 No.1, 44-49  
May 2021  
ISSN: 2782-9332 (Print)

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*Date Received: July 9, 2020; Date Revised: February 4, 2021*

**Abstract** – *Human resource records management presents cost and productivity challenges to human resource departments. Accumulation of files to back-files poses issues such as unpredicted detour of staff from the usual assignments just to handle and prevent further issues brought about by its increased volume. These challenges persist despite the so-called existing “state-of-the-art” technology, more so with the conventional HR records management. This study determined the organizational factors that compose and affect the records management system of public HEIs in Camarines Sur. The following were looked into: organizational characteristics of human resource records management system in terms of human resources capability, and non-human resources availability; the level of efficiency of human resource records management system, and; the relationship between human resource capability and human resource management system. The descriptive-evaluative design and weighted mean were used to gather and evaluate data from the 205 faculty and 142 non-teaching employees from the chosen four HEIs in Camarines Sur. The result emphasized that competence is the top manifested indicator of the human resources capability, and storage equipment ranks first in the non-human resource availability. The notion that line management may be paralyzed by the use of technology was negated by the result that human competence is still the most essential factor in the human resource landscape. Further, the culture of teamwork and collaboration is essential for social transmission is still the primary foundation that surpasses that which perceived to be productive and cost-efficient in both human resource management technological innovation and human resource capability.*

**Keywords** – *Organizational Factors, Human Resource Management, Human Resource Records Management System, Records Management Program*

## INTRODUCTION

“Nothing moves unless a piece of paper moves, and no paper can move unless a person moves. Even if there is total automation, the organization will require a person to switch on a button” [1]. Indeed, among the assets of an organization, human resource is its prime.

Human Resource Management (HRM), at present, is a mix of two HRM concepts, which are the soft and hard versions. The soft version pertains to regarding the employees as an essential asset of the organization, a valuable contributor to the organization out of his commitment, and coping mechanisms. Meanwhile, the hard version is the management of the employees’ skills and competencies. HRM is the management of human energy and capabilities [1].

Human resources are the essential component in an organization, be it in business or government sector. There is no amount of state-of-the-art technology that would boost an organization if it does not have proper human resource (HR) complement in accomplishing its goals. Therefore, competence in performing HR functions is essential as it reflects the organizational efficiency as a whole.

The economic trend in the global scale is forcing agencies to reconsider the imperative functions of human resource administration to keep up with the challenging shift of times.

In an Australian case study, the Human Resource function was analyzed vis-à-vis the sophisticated human resource software. The result showed that the use of technology may paralyze the line management of the other, but the use of both revealed an enhanced strategic focus [2].

In the US, cost-effectiveness is the primary focus of replacing file cabinets with microchips. The implementation of automated Human Resources Records Management system put pressure on the human resource landscape resulting to downsizing and overwhelmed personnel [3].

The studies magnified the human resources capability and the non-human resources availability, which presuppose that organizing and managing are human skills imperative to all kinds of system, be it traditional or not. As observed in an HEI in Uganda, HEIs records contain valuable information in running the education business and yet organizing and managing are left to the disposal of few personnel resulting to poor organization and inefficient storage of files [4].

Companies worldwide have long put into cognizance HRM as a significant component of an organization, not to mention, being an important factor to gain the upper hand among the competition.

That is, to the exception of several Southeast Asian countries, including the Philippines, who have yet to embrace the importance of HRM [5].

The government may have ready access to all information that underpin decision-making if they are more accountable and transparent. Governmental bodies should recognize their responsibility to the public by implementing and maintaining sound records management practices. To ensure that records management receives the attention it deserves, it should be a strategic objective in the governmental body's strategic and business plans.

In today's knowledge economy, human resource management forms a pillar to an organization's well-being. The strategic workforce analysis now forms part of HRM's knowledge sharing as it continues to turn into a primary component of strategic management and at the same facade as technology enablers. These consist of functions and procedures that help enable organizational HR to acquire, analyze, disseminate, manipulate, store, and retrieve relevant information [6],[7].

Like all public HEIs in the Philippines, Camarines Sur public HEIs are semi-autonomous. They receive a portion of their funding from the government, students' fees, and stakeholders. Through its activities, it generates a large volume of physical and electronic data and documents daily. The activities of the HEIs are documented in the records that they produce. Such records ensure that the company is managed effectively and has primordial accountability to its people, hence the status of the human resource records management must be emphasized. Records management focuses on the organization's accountability, personnel protection, effective management, and anti-corruption policy. Competent recordkeeping is at the forefront of every HEI's vision and mission [8]. Without proper human

resource records management system, it is complicated to account for any decision taken. Unorganized records mirror the kind of system the institution is practicing. The inaccuracy of keeping and accounting of records hold the management always accountable. With this, the researcher conceptualized this study.

#### **OBJECTIVES OF THE STUDY**

This study aimed to determine the organizational factors of human resource records management systems as inputs to an enhanced records management program for public Higher Education Institution (HEIs) in Camarines Sur. Specifically, it aimed to assess a) the organizational characteristics of human resource records management system, b) level of efficiency of human resource records management system, and c) the significant differences in the level of efficiency of records management among aspects and among HEIs.

#### **MATERIALS AND METHODS**

##### **Research Design**

The study utilized the descriptive method of research using evaluative and correlational design exploring the significance between the variables.

##### **Participants**

The two hundred five (205) regular faculty members and one hundred forty-two (142) regular non-teaching employees were the sources of data of this study. They were selected from the chosen four (4) HEIs in Camarines Sur.

##### **Instruments**

The data-gathering instruments include researcher-made questionnaires and unstructured interviews. The profile sheet must be accomplished as the first part of the questionnaire. The second part contains the questions relevant to the data required for the study. Document analyses were also used to identify patterns and trends.

##### **Data Gathering Procedure**

The number of faculty and non-teaching teaching employees from the four HEIs were taken to prepare the needed instruments for the data gathering. After accomplishing the forms, the data were analyzed based on the objectives of this study utilizing the descriptive and evaluative methods of research design.

##### **Ethical Considerations**

Before the commencement of gathering data, permission was asked from the Head of the Agency and Human Resource Department of each HEI. The faculty

and non-teaching employees were also asked to sign a consent form before proceeding to answer the rest of the questionnaire.

**Data Analysis**

The gathered data were treated statistically using Weighted Mean and Pearson’s Product Moment of Correlation. The Human Resource data shall have the following rating range and their description: 3.26 – 4.0: highly manifested/highly efficient; 2.51 – 3.25: manifested/moderately efficient; 1.76 – 2.50: less manifested/efficient; 1.0 – 1.75: least manifested/less efficient

**RESULTS AND DISCUSSION**

To maintain a competitive advantage, an institution’s Human Resource performs qualified and quantified roles in the attainment of its vision and purpose [9]. In the classical management perspective, by Robert Owen, a British Industrial reformer and Charles Babbage, an English Mathematician, they noted that workers are important resources in an organization.

This section provides the discussion, analysis, and interpretation of data gathered during investigation which are relevant to the enhanced management programs of public higher education institutions in Camarines Sur.

**Organizational Characteristics**

The functions of human resource in HEIs include the need of the enhancement and reform of proficiencies, adopting new strategies, and realignment of responsibilities to the need of the present time [10]. The finding on placing lesser value in overseeing the status of records disposal is a signal that HR managers should evaluate and redirect their priorities.

Human Resource Capability. The table shows the general impression of Human Resource Capability along aspects of competence, collaboration, and commitment.

**Table 1.** Summary of human resource capability

| Indicators    | A           | B           | C           | D           | AWM         | I        | R        |
|---------------|-------------|-------------|-------------|-------------|-------------|----------|----------|
| Competence    | 3.67        | 3.21        | 3.18        | 2.76        | <b>3.20</b> | <b>M</b> | <b>1</b> |
| Collaboration | 3.71        | 3.08        | 2.82        | 2.64        | <b>3.06</b> | <b>M</b> | <b>2</b> |
| Commitment    | 3.69        | 3.10        | 2.77        | 2.55        | <b>3.03</b> | <b>M</b> | <b>3</b> |
| <b>AWM</b>    | <b>3.69</b> | <b>3.13</b> | <b>2.92</b> | <b>2.65</b> | <b>3.10</b> | <b>M</b> |          |
| <b>I</b>      | <b>M</b>    | <b>M</b>    | <b>M</b>    | <b>M</b>    | <b>M</b>    |          |          |
| <b>R</b>      | <b>1</b>    | <b>2</b>    | <b>3</b>    | <b>4</b>    |             |          |          |

The results revealed that competence is the top manifested indicator from the standpoint of the respondents followed by Collaboration; and Commitment, all with the descriptive value of Manifested. The four participating SUC’s were unanimous in their ranking of the three indicators; hence it can be said that the 4 SUCs have a common perception on matters of HRMO’s works and functions.

The competence of the personnel using the system defines the Human Resource Capability. Competence is highly observable; collaboration can conditionally observe depending on one’s view of collaboration. Even more complex is the appreciation of personnel commitment as it can be viewed subjectively.

Non-Human Resources Availability. The International Organization for Standardization (2010), as cited by Healy, considers the management of both physical and electronic means of record keeping. Also, section DL1.105 of the United States Department of Defense standard DoD 5015.02-STD defines Records Management as planning, controlling, directing, organizing, training, promoting, and other managerial activities involving the life cycle of information, including creation, maintenance (use, storage, retrieval), and disposal, regardless of media” [11].

**Table 2.** Summary of the non-human resources availability

| Indicators                                      | A           | B           | C           | D           | AWM         | I         | R        |
|---|-------------|-------------|-------------|-------------|-------------|-----------|----------|
| Equipment                                       | 3.80        | 3.37        | 3.21        | 2.99        | <b>3.34</b> | <b>HM</b> | <b>1</b> |
| Accommodation                                   | 3.67        | 3.26        | 3.26        | 2.88        | <b>3.27</b> | <b>HM</b> | <b>2</b> |
| Data Banking / Information Technology/ Services | 3.68        | 3.27        | 2.67        | 2.60        | <b>3.05</b> | <b>M</b>  | <b>3</b> |
| <b>AWM</b>                                      | <b>3.72</b> | <b>3.30</b> | <b>3.04</b> | <b>2.82</b> | <b>3.22</b> | <b>M</b>  |          |
| <b>I</b>  | <b>HM</b>   | <b>HM</b>   | <b>M</b>    | <b>M</b>    | <b>M</b>    |           |          |
| <b>R</b>  | <b>1</b>    | <b>2</b>    | <b>3</b>    | <b>4</b>    |             |           |          |

The results implied that record management is deemed to be more effective when employed with the use of equipment as it guarantees a better partnership between the records and the records personnel. The presence of the equipment provides more physical access for the records officers to access the files though, the use of technology in record and record preservation could provide easier access; however, there could be immediate interruptions such as system interference that may pose a threat to record-keeping and releasing. It is evident that putting emphasis on the highly physical means of record organizing intends that

the record managers feel secured even without much use of technology.

Table 3. Summary table on the level of efficiency of human resource records management system

| Indicators                      | A           | B           | C           | D           | AWM         | I  | R |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|----|---|
| Privacy and Confidentiality     | 3.78        | 3.44        | 3.22        | 2.81        | 3.31        | VE | 1 |
| Records Life Cycle              | 3.63        | 3.30        | 3.30        | 2.67        | 3.22        | ME | 2 |
| Information Management Policy   | 3.76        | 3.24        | 3.07        | 2.76        | 3.21        | ME | 3 |
| Transparency and Accountability | 3.88        | 3.25        | 2.93        | 2.62        | 3.17        | ME | 4 |
| <b>AWM</b>                      | <b>3.76</b> | <b>3.31</b> | <b>3.13</b> | <b>2.72</b> | <b>3.23</b> |    |   |
| <b>I</b>                        | <b>VE</b>   | <b>VE</b>   | <b>ME</b>   | <b>ME</b>   | <b>ME</b>   |    |   |
| <b>R</b>                        | <b>1</b>    | <b>2</b>    | <b>3</b>    | <b>4</b>    |             |    |   |

The information gathered regarding the HR roles and the development of strategies and new competencies for accountability support the implications of valuing responsibility on issues and concerns [12], [13], [14].

Table 3 revealed the perception of the respondents along HRM System in which privacy and confidentiality is the top priority, while four other indicators were described to be all moderately efficient.

It can be inferred from the findings that record management is more on privacy and confidentiality on the process involved except when otherwise required. However, it is quite alarming that while it demands confidentiality of record, it places the least value to transparency and accountability. This indicates that there is an imbalance in record management expectations and practices. The extreme results placing parallel indicators that of confidentiality and accountability as the top and the least identified indicators, respectively, creates a mismatch in the expectation of clients and observed practices along record management system. It can be inferred further that while we value the confidentiality of the record, we least observe the accountability of record managers who may commit errors in judgment in the disposal or disclosure of records.

A security policy would then fit in this area where policy shapes technology. To prevent unnecessary disclosure of information, the policy should outline the justifiable amount of protection the date need including the authorized person/s to who will be held accountable for its safe keeping [15].

The public HEIs' human resource capability in collaboration, commitment, and competence along factors of the system involved was examined using Pearson's Product Moment of Correlation Coefficient. Between collaboration and the aspects of the human

resource records management system, 4 out of 7 correlations were found to be statistically significant.

Table 4. Relationship between human resource capability and human resource records management system

| (I) Human Resource Capability Aspects | (J) Human Resource Records Management System Aspects | Pearson Correlation (I-J) | Sig  | Stat Sig |
|---------------------------------------|--|---------------------------|------|----------|
| Collaboration                         | Accommodation  | .447                      | .196 | NS       |
|                                       | Equipment  | .449                      | .193 | NS       |
|                                       | Data Banking/Services                                | .588                      | .074 | NS       |
|                                       | Information Management Policy                        | .836**                    | .003 | HS       |
|                                       | Records Life Cycle                                   | .843**                    | .002 | HS       |
|                                       | Privacy and Confidentiality                          | .718*                     | .019 | S        |
|                                       | Transparency and Accountability                      | .881**                    | .001 | VHS      |
| Commitment                            | Accommodation  | .509                      | .133 | NS       |
|                                       | Equipment  | .396                      | .258 | NS       |
|                                       | Data Banking/Services                                | .517                      | .126 | NS       |
|                                       | Information Management Policy                        | .952**                    | .000 | VHS      |
|                                       | Records Life Cycle                                   | .742*                     | .014 | S        |
| Competence                            | Privacy and Confidentiality                          | .862**                    | .001 | VHS      |
|                                       | Transparency and Accountability                      | .888**                    | .001 | VHS      |
|                                       | Accommodation  | .476                      | .165 | NS       |
|                                       | Equipment  | .442                      | .201 | NS       |
| Competence                            | Data Banking/Services                                | .622                      | .055 | NS       |
|                                       | Information Management Policy                        | .890**                    | .001 | VHS      |
|                                       | Records Life Cycle                                   | .787**                    | .007 | HS       |
|                                       | Privacy and Confidentiality                          | .747*                     | .013 | S        |
| Competence                            | Transparency and Accountability                      | .948**                    | .000 | VHS      |

They were the relationships between collaboration and information management system ( $r=.836^{**}$ ;  $p=.003$ ), collaboration and records life cycle ( $r=.843^{**}$ ;  $p=.002$ ), collaboration and privacy and confidentiality ( $r=.718^{*}$ ;  $p=.019$ ), collaboration and transparency and accountability ( $r=.881^{**}$ ;  $p=.001$ ).

Of these significant relationships, collaboration had the most substantial contribution to transparency and accountability, and it had the least along accommodation. All the correlations were positive, indicating that like their human resource capability along collaboration improved, so too with their human resource records management system aspects.

Similar trends were observed between human resource capability aspects along commitment and human resource management system aspects as well as

human resource capability aspects along competence and human resource management system aspects. All four significant correlations which were noted, were similarly observed among the remaining correlations. Except that commitment aspects had made the biggest influence on information management policy ( $r=.952^{**}$ ;  $p=.000$ ) and smallest influence on equipment ( $r=.396$ ;  $p=.258$ ). And competence aspect just as collaboration also had the most substantial contribution to transparency and accountability ( $r=.948^{**}$ ;  $p=.000$ ) and least along equipment ( $r=.442^{**}$ ;  $p=.201$ ).

The behavioral elements of security, such as commitment and collaboration, are now considered aspects of sociotechnical approach that tends to analyze the relationship between the organizational and security behavior as covered by human resource [16].

There is no significance when it comes to the level of efficiency across aspects HR's practices while on the aspects of human resource records management system, significant correlations were inferred. Of these, collaboration had the most substantial contribution to transparency and accountability while having the least along accommodation.

On human resource capability aspects, commitment aspects had made the biggest influence on information management policy ( $r=.952^{**}$ ;  $p=.000$ ) and smallest influence on equipment ( $r=.396$ ;  $p=.258$ ); while competence aspect just as collaboration had the largest contribution on transparency and accountability ( $r=.948^{**}$ ;  $p=.000$ ) and least along equipment ( $r=.442^{**}$ ;  $p=.201$ ).

Organizational commitment affects the information management policy and directly contributes to the level of collaboration and accountability. The perceived security management of a company is relative to the compliance behavior of its personnel as significant as their level of commitment as mentioned by Liu [17].

## CONCLUSION AND RECOMMENDATION

The Human Resource departments of Higher Education Institutions (HEIs) are perennially pressed to extend more under limited reach with compelling requirements of their key performance indicators (KPIs). This is being on top of both having an effective records management, and dealing with employees' varied conditions and transactions, and, as fast as possible, offering solutions to work-related issues. In the current global business environment, HR is tasked to handle workforce management, constant staffing

issues, and talent transformations and development [18], [19].

With this, it is best to include capacity building activities as part of the regular program of the HRMO. This will help strengthen HR functions and make it work for its purpose. A program activity that would enhance the effectiveness of personnel through personal and professional gatherings and series of training is necessary.

Apart from the preceding, there is a more specific monitored reporting responsibility about employee records, performance, compliances, and issues, which should be in accordance to set standards. Labor regulations, local, national, and international, are filling as existing HR records. Requirements such as these also feed growing "inactive" HR back-files – especially HEIs. Along with staff training and compliance audits, is the availability of quick access to excellent HR records and files.

Technology will always be part of the records management systems; hence record managers should maximize its use to enhance record keeping and to streamline the process of records management [20].

The study is limited to the records management system of the human resource. For future studies, it will also be significant to investigate the impact of information technology on the roles and efficacy of Human Resource Records Management and the extent to which such technology is to be adopted or integrated.

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