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Published by:

Department of Information Management,
Lead City University, Ibadan

ISBN: 978-978-697-535-1

Printed by

Lead City University, Press
Beside Methodist School, Toll-Gate Area, Lagos-Ibadan Express Way, Ibadan
07064671658, 08036694838
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Foreword

In today's rapidly evolving professional landscape, effective administration, office management, and information systems form the backbone of organizational success. These interconnected disciplines have transformed from supporting functions into strategic assets that drive operational excellence and competitive advantage. The modern workplace demands a holistic approach to managing information flows, organizational processes, and human resources. As we navigate an increasingly digital environment, the ability to seamlessly integrate traditional administrative practices with innovative information management solutions has become paramount for institutions seeking sustainable growth and adaptability. However, from a productive perspective, it was recognized that excellence in administration extends beyond procedural efficiency to encompass strategic alignment with organizational goals, fostering collaborative cultures, and leveraging data-driven insights for informed decision-making. The pages in this festschrift explore how these principles can be applied to create resilient, responsive, and forward-thinking administrative frameworks.

It is with profound respect and deep admiration that I introduce this festschrift to celebrate our own erudite Professor Eseza Akikor Erwat, whose remarkable career has spanned over two decades and whose intellectual contributions have increased our understanding of administration, office and Information management system. This collection of scholarly articles and researches stands as a testimony to the breadth and depth of Professor Erwat's influence, gathering works from colleagues, former students, and scholars whose individual and collective thinking have been shaped by their encounter with her intelligent and positively-impactful ideas. It is imperative to state that Professor Erwat has consistently challenged us to rethink our foundational assumptions about Office practices and Principles. Her innovative methodology, combining with various approaches, opened new avenues of inquiry that continue to yield insights decades later.

In terms of mentorship, those who are fortunate enough to have studied under Professor Erwat's guidance know that her contribution extends far beyond her published works. In the classroom and during office hours, in conference discussions and interactions, she has modeled a form of intellectual engagement characterized by both unflinching critical acumen and genuine openness to new ideas. The combination of rigorous standards and generous encouragement typifies her approach to mentorship. The number of current faculties at institutions around the world who completed their research work under her supervision speaks to the effectiveness of her mentorship approach. Beyond her scholarly achievements and mentorship, what has always impressed me most about Professor Erwat is her intellectual courage. Whether challenging the dominant paradigm in the field of Office and Information Management, during the decade when it was decidedly unpopular, she has never shrunk from academic controversy when principles were at stake. This courage extends to her willingness to revise her own thinking. Unlike scholars who become entrenched in positions staked out early in their careers, Professor Eseza Erwat has continued to evolve intellectually, engaging seriously with criticisms and incorporating new perspectives. The evolution of her thinking on technology in work place exemplifies this rare

intellectual virtue. The materials in this festschrift reflect the remarkable range of Professor Erwat's influence. Each contribution engages with some aspect of the intellectual legacy this festschrift celebrates. Collectively, they demonstrate how Professor Erwat's ideas continue to generate productive scholarship across multiple fields.

As the Department celebrates Professor Eseza Akikor Erwat, we present the scholarly articles not merely as tributes to past achievements but as evidence of ongoing intellectual dialogue. The questions she has raised, the methods she has pioneered, and the values she has embodied will surely continue to inspire new generations of scholars. This festschrift thus looks backward in gratitude and forward in anticipation of contributions yet to come.

Dr. Sophia Vivian Adeyeye, CLN

Head of Department,

Department of Information Management

Preface

This festschrift titled “**Efficiency unveiling: a festschrift of administration, office and information management systems**” is a celebration of the life and work of Professor Eseza Erwat, a scholar whose brilliance, dedication, and unwavering commitment to information management have created an indelible mark on our academic community and beyond. Professor Erwat has been a beacon of inspiration for countless students and colleagues alike. Her groundbreaking research, insightful teaching, and unwavering support have shaped generations of scholars and fostered a vibrant intellectual environment.

This volume gathers 40 contributions from esteemed scholars across the globe, each offering a unique perspective on the diverse areas of research that Professor Erwat has enriched. The contributions were reviewed by editors and put into chapters to reflect the breadth and depth of scholarly contributions, showcasing the research work in specific areas with particular subthemes such as: *Business Ethics and Corporate Social Responsibility, Data analytics for informed Decision Making, Strategic Planning in Office Administration, Data Governance and Security in Office, Innovation in Management Information System, Digital Transformation in Workplace, Organisation Culture and Behaviour.*

As we honor Professor Eseza Erwat on this special occasion, we also celebrate her enduring legacy. This festschrift serves as a testament to her brilliance, a tribute to her mentorship, and a source of inspiration for future generations of scholars. Finally, all contributors to this book are sincerely appreciated for a job well done, and the reviewers for their objective reviews and sincere comments on all the papers submitted for the festschrift.

Dr. Sunday Tunmibi
Dr. Oluwaseun Ajibare
Dr. Kofoworola Popoola
Dr. Folasade Oguntoye
Dr. Oluwatosin Ologbosere
Dr. Oludolapo Olomola
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Editor-in-chief

Dr. Sophia V. Adeyeye

Dean's Remark

Professor Erwat exemplifies the very essence of scholarly excellence that our institution strives to embody. Her rigorous research methodology, innovative theoretical frameworks, and unwavering commitment to intellectual integrity have not merely advanced her field, they have redefined it. Through decades of dedicated service, she has mentored countless students, each carrying forward the torch of critical inquiry she so passionately ignited within them. What distinguishes Professor Eseza Erwat beyond her impressive scholarly output is her remarkable ability to bridge the theoretical and practical realms of academia. Her work resonates not only within the hallowed halls of universities but extends meaningfully into the broader community, demonstrating the transformative power of engaged scholarship.

The essays and tributes contained within this volume represent more than academic homage; they constitute a living testament to the intellectual legacy Professor Erwat has cultivated. Each contribution reflects the profound influence of her mentorship, the inspiration drawn from her scholarship, and the deep respect earned through her collegial generosity. As we celebrate this milestone, we acknowledge not an endpoint but a continuing journey. Professor Erwat's influence will undoubtedly inspire future generations of scholars, ensuring that her commitment to excellence, integrity, and intellectual courage remains a guiding beacon for our academic community. This festschrift stands as our collective expression of gratitude and admiration for a truly exceptional scholar and educator.

Prof. Lukman A. Abioye

Dean

Faculty of Communication and Information Management

Lead City University, Ibadan

Kindred Spirits in Information Excellence

1. Dr. Sophia V. Adeyeye -- Head of Department
2. Prof. Eseza A. Erwat
3. Assoc Prof. Tolulope E. Adenekan
4. Dr. Oluwabunmi D. Bakare Fatungase
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13. Mrs Rukayat O. Adegbite-Akinpelu
14. Mrs. Victoria O. Ahamze
15. Mr. Abdulrahman A. Adeyemi
16. Mrs. 'Tolu F. Akinyoola (Departmental Administrator).

PROFILE OF PROFESSOR ESEZA AKIROR ERWAT



Professor Eseza Akiror Erwat was born to the family of Mr Astaliko and Mrs Lydia Amuge Oluka in Toroma, Soroti, Kampala, Uganda. She had her primary school education at Wera, Gweri and Ngariam Primary schools because her father was a Headmaster who was being transferred to head various primary schools. She obtained her primary six leaving certificate and proceeded to a renown Nogra Junior Secondary School, Nogra, for two years after which she gained admission to Tororo Girls Senior Secondary School as one of the pioneer students.

This special school soon became well known in Uganda for its standard of excellence in students' academic performance and its conducive environment for teaching/learning. She completed her GCE 'O Level' and HSC 'A Level' as one of the top performing students and was awarded USAID scholarship for university education in Plymouth State College, of the University of New Hampshire, N.H. in 1971-1973. She studied Business Education (Comprehensive).

Prof Erwat returned to Uganda and was a Business Education teacher for 2½ years in Tororo Girls Ssecondary School (TGS) and later moved to Advanced National Teacher Training Institute, Kyanbogo for one year. Within the short time of her return to Uganda, she met a young Christian man, a Nigerian, who was a student at Makerere University Medical School. He was on Commonwealth scholarship for his studies. Makerere University Medical School was rated seventh best medical school in the Commonwealth at that time, the reason that prompted him to come to Uganda. By 1976 the couple was married and moved to Nigeria in 1977. Between 1977 and 1990, Prof Erwat lectured in Auchi Polytechnic, Edo State (for 2 years) and Federal Polytechnic, Ado-Ekiti, Ekiti State (for 10 years) in the Department of Secretarial Administration. She was a Principal Lecturer before resigning to join her husband who had moved to Ibadan, Oyo State. At the NTTC, Kyambogo, Auchi Polytechnic, Federal Polytechnic, Ado-Ekiti, Prof Erwat, held various administrative posts, including Acting Head and Head of Department of Secretarial Administration in August 1982 – September 1984, and May 1987 – September, 1989 in Federal Polytechnic, Ado-Ekiti consecutively. The department received full accreditation in December 1987 by National Board for Technical Education (NBTE) under her tenure.

On arrival at Ibadan, Prof Erwat seized the opportunity (which had been hitherto difficult) to further her education at University of Ibadan. She was offered admission in the Department of Educational Management in 1996 - 1997 for MSc (specializing in Human Resource Management) and PhD (specializing in Management Information System) in 1998 – 2004. In addition to obtaining PhD, she also obtained certifications in Computer Foundation and Computer Professional Examinations with Computer Association of Nigeria (COAN). After graduation from

UI in 2004, Prof Erwat was offered appointment in Lead City University as Associate Lecturer commencing in 2005. Although Prof Erwat had applied for appointment in Department of Educational Management or Department of Secretarial Administration, Management preferred to put Prof Erwat in Secretarial Administration unit, as head of that unit, maybe because of the relevant training and experience she possessed in that area. This is how Prof Erwat started coordinating the Secretarial Administration undergraduate programme for many years under the Department of Management and Accounting. The nomenclature of the programme was changed to Office Technology and Management (OTM) and later changed to Office and Information Management (OIM). This was to align the programme with current trend or development regarding the course content of the programme to make it relevant to current technological and information needs in offices and business generally.

The Office and Information Management undergraduate programme received its first full accreditation by National University Commission in 2019 when Prof Erwat was Head of Department of Office and Information Management in 2018 – 2020. Before this, Prof Erwat was Head, Department of Management and Accounting (September – December, 2018) after which Office and Information Management was carved out as a department in December 2018, to which she was appointed as Head. Prof Erwat was also Head of Department of Business Administration (2016/2017 session) and Acting Head, Department of Business Administration and Office Technology and Management (2010 – 2011).

Other posts she held were: Coordinator, Postgraduate programmes for the Department; Chairman, Students Disciplinary Committee; Member of Senate; and Member, both Department and Faculty Curriculum Committees at various times. Prof Erwat has participated in curriculum review for Office and Information Management programme directed by NUC; has also received invitations and has participated in NUC accreditation panel for Office and Management programme in one of the universities. Other responsibilities Prof Erwat has held were: being Treasurer for Lead City University Eduserve Consult Cooperative and Investment Society; lecturing some courses at Lead City Business School for one semester in 2011/2012 session; currently lecturing in part-time courses in the Department of Information Management; and also lecturing some courses in sandwich programme in Faculty of Education.

As a full-time lecturer, Prof Erwat has been committed to and dedicated in the development and growth of Office and Information Management programme from undergraduate level to postgraduate levels (PGD, MSc, MPhil and PhD programmes). This programme has given many graduates holding National Diploma (ND) and Higher National Diploma (HND) qualifications a beacon of bright future for higher education where their dreams and aspirations could be fulfilled. Lead City University has taken a bold step to upgrade this programme to university standards, thus fulfilling the yearnings of many for further education and become more relevant in national socio-

economic development not just as job-seekers but as job-creators, researchers and educators of future generations.

Prof Erwat lectures in full-time postgraduate and undergraduate programmes in the Department of Information Management, Faculty of Communication and Information Sciences and also Department of Arts and Social Science Education, Faculty of Education. She is a multi-disciplinary scholar who is versatile in teaching of a variety of courses. Her research interest and publications are majorly in Office and Information Management, Information and Communication Technology, Human Resource Management, Technical and Vocational Education and Training, and Issues in Higher Education Research. Prof Erwat has 10 chapters contributed to various books, 59 papers published in both local and international journals, and are published referred paper in a conference proceedings held in USA.

Prof Erwat has attended several conferences and workshops with papers presented. She is a Fellow, Global Education Network (GEN); Member, Educational Dialogue Association (EDUDIA); Fellow, National Institute of Office Administrators and Information Managers (NIOAIM); Member, Computer Association of Nigeria (COAN), and Member, Higher Education Research and Planning Network (HERPNET). Prof Erwat is a dedicated lecturer in her department. She has supervised and mentored several students in their research work both in the postgraduate and undergraduate levels. She has successfully supervised 16 PhD, several MSc and BSc students in their research work. She acts as Internal/External Examiner for Department of Arts and Social Science Education, Lead City University; and an External Examiner to vet examination questions for a university. Prof Erwat is widowed since 2020, but was happily married and the marriage is blessed with children and grandchildren both in Nigeria and abroad.

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Evaluating the Impact of Automation on Student Record Management Efficiency in Lead City University, Ibadan

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Abstract

This study investigates the impact of automation on student record management efficiency at Lead City University, Ibadan, Nigeria. In response to challenges inherent in manual systems including inaccuracy, delays, and data insecurity, the research explores administrative staff perceptions regarding the usefulness, ease of use, behavioural intention, attitudes, and institutional support for automation. A mixed-methods design was adopted, combining surveys and interviews. Thirty-one administrative staff participated in the survey, and five key university stakeholders were interviewed. The findings reveal a high perceived usefulness of automation (Mean = 3.64), with staff acknowledging improvements in job performance, task accomplishment, and productivity. Perceived ease of use was also favourable (Mean = 3.28), with most respondents indicating confidence in their ability to learn and use the system. Behavioural intention to continue using automated systems was strong (Mean = 3.27), and attitudes towards automation were highly positive (Mean = 3.31). However, institutional support was rated moderate (Mean = 2.96), reflecting gaps in resources, training, and technical assistance. The study concludes that while administrative staff are optimistic and willing to adopt automation, sustainable implementation requires increased investment in infrastructure, policy support, and capacity building.

Recommendations include ongoing training, system upgrades, incentivizing usage, cultivating a culture of innovation, and enhanced institutional support through funding and policy frameworks.

Keywords: Automation, Student Record Management, Technology Acceptance, Higher Education Efficiency, Lead City University

Introduction

Student record management is essential in Nigerian universities, encompassing tasks such as the collection, storage, retrieval, and updating of academic records, personal data, and enrolment histories. These records support various administrative and academic functions, including admissions, course registration, graduation tracking, and alumni relations (Udoh, Umoren, & Philips, 2023). The ability to manage these records efficiently is critical, as it impacts institutional organization, student satisfaction, and compliance with regulatory requirements. In many Nigerian private universities, student record management has traditionally relied on manual processes or basic, semi-automated systems. While private universities often have more financial resources than public institutions, they still face challenges in fully modernizing their record management systems. Many institutions rely on paper-based or spreadsheet-driven systems, which can be time-

consuming, error-prone, and difficult to scale as enrolment increases (Justina, Oyekan, & Orogbemi, 2022). These manual systems also make it challenging to maintain data accuracy and accessibility, often leading to delays in retrieving and updating student information. Manual and semi-automated record-keeping systems in Nigerian private universities present several limitations such as manual systems are prone to errors, and data losses can occur due to misplaced files, damage, or unauthorized access. Processing student information manually can be slow and inefficient, especially during peak periods like admissions or graduations. Retrieving information from physical files requires in-person access, making it inconvenient for both students and staff, and often resulting in delays (Allison, & Otuza, 2017). To address these challenges, Nigerian private universities are increasingly exploring automation in record management. Automated systems streamline the process by digitizing records, enabling easy storage, retrieval, and processing through cloud-based or locally hosted digital platforms. Automation improves record accuracy and data security, ensuring compliance with data protection regulations and enhancing the overall efficiency of administrative processes (Farotimi, Adegoke & Akeroro, 2023).

Benefits of Automated Record Management include amongst others a reduction of the need for repetitive tasks by automated systems, allowing administrative staff to focus on higher-value activities. Automation minimizes human error, increasing the accuracy of stored information (Yahaya, et al, 2019). With encryption, access controls, and digital backup options, automated systems provide improved data security compared to physical files, aligning with data protection standards and policies (Sargiotis, 2024). Automated systems facilitate quick, remote access to records, improving service for students and enabling staff to process data in real time (Adegbenjo, et al, 2023). Several private universities in Nigeria have piloted automation initiatives with promising outcomes. For instance, systems like University Management Information Systems (UMIS) have been implemented to integrate various administrative functions, including student records. This has led to significant reductions in processing times and improved data management capabilities (Ridwan, & Hidayati, 2025). This trend reflects a growing recognition of automation's role in modernizing information management in higher education.

The importance of accurate, efficient record-keeping in higher education, especially within administrative and academic contexts, cannot be overstated. Efficient record-keeping allows university administrators to streamline their processes, reducing redundancy and improving task completion speed. For instance, automated systems can significantly cut down time needed to access or update records, which is essential during peak times like registration and graduation periods (Oluwasina, Adepoju, & Olore, 2024). With accurate data, institutions can manage resources effectively, allocate funds where they are needed most, and ensure that administrative tasks are completed on schedule. Efficient record management reduces operational costs associated with manual systems, ultimately making better use of institutional resources (Farotimi, Adegoke, & Akeroro, 2023). Accurate records provide a reliable basis for strategic decisions, such as curriculum planning, admissions policies, and budget allocation. For example, student enrolment trends from well-maintained records can guide resource planning and departmental funding (Yidana, & Akuna, 2022).

Inaccuracies in records can lead to misguided decisions and poor policy implementation. Therefore, having correct data enables leadership to align institutional goals with actual performance metrics, optimizing both academic and financial outcomes (Nnaji, & Unamba, 2024). Higher education institutions are often required to comply with government and accreditation body standards. Accurate record-keeping ensures compliance with these requirements, such as reporting enrolment numbers, financial transparency, and student performance metrics. Non-compliance due to poor record-keeping can result in penalties or loss of accreditation (Aleru, 2024).

Detailed and accessible records also promote accountability by enabling internal and external audits. Regular auditing of student records helps maintain quality control and reduces errors, which is critical for sustaining institutional credibility (Allison, & Otuza, 2017). Efficient record-keeping directly impacts student support services, such as academic advising, financial aid, and career counseling. Accurate records allow advisors to track student progress, identify challenges early, and provide timely interventions, contributing to improved academic performance and retention rates (Amanchukwu, & Ololube, 2015). Keeping precise records of academic history enables students to access transcripts and other documentation quickly when applying for jobs or further education. Timely access to these records enhances student satisfaction and reinforces the institution's role in supporting their career advancement (Mabera, 2020).

Efficient digital record-keeping provides better data security measures, such as encryption and controlled access, compared to paper-based systems. Accurate data management protects sensitive student and staff information, ensuring privacy and compliance with data protection regulations (Metto, Kinuthia, & Mwita, 2022). Inaccurate or outdated records can lead to data vulnerabilities and privacy breaches, potentially damaging the institution's reputation and leading to legal consequences. Robust record-keeping systems support secure data handling, essential for protecting students' personal and academic information (Aleru, 2024). Effective record-keeping builds institutional credibility and fosters trust among students, parents, and stakeholders. Universities that manage their records effectively demonstrate transparency, reliability, and commitment to quality education, all of which contribute to a positive public image and attract prospective students (Ridwan, & Hidayati, 2025). Conversely, institutions with inefficient or inaccurate record-keeping systems often face dissatisfaction among students and staff, as delays in accessing academic records can impact academic planning and administrative operations (Mabera, 2020).

Statement of the problem

Nigerian private universities face significant challenges in managing student records through traditional, manual systems. These challenges include inefficiencies in processing, a higher susceptibility to errors, and limited data security. Manual record-keeping often involves physical files or basic spreadsheet use, which makes data retrieval time-consuming and labor-intensive. This inefficiency can lead to delays in key administrative processes such as student admissions, course registration, and transcript issuance, directly affecting both student satisfaction and the institution's operational effectiveness (Patil, et al, 2023). In addition to inefficiencies, manually

managed records are also prone to errors, including data entry mistakes and inconsistencies in records. Such inaccuracies can create complications in tracking student progress, lead to mismanagement of records, and result in data loss. Additionally, manual systems often lack adequate data security measures, leaving sensitive student information vulnerable to unauthorized access and data breaches. These challenges make it difficult for Nigerian private universities to operate at optimal efficiency and meet the expectations of a growing student body, as well as regulatory standards for data management (Mabera, 2020).

To address these issues, there is an urgent need for automation in student record management. Automated systems offer the potential to streamline administrative processes, reduce errors, and enhance data security. By digitizing records and using centralized data platforms, universities can ensure faster access to information, improved accuracy in student records, and better protection of personal data. Automation can also allow administrative staff to reallocate time from manual tasks to more strategic roles, thereby improving overall productivity (Barigye, Kasekende, & Mwirumubi, 2022). Implementing automated record management systems in Nigerian private universities could significantly impact their efficiency, helping these institutions meet the demands of modern academic administration, enhance student satisfaction, and align with global standards in information management. However, there are still obstacles in adopting these technologies, such as infrastructure limitations, cost implications, and the need for staff training. Understanding both the potential benefits and challenges of automation is essential for successfully transitioning to these systems and achieving long-term operational improvements (Munyaka, et al, 2024).

Research Questions

- i. What extent do administrative staff perceive the usefulness of automation in student record management processes in Lead City University, Ibadan?
- ii. What is the level of perceive the ease of using automation technologies in student record management by administrative staff in Lead City University, Ibadan?
- iii. How likely are administrative staff to continue using automated record management systems in Lead City University, Ibadan?
- iv. What are administrative staff attitudes toward the implementation of automation in record management at Lead City University?
- v. What resources (training, technical support, infrastructure) are available to support administrative staff in adopting automation in record management?

Literature Review

To contextualize the impact of automation on student record management in Nigerian private universities, it is essential to examine previous research on automation in educational administration, both in Nigeria and globally. This review highlights studies that have explored automation's benefits and challenges, especially within the framework of record management and administrative efficiency in higher education institutions.

Studies have shown that automation significantly improves the efficiency and accuracy of student record management. Some studies conducted in several Nigerian private universities, examining the effects of automated record systems on administrative tasks. Findings showed a marked reduction in processing time for tasks such as admissions, grade tracking, and graduation processes, which were previously bogged down by manual data entry and retrieval. This study underscores the role of automation in streamlining operations, reducing delays, and minimizing human errors (Adeyanju, 2020; Okoet al, 2016).

Similarly, Netshakhuma, (2021) explored the benefits of automated record management systems in South African educational institutions, it was found that automation improved data retrieval speed, accuracy, and security. They noted that automated systems allowed administrative staff to focus on higher-level tasks rather than routine data entry, thus increasing productivity across various departments.

Despite the advantages of automation, Nigerian private universities face unique challenges in adopting automated record management systems. Ajani, & Buraimo, (2022) highlighted issues such as infrastructure limitations, high costs of implementation, and inadequate technical training for staff as major barriers. Their study found that institutions without a robust IT infrastructure or access to funding often struggled to maintain automated systems, leading to inefficiencies or system downtimes. Owolabi, et al (2022) conducted a survey of Readiness of academic librarians towards the use of robotic technologies in Nigerian university libraries. The findings of the study revealed that the readiness of university libraries in Nigeria towards the adoption and use of robotic technologies in Nigeria is nothing to write home about. It indicates that university libraries in the country are not ready to adopt the use of this technology despite the high benefits they have to offer in library operations. This study emphasizes the importance of providing technical support and training to ensure successful adoption of automated systems.

Data security is a critical concern in student record management, and automation offers enhanced protection compared to manual systems. Akhtar, et al (2021) discussed how automated systems provide advanced security features, such as access controls, encryption, and data backups, which help institutions comply with data privacy regulations. Their study also noted that automated systems reduce the risk of unauthorized access and data loss, a crucial factor for institutions handling sensitive student data. Tunmibi, & Fisayo, (2025) examined the impact of automation on data compliance in Nigerian universities, noting that automated systems made it easier for institutions to adhere to data protection standards set by regulatory bodies. By centralizing records and implementing digital safeguards, universities were better able to ensure data integrity and protect against breaches.

The success of automation in record management is often influenced by user acceptance and perception. Bala, & Venkatesh's (2016) extension of the Technology Acceptance Model (TAM) emphasize perceived usefulness and ease of use as primary factors affecting technology adoption. Applying this model to Nigerian universities, Aliyu, & Dutse, (2019) found that when staff perceived automated systems as beneficial and easy to operate, they were more likely to embrace these systems. This study highlights the need for user-friendly designs and training

programs to improve technology acceptance. Rogers' Diffusion of Innovation theory, explored in a study by Frei-Landau, Muchnik-Rozanov, & Avidov-Ungar, (2022) suggests that the visibility of automation benefits such as efficiency and improved data access—also plays a role in motivating adoption. This theory is particularly relevant for Nigerian universities where observing successful automation in peer institutions can influence attitudes toward implementation.

Globally, the shift toward automation in higher education has been widely studied. For instance, research conducted in South African universities by Patil, et al (2023) found that automation not only improved administrative functions but also enhanced student satisfaction by enabling quicker service delivery, such as faster access to transcripts and streamlined course registration processes. The study suggests that automation in student record management is beneficial for both administrative staff and students, creating a positive feedback loop that strengthens institutional reputation and service quality.

A study by Ginther, & Saatcioglu, (2022) analyzed the long-term impacts of automation in universities, highlighting how automated systems support data-driven decision-making. By providing accurate, real-time data, automated systems allow institutions to make more informed decisions about resource allocation, program development, and student support services. This global perspective reinforces the argument that automation is integral to modernizing educational institutions and adapting to growing data management needs.

The reviewed studies consistently highlight automation's potential to improve efficiency, accuracy, and security in student record management within higher education. However, challenges such as infrastructure limitations, user acceptance, and training needs are significant barriers to successful implementation, especially in Nigerian private universities. Addressing these challenges through strategic investments, pilot programs, and training can support the smooth adoption of automated systems and ultimately enhance institutional efficiency and student satisfaction.

Research on automation in educational administration, particularly in student record management, highlights its transformative potential for improving institutional efficiency, accuracy, and data security. However, these benefits are often accompanied by challenges that require strategic planning and resources.

When exploring automation in record management, it is crucial to examine both global trends and local factors, particularly given the increased adoption of digital technologies worldwide. According to Karunamurthy, et al, (2023), globally, organizations are increasingly turning to cloud-based systems to streamline record management processes, which offer advantages like scalability, accessibility, and data backup. Companies like Microsoft, Google, and Amazon have provided cloud solutions tailored for enterprise needs, making record management more efficient and less reliant on physical storage. According to Sarker, (2023), Artificial Intelligence (AI) and Machine Learning (ML) are becoming essential tools for automating tasks such as data categorization, retrieval, and anomaly detection. By using AI algorithms, organizations can enhance accuracy in record management and reduce manual errors. According to European Data Protection Board (EDPB), automation in record management is also reshaping

data privacy policies, especially in regions with stringent data protection regulations, such as the EU's GDPR (Mustert, 2023). These laws mandate secure storage, retrieval, and disposal of records, which can be challenging for automated systems handling sensitive information. More so, Blockchain offers a decentralized method for record storage that can ensure the integrity and traceability of records (Habib, et al, 2022). This is particularly useful in sectors requiring high trust and transparency, such as healthcare, finance, and government.

Nigerian institutions, including universities and government bodies, are increasingly recognizing the need for automated record management systems to improve efficiency and transparency. With a young, tech-savvy population, there is a push for digital transformation to keep up with global trends. Jatto, (2021) posited that unlike in more developed nations, Nigeria faces challenges related to infrastructure, such as inconsistent power supply, limited internet access, and insufficient funding for technology investments. These factors can slow down the adoption of automation technologies in record management. Nigerian data protection regulations, guided by the Nigeria Data Protection Regulation (NDPR), impose requirements on organizations handling personal data. However, the lack of robust enforcement and compliance standards can hinder automation efforts in record management, as institutions struggle to align with best practices. Nigeria Data Protection Regulation (NDPR) (Abubakar, Armaya'u, & Abubakar, 2022). More so, as a result of budget constraints and infrastructure limitations, many Nigerian organizations use customized or scaled-down solutions for record management. Additionally, mobile-friendly applications are popular due to the widespread use of mobile devices in Nigeria, allowing records to be managed remotely.

Globally, automation in record management is characterized by sophisticated cloud solutions, AI integration, and blockchain for enhanced security, whereas in Nigeria, the emphasis is on overcoming infrastructural and regulatory barriers, as well as using custom, cost-effective solutions. With these contrasts in mind, Nigerian institutions stand to benefit significantly from partnerships and funding to bridge the gap and ensure that automation brings measurable improvements in efficiency and record accuracy.

Much of the existing research on automation in Nigeria focuses on public institutions or government agencies, with limited attention to private universities. Lead City University, as a private institution, may have distinct operational and administrative challenges that are not covered by studies on public universities. Exploring these differences could shed light on unique automation needs and obstacles within the private education sector. While global and Nigerian studies discuss automation tools broadly, there is limited literature on how specific automation technologies (like cloud-based storage, AI-powered data retrieval, or mobile solutions) are applied in Nigerian private university settings. Investigating which technologies are practical and feasible for LCU could provide a tailored understanding of effective automation methods within similar institutions. There is a lack of detailed studies examining how automation in record management specifically affects staff productivity and administrative efficiency in Nigerian private universities. Understanding the impact on staff workloads, time savings, and error reduction at LCU could provide valuable data on whether automation delivers the promised benefits in a real-world

context. Most literature on data privacy and automation within Nigerian universities does not adequately address the unique security needs and compliance challenges that private universities like LCU face. Given that private institutions may have different data handling policies and fewer resources for compliance with data protection laws, this study could explore how automation solutions can align with these needs effectively. Studies seldom focus on the readiness of Nigerian private universities to adopt automation. Examining LCU's current infrastructure, technical expertise, and funding capacity could highlight the specific readiness challenges and enable better-targeted recommendations for implementing automation. Although there are general discussions on the benefits of automation over manual processes, there is limited empirical analysis within the Nigerian private university context. This study could add value by comparing LCU's current manual system with a proposed automated particularly the specific context of Nigerian private universities.

Theoretical Framework

To understand the adoption of automation in student record management within Nigerian private universities, two primary theories provide a relevant foundation: the Technology Acceptance Model (TAM) and Diffusion of Infusion (DOI). These theories offer insight into the factors influencing technology acceptance and the process of adopting new innovations, especially in administrative settings. By using TAM this study explored the perceptions, challenges, and facilitators of automation adoption among university administrators. These theories guided the analysis of factors influencing the acceptance of automated systems, providing insights into how to design and implement technology that meets the needs of staff and aligns with institutional goals.

Technology Acceptance Model (TAM) was developed by Davis (1989), the Technology Acceptance Model (TAM) is a widely recognized theory used to explain individuals' acceptance and use of technology. TAM suggests that two key factors influence an individual's decision to adopt a new technology:

- Perceived Usefulness: The degree to which a person believes that using a particular technology will enhance their job performance.
- Perceived Ease of Use: The extent to which a person believes that using technology will be free from effort.

In the context of student record management, TAM can help explain the attitudes of university administrators and staff towards automation. If administrators perceive that automation will make record-keeping more efficient (high perceived usefulness) and find the system easy to learn and operate (high perceived ease of use), they are more likely to adopt automated systems. TAM can therefore guide strategies to increase automation acceptance by addressing any usability concerns and clearly communicating the benefits of automated record management (Venkatesh & Bala, 2008).

Significance of Study

This study is positioned to make meaningful contributions in both academic and practical domains, as well as to offer policy insights for improving automation in student record management, particularly within Lead City University. The study addresses a significant gap in academic literature by focusing specifically on automation in student record management within Nigerian private universities, an area that has seen limited research compared to public institutions or general educational technology studies. By centering on Lead City University, this research can reveal the unique challenges and outcomes that private institutions face, enriching the broader discourse on educational automation in similar contexts. This research will contribute to a growing body of knowledge in educational management by providing empirical data on how automation affects administrative efficiency, data accuracy, and record accessibility. This information could enhance our understanding of how technology adoption impacts academic institutions and could serve as a comparative point for studies in different educational systems or regions.

Methodology

Research Design

This study will adopt a mixed-methods approach to comprehensively assess the impact of automation on student record management at Lead City University. The mixed-methods design will combine quantitative and qualitative data, providing both breadth (through surveys) and depth (through interviews) in understanding automation's effectiveness and challenges within the university's administrative context. The study will focus on key personnel involved in record management at Lead City University, including administrative staff, IT personnel, and university managers. These groups are directly or indirectly responsible for managing, implementing, or overseeing automated systems, making them valuable sources of information. A purposive sampling technique will be employed to ensure that participants have relevant experience and knowledge of automated record management systems. The anticipated sample size is approximately 30 administrative staff for the survey and 5 key stakeholders (including Director of ICT, Director of Central Registration, Admission Officer, Director of Fees and Director of Examination and Records) for in-depth interviews. This size aims to balance representation with feasibility for data analysis. Surveys will be distributed to administrative staff to gather information on the perceived efficiency, challenges, and limitations of current automated processes. The survey will include closed-ended questions and Likert-scale items to measure factors such as user satisfaction, ease of use, and frequency of system-related issues. Semi-structured interviews will be conducted with key stakeholders, including IT personnel and university managers, to gain deeper insights into their experiences with automation. The interviews explored topics such as implementation challenges, perceptions of automation benefits, and recommendations for system improvements. The survey responses will be analyzed using statistical tools such as SPSS or Excel. Descriptive statistics (e.g., mean, frequency, and standard deviation) provided an overview of the data, while inferential statistics was used to assess relationships between variables, such as

between staff role and satisfaction with automated processes. The interview data will be transcribed and analyzed using thematic analysis to identify common themes and patterns in participants' responses. This process will involve coding responses, categorizing themes, and interpreting the findings to gain a comprehensive understanding of stakeholder experiences with automation at Lead City University.

Results and Discussion

Demographic Data

The demographic data provides an overview of the characteristics of administrative staff surveyed at Lead City University, Ibadan. The data includes gender, age, academic qualifications, and work experience.

Table 1.0. Respondents Demographic Distributions

Gender	Frequency	Percentage
Male	13	31.9
Female	18	58.1
Total	31	100.0
Age	Frequency	Percent
25-35 Years	16	51.6
36-50 Years	15	48.4
Total	31	100.0
Academic Qualification	Frequency	Percent
BSc	15	48.4
MSc	11	35.5
MBA	1	3.2
Others	4	12.9
Total	31	100.0
Work Experience	Frequency	Percent
1-10 Years	18	58.1
11-20 Years	9	29.0
Total	31	100.0

Data presented in Table 1 shows that, out of the 31 respondents, 31.9% are male, while the majority, 58.1%, are female. This indicates that more females participated in the survey than males. The age distribution shows that **51.6%** of the respondents fall within the **25–35 years** age group, while **48.4%** are aged **36–50 years**. This reflects a relatively balanced distribution between younger and mid-career administrative staff. More so, the majority of respondents (**48.4%**) hold a **BSc** degree, followed by **35.5%** with an **MSc** degree. A small proportion (**3.2%**), have an **MBA**, while **12.9%** have other qualifications. This indicates a diverse range of educational backgrounds

among the administrative staff. In terms of work experience, **58.1%** of respondents have **1–10 years** of experience, while **29.0%** have **11–20 years** of experience. This suggests that most of the administrative staff are relatively early in their professional careers. Overall, the demographic data highlights a predominantly female workforce with a mix of younger and mid-career professionals, diverse academic qualifications, and varying levels of experience. These characteristics provide context for understanding their responses to the survey on automation in record management processes.

Research Questions

Research Question One: What extent do administrative staff perceive the usefulness of automation in student record management processes in Lead City University, Ibadan?

Table 2: Perceived Usefulness of Automation in Student Record Management Processes Among Administrative staff in Lead City University, Ibadan

Item	Strongly Agree	Agree	Disagree	Strongly Disagree	Strongly Agree
Perceived Usefulness (PU)					
Using this technology would enhance my job performance	22 (71.0%)	7 (22.6%)	1 (3.2%)	1 (3.2%)	3.61
This technology would make it easier to accomplish my tasks	23 74.2	7 22.6	1 (3.2%)	--	3.71
I would find this technology useful in my job	21 (67.7%)	9 (29.0%)	1 (3.2%)	--	3.65
Using this technology would increase my productivity.	18 (58.1%)	11 (35.5%)	--	2 (6.4%)	3.53
Average Mean					3.64

Table 2 presents the analysis of perceived usefulness of automation in student record management processes. The response showed a high level of perceived usefulness with a mean score of 3.64 on a 4-point scales. The breakdown of the responses showed that majority of the respondents agreed that using technology would enhance their job performance resulting in a mean score of 3.61. Similarly, majority also perceived that technology would make it easier to accomplish tasks with a mean score of 3.71. Furthermore, majority of the respondents also agreed that they would find this technology useful in their jobs (Mean = 3.65) and that “Using this technology would increase my productivity,” (Mean = 3.53).

The average mean score across all dimensions is 3.64, indicating that administrative staff generally perceive automation in student record management processes as highly useful.

Research Question Two: What is the level of perceive the ease of using automation technologies in student record management by administrative staff in Lead City University, Ibadan?

Table 3: level of perceive the ease of using automation technologies in record management by administrative staff in Lead City University, Ibadan?

Perceived Ease of Use (PEOU)	Strongly Agree	Agree	Disagree	Strongly Disagree	Strongly Agree
It would be easy for me to learn how to use this technology.	16 (51.6%)	13 (41.9%)	--	2 (6.5%)	3.39
Interacting with this technology would be clear and understandable.	10 (32.3%)	18 (58.1%)	1 (3.2%)	2 (6.5%)	3.16
I would find the technology easy to use.	11 (35.5%)	17 (54.8%)	--	3 (9.7%)	3.16
It would be easy for me to become skillful at using this technology	14 (45.2%)	16 (51.6%)	1 (3.2%)		3.42
Average Mean					3.28

Table 3 analyzes the perceived ease of use of automation technologies in record management among administrative staff at Lead City University, Ibadan. Overall, the findings indicate a positive perception, with most respondents agreeing that the technology is easy to learn, interact with, and use effectively (Mean = 3.28) More than half of the respondents (51.6%) strongly agreed and 41.9% agreed that learning to use the technology would be easy, achieving a mean score of 3.39. Similarly, 45.2% strongly agreed and 51.6% agreed that they could become skillful at using the technology, yielding the highest mean score of 3.42. Interaction clarity and overall ease of use received mean scores of 3.16 each, with the majority agreeing that the technology is straightforward, though a small percentage (9.7%) reported difficulties. The overall average mean score of 3.28 suggests a generally favorable perception, but the challenges highlighted by a few respondents emphasize the importance of targeted support and training to address their needs.

Research Question Three: How likely are administrative staff to continue using automated record management systems in Lead City University, Ibadan?

Table 4: Continued intention to use automated record management systems among administrative staff in Lead City University, Ibadan?

Behavioral Intention to Use (BI)	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
I intend to use this technology in the future	12 (38.7%)	16 (51.6%)	2 (6.5%)	1 (3.2%)	3.26
Assuming I had access, I would use this technology frequently	11 (35.5%)	18 (58.1%)	2 (6.5%)		3.29

I would recommend using this technology to others	11 (35.5%)	18 (58.1%)	1 (3.2%)	1 (3.2%)	3.26
Average Mean					3.27

Table 4 presents the analysis of the behavioural intention (BI) to continue using automated record management systems among administrative staff at Lead City University, Ibadan. The results indicate a high level of continued intention to use automated systems (Mean = 3.27). The responses to each of the statement also shows the strength of this intention. *More than 90% of the respondents intend to use technology in the future (Mean = 3.26)*. Similarly, a vast majority of the respondents indicates that, giving the opportunity, they “*would use this technology frequently,*” (Mean = 3.29) and also recommend *using this technology to others,*” (Mean = 3.26). The average mean score of all the statements is 3.27, indicating a generally positive behavioural intention among the administrative staff to continue using automated record management systems. Most respondents agree or strongly agree that they intend to use the technology in the future, would use it frequently if accessible, and would recommend its use to others. However, the slightly lower mean scores suggest a need to address concerns among a small proportion of respondents who expressed disagreement.

Research Question Four: What are administrative staff attitudes toward the implementation of automation in record management at Lead City University?

Table 5 Attitude of administrative staff toward the implementation of automation in record management at Lead City University?

Attitude Towards Using Technology	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
I enjoy using this technology	9 (29.0%)	19 (61.3%)	1 (3.2%)	--	3.28
Using this technology is a good idea	10 (32.3%)	20 (64.5%)	--	--	3.33
I feel positive about using this technology	11 (35.5%)	18 (58.1%)	1 (3.2%)	--	3.33
Average Mean					3.31

Table 5 analyzes the attitude of administrative staff at Lead City University toward implementing automation in record management. The results shows a highly positive attitude towards technology with an average mean of 3.31. Most respondents expressed favorable views, with more than 80% of the respondents agreeing that they enjoy using the technology, resulting in a mean score of 3.28. Similarly, 32.3% strongly agreed and 64.5% agreed that using the technology is a good idea, achieving a mean score of 3.33. Additionally, 35.5% of the respondents strongly agreed and 58.1% agreed that they feel positive about using the technology, also with a mean score of 3.33. The overall average mean score of 3.31 suggests a generally positive attitude among the administrative staff. They not only enjoy the technology but also perceive its implementation as

beneficial and express optimism toward its use, indicating strong support for automation in their work processes.

Research Question 5: What resources (training, technical support, infrastructure) are available to support administrative staff in adopting automation in record management?

Table 6: Resources available to support administrative staff in adopting automation in record management?

Facilitating Condition	Strongly Agree	Agree	Disagree	Strongly Disagree	Strongly Agree
I have the resources necessary to use this technology	6 (19.4%)	18 (58.1%)	4 (12.9%)	2 (6.5%)	2.93
I have the knowledge necessary to use this technology	5 (16.1%)	20 (64.5%)	2 (6.5%)	2 (6.5%)	2.97
There is adequate support available if I have difficulties using this technology	8 (25.8%)	16 (51.6%)	3 (9.7%)	2 (6.5%)	3.03
Average Mean					2.96

Table 6 evaluates the resources available to support administrative staff at Lead City University in adopting automation in record management, focusing on three dimensions: availability of resources, knowledge, and support. The average mean score of 2.96 indicates a moderate level of support for automation. For the availability of resources, more than 70% of the respondents agreed, while about 20% strongly disagreed that they “have the resources necessary to use this technology”, resulting in a mean score of 2.93. Regarding knowledge, 16.1% strongly agreed and 64.5% agreed that they have the necessary knowledge to use the technology, but 6.5% each disagreed and strongly disagreed, with a mean score of 2.97. In term of available support recorded the highest mean score of 3.03, with 25.8% strongly agreeing and 51.6% agreeing, while 9.7% disagreed and 6.5% strongly disagreed. Despite the overall average mean score of 2.96, which reflects a moderate level of satisfaction with the facilitating conditions, the notable concerns expressed by a minority of respondents indicate gaps in resource availability, training, and support. Addressing these gaps could significantly enhance the effectiveness of automation adoption in record management processes.

Results and Discussion of Findings

Perception of Automation as Highly Useful

The majority of administrative staff at Lead City University perceive automation in student record management processes as highly useful, a finding consistent with related empirical studies. For instance, Alalwan et al. (2018) demonstrated that perceived usefulness is a key determinant of

technology adoption in higher education, particularly for administrative tasks. Similarly, Tunmibi, Fisayo (2025) observed that Nigerian universities that adopted automated systems experienced enhanced operational efficiency, making automation highly valued among administrative staff. Furthermore, Venkatesh and Bala (2008) emphasized in their Technology Acceptance Model 3 (TAM3) that perceived usefulness plays a crucial role in shaping the acceptance and utilization of workplace technologies. These studies affirm that the perceived benefits of automation significantly drive its acceptance and implementation.

Perception of Ease of Use

Administrative staff at Lead City University also perceive automated systems as highly easy to use. This finding is in line with several empirical studies. Davis (1989), in his foundational Technology Acceptance Model (TAM), established that ease of use is a critical factor influencing technology adoption. Additionally, Kayode, Tella, & Akande, (2020) reported that user-friendly designs adoption of cloud computing and web bases services in academic libraries. This means that simple interfaces contribute to a more positive reception of automated systems, ultimately boosting their adoption and utilization. These studies underscore the importance of intuitive designs in encouraging technology use among university staff.

High Behavioural Intention to Continue Use

The findings indicate that administrative staff at Lead City University have a highly positive behavioural intention to continue using automated systems. This aligns with Venkatesh et al. (2003), who, in their Unified Theory of Acceptance and Use of Technology (UTAUT), found that perceived usefulness and ease of use are strong predictors of behavioural intention. Yusof et al. (2019) reported similar results among university staff in Malaysia, noting that satisfaction with the outcomes of automation significantly influenced their intention to continue using such systems.

Positive Attitude Toward Technology Use

Administrative staff at Lead City University also display a highly positive attitude toward the use of technology for student record management. This finding aligns with Cai, Fan, & Du, (2017) who observed that administrative staff with positive attitudes toward technology reported higher levels of job performance and satisfaction. Furthermore, Gbadamosi and Ayeni (2021) noted that exposure to and training in automated systems improved attitudes toward technology adoption in Nigerian university settings. Similarly, Park (2009) found that positive attitudes toward technologies such as e-learning platforms were correlated with higher adoption rates among educators and administrative staff. These studies highlight the critical role of positive attitudes in fostering technology adoption.

Moderate Level of Institutional Support

Finally, the finding that institutional support for adopting automated record management systems at Lead City University is moderate reflects broader trends in higher education. Makhaya, &

Ogange, (2019) observed that while universities generally value automation, institutional support often lags in areas such as funding, training, and policy development. Similarly, Asogwa (2013) identified insufficient institutional policies and resource allocation as key barriers to the successful implementation of automated systems in Nigerian universities. Porter, & Graham, (2016) further highlighted that higher institutions with only moderate support experience slower adoption rates, though advocacy and stakeholder involvement can help overcome these challenges. These findings suggest that while some progress has been made, more robust institutional support is needed to fully harness the benefits of automation.

Recommendations

Based on the findings of this study, the following recommendations are considered appropriate;

1. To sustain the perception of automation as highly useful, the university should continue to monitor the impact of the system on administrative efficiency. Regular workshops should be organized to showcase how automation improves accuracy, reduces workload, and enhances productivity.
2. To further enhance ease of use, the university should provide ongoing training for administrative staff, focusing on new features and advanced functionalities. Additionally, feedback mechanisms should be established to identify and address user challenges promptly.
3. To maintain the strong behavioral intention to continue using automated systems, the university should incentivize usage by integrating automation into performance appraisals. They should also periodically upgrade the system to align with emerging technological trends, ensuring sustained relevance and effectiveness.
4. The university should leverage staff's positive attitude by fostering a culture of innovation. This could involve creating forums for staff to share their success stories with automation and rewarding those who actively adopt and advocate for technology use.
5. To address the moderate level of institutional support, the university should increase investments in automation infrastructure, including funding for system upgrades and technical support. Management should also establish clear policies and provide adequate resources, such as funding for staff training, to bolster the adoption of automated systems.

Conclusion

The findings highlight the positive perceptions and attitudes of administrative staff at Lead City University towards the use of automated student record management systems. These systems are widely regarded as useful and easy to use, with staff demonstrating a strong intention to continue using them. Furthermore, their attitude toward technology is highly favorable, although moderate institutional support poses a challenge to maximizing the potential of automation. These results underscore the importance of user-friendly technology and the need for robust institutional backing in fostering the adoption and sustained use of automated systems in higher education.

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Roles of Learning Facilities and Job Satisfaction of Secondary School Teachers

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Abstract

Education activities will be a thing of difficulty if appropriate learning facilities are not made readily available and accessible for students to have a proper learning experience. Also, the ability of a secondary school teacher to have a sense of satisfaction while teaching or while being a secondary school teacher can be relayed to be somewhat dependent on the availability and accessibility of the necessary learning facilities in a school system. This study aims to examine the role of learning facilities on job satisfaction of secondary school teachers. Specifically, this study explored learning facilities, and job satisfaction (intrinsic and extrinsic job satisfaction). It also focuses on the problems facing availability of learning facilities in secondary schools in Nigeria. Furthermore, the study focuses on possible solutions on the unavailability and the inaccessibility of learning facilities as well as solutions for maintenance of provided facilities and how it can facilitate teaching and learning process and most importantly the job satisfaction of secondary school teachers.

Keywords: Job Satisfaction, Learning Facilities, Secondary School Teachers.

Introduction

Education is an ongoing process of developing the human mind, abilities, and behavior through continuous teaching and learning in appropriate environments. Quality education equips individuals with essential skills, ethical principles, and marketable knowledge, enabling them to lead fulfilling lives and contribute positively to society. As a result, education is seen as both an aim and a foundational element of societal progress. It has been recognized as a critical factor in national development. Experts emphasize that human capital development through education is vital for driving economic growth and achieving sustainable development. Sustainable development refers to progress that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. Satisfaction is about meeting a person's needs, desires, or requests, making them feel content. When someone is satisfied, they feel pleasure, enjoyment, or a sense of fulfillment. Job satisfaction, then, refers to how much someone enjoys their work, often influenced by factors like their income and work environment. For teachers, job satisfaction reflects how fulfilled they feel in their roles, indicating whether they are content in their current positions.

Teachers who are satisfied with their work tend to be more committed, while dissatisfied teachers may experience low morale, decreased performance, and higher turnover. Teacher job satisfaction is a top priority among scholars and educational stakeholders worldwide, given teachers' critical role in shaping students and contributing to society. Satisfied teachers are more

likely to perform at their best, driving educational success and achieving broader learning goals. Meanwhile, dissatisfied or unmotivated teachers are likely to go through the motions of teaching without making meaningful contributions to their students. This approach is counterproductive, as a teacher's role is to shape the character of young people and prepare them for life's challenges. When teachers fall short in fulfilling this role, students may become maladjusted and struggle to contribute effectively to society. The importance of teachers in enhancing the quality of human resources is increasingly recognized, as they play a direct, essential role in the educational process. As a result, teacher performance is a primary determinant of a school's overall success.

Learning Facilities

Learning facilities are the physical and infrastructural resources designed to support the learning process in schools, enabling students to acquire knowledge effectively and achieve their educational objectives. Learning facilities encompass classrooms, laboratories, libraries, and other spaces designed to facilitate the teaching and learning process. Well-equipped classrooms with modern technology, comfortable furniture, and adequate ventilation contribute to an optimal learning environment. Laboratories for science subjects provide hands-on learning experiences and opportunities for experimentation and discovery. Libraries offer resources such as books, journals, and digital materials to support research, independent study, and literacy development. Other learning facilities include a computer room, Sports Facilities, Support services, administrative offices, art room and the likes. Access to learning facilities enhances students' academic engagement, fosters critical thinking skills, and promotes intellectual curiosity.

Another aspect of learning facilities is those that are directly used in teaching and learning. These are called instructional resources comprise educational inputs that support the learning and instruction of any curriculum subject. These resources include school media resources and various teaching aids. By utilising instructional resources, students are able to conceptualise ideas that would have been abstract otherwise. The effective utilisation of instructional resources within the school system enhances clarity in teaching and learning, thereby fostering greater student comprehension.

Job Satisfaction

Job satisfaction (or dissatisfaction) is the result of various elements associated with the individual's job and their perception of the possibility of achieving success. When employees such as teachers feel valued in their occupations, they cultivate optimistic mindsets and encounter heightened contentment. According to an expert, any element that enhances job performance therefore results in increased job satisfaction. This means that there are certain factors that lead to job satisfaction. According to this study, learning facilities are among the factors being considered. Job satisfaction has two dimensions: intrinsic and extrinsic.

Intrinsic job satisfaction refers to the internal sense of fulfilment and contentment that individuals derive from the nature of the work itself. This type of satisfaction stems from the inherent aspects of the job that align with one's values, interests, and personal goals. For example,

individuals may experience intrinsic job satisfaction when they find their work meaningful, challenging, and personally rewarding. Factors contributing to intrinsic satisfaction may include opportunities for personal growth and development, autonomy in decision-making, the sense of accomplishment from completing tasks, and the opportunity to utilize one's skills and abilities to make a meaningful impact. Intrinsic job satisfaction is often associated with higher levels of motivation, engagement, and overall job performance.

Extrinsic job satisfaction, on the other hand, refers to the external rewards and benefits that individuals receive as a result of their employment. These rewards are tangible and external to the job itself, such as salary, benefits, job security, and work conditions. Extrinsic factors play a crucial role in shaping employees' overall satisfaction and well-being by meeting their basic needs and providing a sense of security and stability. For example, employees may experience extrinsic job satisfaction when they receive fair compensation for their work, have access to comprehensive benefits packages, and work in a supportive and conducive work environment. While extrinsic factors may not directly relate to the intrinsic aspects of the job, they contribute significantly to employees' overall job satisfaction and motivation.

Roles of learning facilities on Job Satisfaction of Secondary school teachers

To understand the impact of learning facilities on the job satisfaction of secondary school teachers, one must consider the effects of their absence. It is well-established that a properly functioning secondary school requires basic facilities to support the teaching and learning process. These facilities include conducive classrooms, writing materials such as whiteboards and markers, libraries, laboratories, art rooms, etc. This implies that the absence of these facilities would directly disrupt the teaching process, leading to job dissatisfaction among teachers. Also, distinct learning materials are necessary for each subject. Teachers undoubtedly require facilities that contribute to the facilitation of engaging learning experiences when organising instruction. Through the provision of sufficient learning resources, the instructor not only imparts knowledge verbally, but also in written form and through demonstrations predicated on the infrastructure she has established. To facilitate learning activities, instructors require learning facilities. In addition to the capacity of educators to coordinate educational activities, assistance from learning facilities is critical in supporting instructors. Acquiring more comprehensive and sufficient learning facilities for a school will facilitate the execution of pedagogical responsibilities by faculty members. In the school system, there are multiplicity of facilities which facilitate teaching and learning. These facilities play pivotal role in the actualization of the educational goals and objectives by satisfying the physical and emotional needs of the staff and students.

Today, teachers are increasingly leaving the profession for other careers, likely due to a lack of job satisfaction. This trend is significantly impacting the quality of education. For some teachers, the lack of essential learning facilities significantly limits their ability to effectively impart knowledge to students, leading them to feel unfulfilled and lacking a sense of achievement in their teaching roles this ultimately results in a decline in the quality of education in secondary

schools. This underscores the importance of providing adequate learning facilities, which is essential for achieving teachers' job satisfaction.

Problems Associated with Learning Facilities in Secondary Schools in Nigeria

The objectives of secondary education outlined by the Federal Government of Nigeria (2004) encompassed the cognitive, affective, and psychomotor domains of learners. This implies that secondary education aims to develop a student's intellectual capacity (comprehension, application, analysis, synthesis, and evaluation), emotional capacity, values, attitudes, and physical skills. These developments are intended to help students achieve their life goals and objectives, as well as contribute positively to society. All of these are possible if the learning facilities are available and accessible. Some of the other problems associated with learning facilities in secondary schools are listed below;

Shortage of Classrooms, Libraries and Laboratory

Many researchers advocate that several public secondary schools lack enough Classrooms, Libraries, and Laboratories. Due to Nigeria's rapidly growing population, many state-managed secondary schools face a severe shortage of classrooms, resulting in an inability to adequately accommodate students during teaching and learning sessions.

Underfunding of Schools

The Nigerian government tend to cut short the funds that should be going into rehabilitating some very old schools and completing some school. This has made Learning facilities unavailable in some area in Nigeria. Over the years Education budgets have not essentially been with great intentionality.

Corruption

Nigeria stands at the 25th most corrupt country in the world. Corruption runs from the government down to school administrators. It is alleged that funds meant for acquiring learning facilities are being diverted for personal use. This practice hinders the growth of schools, leading to a decline in the quality of education and resulting in job dissatisfaction among some teachers.

Lack of Maintenance of Learning Facilities

Having the facilities is one thing; maintaining them to ensure they serve for several years is another. A researcher found that school facilities in public secondary schools in Delta State, Nigeria, are generally in disrepair, with those in the South Senatorial District being in particularly worse condition compared to others. This situation is quite common in Nigerian society, resulting in rapid deterioration of facilities, which eventually renders them unusable.

Overcrowded Classroom

According to UNESCO benchmark, one teacher is to take a class with just 35 students. However, many schools in Nigeria have more than 50 students in a class. This overcapacity significantly undermines the effectiveness of learning facilities. Resources meant for 35 students must be stretched to accommodate 50, which hampers the overall educational experience and development of the students.

Curriculum Deficiency

For education to be absolute, the needs and aspirations of the students need to be considered during curriculum planning. Teachers who are the executors of these plans are usually not involved with the plan in the first place and this only causes an imbalance between what is in the curriculum and what is thought.

Environmental Factor

A researcher has highlighted the severe impact of erosion in the Eastern part of Nigeria, as well as in other regions like Edo State, on school facilities. Many school buildings have collapsed due to erosion, and schools in flood-prone areas have suffered significant damage. These conditions have led to the loss of school facilities, blocked access roads, blown-off roofs, and students being forced to learn in deplorable conditions.

Conclusion

The fulfillment a teacher feels while teaching greatly influences their level of commitment. A teacher who finds joy in their profession is more likely to perform their duties effectively. This study highlights the importance of secondary school teachers job satisfaction and how the availability, accessibility, and maintenance of learning facilities greatly contribute to their job satisfaction. Ultimately, the responsibility falls on all education stakeholders. While the government and education investors provide the learning facilities, education planners ensure their proper allocation, school managements make sure these facilities are effectively and efficiently utilized and maintained. As a result, teachers can execute their duties effectively, leading to improved student academic performance and significantly increased teacher job satisfaction.

Solutions and Recommendations

This study has emphasized on the role and importance of learning facilities. However, the challenges associated with learning facilities must be intentionally addressed. Doing so will lead to increased academic achievement and, ultimately, greater job satisfaction for teachers. One solution is ensuring the availability of adequate learning facilities for secondary schools. This responsibility primarily falls on the government and private education investors, which should provide essential resources such as classrooms, laboratories, libraries, school fields, and textbooks. Additionally, through proper policy-making and implementation, the government must ensure that

classrooms are not overcrowded. This would enhance the effectiveness of the provided facilities in the teaching and learning process.

Also, making educational resources accessible to students and ensuring they are used appropriately rather than for school management's personal gain can indeed help mitigate issues like corruption. It's crucial for school managements to establish clear guidelines and systems for access and use of resources to foster a fair and transparent learning environment. This approach not only supports academic integrity but also promotes equity in education which creates a positive work environment for teachers.

Finally, prioritizing facility maintenance is essential, as nothing lasts long without proper and intentional care. Both the government and school administrators share this responsibility. Classrooms, libraries, and laboratories should be kept clean, and any broken parts in the class should be repaired before they escalate. Books in the library should be accounted for, and computers should be handled properly according to guidelines set by the school management.

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Office Automation Use and Job Performance of Administrative Staff of State-owned Polytechnics, Oyo State

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Abstract

Job performance is one of the major driving forces of thriving organisations and it is critical to tertiary institutions. However, study has investigated and observation has been made in state-owned Polytechnics, Oyo State, which revealed a decline in the job performance of the administrative staff. As a result, resources are not effectively and efficiently managed. Automation of office equipment has been identified among the major challenges faced by job performance in public Polytechnics, Oyo State, thereby informing this study to see the influence of Office automation on job performance of administrative staff in State-owned polytechnics in Oyo State, Nigeria. A descriptive survey research design was employed, and the population of the study covered one thousand and thirty-eight (1038) from the three polytechnics in Oyo State with a sample size of 285 staff, determined through Krejcie and Morgan sampling technique. A validated questionnaire was used to collect the data. The reliability co-efficient for the constructs ranged from 0.74 to 0.81. The data collected was analysed using descriptive and inferential statistics. Findings reveal that office automation has a significant impact and positive correlation ($R = 0.557$) with job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria ($\text{Adj.}R^2 = 0.307$ $F(2,226) = 56.311$, $p < 0.05$). Having concluded that office automation has significant influence on job performance of administrative staff in government owned polytechnics in Oyo State, the study then recommend that the management should embrace office automation optimally, this will aid administrative staff skills which will eventually enhance better performance within the system.

Keywords: Office Automation, Office Administration, Administrative Staff, Job Performance

Introduction

Public tertiary institutions around the world aspire to improve and affect knowledge via teaching, community service, and research. These objectives cannot be met solely by academic staff, but also by administrative personnel, because administrative staff at tertiary institutions such as polytechnics provide administrative work that contributes favourably to the institutions' aforementioned aims (Babu, B.R. 2017). To effectively attain these goals, competent, motivated,

and qualified administrative personnel are used. Job performance refers to how employees fulfil their job duties and complete their assigned tasks. It describes the effectiveness, quality, and efficiency of their product. However, the performance of administrative staff is not only a function of certification and competence, but also the availability of up-to-date (Campbell, J. P., Glaser, M. B., & Oswald, F. L 1996)

Administrative Staff in various departments are part of the workforce within the institutions, they are saddled with the responsibilities of daily records of incoming and outgoing mails, minutes taking, smooth running of secretarial and administrative duties amongst others. Administrative staff plays a very important role in the life of any establishment. They are expected to be skilful and competent; their effective performance depends largely on the availability of office technology. (Omar, Idrus, & Jamal 2021).

Today, computer revolution is affecting almost everyone's daily activities. Technological advancement and the accelerated transfer of information, along with related computer knowledge, skills, and abilities, have been of paramount importance in an information society. Computers have been pervasive in the workplace, and in the home. The changes have shown how important the technologies have become to our daily life. These advancements in communication technologies have led to the need for administrative staff to reposition themselves in order to continue to be relevant in their performance of office functions as well as cope with the trend of technological changes in today's modern offices (Butler, T., & Murphy, C 2018)

Automating office equipment and machines would make it faster and more efficient to improve job performance. Automation offers a wide range of technologies to remove errors, improve work performance, expand human capabilities, and minimize effort and stress while performing activities. It facilitates perceptual-cognitive and decision-making operations while reducing physiological strain and fatigue for human operators. Office automation is the use of technology in office operations to improve the performance of administrative staff. This activity, however, also encompasses the secretary's contributions to office technology and management as an employee in an organization, as well as the critical role the secretary plays in achieving the organization's goals and objectives. A secretary's responsibilities in an organization include the coordination and administration of the office environment, the management of the superior's official duties, and a variety of other functions (Kobayashi, K. 2018).

At this point, it should be apparent that administrative job description includes receiving information, documenting it, processing it (within his office's jurisdiction), and passing it on as needed. The administrative responsibilities have evolved to include more than just typing and greeting and handling visitors to the organization' (Campbell, J. P., Glaser, M. B., & Oswald 2000). Administrative work has progressed to a multi-line operation of office technology such as computers, the internet, photocopying machines, phone handling, adding machines, and scheduling and appointments for senior officials. When it comes to dealing with information for official responsibilities, the administrative staff must be resourceful. This demonstrates that administrative staff are the chief organizers of meetings, record keeping, handling of the organization's incoming and outgoing mails, and managers of various activities in the office; they

should be up-to-date with the desired office automation skills, as well as take some steps to improve their skills and performance. (Szromek & Wolniak, R. 2020)

In view of the above discussion, this study tends to investigate the influence of office automation on administrative staff job performance in government owned polytechnics in Oyo State, Nigeria.

Statement of the Problem

Job performance is crucial for thriving organizations, especially in tertiary institutions. Administrative staff play a vital role in student admission, record keeping, and academic coordination. However, a decline in job performance is observed due to inefficient resource management. This study investigates the impact of office automation on administrative staff performance in government-owned polytechnics in Oyo State, Nigeria.

Aim and Objectives of the Study

This study aims to investigate the influence of Computer Application Packages Skill and Office Automation on Job Performance of Administrative staff at The Polytechnic, Ibadan. The objectives that guided the study are as follows:

- i. identify the level of job performance of administrative staff in government owned polytechnics in Oyo State, Nigeria;
- ii. investigate the influence of Computer Application Packages Skill sub-variables (Word Processing, Spreadsheet, PowerPoint, Database Management) on job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria;
- iii. examine the influence of office automation on job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria;
- iv. determine the combined influence of Computer Application Packages Skill and Office Automation on job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria.

Research Questions

The following research questions guided the study

- i. What is the level of job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria?
- ii. What are the relevant computer application packages skill possessed by administrative staff of government owned polytechnics in Oyo State, Nigeria?
- iii. What is level of office automation of administrative staff of government owned polytechnics in Oyo State, Nigeria?

Hypotheses

Ho1: There will be no significant influence of office automation (task requirement, technology functionality and individual abilities) on job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria;

Literature Review

Concept Job Performance

Job performance is seen as the overall expected value from employees' behaviours carried over the course of a set period of time. The definition includes specific ideas such as seeing performance as what people do at work or a component of their behaviour; seeing that an employee's behaviour will add expected value to the organization's improvement - meaning, an employee's behaviour may be seen as helping to build or destroy an organization, but the result of employee behaviours are not easily measured which makes their value difficult to be anticipated as well (Afolabi, Abiola, Olaiya & Emeje 2020). Job performance is how one carries out his/her task, duties and responsibilities associated with a particular job, also it is the activities expected of an employee and ways he executes those job activities. Job performance is equally referred to as the extent a worker identifies psychologically with his or her job. (Szromek, & Wolniak 2020)

Job performance of an employee necessitates organizational performance; meaning that the way an individual worker does his/her job reflects to the organizational goal which is a sign of the capacity of a company to efficiently achieve independent goals. What a person does on a job can be measured as a function of two different variables. One of it is the capacity or skill of the individual to do the job; and his motivation to use the capability in doing the job further, effective job performance must have constructive impact on the organization and her employees. (Susanto, Hoque, et al 2022). Job performance is a way the organizations ensure production, economic growth and survival of their firm is achieved. It provides the employees with numerous social amenities in terms of educational opportunities, medical benefits, economic gains, recreations, security, family, social status, and prerogatives. Moreover, performance indicators like quality of work, quantity, timeliness, cost effectiveness, creativity, and innovativeness, adherence to policy, personal appearance, and management by objectives are the keys that guard administrative staff in their official duty (Christian, Garza, & Slaughter 2018)

Job performance is the main themes of professional work in any functional area, if this performance was distinctive in the working environment governed by justice and equality, it is logical that this performance takes employees to a prominent place in the employing organization, in a world of rapid change and intense competition, and organization would not be able to enter the competition only if high performance is one of the most important characteristics, this performance is a result of individuals and organizational performance (Katebi, HajiZadeh, Bordbar & Salehi 2022). Job performance is defined as the outputs or objectives the system seeks to achieve, reflecting both goals and means to achieve them. It is the better use of the available human and material resources to achieve the organization's objectives, sustainability and maintain competitive advantage (Al-Hawary, & Haddad 2019). (DP 2014) further posit that, performance

is an individual's ability to efficiently and effectively achieve the organization's goals through optimal use of available resources efficiently and effectively. Performance is seen as a net impact of individual efforts that start with abilities and recognize the role or functions, which indicates the degree of achievement and complete the task of individual job (Davidescu, Apostu, Paul, & Casuneanu 2020).

Concept of Office Automation

Office automation refers to the use of electronic devices in office activities in order to increase efficiency. This increased efficiency is resulted by completion of information exchange inside office and between offices and their environment and finally could help administrative staff by providing better information (Al-Hawary, & Haddad 2019). Office automation is a mechanism which aims to improve organization efficiency and productivity through use of effective and efficient management by utilizing electronic flow of correspondence in organization level, easy searching stored data, quick and timely response to client, removal of paper from administrative correspondence cycle, proper control over users, maintaining and recording data efficiently and improve communications within organization, increase nonproductive activities like physical archiving of documents, maintaining records of operation in less volume, high safety and easy access, producing necessary report with different diagrams, decrease duties of administrative staff, typists and secretaries, possibility to telephone supervising on tasks and activities in any time, control over classified data, precision in doing operation and recording all affairs, removal of paper completely in performing work process, facility and speed in operation flow, high security in maintaining documents and possibility to rapid access them (Tsichritzis 2012). Regarding conducted research in information technology, the first step is identifying an important office automation system. Today implementation of office automation in organizations and companies is one of the issues being considered especially in both academic and applied communities. (Uppal, Gupta, Juneja, & Kautish 2021).

Automation enables a broad range of systems to reduce errors, improve work performance, expand human capabilities, and decrease effort and stress during operations (Ng, Chen, Lee, Jiao, et 2021). It provides support for perceptual-cognitive and decision-making tasks, thus reducing the physiological effort and workload for the human operators as well". However, the benefits of automation may be realized and achieved only when the automation works as designed without any errors or malfunctions. If the automation fails, or the outcomes do not meet with operators' expectations, operators may perceive the automation as unreliable and inconsistent.

Venegas 2024 recognizes that implementing automated office systems in organizations will continue and probably increase as productivity improvements are demonstrated. The best strategy implied by the descriptive model of system effects is for implementers to take a broad view of the consequences of the new systems. The systems themselves are not, generally, the "cause" of the types of changes suggested. Rather, the technology is mediated by the design of the work it supports and by the nature of the implementation process. Neither the long-term effects of altering the definition of "work" in space and time nor the consequences of new technologies at work are

well understood (Venegas 2024). De Soto & Skibniewski, 2020 suggested that some potential problems can be solved by treating the introduction of automated office systems as a problem in work design. these systems can be implemented successfully and contribute to improvements in organizational effectiveness.

Methodology

A descriptive survey research design was employed to investigate the influence of office automation and on job performance of administrative staff in government owned polytechnic in Oyo State. While the population of this study covered one thousand and thirty-eight (1038) Administrative Staff in the state government owned Polytechnic, Oyo State, Nigeria. Administrative staff includes Chief Confidential Secretary, Confidential Secretary, Administrative Officer I & II, as well as Data Entry Clerk. The sample size of this study is Two hundred and eighty-five (285) which comprised all administrative staff of state government owned polytechnics in Oyo State, Nigeria. The sample size is gotten from Krejcie and Morgan sample size determinant for the known population.

The 285 copies of the questionnaire were distributed to the three-state government-owned polytechnics in Oyo State according to proportionate sampling, as shown in Table 1. In each institution, the questionnaire copies were administered using the proportionate Bowley sampling technique, which gave the eligible respondents equal chances to be selected or participate in the study, as shown in the Table below.

Table 1 Proportionate Sampling Calculation for the Sample used

S/N	Name of Institution	% of Population	Calculated No for each Sample
1	The Polytechnic Ibadan	$410 \times 100 = 39$ 1038	$39 \times 285 = 111$ 100
2	Adeseun Ogundoyin Polytechnic Eruwa	$301 \times 100 = 29$ 1038	$29 \times 285 = 83$ 100
3	The Oke-ogun Polytechnic	$337 \times 100 = 32$ 1038	$32 \times 285 = 91$ 100
Total		100	285

Table 1: Sample size distributions of the level of staff in the State Government owned Polytechnics, Oyo State

Test of Hypotheses

Ho1: There will be no significant influence of office automation on job performance of administrative staff of state-government owned polytechnics in Oyo State, Nigeria;

performance of administrative staff of state government owned polytechnics in Oyo State, Nigeria.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.557a	.310	.307	.42588
a.	Predictors: (Constant), Office Automation			

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.537	1	18.537	102.202	.000a
	Residual	41.172	227	.181		
	Total	59.709	228			

a. Predictors:(Constant), Office Automation

b. Dependent Variable: Job Performance

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	T	Sig.	
1 (Constant)	1.654	.163		10.148	.00	
Office Automation	.531	.052	.557	10.110	.00	

Source: Field Survey, 2024

According to Table 2, office automation has a moderate and positive correlation ($R = 0.557$) with job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria. Also, the coefficient of determination ($Adj.R^2 = 0.307$) reveals that office automation explains 30.7% of the total variance in job performance of administrative staff of government owned

polytechnics in Oyo State, Nigeria. Other factors not included the administrative staff of government owned polytechnics in Oyo State, Nigeria. Factors not investigated in this study explained the other 67.3% variation in job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria. In addition, Table 4.8b presents the overall significance of the model which indicate that computer application packages skill and office automation have significant influence on job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria ($F(2,226) = 56.311, p < 0.05$).

Also, Table 2. shows that for the combined influence on the job performance, at 95% level of confidence, if all other factor are constant, a unit change in computer application packages skill will lead to 0.174 increase in the job performance of administrative staff of State-government owned polytechnics in Oyo State, Nigeria ($B = 0.174, p < 0.05$). Likewise for the combined influence on the job performance, given that all other factors remain constant at 95% level of confidence, a unit change in office automation will lead to 0.434 increase in the job performance of administrative staff of government owned polytechnics in Oyo State, Nigeria). ($B = 0.434, p < 0.05$) Therefore, on the strength of the results of the regression analysis, we reject the null hypothesis three which states that there is no combined significant influence of computer application packages skill and office automation on job performance of the administrative staff of government owned polytechnics in Oyo State, Nigeria.

4.3 Discussion of Findings

Hypothesis one results examined the influence of office automation on job performance of administrative staff of state government-owned polytechnics in Oyo State, Nigeria has a moderate and positive correlation with Job Performance.

Another study examined the effect of two constituents of office automation (communications and security) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel'. The analyses revealed that participants who perceived their office technology as to be adequate and favourable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness. The two constituents of office automation were also found causing significant variance in employees' job behaviour and their perception of organizational effectiveness. Regression analyses revealed that among the various components of office automation predominantly contribute to employees' job behaviour and organizational effectiveness

Conclusion and Recommendation

Public tertiary institutions across the globe have prime aim and objectives of improving and impacting knowledge through teaching, community service and research but these objectives cannot be achieved by only the academic staff but with the help of administrative staff because administrative staff of tertiary institutions such as polytechnics carry out the administrative work which will positively contribute to the aforementioned objectives of the polytechnics. To effectively achieve these objectives, competent, motivated and qualified administrative staff are

harnessed. On the other hand, computer application packages skill is said to be respondent self-perception in relation to their level of knowledge about computers skill and understanding regarding computer and the ability to manage file and use common computer software applications. The common computer software includes Word Processor (MS Word), Spreadsheet (MS Excel), Web Browser (Internet Explorer) Presentations (MS PowerPoint), and Communication tools (e-mail). Computers are constantly being used in every profession and that makes it significant for administrative staff to have the skill in other to do their work well. Office automation is believed to enhance the job performance of administrative officers in state government-owned Polytechnics, Oyo State. Based on the empirical findings, this study concluded that there is a statistically significant influence of office automation on administrative officer job performance in government-owned Polytechnics, Oyo State, Nigeria. Overall, the quintessence of any research activity is to advance the body of knowledge and boost comprehensive development of the society by breeding new information that will either improve the already existing status quo or create new ideas and methods of solving problems. To make such impact this study hereby recommends that the management of the state government-owned polytechnics in Oyo State should ensure that they organize training for the administrative staff consistently. Also, on the part of administrative staff of state government-owned polytechnics, they should endeavour to engage in personal development to stay relevant in the world of work. Lastly, Management should embrace office automation optimally, this will aid administrative staff skills which will eventually enhance better performance within the system.

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UTILIZING ARTIFICIAL INTELLIGENCE (AI) FOR ADMINISTRATIVE TASKS

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Abstract

Every organization whatever size and type, requires effective administrative processes which are important to organizational development and achievement of goals and objectives. Artificial Intelligence helps in effective administrative processes in different industries such as healthcare, medicine, real estate, legal, among others. This review discusses artificial intelligence (AI), administrative tasks, evolution of AI in administrative tasks, AI tools for administrative efficiency, need for AI in administrative tasks, the past and present office, benefits of AI in administration, challenges for the use of AI in modern offices, and strategies to overcome the challenges. If organizations harness the benefits of AI in their operations, there is no doubt that they are going to improve operationally. The review concludes that the incorporation of AI into administrative tasks will improve efficiency and effectiveness that will eventually help in overcoming the challenges associated with the traditional office processes. It is recommended that organizations should invest in upskilling their existing staff, adhere to ethical guidelines and regulations governing data usage and AI applications, collaborate with legal experts and compliance teams to guard against risks, among others.

Keywords: Administrative Tasks, Artificial Intelligence, Human Intelligence, Organizations Efficiency.

Introduction

Every organization, whatever size and type, requires effective administrative processes which are germane to the development of the organization and help in achieving organization objectives. Therefore, having efficient daily administration processes is indispensable in every organization no matter the area of specialization because proper administration allows organizations to maintain effective work practices, which are important for creating productive businesses. The kind of administrative processes or tasks engaged in by any organization depends on the vision of the organization. Career Guide (2022) affirms that administrative duties widely vary from industry to industry such as administration in healthcare, medicine, real estate, legal, among others. It highlighted that administrative duties are essential to managing day-to-day business operations in an office setting and may differ from industry to industry, but some core tasks are common in all

sectors such as receiving phone calls, filing paperwork, scheduling meetings, welcoming visitors, attending to employees' enquiries, managing organized file-systems, among others.

AI is a computer software that mimic human intelligence. Grossmann (2024) sees artificial intelligence as computer systems that have the ability to perform activities that normally require human intelligence. AI can be used in the workplace to improve the productivity of employees, help to understand complex data, in addition, AI can increase data and information security.

In view of the recent developments in ICT and technological advancements, the use of artificial intelligence in the workplace for administrative processes has become imperative for achieving high speeds in information handling and enhancing productivity in organisations. Walz (2024) avers that artificial intelligence (AI) in administrative work represents a transformative integration of advanced technologies designed to streamline operations. AI enhance efficiency, empower decision-making within organizational settings, using machine learning algorithms, natural language processing (NLP), and robotic process automation (RPA), to automate tasks and processes, traditionally handled by human administrators.

This paper highlights the use of artificial intelligence in administrative tasks, how AI can improve organizations' operations, achieve efficiency and make informed decision.

The Office: Past and Present

Walz (2024) notes that AI's integration into administrative work represents a paradigm shift in the way organizations manage and optimize their operations by automating routine tasks, enhancing data management and analysis, facilitating efficient communication, supporting decision-making processes, in addition to ensuring robust security and compliance. AI also empowers administrators to operate more efficiently and strategically.

Young (2021) in Fasae (2024) viewed the contemporary workplace as an intelligent environment that incorporates technology to gain a competitive edge and streamline daily operations, resulting in increased efficiency and enhanced innovation, this also creates an environment to enhance productivity and profitability by maximising the use of technology. Accordingly, Fasae (2024) opined that an office serves as the administrative hub of an organisation, where information is processed, analysed to facilitate decision-making and achieve organization's goals and objectives. Efficient management of any organisation is crucial. A contemporary office is anticipated to be equipped with advanced digital technology, that facilitate the efficient execution of tasks by the professional secretary, ultimately leading to improved organisational performance.

Kovalskiy (2024) noted that traditionally, office management has revolved around manual coordination, paperwork, and human-driven decision-making, methods, having been tried and tested, it often comes with a baggage of limitations – time-consuming processes, human errors, and inefficiency which includes time consuming processes, human errors and inefficiency. From paper-laden desks to digital dashboards, the evolution in office management has been noticeable, yet, the core objective remained unaltered in order to ensure its smooth functioning through

effective organization, coordination, and control of resources to achieve the defined business objectives. However, the manual methods of past often posed challenges, the foremost being time consumption and susceptibility to errors.

The dawn of the digital era brought along a wave of changes as technologies started seeping into the daily operations, the benefits of which are increased efficiency and accuracy. Among these, Artificial Intelligence (AI) emerged as a game-changer, with its ability to mimic human intelligence, learn from data, and automate processes. However, the introduction of AI was not just a technical upgrade but a new beginning because the transition was not overnight but a gradual acceptance, learning, and adaptation to the new AI tools that slowly but surely started replacing the traditional methods. As organizations began to witness a significant cut down in manual workload and a rise in efficiency, resistance dropped and the shift towards AI-powered administration became more pronounced.

Artificial Intelligence

Artificial Intelligence (AI) is the simulation of human intelligence in machines programmed to think like and mimic the actions of humans which involves the development of intelligent system agents, that can reason, learn, and act autonomously. AI encompasses a wide range of subfields, such as Machine Learning (ML) (algorithms that enable computers to learn from and predict data without explicit programming); Natural Language Processing (NLP) (ability of computers to understand, interpret, and generate human language); Computer Vision (ability of computers to interpret and understand visual information from the world) (Walz, 2024). Grossmann (2024), opines that AI is here to help us, and its contribution to the workplace will not remove workers from the workplace, but will automate menial and repetitive tasks, this will enable workers to do more complex operations that will enhance the effectiveness of employees in the workplace, and create other jobs. Byrne (2024) confirms that AI is being used in the workplace in virtually every sector and industries from startups, call centers, to healthcare organizations and massive tech conglomerates, among others. Organizations can use AI to restock shelves, for cybersecurity, to improve virtual meetings, to shore up security, to hire new employees, as well as in talent retention and attraction efforts. In summary, AI encompasses innovation in every field of endeavour and that of administration cannot be overlooked.

Administrative Tasks

Administrative tasks are the day-to-day activities and processes undertaken by administrative professionals in order to achieve organisations' aims and objectives. As opined earlier, their use varies depending on organisations because of the different areas organizations specialize in. Career Guide (2022) outlined, among others, administrative duties by category, stressing that all administrative assistants should know how to perform administrative duties because multiple essential duties are associated with their role. The broad range of administrative responsibilities based on different categories are outlined below:

Communication: Administrative assistants have the duty to constantly communicate with stakeholders, answer phone calls, write emails, communicate with employees, take feedback from clients, send emails, redirect emails and calls to respective officers, handle clients' concerns, receive visitors, attend to customer service enquiries, perform customers' service related operations, and, communicate client's concerns to management and other units, among others.

Organization: Some common organization essential duties for administrative assistants are managing calendars and meetings, conducting events, maintaining office inventory, organizing office files and accessing documents as requested by management, ensuring the cleanliness of the office, among others.

Scheduling: Scheduling ensures that all tasks are done as at when due and without bottlenecks. Activities include coordinating office events, scheduling appointments, managing stakeholder's schedule, planning meetings, and booking and managing travel arrangements.

Employee On-boarding: Administrative assistants in organizations often assist new employees to get familiar with the office environment, collect necessary documents from the employees for payroll and filing purposes, provide employees with all necessary handbooks. Other functions that administrative assistants engage in include help complete health insurance benefit paperwork, introduce employees to team members and management, set up company e-mail for new employees, explain office management software to employees to access files and records as needed.

Bookkeeping: Bookkeeping involves administrative duties such as recording incoming and outgoing transactions on QuickBooks, processing payments to clients based on purchase orders, preparing financial statements weekly and monthly for stakeholders, managing office expenses, managing reimbursements and payroll for employees, and creating invoices for clients.

Computer Duties: Administrative professionals must know how to troubleshoot basic computer problems and operate essential office equipment like printers and fax machines, use Microsoft applications, order for and update office supplies, managing company blog or website. Other duties include the use of POS software to collect transactions from clients, ability to dictate meeting notes, conduct online events via video conferencing platforms, and manage office files on computer-based file management systems.

Time Management: An office administrator must be able to multi task, manage allocated time and balance several tasks. Ability to plan days with calendars, set and meet up with deadlines for projects, keep daily planner, and follow calendar religiously, set time for every activity and work without any distraction, track time-spending correctly according to the data, set long-term including short-term goals and track progress.

Customer Service: Skills for customer service include patience, ability to professionally handle difficult customers, ability to listen and pay attention to clients' body language and accurately understand what they are trying to communicate; active listening and questioning skills to be on track with people so that both parties are on the same page regarding the problem at hand.

In addition, Indeed Editorial Team (2024) also listed administrative duties that might be performed in an office setting to include the following:

Performing Research: Involves finding information online, in office filing cabinets or in books to give organisations the knowledge to start and complete tasks.

Receiving Phone Calls: Administrators showcase professionalism while answering calls because first impressions with a consumer may determine their future interactions with the organization.

Welcoming and Receiving Guests: The reception area is often the first place a customer arrives at when they enter an organization. Receiving clients when they enter the office shows your appreciation for their patronage and willingness to assist them.

Purchasing Tools and Materials: Administrative duties also include ensuring that there are always stationeries and other office supplies in supply rooms and cabinets. This may involve identifying what employees require, making and tracking orders, verifying that orders are correct, distributing supplies when they arrive and handling invoicing.

Sending E-mails to Clients: Sending emails to clients assists companies in keeping permanent records of correspondence for future use and facilitates cost-effective communication.

Controlling Change: Employees may be reluctant to embrace change if they don't understand its justifications. Administrators may act as change operators who inform employees of the need to embrace change for example accepting the use of new technologies.

Maintaining Public Relations: Public relations (PR) involves using various media to research internal and external brand factors, track media mentions and evaluate social media engagements all of which can help a company reach target audience in compelling ways and foster relationships with various groups of customers.

Performing data entry: Data entry may involve inputting accounting data, updating and evaluating client data, removing errors and combining data from various systems.

Planning meetings: Administrative assistants may plan meetings, identify the purpose of the meeting, develop a preliminary agenda, assign roles to participants and decide where and when to hold the meeting. It also involves sending invitations and the preliminary agenda to key participants and stakeholders, sending reports, pre-readings and other documents to participants.

Using Relevant Office Technology: Administrative employees typically possess knowledge of office-related technology, management might request them to update company's website, blogs or organize online conferences.

Drafting Contracts: The drafting of contracts may involve gathering information, listing a company's products and services or terms, stating the duration of the agreement, outlining any consequences and determining dispute resolution. Administrative assistants, procurement officers or human resources professionals may draft contracts.

Maintaining Office Equipment and Supplies: Office supplies usually include photocopying machines, printers, while office stationeries are items such as pens, papers, pencils and more as required by the organization. It may also be an administrative assistant's work to note when supplies are running low and to follow up with the relevant unit to supply.

In view of the highlighted points, administrative tasks comprise of most activities performed in an organization, which help in achieving the overall objectives of the organization, without which

there could be breakdown. There is also the need to look for better ways to enhance these activities in order to meet up with technological challenges and AI comes into view.

Evolution of AI in Administrative Tasks

Walz (2024) notes that AI has been around for some years, however, early forms of AI-driven automation emerged in the mid-20th century when programmable logic controllers (PLCs) was introduced for industrial processes through its practical application in the workplace is relatively recent. In the late 20th and early 21st centuries, advancements in computing power and algorithms led to a more significant impact of AI on the workplace. The development of expert systems in the 1970s marked a turning point, as these systems could mimic the decision-making abilities of human experts which led to applications of AI in various fields, such as medical diagnosis, financial analysis, construction, and more. The 1990s saw the rise of the Internet and the subsequent explosion of data, which fueled the development of data mining and machine learning techniques and this period witnessed the emergence of AI-powered tools for data analysis, customer related management (CRM), and supply chain optimization. In recent years, breakthroughs in deep learning and the availability of vast amounts of data have increased the adoption of AI across industries. AI is now being used to automate routine tasks, analyze complex data patterns, and make predictions with unprecedented accuracy.

AI Tools for Administrative Efficiency

Efficiency is the ability of an organization to achieve its set goals without wasting efforts and available resources. Using AI, organizations can achieve administrative efficiency. Wikipedia sees efficiency as the often measureable ability to avoid making mistakes or wasting materials, energy, efforts, money and time while performing a task (Wikipedia, 2024). Byrne (2024) affirms that companies of all shapes and sizes can use AI and practically all departments within an organization can benefit from these new and fast growing workplace technologies. Byrne highlighted two specific workplace AI examples to be chatbots and office sensors.

Chatbots: Chatbots are programs that use natural language processing to communicate with people (usually via text), often found on websites or customer service channels to answer questions and resolve common issues. Companies also use chatbots to process and track orders, for lead generation, and other marketing efforts as AI helps organizations automate their processes, help to resolve bigger and complex tasks. Ossie, Office Space Software's, newest AI virtual assistant, is designed to provide 24/7 help in finding essential information regarding Office Space products and services, allowing employees to focus on other important duties in the organization. The work that matters most. Ossie is equipped to deliver accurate and swift responses.

Office Sensors: Office IoT (Internet of Things) sensors are the physical devices that collect data about their use in hybrid workplaces and the environment around them. While they are not technically classifying as 'AI,' they do rely on AI technology to process and analyze the data they collect. IoT are motion sensors that track occupancy rates, over time, across different (and often granular) areas of the workplace, and can also provide workplace metrics to help leadership better manage real estate forecasting going forward.

Smart Compose: This is another AI tool that can enhance administrative task performance. Wu (2018), Principal Engineer, Google Brain Team at Google I/O, introduced Smart Compose, a new feature in Gmail that uses machine learning to interactively offer sentence completion suggestions, this helps administrative assistants draft emails faster. Building upon technology developed by Smart Reply, Smart Compose offers a new way to help you compose messages – whether responding to an incoming email or drafting a new one from scratch.

In addition, Burton (2024) says SwipedOn takes optimization a step further with its intuitive desk and resource booking tool designed to meet the modern office's needs, this enables businesses to manage their spaces and resources more effectively. These include car parks, company vehicles, meeting rooms, SwipedOn achieves this by providing a comprehensive overview of resource usage, empowering businesses to make informed decisions, ensuring that every asset is utilized efficiently, enhancing overall workplace productivity and employee satisfaction.

Need for AI in Administrative Tasks

Career Guide (2022), emphasizes why administrative skills are important, stresses that administrative skills are important for any business because they help run basic processes effectively. Any successful organization should have an administrative assistant who has the necessary administrative skills to run a business smoothly. Also, Indeed Editorial Team (2024) says administrative professionals complete various tasks to keep an office running efficiently even though different industries may have administrative duties that require certain skill sets, understanding what tasks you might perform in the workplace can help to develop the right skills and mindset for any administrative role.

According to Walz (2024), AI can increase efficiency and productivity on administrative tasks in the following ways:

Automate repetitive and time-consuming tasks: AI-powered systems can efficiently manage data entry, schedule meetings, management email and handle document tasks. This automation reduces the burden of mundane tasks, leading to faster completion rates and higher productivity levels.

Enhance Accuracy and Reduce Errors: AI systems can process data with high accuracy and consistency. By leveraging machine learning algorithms and natural language processing, AI can minimize errors in tasks such as data entry, invoice processing, and record-keeping to ensure that administrative processes are reliable and the information used for decision-making is precise and trustworthy.

Cost Savings: Automation of routine tasks reduces the need for a sizeable administrative workforce, leading to lower labour costs, decrease operational costs by minimizing errors and reducing time required to complete tasks. Over time, these cost savings can be reinvested into other business areas, fostering growth and innovation.

Improved Decision-Making: AI can quickly analyze vast amounts of data and provide insights that support informed decision-making. Predictive analytics, a subset of AI, can also forecast future trends and outcomes, allowing organizations to address potential issues and capitalize on emerging opportunities proactively.

Enhanced Customer and Employee Experience: AI can significantly enhance the experience of both customers and employees by providing timely and personalized responses. AI can streamline workflows and reduce employee administrative burdens, leading to higher job productivity, satisfaction and improved morale.

Scalability and Flexibility: AI systems can quickly scale to accommodate growing administrative needs. Whether handling an increasing volume of customer inquiries or processing more data as the business expands, AI can efficiently manage these demands without requiring proportional increases in administrative staff.

Enhanced Compliance and Security: AI systems can monitor and detect unusual activities, providing additional security for sensitive administrative data. Organizations can avoid legal issues and protect their reputations by maintaining strict compliance and robust security measures with the help of AI systems.

Streamlined Workflow Management: AI can optimize workflow management by identifying bottlenecks and suggesting improvements. Through process mining and analysis, AI can map out existing workflows and highlight areas where efficiencies can be gained. This streamlined approach accelerates administrative processes and improves overall operational efficiency. Workflow automation tools can further enhance collaboration among team members, help to complete tasks in a timely and organized manner.

Innovation and Competitive Advantage: Adopting AI in administrative functions positions an organization at the forefront of technological innovation. This early adoption can provide a competitive advantage by demonstrating a commitment to leveraging cutting-edge technology to improve operations.

Burton (2024) states that AI is changing the state of administrative tasks, with the use of visitors' management system such as SwipedOn. This has brought about a more efficient, accurate, and streamlined process. With AI, modern offices are not just optimizing their administrative functions, they are paving the way for a more innovative and productive future. Burton avers that AI is used to streamline administrative tasks in the modern office as a transformative force, especially in restructing and automating administrative tasks. This evolution is not just about efficiency; it's about reshaping how administrative work is seen and implemented in the modern - and ultra-flexible - office. In addition, embracing AI and using the insights from AI can enhance administrative tasks in the workplace, which is crucial to the success of businesses across the world.

Benefits of Artificial Intelligence in Administrative Tasks

Numerous benefits of AI in administrative tasks, among others, are as follows:

- (a) Increased Productivity:** AI automates tasks faster and more accurately than manual processes (Burton, 2024). Grossmann (2024) observes that businesses are using artificial intelligence to improve the productivity of their employees in handling repetitive tasks across an organization so that employees can focus on creative solutions, complex problem-solving, and impactful work. One example of that is AI-operated chatbots which became a must for

teams that have daily, direct interactions with customers and rely on fast, accurate, and timely customer support. Ahramovich (2023) notes that Deloitte 2023 Global Human Capital Trends Report highlights that artificial intelligence and machine learning will contribute to a 37% increase in labor productivity by 2025.

- (b) **Cost Reduction:** Automating routine tasks reduces labor costs and minimizes errors, which can be costly (Burton, 2024). According to Ahramovich (2024), Bain & Company's 2023 'The Augmented Workforce Report', highlighted that intelligent automation will lead to a greater focus on higher-value work (including problem-solving, creativity, and interpersonal communication) which will result in a 21-30% cost reduction.
- (c) **Employee Satisfaction:** By relieving staff from monotonous tasks, AI contributes to more engaging and fulfilling work experiences (Burton, 2024). Deloitte 2022 State of AI in the Enterprise Report points out that 82% of respondents expect AI to enhance job satisfaction as many AI adopters see value in leveraging automation to reallocate workers from repetitive tasks to creative activities (Ahramovich, 2024).
- (d) **Data-Driven Decision Making:** AI's ability to analyze data and provide insights supports better-informed business decisions (Burton, 2024). Byrne (2004) says that companies can collect large volumes of data and use AI to transform all steps in the data collection, processing, and analysis. To ensure that companies have access to the right real-time and historical metrics they need to make better choices for both the short and long term. Ahramovich (2024) notes that adopting AI-powered analytics helps minimize human bias and its impact on workplaces and careers. In fact, data-driven decision-making will enhance human impact at work and organizational performance. From automated candidate screening to accurate, data-driven staff performance assessments, professionals can expect a fairer approach to recruitment and talent management. However, one needs to be aware of the risks associated with AI tools and have countermeasures in place to tackle them (Byrne, 2024).
- (e) **Communication, Collaboration, and Culture:** Voice to text and autocorrect are some of the most basic applications here. But a variety of more sophisticated options, like natural language processing, smart meeting tools, and sophisticated collaboration platforms can all help facilitate communication and collaboration within an organization (Burton, 2024).

Furthermore, Ahramovich (2023) states that adopting artificial intelligence and related technologies in a business scenario can create:

New Job Positions: The World Economic Forum estimated that by 2025, AI-powered automation could create 97 million new jobs which include data analysts, data scientists, business development professionals, digital transformation specialists, and many more, compared to the 85 million job lost in career fields such as accountants and data entry clerks.

Accuracy and Compliance: While AI's reliance on data (including sensitive information) can raise concerns among regulators and should be addressed carefully, its adoption can be beneficial for corporate compliance. For example, according to Deloitte (2022), AI-based RPA can increase

reporting consistency and accuracy by about 80%, while lowering the number of employees who have access to sensitive information.

Risk Mitigation: AI safeguards your workforce from operational risk in industrial scenarios via anomaly detection and predictive maintenance, minimizing the likelihood of failures and consequent disasters. It can also identify signs of fatigue or psychological discomfort to trigger targeted support initiatives.

Inclusive workplaces: AI fosters workplace diversity and inclusivity by enabling data-driven skill assessments and blind hiring. For instance, AI-based talent intelligence platforms can rank candidates based on their actual expertise while masking identifiable attributes and protected traits (age, gender, disabilities, etc.).

Challenges for the Use of AI in Modern Office

Adopting artificial intelligence in the workplace comes with its own challenges. Ahramovich (2023) observes that adopting and integrating AI across organizations can involve a range of business and technical challenges. However, maximizing the value of AI in the workforce, emphasis was made on the need to guard against barriers, insufficiencies, difficulties, ethical risks, among others.

Consequently, Walz (2024) highlights the following as potential challenges and considerations for using AI:

Data Quality and Accessibility: Challenges arise when organizations lack sufficient high-quality data or face issues with data silos and compatibility across different systems.

Bias and Fairness: AI algorithms can inadvertently reflect biases in training data, leading to unfair or discriminatory outcomes.

Interpretability and Transparency: AI models, particularly deep learning models, can be complex and challenging to interpret.

Ethical Considerations: AI raises ethical concerns related to privacy, consent, and the right use of data in organizations. Organizations must adhere to ethical guidelines and regulations governing data usage and AI applications.

Skill Gaps and Training: Implementing AI requires specialized data science, machine learning, and AI engineering skills. Organizations may need help in hiring and retaining talent with these skills.

Costs and ROI: AI implementation often involves significant upfront costs, including infrastructure, software, and talent acquisition. Calculating return on investment (ROI) can be challenging, especially in the early stages of AI adoption, where tangible benefits may not be immediately apparent.

Regulatory and Legal Compliance: AI applications must comply with evolving regulatory frameworks governing data privacy, data security, and ethical AI use.

Integration with Existing Systems: Integrating AI solutions with legacy systems and workflows can be complex and time-consuming. Compatibility issues, data migration challenges, and disruptions to ongoing operations may arise during integration.

Security Risks: AI systems can be vulnerable to cybersecurity threats, including attacks targeting AI models or data breaches compromising sensitive information.

Social Impact and Job Displacement: AI automation can disrupt traditional job roles and workflows, leading to concerns about job displacement and socioeconomic impact.

Furthermore, Katyal (2020) confirms several drawbacks in chatbots and other communication tools such as:

- **Need for Basic assistance:** AI cannot handle complex queries however, AI can handle only basic questions, hence, cannot help with customer retention.
- **Lack of human context:** Bots can respond to humans only to the extent they have been trained, bots do not understand or respond beyond what they have been trained to do which can be frustrating.
- **High installation costs:** Although bots can be available 24/7 to handle a large volume of queries simultaneously, deploying them is a costly proposition because every bot needs to be programmed and trained individually, according to the business it must serve.
- **Decisioning, or the lack of it:** Machines can neither take decisions nor help customers take decisions. The lack of the ability to discern between good and bad can have serious consequences.
- **Repetition:** Machines are trained to provide standard answers to queries but in a situation when a satisfactory answer is not received and even after rephrasing the question, the machine still provides the same answer. This can prove irritating and prevent further operations.
- **No empathy:** Machines lack emotions so they cannot empathize with a customer who may be feeling low, angry, or frustrated. Machine cannot understand, relate to the sentiment of the customer and establish a connection with customers or employees, which often goes a long way in business growth.

Strategies to Overcome the Challenges

Waltz (2024) states that one of the primary challenges is the shortage of skilled AI professionals and highlights the following, among others, to overcome:

Talent Development - Investing in training and upskilling existing employees to develop AI expertise; collaborating with universities, research institutions, and AI consultancies to access talent. In addition, promoting AI education at all levels to build future talent pipeline, leveraging AI Tools can also help bridge the skills gap.

Integrating AI into Existing Workflows and Systems: Integrating AI into established business processes requires careful planning and execution. This can be achieved through process mapping. Process mapping will help identify areas where AI can add value and align AI solutions with existing workflows. This will help ensure seamless data flow between AI systems and other enterprise systems, this will in turn help to implement effective strategies to overcome resistance to AI adoption.

Managing Change and Resistance to AI Adoption: Introducing AI can lead to resistance from employees who are concerned about job security or changes in work processes. This can be handled by communicating the benefits of AI and providing training to help employees adapt to new AI-driven workflows which should involve employees in the AI implementation process to foster ownership.

Ensuring Data Quality and Reliability: High-quality data is essential for AI models, therefore, data quality and reliability can be achieved by identifying and correcting errors, detecting inconsistencies and missing data; adding relevant information to enhance data value; establishing data governance policies to ensure integrity. In addition, demonstrating the return on investment (ROI) of AI initiatives for continued support; defining clear KPIs to measure AI performance; considering both short-term and long-term benefits of AI investments.

Summary and Conclusion

This paper discusses the use of artificial intelligence (AI) in enhancing administrative processes. The review shows that AI is imperative for administrative tasks and that any organization that wants to succeed in modern times must employ the use of AI in its operations. The paper concludes that implementation of AI in administrative tasks will help organizations to improve efficiency and effectiveness which will in turn help them to overcome the challenges associated with the traditional office processes.

Recommendations

The study recommends that:

- Organizations should invest in the skilling and upskilling of their existing staff in order to be up-to-date in the world of business and technology.
- If new employees are to be hired, then organizations should ensure that they have expertise in AI skills. Organizations must also improve staff welfare system, this will reduce staff turnover and increase staff retention.
- Before going into the use of AI, organizations must carefully consider and assess the required costs against expected benefits to see if they will be able to meet up with the overall future long-term goals.
- Organizations must adhere to ethical guidelines and regulations governing data usage and AI applications.
- Organizations must comply with regulatory policies governing data privacy, security, and ethical use of whichever AI applications to be used.
- Organizations should positively collaborate with legal experts and compliance teams to guard against risks.
- Organizations should ensure that security measures, such as encryption, access controls, and threat monitoring, are put in place to protect AI assets and maintain organizational resilience.

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Influence of Information Communication Technology on Office Administration in the Digital Era

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Abstract

This paper focuses on Influence of ICT on office administration in the Digital Era. The structuration theory was used in putting the study into perspective. The theory implies that the use of technology shapes administrative practices, but at the same time, individuals' actions influence how ICT is implemented and used in the workplace. The study recognizes that ICT plays a pivotal role in shaping modern office administration. The automation of tasks, improved communication, enhanced data security, and the flexibility offered by ICT have collectively transformed the traditional office environment, making it more efficient, dynamic, and adaptable to the demands of the contemporary business landscape. Researchers and ICT experts are of the opinion that employees receive proper training on ICT tools and software to maximize their utilization and effectiveness. This will empower them to harness the full potential of available technologies.

Keywords: Digital Era, ICT, Management Office Administration, Organization,

Introduction

The digital era has heralded an unprecedented transformation across various sectors, driven by rapid technological advancements and the pervasive integration of digital tools. This period, characterized by the widespread adoption of Information and Communication Technology (ICT), has revolutionized how businesses operate, how education is delivered, how healthcare is managed, and how governments function. The office administration domain, traditionally known for its labor-intensive processes and reliance on physical documentation, has undergone a profound metamorphosis, by ICT intervention. Historically, office administration was a realm marked by extensive manual labor. Administrative tasks were carried out using typewriters, ledger books, and physical filing systems before the advent of ICT. The process of managing office operations involved a significant amount of paperwork, from handling correspondence and maintaining records to scheduling appointments and organizing files. This manual approach was fraught with inefficiencies, errors, and delays. The reliance on physical documents meant that information retrieval was often time-consuming, and the potential for misfiling or loss of documents was high. Moreover, the lack of automated systems made it challenging to maintain accuracy and consistency in records, leading to operational inefficiencies and increased labor costs (Davidson, 2018).

The initial integration of ICT into office environments marked a pivotal turning point in the history of office administration. The introduction of computers and basic software applications such as word processors, spreadsheets, and email systems began to alleviate some of the burdens

associated with manual processes. Word processing software, like Microsoft Word, revolutionized document creation and editing, allowing for faster and more accurate preparation of reports, memos, and correspondence. Spreadsheets, notably Microsoft Excel, transformed data management by enabling more efficient handling of financial records, inventories, and other quantitative information. Email systems fundamentally changed communication dynamics within and between organizations, eliminating the delays associated with traditional mail and facilitating quicker decision-making processes (Roberts, 2019). As technology evolved, so too did the capabilities of ICT, leading to more sophisticated systems that further enhanced administrative efficiency and productivity. The advent of enterprise resource planning (ERP) systems, customer relationship management (CRM) software, and cloud-based storage solutions marked significant advancements in office administration. ERP systems integrated various administrative functions into a single platform, streamlining processes such as accounting, human resources, procurement, and inventory management. This integration eliminated data silos, improved data accuracy, and enabled real-time access to critical information, facilitating better decision-making and resource allocation (Smith & Johnson, 2019). CRM software transformed how organizations managed interactions with customers and clients, centralizing customer data and automating communication processes to enhance customer service, improve client retention, and provide valuable insights into customer behavior and preferences.

The shift to cloud-based storage solutions further revolutionized office administration by enabling secure and scalable data storage accessible from anywhere with an internet connection. This flexibility allowed for remote work arrangements and improved data sharing and collaboration across geographically dispersed teams. The influence of ICT on office administration extends beyond efficiency, it includes significant improvements in communication and collaboration. Digital communication tools such as instant messaging, video conferencing, and collaborative platforms like Microsoft Teams and Slack have become integral components of modern office environments. These tools facilitate real-time communication, enable virtual meetings, and support collaborative work on projects and documents. The ability to communicate and collaborate seamlessly, regardless of physical location, has become increasingly important in the digital era, especially in the context of remote work and globalized business operations (Gonzalez, 2020). The digitalization of information has also transformed how organizations manage and utilize data. Electronic document management systems (EDMS) have replaced traditional paper-based filing systems, allowing for more efficient storage, retrieval, and sharing of documents. EDMS solutions often incorporate advanced search capabilities, version control, and security features, ensuring that information is easily accessible and protected from unauthorized access. The shift to electronic records has also facilitated compliance with regulatory requirements and improved disaster recovery capabilities (Kim, 2018).

Despite the numerous benefits of ICT in office administration, the transition to digital systems has not been without challenges. One of the foremost challenges is the rapid pace of technological change. The continuous evolution of ICT requires organizations to regularly update their systems and software to remain competitive and efficient. This constant need for upgrading

can strain financial resources and disrupt operational stability, as frequent changes necessitate ongoing investment in new technologies and the associated training for employees. Moreover, the fast-paced nature of technological advancements can result in compatibility issues between old and new systems, further complicating the integration process (Smith & Johnson, 2019). Data security and privacy concerns represent another significant challenge in the digital era. The proliferation of digital records and the increasing reliance on cloud-based storage solutions expose organizations to heightened risks of cyber threats, including data breaches, hacking, and unauthorized access. Ensuring robust cybersecurity measures and compliance with data protection regulations, such as the General Data Protection Regulation (GDPR), is essential but can be resource-intensive and complex. The potential consequences of data breaches, including financial losses and reputational damage, underscore the critical importance of securing sensitive information (Gonzalez, 2020). Human factors also play a critical role in the challenges associated with ICT in office administration. Resistance to change among employees can hinder the adoption and effective use of new technologies. This resistance is often rooted in fear of the unknown, lack of confidence in using new tools, and concerns about job displacement due to automation. (Kim, 2018).

The digital divide presents an additional challenge, particularly in organizations with diverse workforces spanning different geographic locations. Access to reliable internet connectivity and digital infrastructure varies widely, potentially disadvantaging employees in regions with less developed ICT resources. This disparity can create inequalities in access to information and opportunities, undermining efforts to create a cohesive and inclusive digital workplace (Lee, 2019). The complexity of ICT systems can pose significant administrative challenges. Integrating various digital tools and platforms into a seamless and efficient workflow requires careful planning, coordination, and technical expertise. Issues such as system interoperability, data integration, and user interface design must be addressed to ensure that ICT solutions are user-friendly and support the intended administrative functions (Peterson & Robinson, 2021). Maintaining the balance between leveraging ICT for administrative efficiency and preserving the human element of office management is another challenge. While technology can automate routine tasks and enhance productivity, the need for human judgment, interpersonal skills, and emotional intelligence remains critical in many aspects of office administration. Ensuring that ICT complements rather than replaces human capabilities is essential for maintaining a harmonious and effective administrative environment (Sanchez, 2020). This paper aims to explore the influence of information communication technology on office administration in the digital era.

Literature Review

Information Communication Technology (ICT)

Information and Communication Technology (ICT) is a broad term encompassing technologies that facilitate the storage, retrieval, transmission, and manipulation of information (Efundayo et

al. 2020). It plays a pivotal role in modern society, impacting various aspects of daily life, business, education, and governance. At its core, ICT includes both hardware and software components, ranging from computers, servers, and networking infrastructure to applications, databases, and communication protocols. One key aspect of ICT is its transformative impact on communication. The advent of the internet, email, and social media has revolutionized the way individuals and organizations interact globally (Zhu & Anderson, 2021). Real-time communication tools, such as video conferencing and instant messaging, have enhanced collaboration and connectivity. Additionally, ICT has facilitated the rapid exchange of information, enabling quicker decision-making processes and fostering a more interconnected world.

In the realm of business, ICT has become a cornerstone for efficiency and innovation. Organizations leverage ICT tools for tasks like data analysis, customer relationship management, and supply chain optimization. Cloud computing has further streamlined operations by providing scalable and accessible computing resources. Moreover, e-commerce has flourished with the help of ICT, allowing businesses to reach a wider audience and conduct transactions seamlessly (Bassey et al. 2022). In education, ICT has revolutionized the learning landscape. Digital resources, online courses, and educational software contribute to a more interactive and personalized learning experience (Ahn & Chen, 2022). Virtual classrooms and e-learning platforms enable access to educational content from anywhere, fostering lifelong learning opportunities. As ICT continues to advance, its impact on various sectors of society will likely deepen, shaping the way we communicate, conduct business, and educate future generations.

Components of Information Communication Technology (ICT)

Hardware: Communication Technology hardware encompasses a diverse range of physical devices essential for computing and data processing. This includes personal computers, servers, routers, switches, storage devices, and other peripherals. These components form the foundation for the execution of software applications and the storage of data (Handayani et al. 2020).

Software: Software in ICT refers to the programs and applications that run on hardware, enabling various functionalities. This spans operating systems like Windows or Linux, productivity tools such as Microsoft Office, and specialized software designed for specific tasks or industries. Software is integral to the functionality and usability of ICT systems.

Networks: Networks serve as the backbone of ICT, facilitating communication between devices. The internet, intranets, and local area networks (LANs) are examples of networking infrastructure. This connectivity allows for the seamless exchange of data and information across different devices and locations.

Data: The key aspect of ICT is data – the raw information that systems process and manipulate. This includes databases, files, and repositories storing information. Effective data management is crucial for ensuring accuracy, accessibility, and security within ICT systems.

People: The human element in ICT involves users, administrators, developers, and other stakeholders. Users interact with ICT systems, administrators ensure their proper functioning, and

developers create and maintain the software and hardware. Collaboration among people is key for successful ICT implementation.

Procedures: Procedures in ICT involve standardized processes and methods governing the use, maintenance, and security of systems. This includes protocols for data backup, software updates, and security measures to protect against unauthorized access.

Communication Technologies: Communication technologies enable the exchange of information. This encompasses tools like email, instant messaging, and video conferencing, fostering real-time collaboration and information sharing among individuals and organizations.

Information Systems: Information systems integrate hardware, software, data, and people to perform specific functions within an organization. Examples include Enterprise Resource Planning (ERP) systems, Customer Relationship Management (CRM) systems, and other applications tailored to organizational needs.

Internet: The internet, a global network, connects millions of computers worldwide. It serves as a vast repository of information, enabling communication, collaboration, and access to resources on a global scale.

Conceptualizing Office Administration

Office administration is a multifaceted function within an organization that involves the coordination and management of various tasks to ensure smooth and efficient operations (Kembuan, 2020). This discipline encompasses a wide range of responsibilities, from overseeing daily office activities to implementing long-term strategic plans. A key aspect of office administration is maintaining a well-organized and productive work environment, which involves managing office supplies, equipment, and facilities.

Effective communication is fundamental to office administration, as professionals in this role often serve as a bridge between different departments, ensuring that information flows seamlessly throughout the organization. Additionally, office administrators play a crucial role in managing schedules, appointments, and meetings, optimizing time management for both individuals and teams. They may also be responsible for drafting and proofreading documents, contributing to the creation of a polished and professional image for the organization.

Financial responsibilities are also integral to office administration, involving tasks such as budgeting, expense tracking, and invoice processing. By efficiently handling financial matters, office administrators contribute to the overall fiscal health of the organization. Furthermore, these professionals may be involved in human resource functions, including recruitment processes, employee onboarding, and maintaining personnel records. In the realm of technology, office administration often involves the use of various software tools to streamline processes and enhance productivity. Proficiency in office software, project management tools, and communication platforms is essential for effective administration. Moreover, office administrators must stay informed about industry trends and best practices to implement continuous improvement in office operations (Habib et al. 2021).

Risk management is another critical aspect of office administration, involving the identification and mitigation of potential challenges that may impact the organization. This may include

addressing issues related to data security, compliance with regulations, and emergency preparedness. Ultimately, office administration is a dynamic and evolving field that requires adaptability, attention to detail, and a holistic understanding of an organization's functions.

Impact of ICT on Office Administration in Digital Era

The advent of Information and Communication Technology (ICT) has profoundly transformed office administration, ushering in an era characterized by enhanced efficiency, streamlined operations, and improved communication. This transformation is largely attributable to the pervasive integration of digital tools and systems that have redefined traditional administrative processes. One of the most significant impacts of ICT on office administration is the enhancement of efficiency and productivity. Automated systems and software applications have replaced many manual and repetitive tasks, leading to significant time savings and error reduction. For instance, tasks such as scheduling, data entry, and document management have been optimized through the use of specialized software (Rangarajan, 2019). This automation not only reduces the administrative burden on staff but also ensures greater accuracy and consistency in operations.

ICT has revolutionized communication within office environments. The use of email, instant messaging, and video conferencing tools has facilitated faster and more efficient communication among employees, irrespective of their geographical locations (Smith & Turner, 2020). This has not only improved collaboration but also enabled more flexible work arrangements, such as remote working, which has become increasingly prevalent in the digital era. The digitalization of information has also significantly impacted office administration. The transition from paper-based to electronic records has enhanced the accessibility, storage, and retrieval of information. Digital records management systems enable organizations to maintain comprehensive and organized records that can be easily accessed and shared when needed, thus improving overall administrative efficiency (Gordon, 2018). Moreover, the use of cloud-based storage solutions ensures that data is securely stored and can be accessed from anywhere, providing greater flexibility and continuity of operations. ICT has also facilitated the implementation of more sophisticated data analytics and decision-making tools. These tools allow administrators to analyze large volumes of data, identify trends, and make informed decisions based on empirical evidence. This data-driven approach enhances the strategic planning and management capabilities of organizations, leading to better resource allocation and more effective administrative practices (Brown, 2021).

Challenges of ICT on Office Administration in Digital Era

The integration of Information and Communication Technology (ICT) in office administration, while transformative, presents a myriad of challenges that organizations must navigate to fully realize the potential benefits. These challenges are multifaceted, encompassing technological, organizational, and human factors, each of which has significant implications for the effective implementation and utilization of ICT in administrative functions. One of the foremost challenges is the rapid pace of technological change. The continuous evolution of ICT requires organizations to regularly update their systems and software to remain competitive and efficient. This constant need for upgrading can strain financial resources and disrupt operational stability, as frequent

changes necessitate ongoing investment in new technologies and the associated training for employees (Smith & Johnson, 2019). Moreover, the fast-paced nature of technological advancements can result in compatibility issues between old and new systems, further complicating the integration process.

Data security and privacy concerns represent another significant challenge in the digital era. The proliferation of digital records and the increasing reliance on cloud-based storage solutions expose organizations to heightened risks of cyber threats, including data breaches, hacking, and unauthorized access (Gonzalez, 2020). Ensuring robust cybersecurity measures and compliance with data protection regulations, such as the General Data Protection Regulation (GDPR), is essential but can be resource-intensive and complex. The potential consequences of data breaches, including financial losses and reputational damage, underscore the critical importance of securing sensitive information. Human factors also play a critical role in the challenges associated with ICT in office administration. Resistance to change among employees can hinder the adoption and effective use of new technologies. This resistance is often rooted in fear of the unknown, lack of confidence in using new tools, and concerns about job displacement due to automation (Kim, 2018). Addressing these issues requires comprehensive change management strategies, including clear communication, training programs, and support systems to help employees adapt to new technologies and processes. The digital divide presents an additional challenge, particularly in organizations with diverse workforces spanning different geographic locations. Access to reliable internet connectivity and digital infrastructure varies widely, potentially disadvantaging employees in regions with less developed ICT resources (Lee, 2019). This disparity can create inequalities in access to information and opportunities, undermining efforts to create a cohesive and inclusive digital workplace.

Furthermore, the complexity of ICT systems can pose significant administrative challenges. Integrating various digital tools and platforms into a seamless and efficient workflow requires careful planning, coordination, and technical expertise. Issues such as system interoperability, data integration, and user interface design must be addressed to ensure that ICT solutions are user-friendly and support the intended administrative functions (Peterson & Robinson, 2021). Maintaining the balance between leveraging ICT for administrative efficiency and preserving the human element of office management is a delicate challenge. While technology can automate routine tasks and enhance productivity, the need for human judgment, interpersonal skills, and emotional intelligence remains critical in many aspects of office administration. Ensuring that ICT complements rather than replaces human capabilities is essential for maintaining a harmonious and effective administrative environment (Sanchez, 2020).

Theoretical Framework

The study was anchored on the structuration theory. Structuration theory, developed by sociologist Anthony Giddens, posits that social structures and individual agency are intertwined and mutually constituted. In the context of office administration and the influence of Information and Communication Technology (ICT), structuration theory helps to understand how technology and organizational practices shape each other. In this framework, office administration is viewed as a

set of rules and resources that individuals draw upon to accomplish tasks (Bastari, Bandonio, & Suharyo, 2021). ICT, such as computer systems, communication tools, and software, becomes a crucial part of these rules and resources. The theory suggests that as individuals use ICT in their daily work, they contribute to both the reproduction and transformation of the existing social structures within the organization.

The influence of ICT on office administration can be explained through the dual role of agency and structure. Individuals, through their actions and choices, engage with ICT to create and modify office practices. Simultaneously, the use of ICT shapes the way work is organized and performed, contributing to the emergence of new structures within the office environment. For example, the introduction of collaborative software may alter communication patterns, workflow, and decision-making processes. Structuration theory helps analyze how employees, by adopting and adapting to these technologies, contribute to the ongoing evolution of office administration practices. Nevertheless, structuration theory provides a lens through which one can understand the dynamic relationship between individuals, technology, and the social structures of office administration, highlighting the reciprocal influence between technology use and organizational practices.

Conclusion

The impact of Information and Communication Technology (ICT) on office administration has been profound in the digital era, fundamentally transforming how administrative tasks are managed and executed. From traditional manual processes reliant on physical documentation to the adoption of digital tools and automated systems, ICT has revolutionized the efficiency and effectiveness of office operations. The integration of basic digital tools such as word processors, spreadsheets, and email systems marked a significant shift towards streamlining administrative workflows and improving communication within organizations. These tools paved the way for more advanced technologies like ERP systems, CRM software, and cloud-based storage solutions, which further enhanced data management, collaboration, and operational transparency.

ICT has not only expedited administrative processes but also facilitated remote work capabilities, enabling employees to work flexibly and collaboratively from any location. This flexibility has become increasingly crucial in today's globalized and interconnected business environment. However, the adoption of ICT has not been without its challenges. Organizations have had to navigate the rapid pace of technological advancements, address cybersecurity concerns, and overcome resistance to change among employees accustomed to traditional methods. The digital divide, which impacts access to digital resources and skills, remains another barrier that organizations must contend with to ensure inclusivity and equity in the workplace. Looking ahead, the continuous evolution and adaptation of ICT will be imperative for organizations to remain competitive and responsive to emerging trends and technologies. This requires ongoing investment in updating technological infrastructure, implementing robust cybersecurity measures, and providing comprehensive training and support to employees.

Recommendation

1. Implement ongoing training programs for office staff to keep their skills up-to-date with the latest ICT tools and trends, ensuring they can effectively leverage technology to enhance productivity.
2. Transition to cloud-based platforms for data storage and collaboration to enhance accessibility, scalability, and data resilience, allowing for seamless collaboration and reducing dependency on physical infrastructure.
3. Conduct periodic technology audits to assess the relevance and efficiency of existing ICT systems.
4. Foster a digital-first culture within the organization by encouraging the use of digital tools for communication, collaboration, and document management.

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PROFESSIONALISM AS KEY DRIVER FOR SUCCESS IN MODERN WORKPLACE

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Abstract

Professionalism is a key driver for attracting success in today's modern workplace. Professionalism plays a vital role because it promotes several positive work attitudes like communication, punctuality, respect, adaptability, dress code, accountability, time management and self-motivation. These attitudes drive the culture of each establishment. Modern workplace is the one that has all the necessary working tools and an enabling working environment. Professionalism is adhering to the ethics, principles, norms, values, mission, vision and mission statement of an establishment. Professionalism helps individuals and organizations achieve their set targets in a unique and impeccable manner. A modern workplace is known by the use of technology and communications tools that allow employees to work seamlessly anywhere and anytime. The paper was empirical study having used a quantitative research design to gather data. The total population consisted of 113 staff members of National Orthopaedic Hospitals and total enumeration was adopted for the study. The statistical analysis employed included inferential statistics, regression analysis and Spearman's correlation which measured the relationships between the variables studied (professionalism and success in modern workplace), providing insights into the strengths and directions of these variables. The correlation between professionalism and success in modern workplace with a mean at 533 and p-value <.001 suggested a strong positive relationship, indicating that as professionalism increases; there is recorded success in the workplace. The correlation between professionalism and success in modern workplace with a mean of .380 and p-value = .000 at 0.05 level, indicating a moderate positive relationship, suggesting that professionalism contributes to the overall success of the organisation, hence the null hypothesis which stated that there is no overall professionalism drive for success in modern workplace is hereby rejected. Conclusively, fostering a culture of professionalism is crucial for organizations seeking success.

Keywords: Culture, Ethics, Modern, Principles, Productivity, Professionalism, Workplace

Introduction

The modern workplace is dynamic and requires many factors to stay relevant, build customers, retain customers, achieve set goals and evolve with the increasingly dynamic digital landscape through the use of technology and transformation. Professionalism is one of the key factors that every modern workplace uses to achieve set goals, as it is a crucial key factor for the success of companies. Professionalism has been viewed as that quality of conduct and character that

accompanies the use of superior knowledge, skill, and judgment to the benefit of another, prior to any consideration of self-interest (Naidoo, 2016). It is the adherence to ethical values, norms and principles on which the organization is based and maintaining professionalism is crucial for a modern organization or workplace. Career expansion is the application of new experiences and skills to positively impact your current position and career goals by expanding your skills, thinking ahead, and preparing to take on additional responsibilities. Professionalism means having the skills, knowledge and confidence to carry out work to the highest standards that can be expected of employees. This involves a strategic planning process where to figure out what. Conducive work environment encourages employees to be innovative and productive and creates a lasting system for the organization. Professionalism helps organizations maintain and maintain quality. Professionalism has been interpreted as a powerful motivating force of control 'at a distance' (Burchell et al., 1991; Rose, 1990). Within an organizational context, professionalism sums up the pooled effect of each employee's abilities and efforts, this in turn enhances success in modern workplace (Evetts, 2012).

Professionalism is a contributor to overall organizational success (Ellinger et. al., 2003). Professionalism improves employee performance and it shows on the outcomes of their skills, knowledge, and expertise. Organisations that offer training and development opportunities equip their employees to exhibit with the tools they need to succeed and grow which includes professionalism (Gitongu et al., 2016). Furthermore, management standards designed to evaluate employee performance play a critical role in this process, as they provide benchmarks that inform employees of their performance relative to expectations. When gaps are identified, these standards serve as a guide to help realign performance levels to meet organizational objectives (Mackay et al., 2004). Moreover, professionalism in modern workplace significantly influences organizational success. When employees feel fulfilled and engaged in their roles, they are more likely to demonstrate professionalism, ultimately contributing more effectively to the organization's overall success (Harter et al., 2002). Thus, understanding and enhancing professionalism is not merely a managerial task but a vital element that impacts the organization's capacity to achieve its goals. It is safe to say that success in modern workplace depends on the level of professionalism exhibited by the employees. Success in modern workplace means effectively reaching goals that achieve the company's mission. This is when leadership and employees are able to strategically achieve their laid out goals and visions of the organisation.

Employee Performance

Employee performance measures how employees or team members are able to carry out their assigned duties. It is defined as how well a person executes their job duties and responsibilities (Litmus, 2024). It is a measure of how well an employee carries out their job functions. It is a holistic view of an employee's effectiveness, efficiency, attitudes, behaviours and outputs. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Robbins, 2010). There are factors that can affect employee performance; reward, recognition, pay, office layout, office

temperature, proper lighting, training and development, work tools, workplace ergonomics, noise levels, work-life balance (Smith, 2024).

Organisational Success

Organisational success means effectively reaching goals laid out by the leadership or management of the organisation so as to achieve the company's mission, (Primalogik, 2022). To achieve organisational success there are some key components that lead to organisational success; shared values, leadership approach, focus, strategy, flexibility, culture, employee experience. Good decision making, establishing core values, adopting scalable plans, considering new models, implementing customer-centered design, great performance management, setting and achieving goals, enhancing communication, nurturing wellbeing, building in variety, recognizing efforts, fair compensation and benefits are ways for achieving organisational success (Primalogik, 2022).

Key Indicators of Professionalism

Professionalism refers to the conduct, aims, and qualities that characterize a skilled individual or group, it involves consistently exceeding expectations, to maintain a high level of professionalism, individual employees must be keen to learning and improving their knowledge base at times. True professionals do not rest on their past achievements but they seek ways to be better at their job or to make their organization a better place to work. Professionalism is not the job you do but how you do the job (Bell, 2024). Professionalism is a powerful quality. It allows you to fulfill your role to the best of your ability. It helps you to impress and inspire others and gives you a deep sense of satisfaction and self-worth (Miles, 2022). Establishing an inclusive environment, true professionals facilitate the success of those around them in addition to making a lasting impression on them for their own excellence. The goal of contemporary workplace professionalism is to establish a warm, secure, and inclusive atmosphere for all. It all comes down to fostering a culture of belonging where coworkers are made to feel important and included (Miles, 2022). As an effective team member, you should establish a respectful work environment, communicate clearly, make sure everyone feels included, engage, and participate, and spend some time getting to know your teammates.

Effective communication with team members, clients, managers, and other stakeholders is a key component of professionalism. Great communicators are not afraid to have tough conversations, so being a professional means ensuring that every team member is informed and involved and has the tools they need to succeed. They will put the organization's success ahead of their personal comfort. Honesty and integrity in the workplace, professionalism is more than just performance at work; it also involves maintaining one's integrity. Sincere professionals respect the principles of the company they work for and avoid office politics. A professional workplace does not have a culture of backstabbing, gossip, or continual interruption. Professionalism in the workplace refers to the way in which employees carry themselves, the attitudes they convey, and the ways they communicate with their co-workers and clients. In other words, it is the conduct, attitude, and behavior of a worker. From your first day on

the job to the day you retire, and sometimes even afterward, you need to be aware of the quality of your workplace professionalism.

Statement of the Problem

The purpose of this study is to examine the impact professionalism has on the success in the modern workplace. It will investigate the specific ways professionalism contributes to the overall success in modern workplace.

Objectives of the Study

This major aim of this paper is to state categorically the role of professionalism as key driver for success in modern workplace. It will examine ways professionalism affects success experienced in modern workplace.

Research Questions

1. Is professionalism achievable?
2. How does professionalism drive employee performance to achieve success in modern workplace?
3. Does professionalism drive overall success in modern workplace?

Hypothesis

H₀₁: There is no significant relationship between professionalism and success in modern workplace

Literature Review

Professionalism

The consistent demonstration of civility, accountability, and responsibility is what defines professionalism. Professionalism is having the skill, knowledge and confidence to perform a job to the highest standards that might be expected of you. Being professional can mean different things depending on the employer or industry, and the confidence, knowledge or skill expected in one role might not be the same in another. It means preserving moral principles and acting with the utmost integrity in all business dealings, the way that workers conduct themselves, the attitudes they project, and the ways in which they interact with clients and coworkers are all considered aspects of professionalism in the workplace. Stated differently, it refers to an employee's actions, disposition, and demeanor. According to the United States Department of Labor (2012), professionalism entails acting with excellence, responsibility, integrity, and accountability rather than just maintaining a good physical appearance. It entails always looking for ways to be productive as well as communicating in an appropriate and effective manner. Professionals ought to uphold the highest standards of ethics in their work, adhere to the organization's code of conduct, and maintain the moral standards that are recognized in their field. Professionalism forbids any dubious behavior in the workplace. Success is the ultimate outcome when all the components of

professionalism are executed flawlessly. In professionalism, successful teamwork is largely dependent on having effective communication between team members. It includes speaking clearly and succinctly as well as actively listening to ensure that ideas and thoughts are communicated precisely and to reduce the likelihood of misunderstandings.

Professionalism is the conduct, behaviour and attitude of someone in a work or business environment. True professionalism is not just about meeting expectations, it is about exceeding them and continuously striving to be better (Maister, 2024). One of the most important skills that set people apart in the workplace is the ability to recognize and address problems. Proactive problem solving, initiative, and critical thinking are some of the traits that employers greatly value. Because the workplace is ever-changing, the ability to adapt is highly valued. Professionals view time as a valuable resource, and they understand that meeting deadlines and reducing stress depend on efficient time management. Setting priorities for your work and keeping your schedule in order will help you be much more productive and create a more efficient and straightforward workflow. Professionals who are resilient in the face of change and can adapt to new circumstances help create an organizational culture that is more flexible and responsive. Through self-motivation skills, professionalism helps employees stay focused and productive, especially during difficult times. Professionals with this ability set goals for themselves, have a strong work ethic, and regularly add to the success of their team. In the office, leadership is a vital and dynamic component that greatly affects both the culture of the workplace and general productivity. Professionalism is a broad term used to include the conduct, aims, and qualities that characterize a professional and relates to the behaviour expected of one in a learned profession (Naidoo, 2016).

Effective office leadership is much more than just having a managerial role; it also entails motivating excellence, encouraging teamwork, and steering the group toward professionalism and success. It involves the aims and behaviors that demonstrate an individual's level of competence expected by a professional within a given profession. Other professional skills are acting ethically; respecting others, taking personal/professional responsibility, and managing online presence. Professional employees look clean and neat and dress appropriately for the job, have high quality work standards, honesty, and integrity.

It includes the objectives and actions that show a person possesses the level of proficiency expected of a professional in a particular field. Other professional competencies include managing one's online presence, accepting personal and professional responsibility, and acting in an ethical manner toward others. Professional workers maintain impeccable appearances, dress appropriately for the workplace, and exhibit high standards of honesty and integrity in their work. Professionalism in the workplace refers to the way in which employees carry themselves, the attitudes they convey, and the ways they communicate with their co-workers and clients. In other words, it is the conduct, attitude, and behavior of a worker. From your first day on the job to the day you retire, and sometimes even afterward, you need to be aware of the quality of your workplace professionalism (CHCP, 2024). Professionalism in the workplace focuses on establishing a warm, secure, and inclusive atmosphere for all.

Modern Workplace

Organizations that have accepted the reality of digital collaboration, solutions, and integration as the way of the future are referred to as being in a "modern workplace." A modern workplace is a dynamic environment designed to support the way people work today (Duran,2024). This new definition of the workplace has opened the door for digital workspaces, automation, and hybrid work. The modern workplace is defined by its adaptability, collaboration, and innovative use of technology, it supports a work culture that is flexible, efficient, and secure, offering an environment where employees are empowered to work in ways that best suit their needs and the goals of their organisation (Digital, 2024). An organization that uses digital tools, like chat, video conferencing software, and the cloud, to foster a more flexible work environment is referred to as a modern workplace. A modern workplace describes an organization that leverages digital tools, such as the cloud, video conferencing platforms and chat to create a more agile work environment. In a modern workplace, organizations embrace IT modernization through tools to boost employee productivity (Insight, 2024).

Organizations embrace IT modernization in the modern workplace by providing tools that increase worker productivity. During the COVID-19 pandemic, a significant portion of the workforce switched to a work-from-anywhere model, which increased the significance of modern workplaces. One of the most important components of a successful modern workplace is enabling a distributed and hybrid workforce. The goal is to foster a culture of belonging where individuals are valued and accepted for who they are. As an effective team member, this entails fostering a respectful work environment, communicating clearly, making sure everyone feels included, interacting and contributing, and spending time getting to know one another. A positive outlook shapes your own perspective and influences those around you, making it an invaluable asset in any workplace. However, in order to do this, businesses need to give their staff members the appropriate tools, contrary because modern workplace pay attention to the tools that will bring out the professionalism in every employee (Duran, 2024).

Characteristics of professionalism

Professionalism involves consistently achieving high standards, both visibly and behind the scenes. (Bell, 2024). Professionalism includes standards for behaviour and the employee's ability to embody the company's values and do what their employer expects of them (Herrity, 2024). Competence is the capacity to perform tasks with appropriate and sufficient knowledge, skills, experience, and behavior that improves individual employee and organizational performance. Knowledge is the ability to perform a task fluently, which is acquired via association or experience. It is a field of expertise that entails cultivating a thorough, current awareness that is frequently extremely specialized. The application of knowledge is equally crucial. Meticulousness is the capacity to perform duties or tasks with great care and attention to detail. Being dependable, establishing high standards and demonstrating concern for every facet of the work are all components of professionalism. It is about working hard, staying organized, and taking

responsibility (Miles, 2022). Integrity is the quality of being a trustworthy person, adhering to the core values of one's profession or field. Professionals are held accountable for their actions by their integrity. It also prevents them from sacrificing their morals, even when doing so necessitates making tough choices. Being truthful to oneself and other people is a prerequisite for integrity. Respect is being a professional entails setting an example of manners and politeness. It is respecting other people's rights, feelings, and wishes (Miles, 2022). It is the capacity to genuinely respect others by being aware of their needs and assisting in the defense of their rights.

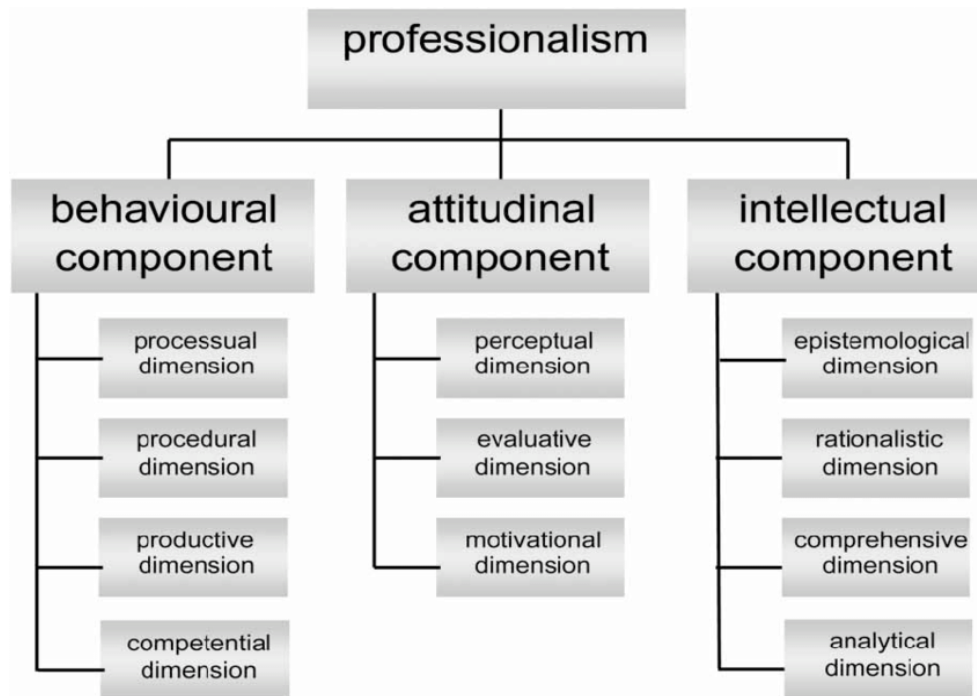
Theoretical Review

Competence Motivation Theory

The Competence Motivation Theory was created by Robert White in 1959 to explain how aptitude, willpower, and output are related. It explains the connection between ability, determination and performance (Odero,2024). A competent person is self-assured and motivated to pursue and accomplish the performance goal in an effective and efficient manner. When an employee is competent, their knowledge, abilities, experience, and attitude work together to accomplish tasks that aligns with the organization's mission and vision. Knowledge is the comprehension required to carry out a task; an example of this would be budget information to support financial accountability within the company. A skill is the ability to perform an action with dexterity; an example of this would be communicating with coworkers in a team to share information. Experience is the duration, caliber, and volume of tasks completed; developing ten mobile e-commerce apps in 2023 is one example of a task. An example of an attitude would be a civil engineer's eagerness to complete a home construction project within the predetermined parameters of scope, budget, quality, and timeline. Attitude is the mentality and the resolve to complete a task, the workforce's competency development programs can be planned, implemented, monitored, evaluated, and improved upon by management and leadership to increase motivation. Competency development strategies include training to enhance an employee's transferable skills, such as communication, teamwork, creativity, innovation, and mentoring to help them understand the organization's performance management procedure.

Theoretical Model

Evans Model



Evans's model of the componential structure of professionalism

Source: https://www.researchgate.net/publication/263063551_The_dawn_of_a_new_professionalism_in_the_French_academy_Academics_facing_the_challenges_of_change

Evans's model distinguished three primary constituent components of professionalism as behavioral, attitudinal, and intellectual (Laurent & Linda, 2013). Each adds more components or dimensions. Professionalism's behavioral component has to do with how professionals act in the workplace. The sub-components of professionalism are the processual, procedural, productive, and proficient dimensions. These pertain to the processes and procedures individuals apply to their work, as well as output, productivity, and achievement (i.e., the amount of work individuals accomplish and the results they obtain) and their skills and competences. Attitudes are related to the attitudinal component of professionalism. Its sub-components are the following: people's values (not just "grand" values, like social justice, but also the specifics of what matters to people and is important to them: what they value); people's motivation, job satisfaction, and morale. The perceptual, evaluative, and motivational dimensions of professionalism relate to perceptions, beliefs, and views held (including those relating to oneself, hence self-perception and identity). Professionalism's intellectual component has to do with practitioners' knowledge bases and levels of comprehension. The epistemological, rationalistic, comprehensive, and analytical aspects of professionalism are its subcomponents, and they are related to the following, in that order.

Methodology

A quantitative survey research design was used for this study. One hundred and thirty-three employees of the National Orthopaedic Hospital in Lagos made up the study's population. A

structured questionnaire was used to gather data from respondents, and total enumeration was employed. The study used a five-point Likert-type scale to ask respondents to indicate which options on a list they preferred: Much agree (5 points), Agree (4 points), Indifferent (3 points), Not much agree (2 points), and Disagree (1 point). Professionalism is the independent variable in this study and success in modern workplace the dependent variable. The statistical analysis was performed using SPSS version 26; inferential statistics, regression analysis and Pearson's correlation, which measured the strength of relationship between the two variables.

Discussion of Findings

The analysis explored the collected data to establish that professionalism drives success in the modern workplace.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Dependent Variables	113	1.20	3.30	1.7416	.31445
IV	113	1.00	3.20	1.5987	.53387
Valid N (listwise)	113				

The study used correlational research design which analysis reveals the relationships between the variables studied Professionalism and success in modern workplace), providing insights into the strengths and directions of these variables. With a total of 113 participants, the results show significant correlations between professionalism and successful outcomes in both the employee and organisation. Firstly, the correlation between professionalism and individual employee performance with a mean at .533 and p-value at .000 suggests a strong positive relationship, indicating that as professionalism increases; employee performance also tends to improve. Secondly, the correlation between professionalism and success in modern workplace with a mean of .380 and p-value = .000 at 0.05 level, indicates a moderate positive relationship, suggesting that professionalism contributes to the overall success of the organisation, hence the null hypothesis which stated that there is no significant relationship between professionalism and success in modern workplace is hereby rejected. The results suggest a strong relationship between the independent variable and dependent variables. These findings suggest that professionalism plays a crucial role in enhancing professionalism and success in modern workplace.

Model Summary				Std. Error of the Estimate
Model	R	R Square	Adjusted Square	
1	.550a	.303	.297	.26374
a. Predictors: (Constant), IV				

The interpretation of above results suggest that professionalism and success in modern workplace are at a baseline level of 1.223 and as professionalism increases by one unit, success in modern workplace increases by 0.324 units, showing that professionalism has a moderate positive impact on employee performance and success in modern workplace explaining the 55% of the variance, which indicates that professionalism has a significant impact on employee performance and success in modern workplace. These findings support the idea that professionalism is a significant predictor of success in modern workplace.

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.357	1	3.357	48.278	.000 ^b
	Residual	7.718	111	.070		
	Total	11.075	112			
a. Dependent Variable: DVsLATEST						
b. Predictors: (Constant), IVLATEST						

The ANOVA table shows a highly significant relationship between the independent variables and dependent variable with p-value < 0.001. The independent variable explains a significant portion of the variation in the dependent variable (F = 48.278). The Residual variation is relatively small compared to the Regression variation. This suggests a strong predictive model, where the independent variable has a significant impact on the dependent variable.

Summary and Conclusions

The study showed that professionalism can be achieved. It also revealed that professionalism plays a major role in driving success in modern workplace. By way of conclusion, fostering a culture of professionalism is crucial for organizations seeking to enhance employee performance; these employees will in turn drive success in modern workplace. There is need for training, development programs, leadership support and recognition of employees' effort in driving the organisation to success. Professionalism is a vital component of success in the modern workplace, by embodying professionalism in behavior, communications, and interactions, you can distinguish yourself as a reliable, competent, and respected professional, which can open doors to new opportunities and contribute to your long-term success.

A strong work ethic forms the cornerstone of long-term success. It encompasses dedication, initiative, and a steadfast commitment to achieving excellence in all endeavors. In a rapidly evolving world, staying current with industry trends and advancements is crucial for professional growth. Continuous learning involves actively seeking out new knowledge and skills to adapt to changes and remain competitive. Successful implementation of these recommendations can improve the individual employee performance and increase the overall success of the organisation

thereby enhancing the reputation of the organisation in the industry it belongs to. By incorporating these skills into your professional repertoire, you can enhance your effectiveness, contribute to a positive work environment, and position yourself for long-term success in your career. Embrace these skills, and watch your professional journey thrive.

Recommendations

Employees should attend relevant training, mentoring, coaching and leadership development programs so as to attain the desired professionalism level. Professionalism should be considered as an important factor during recruitment process in order to attract top talents. Strategies to sustain and enhance professionalism in the workplace should be developed across the organisation. Reinforce a culture of professionalism by recognizing and rewarding professional behaviour. Include professionalism as part of Key Performance Indicators for evaluation and promotion purpose. Leaders can encourage professionalism in the workplace by fostering a culture of inclusivity. Encouraging greater assertiveness in the workplace will encourage employees to push themselves to reach a higher standard which is the very core of true professionalism.

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Digital Transformation and Job Performance of Administrative staff in Selected Tertiary Institutions in Oyo State

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Abstract

The achievement of an institution's aim and objectives in this era of abundant information depends on job performance. Administrative staff encounter numerous obstacles that impede the process of digital transformation. This prompted an investigation into the digitalisation process and job performance of administrative staff in specific tertiary institutions in Oyo State, Nigeria. This study utilised a survey research approach, with a population of 1700 administrative staff members from the selected institutions. The sample size was 303 using the Krejcie and Morgan method for known population sample size determination. Data was collected using a structured questionnaire and analysed using frequency, simple percentage, mean and Pearson's Product Moment Correlation analysis at 0.05 level of significance. The findings indicate a strong correlation between digital transformation and job performance among administrative staff in tertiary institutions in Oyo State. The correlation coefficient (r) was found to be 0.99, with a sample size (n) of 303 and a p -value of 0.000, which is less than the significant level of 0.05. This implies that, better digital transformation can lead to higher job performance. The study revealed that job performance is crucial for achieving the aims and objectives of any organisation focused on maintaining a high standard of digital transformation. It was recommended among others that attention and necessary support should be given to the performance of administrative staff in their core functions and their adaptability to new technology-enabled work processes.

Keywords: Administrative staff; Digital transformation, Job performance, Tertiary institutions

Introduction

The performance of administrative staff is pivotal in determining the achievement of any tertiary institution. Although numerous elements contribute to an employee's performance, the influence of the institution itself plays a significant role. The workplace has seen a significant revolution driven by technology, resulting in a shift from physical to digital work in this era of digitalisation. Job performance is a crucial factor that is connected to the results and achievements of tertiary institutions. Job performance is influenced by various aspects, including knowledge, skills, motivation, ability, and work environment. Indicators such as quantity, quality, timeliness, and creativity are used to measure job performance (Osibanjo et al., 2014). Job performance refers to the extent to which an employee meets the standards set by the employer and contributes to the

organisation. An organisation's effectiveness is contingent upon the attainment of high levels of individual performance. Job performance is the collective anticipated outcome of employees' actions over a specific duration of time (Udomisor & Haruna, 2010).

The job performance of administrative staff in a tertiary institution as defined by Madukaoma, 2012 is the capacity to effectively and collaboratively execute the mandated tasks within their specific field of expertise, aligned with the organisational objectives. Tertiary institutions are undergoing rapid transformations with the implementation of innovative changes. This shift is ascribed to the dedication that individuals have towards achieving the aims and purposes for which their institutions were established. Ensuring strong job performance is consistently a top goal for institutions. Job performance is a widely used concept in the labour business. It refers to the overall value that an individual's specific behaviours bring to an organisation throughout a set period of time. Job performance refers to an employee's capacity to effectively fulfil the requirements of their position, as outlined in a comprehensive and current job description and it also entails meeting the required standards of job performance (Rowe & Heywood, 2012). Based on these definitions, it was determined that performance is not determined solely by the activity itself, but by the processes of judgement and evaluation. Consequently, it can be observed that job performance is focused on achieving organisational goals that are pertinent to the specific position (Nagim, 2018). Organisations hire skilled professionals to efficiently perform their daily operations to attain their desired objectives. The institution's overall effectiveness and continued survival are largely determined by the level of proficiency with which they carry out these duties. Given this, it is incumbent upon management to furnish the requisite amenities and environment that will lead to enhanced job performance for its staff. Job performance is a crucial factor that requires increased focus due to its significant impact on organisational outcomes and success.

One of the most widely accepted theories of job performance is derived from the research of Campbell (1990), who defined job performance as a variable at the individual level. Performance refers to an individual's behaviour and actions carried out by themselves. Performance does not equate to results or outcomes. Results are the consequences that occur as a result of an individual's execution or performance. The key components of Campbell's model of job performance provide a clear understanding of what performance entails. Firstly, performance is defined as behaviour according to Campbell. The task is performed by the worker; it presents a clear distinction from the outcomes. Campbell allows for specific exemptions when classifying performance as behaviour. He asserts that performance does not necessarily require overtly conspicuous actions by an individual. It can consist of cognitive constructs, such as solutions or decisions. Regardless, individuals should have control over their performance, regardless of whether it is related to mental or behavioural aspects. Another crucial aspect of job performance is its requirement to be directly related to the goals at hand. Performance must be focused on organisational goals that are pertinent to the job or role. Therefore, it excludes actions that involve exerting effort towards accomplishing secondary objectives. This theory is applicable to this study because the performance of administrative personnel in tertiary institutions is goal-oriented,

specifically focused on fulfilling the primary objectives of the institution, which includes the implementation of digital transformation technologies.

The implementation of computerised procedures began in the early 1990s. The rapid advancements in mobility, cloud computing, Internet of Things (IoT), augmented reality, social media, and blockchain technology have compelled institutions to adopt new digital engagement strategies and IT-enabled operations. Since the mid-2000s, smart gadgets and social platforms have had a significant impact on communication strategies, creating new channels for communication with workers. In light of the emergence of novel technologies, institutions are undertaking many projects to uncover and harness the advantages offered by these technologies. Many components are interconnected to generate a phenomena known as digital transformation, which appears to indicate a general preparedness for change yet remains a difficulty for academic institutions (Mugge & Gudergan, 2017).

According to Benavides et al (2008), the implementation of digitization has brought about technological advancements, particularly in automation, which is significantly impacting businesses, the public sector, and society as a whole. The rapid advancement of digital technology is revolutionising work processes and job responsibilities, leading to significant changes across several industries. The World Economic Forum's 2023 study suggests that there will be a global net rise in all jobs. However, it emphasises that these gains are not guaranteed. It also recognises that organisations must respond quickly by actively preparing their workforce through reskilling and upskilling, and individuals should play a proactive role in their learning and personal career development. The transition to digital technology involves all employees in a workforce and requires a proactive investment in building a new wave of adaptable learners and highly trained individuals. Digital transformation is the application of rapidly evolving digital technology to address issues, generally by leveraging cloud computing, which reduces dependence on user-owned hardware while increasing reliance on subscription-based cloud services (Brown et al. 2020).

The COVID-19 epidemic has expedited the transition to digital education, compelling numerous educational institutions to adopt remote and hybrid teaching methods, as well as digitise administrative procedures. Due to digital transformation and the adoption of new technology, both academic institutions and administrative bodies are undergoing rapid operational changes beyond initial expectations (Kerroum et al., 2020). While certain individuals advocate for the utmost significance of digital transformation, others express doubts and concerns regarding its merits. Thus far, technology at higher institutions has primarily been viewed as a tool for incremental improvement in existing learning methods, but its potential for transformative and revolutionary changes has largely been overlooked (Alenezi 2021). However, the continuous and excessive utilisation of digital technologies in education is regarded as both unsustainable and potentially harmful. Therefore, there is a requirement for a more sustainable and ethical approach to educational technology (Selwyn 2022). Tertiary institutions are inherently intricate organisations, characterised by their distinct nature and purpose (Jensen 2019). They possess numerous distinctive attributes that set them apart from other organisations, including teaching, pedagogy,

curriculum, and research (Alenezi 2021; Benavides et al. 2020). Digital transformation is crucial for tertiary institutions to effectively adjust, create new ideas, and succeed in the ever-changing technology-driven environment. It also helps these institutions become resilient and adaptable in the face of various challenging circumstances (Brown et al., 2020). Digital transformation signifies a substantial change in the operational methods, educational delivery, and interaction with students, staff, and stakeholders of higher institutions. It includes various technological advancements, strategic efforts, and cultural shifts that attempt to utilise digital technologies to boost the overall efficiency of institutions and improve the learning experience. Digital transformation encompasses more than just the curriculum, learning delivery, student assistance, and research. Additionally, it encompasses the administrative functions, the operational structure, and, crucially, a collection of crucial organisational abilities: adaptability, agility, intentionality, and data-driven decision making (Parker 2020). Despite being a growing field of study, there is still a lack of clear definition and understanding on the extent and significance of digital transformation in higher institutions.

This study centres around the Laserfiche Digital Transformation Model, which outlines five distinct phases that every organisation must go through in order to achieve a highly efficient digital workforce. They are: Digitise, Organising, Automate, Streamline and Transform (Nzenwata, 2019). Job performance of administrative staff has been adjudged to be very low. This study aims to examine the process of digital transformation in order to provide a deeper understanding of how organisations may utilise digital technology to prevent a decline in worker performance in the workplace. Essentially, the paper outlines the strategies and procedures that an institution can employ to achieve a specific objective during and after a period of transformation. However, there is a scarcity of empirical study on the factors related to digital transformation and job performance. This study seeks to uncover the impact of digital transformation on the job performance of administrative staff by overcoming the limitations in existing studies.

Objectives of the study

- i. identify the level of job performance of administrative staff in selected tertiary institutions in Oyo State.
- ii. identify the level of digital transformation in selected tertiary institutions in Oyo State.
- iii. assess the level of usage of digital technology by administrative staff in selected tertiary institutions in Oyo State.
- iv. identify the challenges faced by administrative staff in their job performance.
- v. determines the relationship between digital transformation and job performance of administrative staff in selected tertiary institutions in Oyo State.

Research Questions

1. What is the level of job performance of administrative staff in tertiary institutions in Oyo State?
2. What is the level of digital transformation in selected tertiary institutions in Oyo State?

3. What is the level of usage of digital technology by administrative staff in selected tertiary institutions in Oyo State?
4. What are the challenges faced by administrative staff in their job performance?

Hypothesis

H₀₁: There is no significant relationship between digital transformation and job performance of administrative staff in selected tertiary institutions in Oyo State.

Methodology

This inquiry employed a descriptive survey design. The design is suitable as the researcher aimed to elucidate and quantify the relationship between the variables. The population of the study consists of 1700 administrative staff members from the three tertiary institutions being investigated. The administrative staff consists of senior registry staff, secretaries, executive and administrative staff. The study's sample size was determined to be 313 using Krejcie and Morgan's sample size table for a specified population and it utilised a proportionate stratified sampling technique to choose three kinds of tertiary institutions in Oyo State. The University of Ibadan, The Polytechnic Ibadan, and Emmanuel Alayande University of Education, Oyo are the oldest tertiary institutions in Oyo state. This measure was implemented to ensure that the study included a comprehensive and accurate representation of the population. Data was collected through the use of a questionnaire which was adapted from Allison (2017) and Nzenwata (2019). The instrument used was the four point likert scale. A total of 313 copies of the questionnaire were distributed to the administrative staff in the chosen tertiary institutions. A total of 303 questionnaires were returned. Descriptive and inferential statistics were used to analyse the study's data. To answer the research questions, percentages, frequencies and mean ratings were used, while Pearson Product Moment Correlation (PPMC) was used to analyse the hypothesis.

Result

Research Question One: What is the level of job performance of administrative staff in selected tertiary institutions in Oyo State?

Table 1 Showing Participant's Response Based on the Level of Job Performance of administrative staff in selected tertiary institutions in Oyo State

S/N	Items	SA	A	D	SD	M	SD
Effectiveness and efficiency							
1	I can perform digital tasks such as digitizing office documents and creating storage spaces.	131 (43.2%)	160 (52.8%)	12 (4.0%)	0 (0.0%)	3.39	0.56
2	I can fulfill assigned responsibilities to attain a given goal.	135 (44.6%)	161 (53.1%)	10 (3.3%)	0 (0.0%)	3.44	0.56
3	I can display initiative, resourcefulness, creativity and productivity in handling assigned duties.	145 (47.9%)	135 (44.6%)	15 (5.0%)	8 (2.6%)	3.38	0.70
4	I can adapt and implement new technology to provide improved services on the job.	150 (49.5%)	132 (43.6%)	18 (5.9%)	3 (1.0%)	3.42	0.65
Criterion mean		3.4					
Teamwork							
5	I relate well with my colleagues in managing office assignments.	193 (63.7%)	102 (33.7%)	6 (2.0%)	2 (0.7%)	3.60	0.57
6	I contribute meaningfully among my colleagues	120 (39.6%)	148 (48.8%)	20 (6.6%)	15 (5.0%)	3.23	0.78
7	I can solve problems by discussing with my colleagues	122 (40.3%)	168 (55.4%)	11 (3.6%)	2 (0.7%)	3.35	0.58
8	There is effective communication among administrative workers in the institution	103 (34.0%)	127 (41.9%)	65 (21.5%)	8 (2.6%)	3.07	0.81
Criterion mean		3.3					
Leadership Quality							
9	I can exercise good judgment by making sound decisions	148 (48.8%)	134 (44.2%)	18 (5.9%)	3 (1.0%)	3.41	0.65
10	I consider and respond appropriately to the needs and feelings of staff in different situations.	160 (52.5%)	131 (43.2%)	12 (4.0%)	0 (0.0%)	3.49	0.57

11	I can meet the needs of the institution through the adoption of digital transformation technology	152 (50.2%)	148 (48.8%)	3 (1.0%)	0 (0.0%)	3.49	0.52
Criterion mean		3.5					

Dependability

12	The proper management of digital records helps to retrieve needed documents at the right time	85 (28.1%)	191 (63.0%)	25 (8.3%)	2 (0.7%)	3.18	0.60
13	My work output is of great quality and quantity when dealing with digital records	102 (33.7%)	180 (59.4%)	21 (6.9%)	0 (0.0%)	3.27	0.58
14	I can attend to a high number of staff per day on digital transformation technology issues	101 (33.3%)	159 (52.5%)	35 (11.6%)	8 (2.6%)	3.17	0.73
Criterion mean		3.2					

From the results in table 1, it was revealed that the items on job performance dimension of effectiveness and efficiency has a criterion mean of 3.4. This implies that level of job performance is moderately effective and efficient. The items on teamwork has a criterion mean of 3.3 which implies that administrative staff teamwork is moderate. The criterion mean of leadership quality is 3.5. This indicates that job performance of administrative staff in terms of leadership style is high. Also the criterion mean o dependability is 3.2. This indicate that administrative staff job performance in terms of dependability is moderate.

Research Question Two: What is the digital transformation level in selected tertiary institutions in Oyo State?

Table 2: Showing Participant's Response Based on Digital Transformation Level in Selected Tertiary Institutions in Oyo State

S/N	Items	SA	A	D	SD	M	SD
Digitize							
1	I am provided with technology support for collaborative work regardless of time and place	136 (44.9%)	162 (53.5%)	5 (1.7%)	0 (0.0%)	3.43	0.53
2	I am provided with technology support for communication among staff in my institution	131 (43.2%)	163 (53.8%)	9 (3.0%)	0 (0.0%)	3.40	0.55

3	I am provided with technology support for searching and accessing necessary information	133 (43.9%)	161 (53.1%)	7 (2.3%)	2 (0.7%)	3.40	0.57
4	I am provided with technology support for the simulation and prediction of digital technology	140 (46.2%)	153 (50.5%)	8 (2.6%)	2 (0.7%)	3.42	0.58
5	I am provided with technology for systematic storing.	142 (46.9%)	150 (49.5%)	9 (3.0%)	2 (0.7%)	3.43	0.59
6	I aspire to digitize Official contents in my institution	121 (39.9%)	159 (52.5%)	15 (5.0%)	8 (2.6%)	3.30	0.68
7	Office operations are transitioning to utilize digital technologies in my institution	165 (54.5%)	125 (41.3%)	13 (4.3%)	0 (0.0%)	3.50	0.58
8	Digital skills development is supported and promoted in my institution	162 (53.5%)	127 (41.9%)	14 (4.6%)	0 (0.0%)	3.49	0.59
9	I am well trained in digital tools usage.	45 (14.9%)	54 (17.8%)	128 (42.2%)	76 (25.1%)	2.22	0.99

Criterion mean 3.3

Organize

10	I can utilize digital technology effectively and feel a sense of personal satisfaction while doing my job	155 (51.2%)	126 (41.6%)	20 (6.6%)	2 (0.7%)	3.43	0.65
11	I can accept the digitalization of the operating environment to consolidate office processes	163 (53.8%)	124 (40.9%)	14 (4.6%)	2 (0.7%)	3.48	0.62
12	I see the utilizing of digital technology as an important part of unifying office procedures.	147 (48.5%)	138 (45.5%)	16 (5.3%)	2 (0.7%)	3.42	0.62
13	Digital transformation enhances streamlined operation, internal efficiency, and process management.	128 (42.2%)	164 (54.1%)	8 (2.6%)	3 (1.0%)	3.38	0.59

Criterion mean 3.4

Automate

14	I use digital technology to complement my job and feel a sense of personal satisfaction	162 (53.5%)	125 (41.3%)	13 (4.3%)	3 (1.0%)	3.47	0.63
15	I can use Digital technology to convert official documents to be operated by equipment with little or no human assistance	140 (46.2%)	152 (50.2)	7 (2.3%)	4 (1.3%)	3.41	0.61
16	Digital technology delivery is a lot easier than manual processes	159 (52.5%)	139 (45.9%)	5 (1.7%)	0 (0.0%)	3.51	0.53
17	I can automate all manual processes and tasks to increase efficiency, standardize work processes, and reduce the risk of regulatory noncompliance	125 (41.3%)	167 (55.1%)	8 (2.6%)	3 (1.0%)	3.37	0.59
18	Digital transformation reduces the risk of error and makes it easy to train new staff to flow with the trend	162 (53.5%)	121 (39.9%)	15 (5.0%)	5 (1.7%)	3.45	0.67
19	I can leverage on automation to discharge administrative tasks such as data entry, follow-up, etc,	135 (44.6%)	161 (53.1%)	5 (1.7%)	2 (0.7%)	3.42	0.56
20	I can easily retrieve and access information, which improves time management thereby increasing workforce performance	131 (43.2%)	165 (54.5%)	7 (2.3%)	0 (0.0%)	3.41	0.54
Criterion mean		3.4					

Streamline

21	Digital processes run smarter, faster and better for efficiency	161 (53.1%)	135 (44.6%)	5 (1.7%)	2 (0.7%)	3.50	0.57
22	The lesser the manual paper the better and faster the streamlining process consume	147 (48.5%)	135 (44.6%)	18 (5.9%)	3 (1.0%)	3.41	0.65
23	Institutions experience efficient service delivery and a productive workforce through digital transformation.	144 (47.5%)	136 (44.9%)	17 (5.6%)	6 (2.0%)	3.38	0.68
Criterion mean		3.4					

Transform

24	Digitalism enables innovations and new ideas in the institution.	160 (52.9%)	131 (43.2%)	9 (3.0%)	3 (1.0%)	3.48	0.61
25	Digital transformation works with digital information to avert problems and gain insights into operations of a digital organization.	151 (49.8%)	149 (49.2%)	3 (1.0%)	0 (0.0%)	3.49	0.52
26	Ability to eliminate documentation and save time.	148 (48.8%)	134 (44.2%)	15 (5.0%)	6 (2.0%)	3.40	0.68
27	Ability to blend performance evaluation with skill development to boost staff innovation.	162 (53.5%)	126 (41.6%)	13 (4.3%)	2 (0.7%)	3.48	0.61
28	Ability to increase productivity rate by providing on-time feedback.	129 (42.6%)	167 (55.1%)	5 (1.7%)	2 (0.7%)	3.40	0.56
Criterion mean		3.5					

Table 1.2 showing participants response based on digital transformation level shows that the items on digitize has a criterion mean of 3.3. This is an indication that the digital transformation level is moderate. The items on automate has a criterion mean of 3.4 indicating that automation level is moderate. The items on streamline has a criterion mean of 3.4 also indicating that the streamlining of digital process is moderate. The criterion mean of transformation level is 3.5. This indicates that the transformation level is high.

Research Question Three: What is the level of usage of digital technology by administrative staff in selected tertiary institutions in Oyo State?

Table 3: Showing Participant's Response Based on the level of usage of Digital Technology by administrative staff in Selected Tertiary Institutions in Oyo State

Digital Technology usage level							
SN	Items	VH	H	L	VL	M	SD
		4	3	2	1		
1	Internet of things	152	148	3	0	3.49	0.52
2	Cloud computing	69	97	124	13	2.73	0.86
3	Computer	123	168	12	0	3.37	0.56
4	Artificial Intelligence e.g. Chart GPT, virtual assistants etc	71	85	140	7	2.73	0.85
5	E book	148	152	3	0	3.48	0.52

6	Blockchain application	68	72	148	15	2.64	0.88
7	Smart phones	193	104	6	0	3.62	0.53
8	GPS	122	169	11	1	3.36	0.57
9	Digital cameras	195	102	6	0	3.62	0.52
10	Digital platforms	147	153	3	0	3.48	0.52
11	Machine learning	150	146	4	3	3.46	0.58
12	Social Media	146	154	3	0	3.47	0.52
13	E-mail	145	155	3	0	3.47	0.52
	Criterion mean	3.3					

The items on digital technology usage level has a criterion mean of 3.3 indicating that the digital technology usage is moderate.

Research Question four: What are the challenges faced by administrative staff in their job performance?

Table 4: Showing Participant's Response Based on the challenges faced by administrative staff in their job performance

S/N	Items	SA	A	D	SD	M	SD
	Challenges						
1	Lack of training of staff on digital transformation	193	102	6	2	3.60	0.57
2	Staff resistance to digital transformation adoption	195	102	4	2	3.62	0.55
3	Inadequate capacity of some employees to utilize some of the digital platforms, internet connectivity	143	159	2	1	3.48	0.53
4	Computer illiteracy in some employees	123	168	8	4	3.35	0.60
5	Digital devices are expensive to acquire	188	103	7	5	3.56	0.63
6	Inadequate security measures	169	132	2	0	3.55	0.51
7	Low level of exposure to digital tools	103	127	65	8	3.07	0.82
8	Epileptic Power supply	195	102	6	0	3.62	0.52
9	Lack of Privacy and data protection	146	154	3	0	3.47	0.52
10	Lack of ICT infrastructures – internet, computers etc	193	104	6	0	3.62	0.53
	Criterion mean	3.5					

Decision Rule

Note: High performance 3.50-4.0,
Moderate performance 3.0-3.49,
Weak performance 2.0-2.99, Non
performance 1.0-1.99

Participants response based on the challenges faced by administrative staff in their job performance has a criterion mean of 3.5 indicating that the challenges faced by administrative staff is high.

H₀₁: There is no significant relationship between digital transformation and job performance of administrative staff in selected tertiary institutions in Oyo State.

Table 4: Pearson's Product Moment Correlation Showing the Relationship Between Digital Transformation and Job Performance.

Variable	Mean	Std. DV.	R	Df	Pearson's Table	P
Digital Transformation	3.34	0.63				
Job Performance of Administrative Staff	3.30	0.61	0.99	301	0.1129	<0.05

Table 5 reveals that there was significant relationship between digital transformation and job performance; $r = 0.99$, <0.05 . Thus the null hypothesis was rejected. This implies that there is a positive relationship between Digital Transformation and Job Performance of Administrative staff in tertiary institutions.

Discussion of Findings

The first research question examines the level of Job Performance of administrative staff in selected tertiary institutions in Oyo State. The findings revealed that job performance of administrative staff in terms of effectiveness and efficiency, teamwork, leadership quality and dependability is moderately effective and efficient. These findings corroborate the study of Osibanjo et al., (2014) who reported that an organization's effectiveness is contingent upon the attainment of high levels of individual performance.

The second research question is on the level of digital transformation in tertiary institutions in Oyo State. The result indicated that the level of digital transformation is moderate. This result

converges with the findings Benner & Waldfogel (2020) that digital transformation is impacting management decision-making and behaviour across various businesses and contexts. Furthermore, the study emphasized that digital transformation is a means to achieve success and maintain competitiveness and implementing workplace digital transformation yields, numerous advantages, including enhanced worker performance, serving as a crucial component of a successful corporate strategy, fostering stronger alliances, and facilitating effective service delivery within any tertiary institutions.

The third research question is on the level of usage of digital technology by administrative staff in selected tertiary institutions in Oyo State. The result indicated that the level of usage of digital technology is moderate. The findings corroborate that of Kerroum et al. (2020) which revealed that the COVID-19 epidemic has expedited the transition to digital education, compelling numerous educational institutions to adopt remote and hybrid teaching methods, as well as digitise administrative procedures. Due to digital transformation and the adoption of new technology, both academic institutions and administrative bodies are undergoing rapid operational changes beyond initial expectations.

The fourth research question is on the challenges faced by Administrative staff in their job performance. The result indicated that challenges are quite high. The findings agree with the work of Muhammad et al (2014) that with the advancement in technology employees tend to be motivated to do their work and there is more need of training for employee skills and knowledge about that specific technology. Additionally, tertiary institutions should integrate digital technology into all office and service processes within the school.

The hypothesis bothers on relationships between digital transformation and job performance. The result revealed that there is a strong relationship between digital transformation and job performance. This implies that if there is improvement in digital transformation job performance will improve. The findings agree with the work of Nzenwata, (2019) which reveals that there is a significant relationship between digital transformation and job performance.

Summary and Conclusion

The study investigated digital transformation and job performance of administrative staff in selected tertiary institutions in Oyo state, Nigeria. Four objectives were tested and John Campbell theory of job performance and laserfiche digital transformation model was used to anchor the study. Data was collected using standardized instrument while result indicated that the level of job performance and digital transformation was moderate among administrative staff. Also the result shows that there is significant relationship between digital transformation and job performance. The 21st century is characterized by information explosion and flexible work environment made possible through technology. The study revealed that implementing workplace digital transformation yields numerous advantages, including enhanced worker performance, serving as a crucial component of a successful institutional strategy.

Recommendations

- 1 Attention and necessary support should be given to the performance of the administrative staff in their core functions and their adaptability to new technology-enabled work processes.
- 2 Management of tertiary institutions should priorities investing significantly in staff training and enhancing employee engagement. Additionally, they should leverage digital technology in all aspects of their institutional and service processes. The success of this endeavour relies on the managerial attitude taken towards the strategies and plans outlined in the study.
- 3 Institutions management should strive to provide the necessary modern technological facilities needed in the office to ease the running of day to day activities in the office.
- 4 Administrative staff of tertiary institutions should be given some in service training on digital transformation technology for the efficient and effectiveness of their duties and functions.

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RECORDS MANAGEMENT AND SUSTAINABLE DEVELOPMENT GOALS IN NIGERIA

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Abstract

Information is the main instrument used by most businesses, especially those operating across various countries, to create, organize, analyze, distribute, store, and retrieve data. The task of handling large volumes of data is a challenge many organizations face these days. These data collected or captured is eventually turned into documents that businesses can utilize to run their operations. Information from records promotes effective planning, organization, and decision-making by serving as a corporate memory. They are the backbone of any organization and provide documentation of its activities. Records management is vital to fulfilling legal and business requirements, but Nigerian public sector businesses have mostly ignored it. They consequently lack the information required to support their decision-making process. Nigeria is one of the nations that completely support the objectives of the Sustainable Development Agenda. However, in order to create, collect, and use new knowledge, sustainable growth depends on the availability of relevant information that can be accessed through well managed record-keeping systems. This study takes a look at the role of record management in the Nigerian public sector's pursuit of sustainable development goals through a review of the literature and documentary analysis. The study makes recommendations and comes to the conclusion that improved records management procedures could help the government overcome several obstacles in achieving the Sustainable Development Goals (SDGs) by providing easy access to information for accountability and transparency.

Keywords: Record Management, Sustainable Development Goals

Introduction

The basic instrument of operation for most businesses is information that is received, created, sorted, analyzed, saved, and retrieved throughout the course of operation. Over time, this gathered data becomes records that organizations can use to operate. Keeping records is essential in any well-run office. This is because all businesses and organizations rely on data to make choices and deliver services. The underpinning of planning is accurate and thorough record keeping (Okoji,

2016). Any government or organization can benefit greatly from having records and information since they are essential to day-to-day operations and help in decision-making. An organization can only provide a defense for its activities through its records in the event that it is held accountable. Inadequate record-keeping practices result in lost or inadequate records when needed.

The National Archives are tasked with maintaining permanent control over all Federal Government archives as well as any archives or historical records that may be needed (National Archives Act of 1992). However, a research by Akasi and Akhilele (2021) revealed that (NAA) has numerous difficulties meeting the needs of departments and ministries in carrying out its records management functions. The repercussions of not having an efficient information management system compromised Nigeria's capacity to meet the objectives, targets, goals, and indicators of the Agenda for Sustainable Development. Inadequate recordkeeping raises the risk to these services and programmes, raises management expenses, and results in missed opportunities. The National Archives Act of 1992's provision serves as the foundation for this research.

This study conceptualizes sustainable development using the United Nations' 2015-2030 Agenda for Sustainable Development, paying special attention to how records management contributes to the achievement of these goals. According to the literature reviewed for this article, the National Statistics Office compiles data and information about how the SDGs are being implemented. However, the United Nations (2017) report on the SDGs notes that tracking progress toward the goals poses significant challenges for many national statistical systems around the world. These challenges include the need for data and statistics to be collected, processed, analyzed, and disseminated; without these, many groups and individuals remain invisible, many development challenges remain poorly understood, and accurate and timely information about certain aspects of people's lives is unknown.

The believe of this research is that sustainable development and records management are mutually beneficial. According to the United Nations (2015), sustainable development is the process of achieving current human development goals while preserving ecosystems' and natural resources' capacity to fulfill future demands. The effective and methodical control of record generation, receipt, maintenance, use, and disposal falls within the purview of records management as an area of management (ISO 15489-1:2016), and it has the ability to support each of the 17 Sustainable Development Goals. Effective and methodical control of records is one of the main concepts in the definition of records management.

Clarification of Concepts

Records management in Nigeria

From the records management Standard ISO 15489 (2016) a record is any set of information, regardless of its structure or form, including information in the form of a document, a collection

of data or other types of digital or analogue information which are created, captured and managed in the course of business. A record is defined as any electronic records, manuscript, newspaper, picture, painting, document, register, printed material, book, map, plan, drawing, photograph, negative and positive pictures, photocopy, microfilm, video tape, magnetic tape, or other transcription of language, picture, or music, recorded by any means capable of reproduction and regardless of physical form and characteristics according to the National Archives Act of 1992, which offers a more expansive definition of a record.

According to Macdonald (2010) data encompasses any recorded information, regardless of its medium. Data management, therefore, entails using management principles such as organizing, planning, directing, and regulating an organization's recorded information holdings. For this reason, data management and records management are synonymous. Through the systematic control of the development, receipt, maintenance, use, and disposal of genuine, dependable, complete, and useable records in an economical manner that will support business transactions, records management improves organizational efficiency and effectiveness (ISO 15489-1:2016). The UN (2017) has also recognized the critical role that records management plays in achieving the SDGs. It is imperative that decision makers have access to timely, accurate, adequately disaggregated, relevant, and easily useable data and statistics in order to fully implement and monitor progress toward the SDGs. Notwithstanding the significance of effective recordkeeping, studies have unequivocally demonstrated that Nigerian recordkeeping falls short of the suggested requirements (Keakopa, 2018).

Plans to measure and monitor the SDGs are based on the assumption that it will be possible to access meaningful data as a basis for aiding decision-making, but it is often the case that records are incomplete, inaccurate, inaccessible or lost completely, with the result that data and statistics derived from the records are flawed (Murphy 2018). The United Nations (2017) report on Nigeria notes that the nation has made great efforts to guarantee that the government and people understand the goals of the Sustainable Development Goals (SDGs) and have matched the SDGs with the country's plans and vision. However, it also notes that the primary obstacles the government faced were related to the lack of high-quality data that would have allowed it to create focused programs to address specific goals, most notably the goal that deals with poverty. This study, therefore, looks at how records management helps the Nigerian public sector achieve the Sustainable Development Goals.

The services of record management are essential to any business because the main goal of records management is to enable the free flow of information and guarantee that it is quickly available where and when it is needed, its services are essential to any business (Kemoni and Ngulube, 2008). According to reports, the idea of records management is not as developed in Nigeria, with only a small number of organizations attempting to create policies and procedures. Even in these cases, the majority of these efforts are still fragmented in nature and do not address the entire life-cycle of records as required by the International Standard for Records Management, ISO 15489 (Keakopa, 2013).

These elements address effective and methodical control over the creation, upkeep, use, and disposal of records. These comprise procedures for gathering and preserving data regarding business transactions and activities that are carried out as records. The National Archives are tasked with maintaining permanent control over all Federal Government archives as well as any archives or historical records that may occasionally be needed, as required in the National Archives Act of 1992 (NAA). Within its mandate, the Nigerian public sector is provided with a framework for the conduct of records and archive duties within its mandate. The Act states that the duties include gathering, preserving, and making accessible the country's documentary legacy in addition to offering records and information management services to government organizations. In light of this, the NAA frequently publishes guidelines and rules to help government agencies and ministries carry out their records management plans. For instance, according to the NAA's records management practices document, all government ministries and departments are required to protect records against disasters and unauthorized access, provide adequate security mechanisms, provide adequate resources to facilitate management of records, such as computers, filing cabinets, office space, stationary and transport, develop relevant records management tools, such as records management policy, classification scheme, electronic records management system; and development of records management personnel competencies to enhance service delivery, such as customer care training, public service reforms training

Although research and the creation of new knowledge are acknowledged by the United Nations Development Programme (2012), knowledge and data management is a highly significant field since it offers the supporting data for planning and decision-making in the pursuit of sustainable development. Ngoepe and Keakopa (2011) have pointed out that National Bureau of Statistics (NBS) has a difficult time making sure ministries follow national rules and procedures for records management. The NBS Annual Reports for the 2017/2018 as well as 2018/2019 reporting periods cited some of the records management challenges faced in the Nigeria public sector as follows:

Inadequate procedures for appropriate records management are combined with a lack of knowledge and expertise in records management throughout the public sector. The bulk of government ministries and departments did not follow the essential records management procedures, including appraisal, secure storage, and categorization scheme design. The records management staff lacked of participation in its departmental or ministerial operational problems. Insufficient experience of professionals, since the majority of records managers overseeing ministry-wide records management operations had fewer than two (2) years of work experience. The ministries were unable to provide the officers with the necessary skills and competencies due to the limited resources available for the various departments and ministries.

The government's records management system lacks a defined framework. There are some staffing differences between ministries and departments as a result of staff establishment. Because all staffing duties are handled centrally, the department faced administrative difficulties as a result of the records management function's centralization. The majority of these issues are related to a lack of ability and expertise for appropriate record administration, as stated in the NBS Annual

Reports. This goes against the principles of ISO 15489 (2016), a records management standard that stipulates that individuals tasked with creating, capturing, and managing records must be capable of carrying out these duties. Regular competency evaluations are necessary, and where necessary, training programs should be created and put into place to help people acquire and enhance these kinds of skills and competences.

The aforementioned challenges also did not appear to have improved over time. Furthermore, as mentioned by Mnjama (2010) another issue with record management in Nigeria was the deficiency or absence of a comprehensive and consistent national collection policy for audio-visual resources. The low status of records management in Nigeria extends beyond the government. In a study conducted within the Labour Organization, Kalusopa (2012) observed that the country's records readiness was clearly low and changing, as evidenced by the slow adoption of ICTs, inadequate standards and practices for records management, and low integration with the national e-readiness framework. This is the case even though, from the late 1990s, the Nigerian government has gradually increased its spending in the ICT sector (Kalusopa and Zulu, 2009).

Concept of Sustainable Development goals

Sustainable Development Goals is a collaborative action plan for people, planet, and prosperity that aims to strengthen universal peace and should be implemented by all participating nations and stakeholders (United Nations, 2015). The seventeen (17) Sustainable Development Goals are as follows:

- Goal 1: Eliminate all forms of poverty worldwide.
- Goal 2: Put an end to hunger, provide food security, enhance nutrition, and advance sustainable agriculture.
- Goal 3: guarantee healthy lives and advance wellbeing for everyone, regardless of age.
- Goal 4: Guarantee a fair, inclusive, and high-quality education while encouraging possibilities for lifelong learning for all.
- Goal 5: Empower all women and girls and attain gender equality.
- Goal 6: Guarantee universal access to sustainable management of water and sanitation.
- Goal 7: Guarantee that everyone has access to modern, affordable, dependable, and sustainable energy.
- Goal 8: Encourage full and productive employment, decent work for all, and consistent, inclusive, and sustainable economic growth.
- Goal 9: Develop inclusive, sustainable industrialization, build resilient infrastructure, and encourage innovation.
- Goal 10: Decrease disparities both inside and between nations.
- Goal 11: Make human settlements and cities inclusive, secure, resilient, and sustainable.
- Goal 12: Assure sustainable patterns of production and consumption
- Goal 13: Act quickly to mitigate the effects of climate change.
- Goal 14: Preserve and responsibly utilize the seas, oceans, and marine resources for sustainable growth.

- Goal 15: Preserve, repair, and encourage the sustainable use of terrestrial ecosystems; manage forests sustainably; counteract desertification; stop and reverse land degradation; and stop the loss of biodiversity.
- Goal 16: Build inclusive, accountable, and peaceful societies for sustainable development; ensure that everyone has access to justice; and establish inclusive, effective institutions at all levels.
- Goal 17: Enhance the methods of execution and reinvigorate the international alliance for sustainable development.

Data and information must be readily available in order to support appropriate planning, monitoring, and evaluation procedures as well as well-informed decision-making for each of the 17 goals. Though they are understood and applied in simultaneously, records management and sustainable development are concepts that are employed on a daily basis. SDG indicators, on the other hand, help countries track and report on their progress toward the goals and targets of the Sustainable Development Goals (SDGs).

According to Cerilli (2016), SDG indicators must be quality-driven, timely, accessible, reliable, and comparable. Records management, on the other hand, refers to the procedures for gathering and preserving information about business activities and transactions in the form of records (ISO 15489:2016). Furthermore, in order to be regarded as official documentation of business events or transactions and to fully satisfy the needs of the business, these records regardless of their format or structure must have the qualities of authenticity, reliability, integrity, and usability (ISO 15489:2016). All 17 goals include decision-making processes, but only a few of them expressly call for records or information management, as this research has shown. These goals primarily depend on the availability of information for evidentiary and compliance purposes.

Table I: GOAL, TARGETS AND INDICATORS THAT SPECIFICALLY RELATES TO INFORMATION AND DATA COLLECTION (FROM THE 2030 AGENDA)

Goal	Information/Data mention
Goal 1: No poverty	To ends poverty in all its forms everywhere
Objective 2: Achieve food security, eradicate hunger, enhance nutrition, and advance sustainable agriculture	Goal 2: Implement strategies to guarantee the smooth operation of the food commodity market and its derivatives, as well as to expedite the availability of market data, such as food reserves, to mitigate excessive fluctuations in food prices.
Goal 3: Ensure healthy lives and promotes well-being for all at all ages	Goal 3: By 2030, make sure that everyone has access to sexual and reproductive health care services, such as family planning, information, and education, and that reproductive health is

	incorporated into national policies and initiatives.
Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	Indicator 4.5.1 Parity in all the list's disaggregatable schooling indicators (female/male, rural/urban, bottom/top, wealth quintile, and others like handicap status, how war affects indigenous peoples, and so on).
Goal 5. Achieve gender equality and empower all women and girls	Indicator 5.6.2: The number of nations having policies and laws ensuring women between the ages of 15 and 49 have access to information, education, and care related to sexual and reproductive health.
Goal 9: Build resilient infrastructural, promote inclusive and sustainable industrialization and foster innovation	Target 9.c: By 2020, aim to give everyone in the least developed nations inexpensive, universal access to the internet, and significantly improve access to information and communication technology.
Goal 12: Ensure sustainable consumption and production patterns	The number of parties to international multilateral environmental agreements on hazardous waste and other substances that fulfill their obligations to provide information in accordance with each applicable agreement's requirements is shown by indicator 12.4.1.
Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	By 2020, Indicator 14.1, At least 10% of the coastal and marine area should be preserved, in accordance with international and national legislation and based on the most up-to-date scientific data.
Goal 16: Promote peaceful and inclusive society for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Goal 16.10: In compliance with national laws and international agreements, guarantee public access to information and protection of basic freedoms.

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Goal 17.18: By 2020, increase capacity by providing support to developing nations, particularly the least developed nations and small island developing states, so that there is a significant increase in the availability of timely, dependable, high-quality data broken down by factors like income, gender, age, race, ethnicity, migratory status, disability, geographic location, and other factors pertinent to specific contexts.

Source: UN, 2017

The United Nations (2017) report highlights the significance of records and data management in the SDG implementation. It recognizes that high quality data are essential for governments, international organizations, civil society, the private sector, and the general public to make informed decisions and guarantee an accurate review of the implementation. Furthermore, in order to monitor the SDGs' progress, an unprecedented volume of data and statistics must be gathered, processed, analyzed, and disseminated at the subnational, national, regional, and international levels. These data must come from both new and creative data sources as well as official statistical systems (UN, 2017). The aforementioned statement highlights the significant role records management plays within the SDG framework because the field of records management is focused with providing an effective and systematic means of keeping records to enable decision making as and when the records are necessary.

The UNDP (2012) reports a trustworthy source for administrative data and statistics from several industries. One significant issue with the data that was accessible was that it was out of date. According to the paper, the current state of affairs has rendered decision-making on crucial issues like trend analysis for the horticultural sector, which could impact crucial requirements and investments on water resources, as well as trade and import regulations, more similar to guesswork. The report further on the difficulty by pointing out that certain industries were not consistently submitting data because the majority of them operated using manual procedures (UNDP, 2012). This situation can be linked to a breakdown in record-keeping procedures because the repercussions of not having an efficient information management system in place make it more difficult for organizations to fulfill their accountability obligations and provide their services and programs.

Conclusion

This study has demonstrated that, when viewed as a means of supplying the data and information required for planning, monitoring, evaluating, and making decisions, records management can play a significant role in achieving the SDGs. To guarantee a more thorough method of managing

necessary information for the accomplishment of SDGs, the discrepancy between data management and records management needs to be addressed.

Recommendations

This paper recommends

1. Revised approaches to the creation, capture and management of records including data in the Nigeria public sector based on the concepts and principles of the ISO 15489 (2016) standard.
2. The systems and rules for the creation, capture and management of records need to extend beyond traditional organizational boundaries, such as in collaborative and multi-jurisdictional work environments.
3. Training and development of government records managers on data and information management as a strategic plan for the entire government to enforce implementation of the records management agenda and documentation of reports across the public service.
4. The training programme for records management should be an on-going exercise that include training on requirements, policies, practices, roles and responsibilities for managing records, and should be addressed to all members of management and personnel, as well as any other individuals responsible for any part of business activity involving the creation, capture and management of records.
5. Strengthening of national data and statistical systems through cooperation between the Nigerian National Archives, which is the authority on records management and the National Bureau of Statistics, which is in charge of Nigeria's SDGs data needs.

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Technology Integration in Office Administration: Theoretical Review

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Abstract

This research work determined the effects of technology integration in office administration. It specifically explored the impact of technology integration in the managerial, secretarial and other clerical work in modern offices. For a better understanding of the effects, in this research work it is established first the link between technology and office administration. It was found that with the advent of technological advancement, office works required the use of updated technologies for the ultimate goal of being globally competitive. The reasons for technology integration in office administration include reduction of costs of production and services, improvement of performance, increased work productivity, being up-to-date, and becoming at the competitive edge over other organisations. Through a further review of peer-reviewed literature and studies on the various effects of technology and use of Technology Acceptance Model (TAM) and Diffusion Theory it was found that the adoption of new technology in modernizing offices facilitates efficiency in the performance of job functions, increases productivity and increases computer-related job opportunities.

The adoption technology integration and its effects on office administration, however, face challenges regarding acceptance and approval by the employees, and financial barriers. Given the findings, it was concluded that adoption of technology integration in modern office work have a positive impact on performance and it creates employment opportunities rather than it eliminates. The challenges can be addressed by providing early notice about the change, the conduct of planning and training so that the workers can successfully adapt to the new changes and disengagement of office administrators will be prevented. In the expected more rapid development of sophisticated technology in the future, this study recommends that organisations or institutions should equip every worker with the necessary skills to keep abreast with every change in technology.

Keywords: Technology Integration, Office Administration, Theoretical review

Introduction

It is interesting how technology has revolutionized the office administration profession, propelling it from traditional paper-based processes to a dynamic digital ecosystem. In this digital realm, administrative tasks are no longer confined to filing cabinets and handwritten memos. Instead, they thrive in a landscape where cloud collaboration, AI-powered efficiency, and enhanced security measures reign supreme. The once-static office administration has metamorphosed into an agile, interconnected network where data flows seamlessly, decisions are data-driven, and productivity soars. (Harris et al., 2015) One of the most important ways that technology integration has affected

office administration is through efficiency gains. Technology has simplified many organizational processes, enabling organizations to complete tasks more quickly and accurately. Office administration has become easier, smoother and more connected today. (Bisner 2024)

Adapting to these emerging technologies is not just a choice—it's a necessity for thriving in the ever-evolving world of office administration. As these trends continue to shape our workplaces, embracing these innovations is not merely about keeping up; it's about leveraging technology to create more efficient, collaborative, and secure environments for all office workers. Technology has increased the prospect of doing office work and conducting business more efficiently and in a much globally competitive way. The workplace has transformed into a modern environment because of technology, and everything has been facile. Going then into the details of these effects or benefits of technology in the modern office work environment is highly interesting.

In office administration, AI tools have revolutionized repetitive tasks. From automating scheduling to sorting through vast amounts of data, these smart systems free up valuable time for employees to focus on more strategic and creative endeavours. Integrating new technologies in office administration is an ongoing process that requires continuous learning, adaptation and growth. Building on the success of previous integrations is essential to create a strong foundation for future ones. One way to achieve this is by fostering a culture of innovation within your organization.

The effects of technology integration in the office administration will be better understood as various impacts of technology on the office administration will fully discussed and its barriers and challenges that limit its successful use will also be explored. At the end, this work shall arrive at necessary conclusions and relevant recommendations. The potential of this paper to be as informative as possible about the effects of technology integration in the office administration is the ultimate end it intends to reach.

Theoretical Review

In the ever-evolving landscape of office administration, technology is not just a buzzword—it's the driving force behind efficiency, collaboration, and security. Technology Acceptance Model and Innovation Diffusion Theory are key framework for this. Technology Adoption Model focuses on users perceptions of usefulness and ease of use, while Innovation diffusion Theory explores the spread of innovation through social systems. Using these theories as a bedrock organizations can better understand and facilitate the adoption of new technologies to enhance efficiency and productivity in office environment.

TAM and IDT are key frameworks for this. TAM focuses on users perceptions of usefulness and ease of use, while IDT explores the spread of innovation through social systems. using this theories as a bedrock organisations can better understand and facilitate the adoption of new technologies to enhance efficiency and productivity in office environment.

At its core, Technology Acceptance Model revolves around two critical factors: Perceived Usefulness (PU): Users' belief in how a particular technology enhances their job performance. If employees perceive a system as beneficial, they are more likely to adopt it. Perceived Ease of Use

(PEOU): The degree to which users believe that using the technology requires minimal effort. A user-friendly interface and seamless interaction play a pivotal role in shaping attitudes toward adoption. TAM recognizes that behavioral intention – essentially, the inclination to use a technology – drives actual system use. But what influences this intention? We have **Attitude (A)**: Users’ overall impression of the technology. If they perceive it as useful and easy to use, their attitude becomes favourable, and **Social Influence**: External factors, such as colleagues’ opinions or organizational norms, impact users’ attitudes. Positive social influence can tip the scales toward adoption.

How does Technology Acceptance Model (TAM) play out in the real world of office administration?

AI-Powered Efficiency: Imagine an AI assistant streamlining repetitive tasks—automating scheduling, data sorting, and more. When employees recognize the usefulness and ease of such tools, they’re more likely to embrace them.

Cloud Collaboration: Gone are the days of being tethered to the same room. Cloud-based platforms enable seamless teamwork across borders. Users perceive the convenience, leading to widespread adoption.

Enhanced Security Measures: As digital operations rise, robust cybersecurity becomes paramount. When employees appreciate the protective measures (encryption, authentication), they willingly integrate them into their workflows.

In summary, TAM bridges the gap between innovation and adoption. Office administrators should embrace these insights to create tech-savvy workplaces where efficiency, collaboration, and security thrive.

Diffusion Theory

Here, the theoretical lens of Diffusion Theory in the context of technology integration within office administration is explored. Diffusion of innovation is a theory that seeks to explain how, why and at what rate new ideas and technology spread. The theory was popularized by Everett Rogers in his book *Diffusion of Innovations*, first published in 1962. Rogers argues that diffusion is the process by which an innovation is communicated through certain channels over time among the participants in a social system. The origins of the diffusion of innovations theory are varied and span multiple disciplines.

In the dynamic landscape of office administration, the adoption and integration of technology are akin to ripples in a pond. Enter **Diffusion Theory**, a powerful framework that unravels how new ideas, products, or technologies permeate through social systems over time. Let’s dive into its core principles:

1. The Essence of Diffusion

- **What Is It?**: Diffusion is the process by which novel concepts, technological advancements, or innovative practices spread among members of a social system via communication channels.

- **Why Does It Matter?:** Diffusion fuels societal progress by evaluating and embracing crucial ideas to address complex issues. It provides direction, reduces uncertainty, and shapes our collective journey.

2. Everett M. Rogers and the DOI Model

- **The Pioneer:** Everett M. Rogers, in his seminal work “The Diffusion of Innovations” (1962), introduced the **Diffusion of Innovations (DOI)** model. This model transcends populations, cultures, and applications, offering insights into how new ideas take root.
- **Key Concepts:**
 - **Perceived Usefulness:** Users’ belief in how a technology enhances their job performance.
 - **Perceived Ease of Use:** The degree to which using the technology requires minimal effort.
 - **Behavioral Intention:** The inclination to adopt and use the technology.
 - **Attitude:** Users’ overall impression of the technology.
 - **Social Influence:** External factors (colleagues, norms) shaping attitudes.

3. Real-World Applications

- **AI-Powered Efficiency:** Imagine AI assistants streamlining repetitive tasks—automating scheduling, data sorting, and more. When perceived as useful and easy, adoption follows.
- **Cloud Collaboration:** No longer tethered to the same room, cloud-based platforms enable seamless teamwork across borders.
- **Enhanced Security Measures:** Robust cybersecurity measures (encryption, authentication) gain acceptance when users appreciate their protective role.

4. Beyond Adoption: A Continuous Journey

- **Training Investment:** Comprehensive training ensures a smooth transition, empowering users to navigate the digital landscape confidently.
- **Regular Evaluation:** Technology evolves, user needs change. Regular assessments fine-tune systems for optimal performance.

5. Expanding Horizons

- **TAM 2 and UTAUT:** The DOI model has inspired extensions like TAM 2 and the Unified Theory of Acceptance and Use of Technology (UTAUT).
- **Health Promotion:** DOI’s impact extends to health behavior change, guiding strategic health promotion efforts.

In summary, Diffusion Theory bridges the gap between innovation and adoption. As office administrators, let’s ride this wave of technological progress, transforming workplaces into agile, interconnected hubs where efficiency, collaboration, and security thrive.

THE LINK BETWEEN TECHNOLOGY AND OFFICE ADMINISTRATION

Technology offers tools, systems, and techniques that make work faster and easier. The offices in any organization are daily engaged in transactions, productions, and services with specific deadlines or time-limit; hence the need for tools and techniques that will be of help in doing the

work at hand more efficiently. This shows the link between technology and office work. The technology in offices Among the latest technology that is deemed useful in office work environment are the automation and information technology (Ahmad, 2014). Some of the information or communication technologies worth adopting are Desktop Video Chat, Video Conferencing, and Online Visual Collaboration tools (Ahmad, 2014). Telephone communications and computer-process controls are among the technologies that involved the most rapid changes. Some more modern office technological gadgets include smartphones, faster Windows operating systems like Windows 7 and 8, laptops and tablets. These technologies can help boost the services of office administrators.

The modern office work environment Technology knows no boundaries. Recently, it transformed the typical offices to virtual offices. The virtual office work can be the highly modernized office environment that makes office work all possible through the use of automation and information technology. The modern office than can be classified into two: a tangible cubicle or room equipped with the latest technology for efficient disposition of task, and a virtual or computer-generated office. The actual modern office requires the employees to work at a specified time within a permanent office room using the technologies provided by the company, while a virtual office allows employees to work for a company at times and in places of their own choice using their technology.

REASONS FOR TECHNOLOGY INTEGRATION IN OFFICE ADMINISTRATION

The pressure to be at par with the rest of the organizations in the world and to be indeed globally competitive encouraged most office administrators to adopt new technology. The adoption of new technology makes a modernized office, and there are several more substantial reasons for it. Mark (1987) said that industries modernize their offices to reduce costs and compete more effectively in domestic and international markets.

Technology integration is also adopted for reasons of increasing productivity in office tasks. The modern offices embrace technology with the optimism that technologies will reduce costs of production and services, improve productivity, increase quality, reduce dependence on skilled labor, make the office up-to-date and be globally competitive. These are the reasons that organizations consider in transforming offices into the modern workplace through the provision of advanced technologies relevant to the nature of the work in their respective offices.

FUTURE TRENDS OF TECHNOLOGY INTEGRATION IN OFFICE ADMINISTRATION

As stated earlier, the process of diffusion begins with the introduction of an innovation and ends with its adoption or rejection and occurs in an over-time sequence. The process of diffusion of technology remains in its early stages. The diffusion of the innovation during the last two decades of the twentieth century primarily included the innovators and early adopters. This early acceptance of the innovation provided the impetus for technology in office administration. The impact of technology on office administration has grown exponentially since 2019 during covid

19. Unquestionably, as technologies continue to emerge the impact will continue to grow. Moore's Law predicts that technology becomes more efficient every eighteen months. This translates into a handheld computer that costing \$300 today will cost \$150 in 18 months and \$75 in three years (Bull, Knezek, & Roblyer, 2005). Technology will continue to become more ubiquitous in society and continue to have consequences for establishments and society. The implications are clear that administrators must understand the degree to which technology is impacting their work.

Administrators should take a proactive stance to embrace technology that allows them to live and carry out their duties in ways that are better than they could before they had the technology.

1. EFFECTS ON THE NATURE OF WORK

The nature of work refers to the types of work that an employee does. The nature of work can be best defined by the position and job functions of a specific worker. The adoption of new technology in offices positively affects the nature of work of employees, and so necessary adjustments have to be done depending on the extent of its effect. As years went by, the demand for computers increased and so along with this, new industries for manufacturing of computer and its related equipment and furniture were formed, thus further creating more job opportunities. Technology has a profound impact on the nature of office work. The usual tasks done manually are already executed using technology. Automation replaced the entire process of recruitment with the use of computer applications and software like Resumix6 system from Hotjobs.com Ltd. (Ahmad, 2014). This reduced the cost per hire by more than 50 %. Meanwhile, it does not mean that technology reduced the need for more jobs. Technology even creates more jobs than it eliminates (Mark, 1987). Regardless of industries, the emergence of technology industry created millions of "digital jobs" for people in ICT productions and advanced users in offices, virtual or not, who need specific software and tools as a central element of their work (World Bank Group, 2015). The workers in the managerial positions, the secretaries, and other office workers must belong in the ICT sector jobs because, in the modern office work environment, basic knowledge on ICT use alone is deemed lacking if the goal is to be globally competitive.

2. EFFECTS IN THE DESIGN OF WORK

Technology influences the design of the organization at work. Among technological updates, the internet has the most significant impact on the design of office work. With the use of internet, e-businesses were born, and these businesses focus on design as they adapt to the dynamism of the internet environment (Ahmad, 2014). The internet also paved the way for the creation of virtual offices. Through the emergence of the virtual design of office workplace, technology has helped shape the lines between home and work (Ahmad, 2014). Through the internet used in personal computers, iPod and smartphones, people can work in virtual offices right from the comforts of their homes. This means that the design of work transformed into digital such that the contents, methods, and relationships of jobs satisfied technological requirements.

3. EFFECTS ON THE STRUCTURE OF WORK PLACE

The use of technology influences the structure of work in an organization. According to Jones (2010), the skills, systems, and procedures involving technology efficiently handle environmental factors at the input stage. From input to conversion to output, technology simultaneously improves the quality and service, overall efficiency and reduces cost at every level of the process (Jake, 2011). The introduction of new technologies in office workplace modified the content of jobs. There had been less demand for jobs that entails manual dexterity, physical strength for materials handling, and for traditional craftsmanship (Mark, 1987). The manual tasks are replaced by computer-process control, advanced materials handling equipment, and other innovations. Because of these changes in the structure of work, the workers' job is just to operate and monitor technologies being used.

4. EFFECTS ON THE WORK PERFORMANCE

The effects of technology are best reflected in the work performance of office workers or employees. Performance of workers in online platforms can be easily monitored and evaluated as compared to the efficiency of work in the regular offices where evaluation is done by immediate supervisors apart from their timely compliance with required reports.

- **Work flexibility Technology:** This has a direct impact on work performance. Pfano (2016) emphasized that having advanced office technologies increases the work performance of managers because technologies make work a lot more flexible. Modern technology is often used to contain and organize valuable information about the company hence it has to be managed carefully. To effect increased performance, technology has to be relevant and appropriate. This means that the availability of many advanced technologies alone does not equate to increased performance but the effective use, relevance and appropriateness of the technology to the jobs in the office. Pfano (2016) found that there is a strong correlation between the right use of office technologies and positive change in management performance in offices. These technologies, in particular, are computers and telephones which are useful in making communication within offices smooth and effective. Davenport (2013) stated that information and communications technology (ICT), when used effectively, can ensure continuous interaction between managers and their subordinates. It is vital that in offices, managers and subordinates establish clear lines of communication and it is in this respect that ICT plays vital roles. Among managers, the use of modern office technology helps them make their work very flexible and easy.
- **Mobility saves time:** Another feature of technology that enables the attainment of increased productivity and profitability in businesses is its mobility. Unlike the desktop computers in the past decades, the latest personal computers and mobile technologies like mobile phones, laptops and tablets can be brought by workers anywhere they like to work at any times. The managers, for instance, can do business tasks at home anytime. They can reply to and send emails whenever they want to. Mobile technologies in modern offices are beneficial in the areas of networking/communication and marketing. Using mobile

technologies like smartphones and tablets, the managers, employees, and customers can smoothly interact and connect with each other through social media applications like LinkedIn, Facebook, Skype, and Twitter. This very accessible mode of communication benefits offices regarding efficient use of staff time, improved customer service, and a more excellent range of products and service delivered (Pfano, 2016). This is very possible so long as employees are disciplined enough to make use of mobile technologies for official work or job functions only. Mobile technologies also provided a new dimension to advertising and marketing for businesses worldwide (Haghirian et al., 2005). If in the past decades or centuries advertisements are only made through televisions and radio broadcasting, this time advertisements are easily accessed through mobile phones. Advertisements through mobile technology are very efficient since a large number of the world's population use it. This large group of customers already see business advertisements on mobile phones through various mobile marketing technologies like text messaging, mobile websites and mobile applications (Pfano, 2016).

- **Save valuable resources/Reduces costs:** Offices now are involved in work that transcends beyond the four corners of the room due to globalization. Many businesses extend its market globally. Technology is of optimum use and helps for offices that deal with global transactions because technology makes global communications happen. Before the discovery of telephones and internet, the humanity relies on business letters for communication purposes. Now, the usual printed or typewritten business letters are all made electronic. Managers don't have to travel across countries to supervise its businesses and meet stakeholders. The great use of technology comes into play in today's global business set up.
- **Technology helps save valuable resources like time and money:** In today's highly competitive business world, it was foreseen through empirical studies that the firms that can successfully incorporate the latest strategic technology advancements in their work setting would fare much better than others (Pfano, 2016). Improved work performance In the study conducted by Pfano and Beharry (2016), the analysis of the data concerning manager's use of technology in offices and the employees' perception on the importance of technology in the workplace revealed significant findings.
- **AI-Powered Efficiency:** Picture having an assistant that learns and adapts to your needs—a reality now possible with artificial intelligence (AI). In the realm of office administration, AI tools have revolutionized repetitive tasks. From automating scheduling to sorting through vast amounts of data, these smart systems free up valuable time for employees to focus on more strategic and creative endeavors.
- **Cloud Collaboration:** Remember the days when working together meant being in the same room? Not anymore! Cloud-based platforms have rewritten the rules of collaboration, allowing teams to seamlessly work together from different corners of the world. Sharing documents, brainstorming ideas, and co-creating projects have never been easier—all thanks to the magic of cloud technology.

- **Enhanced Security Measures:** With the rise in digital operations comes the heightened need for top-notch cybersecurity. Recent advancements in this field have introduced robust measures to safeguard sensitive information. From encryption protocols to advanced authentication methods, these security measures act as impenetrable shields, ensuring that confidential data remains safe within the digital walls of the workplace.

Adapting to these emerging technologies isn't just a choice—it's a necessity for thriving in the ever-evolving world of office administration. As these trends continue to shape our workplaces, embracing these innovations isn't merely about keeping up; it's about leveraging technology to create more efficient, collaborative, and secure environments for all office workers.

CHALLENGES IN ADOPTING TECHNOLOGY INTEGRATION IN OFFICE ADMINISTRATION

1. Adopting new tech just because it's new.

A lot of new technology is useful, while some of it is just designed to sell. Even if the tech is useful, though, it may only be useful for individual companies. Research any new tech you are considering thoroughly and ensure you can actually use it before buying it. Otherwise, you risk having another expensive paperweight or wasting disc space on the software you never use.

2. Not implementing the right systems and procedures.

New tech must be integrated into current business processes to utilize its full potential. Buying the new technology is not enough. After purchase, your existing systems and procedures need to be adjusted to incorporate the new technology in a way that limits disruption and the need for additional training, while still taking advantage of all the new tech has to offer.

3. Failing to win staff over to the new technology.

Some people love learning how to use new technology. Others resent the change to what they consider tried and true systems and processes – a workflow they can do with their eyes closed. For the new technology to be successful in your company, you will need to win over your staff to its use. Ideally, you can make them see its benefits and get them excited about those benefits. But even if they are not enthusiastic, everyone in your company that you expect to use the tech needs to do so.

4. Not training staff adequately in the utilization of the new technology.

Every new technology adopted by your company is going to require training so that your employees can use it. Just because the new tech is similar to something you used before, or it claims to be “user-friendly,” does not negate the need for training. Training is an expense, and it is an area where some businesses get cold feet after spending so much on the new technology. Do not fall into this common trap. Include training costs into your estimates before you adopt the tech, and follow through on the training.

5. Not monitoring the data.

One of the greatest things about new technology is that you can control numerous data points to get a clear picture about its usage and effectiveness. Monitoring data and progress can seem tiresome and

unnecessary, especially when you are personally watching your employees and company. But remember that monitoring the data on your new tech is the most efficient way to measure progress toward your goals.

RECOMMENDATIONS

The challenge that organizations meet regarding acceptance and approval of new technology can be faced successfully by making the change simple and easy.

This work finds the following three practical measures ideal for addressing the challenges that offices in organizations face when introducing new technology. These can help ease the difficulty in shifting into a modernized office:

- Provide notice to workers affected by the new technology (Mark, 1987). Change can be made easy and straightforward by getting everyone involved from the initial stage of the adoption of new technologies. Employees have to be kept informed of all information about the technological changes that offices plan to bring and the skills that will be needed for it. By having them well-informed, they can plan their next move like initiatives to change themselves or equip themselves with the necessary knowledge and skills to remain relevant to the office. Offices and organizations have to be always humane enough to consider their employees in the adjustment period of the transition to a modernized office by adoption of new technologies. Employees have the right to know how they will be affected by the changes and what they could do to meet the new challenges that come with the change.
- Coordinate labor adjustment with technical planning (Mark, 1987). Bringing change primarily in an office where not everyone is abreast with the updates in technology might result to sudden layoffs among workers, however through this technique; appropriate adjustments may minimize displacement of workers. While in the adjustment stage, temporary employees may be hired instead of hiring permanent ones. Some affected employees may also be reassigned to alternate jobs.
- Provision of new skills associated with the latest technology and retrains those displaced for other work (Mark, 1987). Training has become more formal, continuous and costly, but its importance in keeping the workforce up-to-date and flexible is deemed a priority. The technicality of the use of complex computer applications and other technology used in the office works highly requires an increasing amount of training. Training must be catered not just to the already in the labor force but also to the newly hired employees.

In the increased demand for digital jobs in the advent of the 21st century, many countries are facing problems in the shortage of qualified professionals. This problem further emphasizes the need for companies to create an appropriate enabling environment by offering free training for its current member of the labor force to be equipped with the necessary skills and knowledge on how to use every new advanced technology that offices adopt. This work further recommends that organizations include in its learning and development intervention plans a continuous series of

training for its employees for every update or advancement that technology undergo. This means that instead of depending on people outside offices for technical skills when troubleshooting problems with the technology they are using, they should instead invest in developing skills among their current employees by sending them to seminars and training. Another long-term solution that this research recommends is for every educational system of the many countries in the world to modify its educational curriculum in order to incorporate subjects in any course that will develop up-to-date knowledge and skills among students about advancements in technology, from basic ICT use to the complex ones that are relevant to their future jobs.

The theories reviewed show that some employees' adoption of new technologies are affected due to fear of unknown, organizations are encouraged to include technology know how as part of the requirements for potential employees, this will encourage new graduates to embrace technology advancement since they knew that without it they cannot secure employment.

CONCLUSION

Technology integration help reduce costs, improve quality and productivity, and encourage the use of innovative and creative methods for solving problems in the modern office workplace (Ahmad, 2014). Technologies are of great help in making the work more efficient, but this would never eliminate employees for being the leading central player in any organizations. The human workforce remains highly crucial in offices. They can never be replaced with technology. The success in the use of technology in modern office work environment depends on the sufficiency of money, time and technical expertise. Technology has rapidly advanced to the point of having most of the jobs done digitally that it threatens the employment of people who are not literate on technological advancements. The adoption of technology may be costly, but if used effectively, increased work performance and productivity will reduce all the rest of the production and services costs in offices in the long run. In this modern highly competitive time, the use of technology is inevitable. It is not a want but a need especially in the field of office work of managers and secretaries where information is entered, processed, analyzed and reported to aid in the decision-making processes which are vital in the overall success of every organization.

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Cultivating a Culture of Effective Communication in Organisations: Strategy for Productivity

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Abstract

This paper explores the importance of effective communication in the organisation especially when it is cultivated as a culture. Effective communication appears to set organisations up for success only when it becomes a lifestyle. Indeed, the very lifeline of human relationships cannot be left to chance or made situational. Effective communication skills are therefore seen to enhance productivity, as these skills remain strategies for success. In a typical dynamic and complex workplace environment, effective communication skills are needed if there must be attainment of vision and mission. Essentially, stakeholders must have unity of purpose that is well communicated to ensure growth of organisation and achieve bottom-line targets. The vertical and horizontal directions of strategic communication must be intentionally and professionally handled. Effective communication skills of active listening, clear messaging, efficient feedback mechanism must be cultivated as a culture among members of organisations. The implementation of these skills will ensure a culture of open dialogue, and message clarity that leads to quality of work life, job satisfaction, optimal performance and overall healthy workplace environment that promote productivity. Recommendations by the researchers include among others, strategic cultivation of a culture of inclusive open and direct communication for organizational productivity.

Keywords: Effective Communication, Feedback Mechanism, Productivity, Workplace Environment

Introduction

Productivity in organisations remains the hallmark as leaders and members work to ensure that the mandate for which organisations are established must be achieved. For workplaces, vision and mission must be attained, and the first step of ensuring this is to clearly communicate to workers what their expectations are. Effective communication, therefore, remains the lifeline where every member hinges to have a sense of purpose about their roles and responsibilities. In the present-day workplace environment, channels of communication may be varied. Information and Communication Technology (ICT) facilitates communication among different categories of workers, to the point that persons with special needs are included. Effective communication that

is periodic, inclusive, open and direct with feedback mechanism in place which bring about productivity. This productivity would then be a testament of workers quality of work life, job satisfaction, optimal performance, and a healthy workplace environment towards sustainability. With effective communication a s cultivated culture in organisations, staff feel connected to their workplace environment, they get feedback from the leaders/managers, workers collaborate, conflicts are transformed, and job effectiveness is sustained through seasons.

Productivity is the combination of efficiency and effectiveness of performance of a person, team, and organisations in the achievement of desired goals. With the attainment of desired goals vision and mission, there appears to be value addition with optimal resource (human and non-human) utilisation. It is an essential necessity for overall success in a digital dispensation in order to compete favourably with others in business environment. There are observations regarding some organisations with poor communication styles and channels. These kinds of organisations do not encourage employees to share ideas, feel as important part of the organisations and attain their full potentialities. Equally, some Small and Medium Enterprises' (SMEs') complaints of not meeting up with their target bottom-line, that is, productivity may be because of communication issues. For these SMEs, there may be lack of clear direction as regards roles of each member, boundaries issues, customer relational problem, poor information management and mishandling of conflicts. Organisaions with these challenges around communication problem may not record high level of profit and productivity. Productivity of organisations ascertains that there is relevance and visibility in both the local and global environments.

Productivity which is about efficiency and effectiveness include achieving more with less resources, streamlining processes and getting more output. Any organization that must achieve the height of productivity, it has to consider effective communication as one of the strategies for success. The work productivity of an individual is an organizational asset that can be equated to progress and success (Asio, 2021). Productivity provides satisfaction to the employees, the organisation, and other stakeholders. Bucata and Rizescu (2017) consider communication to be one of the most important levers of management that a company can implement for the formation of teams and achieving valuable performance. Communication is regarded as a strong business element for success (Bucata & Rizescu, 2017). Effective communication especially around interaction with staff is the most skill of managers (Bucata & Rizescu, 2017). For both management staff and employees to be productive in organisations, effective communication must become a culture. Management-staff communication and staff-staff communications channels ae expected to be clearly mapped out, with expectations, rules, and rewards established.

Communication is the process of exchanging ideas, information, thoughts and messages between individuals, organizations through an identified medium. Effective communication, therefore, is the successful exchange of ideas, thoughts, information or message between individuals, organizations which enables mutual understanding, clarity of message that brings about a feedback and response to changing market conditions. Communication can also be verbal or non-verbal, hence, staff in workplace environments must know about non-verbal cues and how to decode them for understanding and avoidance of conflicts. Effective communication happens

both online and in the physical world, thus employers and employees people must learn etiquettes and netiquettes. Communication is a process with its end product which is action according to what is being communicated. With this, it could be deduced that there is symbiotic relationship between communication and productivity. Effective communication is sacrosanct to achieving high productivity in various contexts including personal, team, group and the organization at large. Today, every organization want to compete with their counterparts on business landscape in order to have cutting edge and visibility. To this end, the need to collaborate and build strong relationships internally and externally in order to achieve the organizational goal and drive individual success among all the stakeholders (Reidhead, 2021). The complexity of modern business environment or system has made it mandatory for any organizations that desire to be on top to critically influence employee engagement, unified teamwork and organizational interconnectedness for overall productivity and profitability (Musheke & Phiri, 2021).

This paper looks into the vital connection between effective communication skills and productivity by examining the strategies for enhancing communication in various capacities. The principles and applications of effective communication, the role of technology on communication and how organizations can integrate a culture of open communication and inclusiveness in the workplace. By examining the relationships between communication and productivity, the paper highlights the critical role of active listening, clear messaging, and understanding in bringing about success.

Relevance of Key Communication Skills

Communication skills are the competences used in information transfers in such a manner that indicates understanding and action. Communication is characterized by exchange of thoughts and ideas through various media with feedback. These skills enhance people's level of relationships capacity for the achievement of personal and professional goals. Communication skills can be adapted to organizational setting.

Communication Technology

The role of communication technology on productivity has been an enhancement of efficiency and effectiveness. The use of email, video conferencing, social media have great impact on communication. Communication technologies enhance optimal performance in workplace for sustainable economic development of the organization leading to high level of productivity and profitability.

Strategies for implementing effective communication:

The following are the strategies for implementing effective which is the cornerstone of successful productivity. They are listed below:

1. Active listening which is an act of paying attention, maintaining eye contact and asking clarifying questions.
2. Message clarity which is about using simple language and avoiding jargon.

3. Brief and focused communication
4. Maintaining positive posture, facial expression, using professional and respective tone.
5. Review and edit written communication.
6. Use clear formatting in written communication
7. Understand and acknowledge others' perspectives.
Collaborate to find solutions so as to address conflict promptly and fairly.
8. Establish trust and rapport.
9. Set clear expectations.
10. Offer communication skills development.
11. Educate on diversity and inclusiveness
12. Use inclusive language
13. Integrate Monitoring and Evaluation to assess communication effectiveness.

Common Communication Challenges

1. Cultural differences
2. Technological issues
3. Information overload
4. Noise and distractions
5. Emotional intelligence
6. Conflict and misunderstandings
7. Generational differences
8. Remote communication
9. Personal biases

These challenges cut across both internal and external communication.

Overcoming Communication Challenges

1. Active listening
2. Clarify and confirm to ensure understanding
3. Regular and consistent feedback
4. Training and development
5. Technology solutions by using communication tools strategically.
6. Diversity and inclusion
7. Conflict resolution
8. Emotional intelligence by developing self-awareness

Conclusion

It is concluded that effective communication fosters productivity in workplace environment. This communication must be intentionally done, and rules guiding effective communication must bring to the fore that inclusive open and direct communication particularly drives success and productivity of individual employees, units, groups and the organisation.

Recommendations

1. There should be regular communication audits- the quality control officers in organisations should ensure this. They should also do a check and balance on feedback mechanism in organisations.
2. Develop clear communication channels and protocols- this is the responsibility of all stakeholders in organisations, however, it must take a leading from the management staff who makes and implement rules. Channels of communication must be respected and adhered to strictly, with no bypass of protocol.
3. Invest in collaboration tools and technology- collaboration and cooperation are the order of the day. Teamwork and interdependence help organisations to stay relevant and productive. Communications must be encouraged within and between groups. Also, technologies that facilitate effective communication must be invested in.
4. Cultivate a culture of transparency and openness in communication- open and transparent communication must be encouraged and upheld. All members of organisations especially in the workplace environment must be aware of group dynamics and avoid any act that may jeopardise openness.
5. There should be continuous development in the area of effective communication skills Up-skilling and re-skilling through training and development will go a long way to assist workers update their knowledge and skills.
6. When conflicts arise in the workplace environment, there should be effective communication involved in transforming the conflict and ensuring that all parties are heard and attended to without disparity. This approach expresses that even in chaotic situations, members of organisations are communicated to in ways that bring a level playing ground and resolution.

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Artificial Intelligence in the Workplace: the Future of the Office

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Abstract

Artificial Intelligence (AI) is the science of creating machines with human-type capabilities. It is all about machines that can plan, reason, communicate and learn. These machines are enhancing human lives, lowering costs and boosting efficiency and profitability in the workplace. However, fears are also frequently voiced about AI's potential for negative disruption, especially in the labour market, as they take over routine, low-level tasks. AI is transforming the world of work as some jobs are being replaced by automation and more are emerging. It is causing a seismic shift in the world of work and has many benefits for driving business success. In the physical workspace, AI benefits both employees and businesses alike by helping to improve collaboration, wellbeing and workplace safety. As technology continues to evolve and transform our lives, it also significantly impacts how we work. Offices were once endless rows of desks and cubicles, and now they have transformed into a central hub where employees can come to work when they are not at home. Tech-driven work areas, collaboration zones and flexible spaces are all standard design features that come as a part of the modern office. With AI becoming more intelligent and being introduced more regularly into our everyday operations, our work environments can continue to look entirely different once again. This work therefore, discussed artificial intelligence in the workplace and the future of the office especially the office manager within the discourse. The work revealed the benefits as well as the fear of AI and how to harness AI for optimal benefit by suggesting a change in disposition to AI as enabler and not a threat.

Keywords: Artificial Intelligence (AI), Office, Technology

Introduction

Artificial intelligence (AI) is the intelligence of a machine or computer that enables it to imitate or mimic human capabilities. It refers to the ability of a digital computer or the use of computer-controlled robots to perform tasks that are commonly associated with intelligent beings. The term is often applied to the work of developing systems that are endowed with the intellectual processes which are characterized with humans, such as the ability to reason, discover meaning, generalize, or learn from past experience (Omoregie, 2024). Since the development of the digital computer in the 1940s, it has been demonstrated that computers can be programmed to carry out very complex tasks - such as discovering proofs for mathematical theorems with great proficiency. Still, despite continuing advances in computer processing speed and memory capacity, there are as yet no

programmes that can match full human flexibility over wider domains or in tasks requiring much everyday knowledge. On the other hand, some programmes have attained the performance levels of human experts and professionals in performing certain specific tasks, so that artificial intelligence in this limited sense is found in such applications as medical diagnosis, computer search engines, voice or handwriting recognition, and Chabot (Rani & Furrer, 2020).

Fundamentally, AI systems perceive environments, recognize objects, contribute to decision making, solve complex problems, learn from past experiences, and imitate patterns. These abilities are combined to accomplish tasks like driving a car or recognizing faces to unlock device screens. The AI landscape spreads across a constellation of technologies such as machine learning, natural language processing, computer vision, and others. Such cutting-edge technologies allow computer systems to understand human language, learn from examples, and make predictions. Although each technology is evolving independently, when applied in combination with other technologies, data, analytics, and automation, it can revolutionize businesses and help them achieve their goals, be it optimizing supply chains or enhancing customer service. In today's world however, the employment relationship in the workplace is changing. This is because there is a new type of "actor" in the workplace. Machines, both analog and digital, have been used over time to help workplace designers calculate outputs of work and, indeed, to replace work through automation which is through the integration of artificial intelligence (AI) tools and applications (Umaru, 2022).

A significant benefit of AI for business is that it handles repetitive tasks. This allows employees to focus on creative solutions, complex problem-solving and impactful work. Jobs are being replaced and they include those requiring copying, pasting, typing and transcribing. AI can outperform humans as well in areas like medical diagnosis, speech translation and accounting. However, fears are also frequently voiced about AI's potential for negative disruption, especially in the labour market, as they take over routine, low-level tasks. There are several different fields of AI, all of which have a profound influence on the way work is done now and how work will be done in the future. AI has gained momentum within the office landscape globally. This is as a result of its significant role in the provision of sustainable service delivery within this discourse. This cannot be described in unequivocal terms (Bakare, 2023).

Concept of Artificial Intelligence (AI)

Artificial Intelligence (AI) is the science of creating machines with human-type capabilities. It refers to the development of computer systems that can perform tasks that typically require human intelligence such as learning, problem-solving, reasoning, perception and language understanding. It is all about machines that can plan, reason, communicate and learn. These machines are enhancing our lives, as well as lowering costs and boosting efficiency and profitability. It is the theory and development of computer systems capable of performing tasks that historically required human intelligence, such as recognizing speech, making decisions, and identifying patterns (Prassl, 2018 cited by Thomas, 2023).

AI systems use algorithms and data to make decisions, often without human intervention. They can be designed to perform a wide range of tasks, from simple automation to complex decision-making. AI is an umbrella term that encompasses a wide variety of technologies, including machine learning, deep learning, and natural language processing (NLP). Although the term is commonly used to describe a range of different technologies in use today, many disagree on whether these actually constitute artificial intelligence. Instead, some argue that much of the technology used in the real world today actually constitutes highly advanced machine learning that is simply a first step towards true artificial intelligence, or “general artificial intelligence” (GAI). Yet, despite the many philosophical disagreements over whether “true” intelligent machines actually exist, when most people use the term AI today, they are simply referring to a suite of machine learning-powered technologies, such as ChatGPT or computer vision, that enable machines to perform tasks that previously only humans can do like generating written content, steering a car, or analyzing data. AI uses multiple technologies that equip machines to sense, comprehend, plan, act and learn with human-like levels of intelligence.

Types of Artificial Intelligence (AI)

There are many types of AI according to Taylor (2019). They are:

- ✓ **Machine Learning (ML):** Enables systems to learn from data and improve their performance over time.
- ✓ **Natural Language Processing (NLP):** Allows systems to understand and generate human language.
- ✓ **Computer Vision:** Enables systems to interpret and understand visual data from images and videos.
- ✓ **Robotics:** Combines AI with robotics to create autonomous systems that can interact with the physical world.
- ✓ **Expert Systems:** Mimics human decision-making in specific domains or industries

Categories of Artificial Intelligence (AI)

Artificial Intelligence (AI) can be categorized into the followings, beginning with the task-specific intelligent systems in wide use today and progressing to sentient systems, which do not yet exist. The categories are as follows (Dwayne, 2022):

- ❖ **Reactive machines.** These AI systems have no memory and are task-specific. An example is Deep Blue, the IBM chess program that beat Garry Kasparov in the 1990s. Deep Blue can identify pieces on a chessboard and make predictions, but because it has no memory, it cannot use past experiences to inform future ones.
- ❖ **Limited memory.** These AI systems have memory, so they can use past experiences to inform future decisions. Some of the decision-making functions in self-driving cars are designed this way.
- ❖ **Theory of mind.** Theory of mind is a psychology term. When applied to AI, it means the system would have the social intelligence to understand emotions. This type of AI will be

able to infer human intentions and predict behavior, a necessary skill for AI systems to become integral members of human teams.

- ❖ **Self-awareness.** In this category, AI systems have a sense of self, which gives them consciousness. Machines with self-awareness understand their own current state. This type of AI does not yet exist.

Applications of Artificial Intelligence (AI)

Artificial intelligence has made its way into a wide variety of markets. These are outlined below according to Emeka, (2021):

- **AI in Healthcare.** The biggest bets are on improving patient outcomes and reducing costs. Companies are applying machine learning to make better and faster medical diagnoses than humans. One of the best-known healthcare technologies is IBM Watson. It understands natural language and can respond to questions asked of it. The system mines patient data and other available data sources to form a hypothesis, which it then presents with a confidence scoring schema. Other AI applications include using online virtual health assistants and Chatbot to help patients and healthcare customers find medical information, schedule appointments, understand the billing process and complete other administrative processes. An array of AI technologies is also being used to predict, fight and understand Pandemic such as the COVID-19
- **AI in Business.** Machine learning algorithms are being integrated into analytics and customer relationship management (CRM) platforms to uncover information on how to better serve customers. Chatbot have been incorporated into websites to provide immediate service to customers. The rapid advancement of generative AI technology such as ChatGPT is expected to have far-reaching consequences: eliminating jobs, revolutionizing product design and disrupting business models.
- **AI in Education.** AI can automate grading, giving educators more time for other tasks. It can assess students and adapt to their needs, helping them work at their own pace. AI tutors can provide additional support to students, ensuring they stay on track. The technology could also change where and how students learn, perhaps even replacing some teachers. As demonstrated by ChatGPT, Google Bard and other large language models, generative AI can help educators craft course work and other teaching materials and engage students in new ways. The advent of these tools also forces educators to rethink student homework and testing and revise policies on plagiarism.
- **AI in Finance.** AI in personal finance applications, such as Intuit Mint or TurboTax, is disrupting financial institutions. Applications such as these collect personal data and provide financial advice. Other programs, such as IBM Watson, have been applied to the process of buying a home. Today, artificial intelligence software performs much of the trading on Wall Street.
- **AI in Law.** The discovery process -- sifting through documents -- in law is often overwhelming for humans. Using AI to help automate the legal industry's labor-intensive

processes is saving time and improving client service. Law firms use machine learning to describe data and predict outcomes, computer vision to classify and extract information from documents, and NLP to interpret requests for information.

- **AI in Entertainment and Media.** The entertainment business uses AI techniques for targeted advertising, recommending content, and distribution, detecting fraud, creating scripts and making movies. Automated journalism helps newsrooms streamline media workflows reducing time, costs and complexity. Newsrooms use AI to automate routine tasks, such as data entry and proofreading; and to research topics and assist with headlines. How journalism can reliably use ChatGPT and other generative AI to generate content is open to question.
- **AI in Software Coding and IT Processes.** New generative AI tools can be used to produce application code based on natural language prompts, but it is early days for these tools and unlikely they will replace software engineers soon. AI is also being used to automate many office processes, including data entry, fraud detection, customer service, and predictive maintenance and security.
- **Security.** AI and machine learning are at the top of the buzzword list security vendors use to market their products, so buyers should approach with caution. Still, AI techniques are being successfully applied to multiple aspects of cyber security, including anomaly detection, solving the false-positive problem and conducting behavioral threat analytics. Organizations use machine learning in security information and event management (SIEM) software and related areas to detect anomalies and identify suspicious activities that indicate threats. By analyzing data and using logic to identify similarities to known malicious code, AI can provide alerts to new and emerging attacks much sooner than human employees and previous technology iterations.
- **AI in Manufacturing.** Manufacturing has been at the forefront of incorporating robots into the workflow. For example, the industrial robots that were at one time programmed to perform single tasks and separated from human workers, increasingly function as robots: Smaller, multitasking robots that collaborate with humans and take on responsibility for more parts of the job in warehouses, factory floors and other workspaces.
- **AI in Banking.** Banks are successfully employing Chatbot to make their customers aware of services and offerings and to handle transactions that don't require human intervention. AI virtual assistants are used to improve and cut the costs of compliance with banking regulations. Banking organizations use AI to improve their decision-making for loans, set credit limits and identify investment opportunities.
- **AI in Transportation.** In addition to AI's fundamental role in operating autonomous vehicles, AI technologies are used in transportation to manage traffic, predict flight delays, and make ocean shipping safer and more efficient. In supply chains, AI is replacing traditional methods of forecasting demand and predicting disruptions, a trend accelerated by COVID-19 when many companies were caught off guard by the effects of a global pandemic on the supply and demand of goods.

Benefits and Challenges of Artificial Intelligence (AI) in the Office

AI is important for its potential to change how we live, work and play. It has been effectively used in business to automate tasks done by humans, including customer service work, lead generation, fraud detection and quality control. In a number of areas, AI can perform tasks much better than humans. Particularly when it comes to repetitive, detail-oriented tasks, such as analyzing large numbers of legal documents to ensure relevant fields are filled in properly, AI tools often complete jobs quickly and with relatively few errors. Due to the massive data sets it can process, AI can also give enterprises insights into their operations they might not have been aware of. The rapidly expanding population of generative AI tools will be important in fields ranging from education and marketing to product design. AI technologies are quickly evolving, primarily because AI can process large amounts of data much faster and make predictions more accurately than humanly possible. The huge volume of data created on a daily basis would bury a human researcher. However, AI applications using machine learning can take that data and quickly turn it into actionable information.

The following are some of the benefits of AI according to (Locke, 2022):

- **Good at detail-oriented jobs.** AI has proven to be just as good, if not better than doctors at diagnosing certain cancers, including breast cancer and melanoma.
- **Reduced time for data-heavy tasks.** AI is widely used in data-heavy industries, including banking and securities, pharmacy and insurance, to reduce the time it takes to analyze big data sets. Financial services, for example, routinely use AI to process loan applications and detect fraud.
- **Saves labour and increases productivity.** An example here is the use of warehouse automation, which grew during the pandemic and is expected to increase with the integration of AI and machine learning.
- **Delivers consistent results.** The best AI translation tools deliver high levels of consistency, offering even small businesses the ability to reach customers in their native language.
- **Can improve customer satisfaction through personalization.** AI can personalize content, messaging, ads, recommendations and websites to individual customers.
- **AI-powered virtual agents are always available.** AI programmes do not need to sleep or take breaks, providing 24/7 service.

Other benefits are as follows:

- **Increased Efficiency and Productivity:** AI automates tasks faster and more accurately than manual processes.
- **Cost Reduction:** Automating routine tasks reduces labor costs and minimizes errors, which can be costly.
- **Employee Satisfaction:** By relieving staff from monotonous tasks, AI contributes to more engaging and fulfilling work experiences.
- **Data-Driven Decision Making:** AI's ability to analyze data and provide insights supports better-informed business decisions.

- Preparing for an AI-Driven Administrative Future

Adopting AI requires preparation and strategic planning. Training staff to work alongside AI tools, ensuring data privacy and security, and choosing the right AI solutions that align with business objectives are crucial steps.

The following are some of the challenges of AI according to (Locke, 2022):

- Expensive.
- Requires deep technical expertise.
- Limited supply of qualified workers to build AI tools.
- Reflects the biases of its training data, at scale.
- Lack of ability to generalize from one task to another.
- Eliminates human jobs, increasing unemployment rates.

Artificial Intelligence (AI) and the Future of the Office

Artificial intelligence is prevalent across many industries. Automating tasks that do not require human intervention saves money and time, and can reduce the risk of human error. AI is important for its potential to change how we live, work and play. It has been effectively used in business to automate tasks done by humans, including customer service work, lead generation, fraud detection and quality control. In a number of areas, AI can perform tasks much better than humans. Particularly when it comes to repetitive, detail-oriented tasks, such as analyzing large numbers of legal documents to ensure relevant fields are filled in properly, AI tools often complete jobs quickly and with relatively few errors. Because of the massive data sets it can process, AI can also give enterprises insights into their operations they might not have been aware of. The rapidly expanding population of generative AI tools will be important in fields ranging from education and marketing to product design (De Stefano, 2018).

Indeed, advances in AI techniques have not only helped fuel an explosion in efficiency, but opened the door to entirely new business opportunities for some larger enterprises. Prior to the current wave of AI, it would have been hard to imagine using computer software to connect riders to taxis, but Uber has become a Fortune 500 company by doing just that. AI has become central to many of today's largest and most successful companies, including Alphabet, Apple, Microsoft and Meta, where AI technologies are used to improve operations and outpace competitors. At Alphabet subsidiary Google, for example, AI is central to its search engine, Waymo's self-driving cars and Google Brain, which invented the transformer neural network architecture that underpins the recent breakthroughs in natural language processing.

There are tremendous changes taking place in the office as a result of emerging technologies e.g. AI. This has provided creative approaches which have improved productivity. AI-powered systems evaluate each worker's performance for increased productivity and efficiency. Moreover, the use of AI-Chatbot has offered immediate assistance thereby enhancing the office as a whole (Bakare-Fatungase, Adejuwon & Idowu-Davies, 2024)

Artificial Intelligence is redefining the realm of administrative tasks, bringing about a more efficient, accurate, and streamlined process. By embracing AI, modern offices are not just

optimizing their administrative functions; they are paving the way for a more innovative and productive future. In the ever-evolving landscape of workplace technology, Artificial Intelligence (AI) stands out as a transformative force, especially in automating and streamlining administrative tasks. This evolution is not just about efficiency; it's about reshaping how administrative work is perceived and executed in the modern - and ultra-flexible - office. AI's ability to learn, adapt, and execute tasks with precision and speed is altering the administrative landscape. By automating repetitive and time-consuming tasks, AI is freeing up human resources to focus on more strategic and creative endeavors.

Key Areas AI is Transforming the Office

AI-driven tools are redefining the mundane yet critical tasks of scheduling and calendar management. These sophisticated systems take the helm in coordinating appointments, orchestrating meetings, welcoming visitors, and dispatching timely reminders. The result is a dramatic reduction in manual labor and a significant decrease in the margin for error, streamlining the backbone of office operations with unprecedented precision. Beyond automation, AI elevates office administration to the realm of strategic innovation. It transforms raw data into actionable insights, fostering an environment where decisions are made from real-time analytics. AI's role in office administration transcends traditional task management, positioning it as a pivotal tool that equips businesses to sail through the evolving challenges of the modern marketplace with confidence and strategic acumen.

Efficient Data Management and Analysis: In the dynamic realm of office administration, Artificial Intelligence (AI) stands as a beacon of efficiency and innovation. Central to this transformation are AI algorithms, which excel in processing extensive data with remarkable speed and precision, a task that would traditionally take considerable human effort and time. These algorithms don't just crunch numbers; they dive deep, uncovering patterns, trends, and insights that are invaluable for strategic decision-making and development. AI's analytical prowess enables businesses to extract meaningful insights from their data, highlighting operational efficiencies, customer behaviors, and market trends. This capability is not just about understanding the present; it is about predicting the future, allowing businesses to make proactive, informed decisions that keep them ahead in a competitive landscape.

Enhanced Customer Service with AI Chatbots: According to Bakare & Jatto (2023), “Chatbot is an AI-powered computer software or app that can mimic human interaction and carry on conversations with users in a conversational, textual style. Its major function is to carry on natural, conversational exchanges with users, during which it provides information, responds to questions, and offers assistance with a variety of tasks. Users can interact with chatbots in the same way they would with a real person by incorporating them into messaging platforms, websites, mobile apps, and other digital interfaces”. AI-powered Chatbots are revolutionizing customer service by offering instant, accurate responses to routine inquiries, available 24/7. Utilizing advanced technologies like natural language processing, these digital assistants ensure customers receive

immediate attention without the delays typical of traditional service channels. Beyond speed, AI Chatbots excel in delivering personalized experiences, drawing from customer data and interaction history to tailor conversations, making customers feel valued and understood. This not only enhances the customer experience but also frees up human agents to tackle more complex issues, optimizing overall service efficiency. As these intelligent systems learn from each interaction, they continuously improve, ensuring their responses become increasingly accurate over time. The integration of AI Chatbots into customer service is not just transforming how inquiries are handled; it's providing valuable insights into customer preferences and behavior, helping businesses refine their offerings and engagement strategies. In essence, AI Chatbots are setting new standards for customer service, blending efficiency with a personal touch to create more satisfying and engaging customer interactions. The way business organizations communicate with their customers has changed drastically with AI-Chatbots.

Streamlining Document Handling and Processing: In the digital age, AI is redefining the efficiency of document handling and processing in the workplace. Through its ability to automate the sorting, filing, and processing of documents, AI is transforming tasks that were traditionally manual and time-consuming into streamlined, efficient operations. By harnessing the power of AI, businesses can now automate data entry, effortlessly extract critical information from various forms, and even compile comprehensive reports with ease. AI-driven systems are equipped to intelligently categorize and file documents based on content and context, significantly reducing the likelihood of human error and ensuring that important information is readily accessible when needed. This not only speeds up document-related workflows but also enhances data accuracy and security. Furthermore, AI's capability to extract key data points from diverse document formats streamlines data consolidation, enabling businesses to generate insightful reports and analyses with minimal manual intervention (Dwayne, 2022). In essence, AI is not just streamlining document handling and processing; it's paving the way for more informed decision-making and strategic planning, marking a leap towards a more organized, efficient, and data-driven workplace.

Optimizing Resource Allocation: Optimizing resource allocation is crucial for operational efficiency and employee satisfaction. AI is at the forefront of this transformation, leveraging its analytical prowess to dissect workplace trends and usage patterns. By analyzing data on how office spaces, equipment, and other resources are utilized, AI provides actionable insights that enable businesses to optimize their resource allocation strategies effectively. AI's capability to predict peak usage times and identify underutilized assets allows for a more strategic approach to managing resources. This ensures that office spaces and equipment are used to their full potential, reducing waste and increasing efficiency. From streamlining the use of meeting rooms to ensuring that company vehicles are allocated based on real need, AI makes resource management a seamless and data-driven process.

In office management, AI tools have revolutionized repetitive tasks, from automating scheduling to sorting through vast amounts of data. These smart systems free up valuable time

for employees to focus on more strategic and creative endeavours. Integrating new technologies in office administration is an ongoing process that requires continuous learning, adaptation and growth. Building on the success of previous integrations is essential to create a strong foundation for future ones. One way to achieve this is by fostering a culture of innovation within the organization.

The adoption of Artificial Intelligence (AI) in offices positively affects the nature of work of employees, and so necessary adjustments have to be done depending on the extent of its effect. As years went by, the demand for technologies increased and so along with this, new industries for manufacturing of these modern technologies and its related equipment and furniture were formed, thus further creating more job opportunities. AI has a profound impact on the nature of office work. The usual tasks done manually are already executed using technology. AI replaced the entire process of recruitment with the use of computer applications and software like Resumix6 system from Hotjobs.com Ltd. (Ahmad, 2024). This reduced the cost per hire by more than 50%. Meanwhile, it does not mean that AI has reduced the need for more jobs. As a matter of fact, AI has created more jobs than it eliminates (Mark, 2021).

Regardless of industries, the emergence of technology industry created millions of "digital jobs" for people in ICT productions and advanced users in offices, virtual or not, who need specific software and tools as a central element of their work (Matthew, 2020). The workers in the managerial positions, the secretaries/office managers and other office workers must have an understanding of the ICT sector jobs because, in the modern office work environment, basic knowledge on ICT use alone is deemed lacking if one is to remain in employment in this era of AI as the goal is to be continuously relevant and globally competitive.

The future of the office with AI is likely to be transformed in various ways, making work more efficient, productive, and flexible. Below are some potential changes according to Thomas (2023):

1. Virtual Assistants: AI-powered virtual assistants will become more prevalent, helping with tasks like scheduling, email management and data entry.
2. Automation: AI will automate repetitive and mundane tasks, freeing employees to focus on creative and strategic work.
3. Smart Workspaces: AI-enabled sensors and Internet of Things (IoT) devices will optimize office environments, adjusting lighting, temperature, and energy usage for maximum comfort and efficiency.
4. Enhanced Collaboration: AI-facilitated communication tools will enable seamless remote collaboration, breaking down geographical barriers.
5. Predictive Analytics: AI-driven insights will help organizations make data-driven decisions, predicting market trends and identifying areas for improvement.
6. Personalized Work Experiences: AI will help tailor work environments and workflows to individual employees' needs and preferences.
7. Flexible Work Arrangements: With AI-enabled automation, remote work and flexible schedules will become more common.

8. Re-skilling and up-skilling: As AI assumes routine tasks, employees will need to develop new skills to work effectively alongside AI systems.
9. Virtual and Augmented Reality (VR and AR): AI-powered VR and AR will revolutionize training, meetings and customer interactions.
10. Ethical Considerations: As AI becomes more pervasive, organizations will need to address concerns around bias, privacy and job displacement.

Artificial intelligence (AI) has developed into a powerful force for change. It is transforming many sectors including the way people live, work or learn. This technology has the ability to improve current office practices, potentially enhancing the method and manner of work thereby leading to efficiency and increased productivity (Bakare-Fatungase, Adejuwon & Idowu-Davies, (2024).

From the above, it can be seen that the future office with AI will be a dynamic, adaptive and human-centered environment, where technology enhances productivity and employee experience.

Conclusion

Artificial Intelligence (AI) has the potential to revolutionize many aspects of our lives, making tasks more efficient, accurate and productive. The goals of AI include automation, augmentation (enhancing human capabilities) and intelligence (making systems smarter). Though there are potential challenges and responsibilities that come with AI adoption, AI will transform the office environment in various ways leading to increased productivity, efficiency, enhance employee experience and engagement. To harness the full potential of AI in the future office, it is crucial to prioritize responsible AI development, deployment and management while also up-skilling and re-skilling the workforce to work effectively alongside AI systems.

Recommendations

Based on the reviewed literature and discussion, the following recommendations were made:

1. Management of organizations should embrace AI as a tool to augment human capabilities rather than replacing them.
2. Management of organizations should invest in up-skilling and re-skilling programmes to prepare their workforce for AI-driven changes.
3. Employers should prioritize responsible AI development, deployment and management to address ethical concerns.
4. Employers should foster a culture of collaboration between humans and AI systems.
5. Management should develop and implement AI-powered virtual assistants to support employees.
6. Employers should continuously monitor and evaluate the impact of AI on the workforce and organizational effectiveness.
7. Employees should foster a culture of continuous learning and adaptation to stay ahead in the AI-driven landscape.

By following the above suggestions, organizations can harness the potential of AI to create a future office that is productive, efficient and enhances the human experience.

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THE IMPACT OF DATABASE MANAGEMENT SYSTEM UTILIZATION ON JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN SELECTED TERTIARY INSTITUTIONS IN SOUTH WESTERN, NIGERIA

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Abstract

Administrative staff are essential to the operations and growth of any tertiary institution. They perform a wide range of duties in the achievement of the institutional goals. They help in the maintenance of records, databases and information related to academic and administrative operations of their institution. Hence, to achieve the utmost performance, administrative staff ability to use database management system is paramount. This study examines the impact of database management system utilization on job performance of administrative staff in the selected Tertiary Institutions in South Western Nigeria. The study adopted a descriptive survey research design. The population of this study consists of 380 administrative staff in the Federal Polytechnic, Ilaro, Ogun State and the Federal Polytechnic Ado Ekiti, Ekiti State. A sample size of one hundred and twenty-seven (127) respondents was selected from the population using Krejcie and Morgan Sample Size Table. Two research questions and two hypotheses were formulated from which the instrument for data collection was designed. The research instrument was a structured questionnaire. Descriptive statistic was used to analyse the responses from the research questions while inferential statistic was used to test the hypotheses at 0.005 level of significance. The results of the findings show that the utilization of database management system has significance positive influence on job effectiveness and job efficiency of administrative staff with $R^2 = 0.545$; $p = 0.000$ and $R^2 = 0.765$; $p = 0.000$ respectively. It was concluded that database management system utilization enables proper organization of information resources for easy accessibility among administrative staff. Therefore, it was recommended among others that management should enhance the capacity of administrative staff by offering training sessions, webinars, workshops, seminars, and online courses. This will lead to an improvement in their knowledge and technological expertise.

Keywords: Administrative Staff, Database Management System, Database Management System Utilization, Job Effectiveness, Job Efficiency, Tertiary Institutions

Introduction

Tertiary institutions deal with wide range of information such as admission letters, students' results and records, staffs information etc. This information is crucial in making informed decisions and

in the achievement of the institutional goals. As a result, database management system has been seen as a great adventure through which information are properly managed. And in order to achieve the institutional goals, administrative staff who are responsible for handling institution's information must be efficient in the use of Database Management System. According to Azhar (2019), a database is an alphabetically and numerically structured collection of data. Database is a collection of interrelated data which helps in the efficient retrieval, insertion, and deletion of data from the database and organizes the data in the form of tables, views, schemas, reports, among others. For instance, an institution database organizes the data about students, faculty, admin staff, among others which helps in the efficient retrieval, insertion, and deletion of data from it. A software system or program that permits access to data stored in a database is called a Database Management System (Kumar, 2016). The purpose of a Database Management System is to offer a practical and efficient way to define, store, and retrieve data from databases.

A Database Management System (DBMS) is defined as a software system that is designed to manage and organize data in a structured manner. It allows users to create, modify, and query a database, as well as manage the security and access controls for that database. Database Management System provides an enable environment to store and retrieve data in convent and efficient manner. Thus, Databases Management Systems are now necessary for running banks, businesses, governments, and educational institutions, among other establishments. A key element in assessing whether organizational goals are met in any given organization is the optimal performance of its administrative staff. This suggests that one of the main pivots in the creation of an organization or institution and the achievement of appropriate job performance is its administrative staff. Onyeche (2019), described job performance as the contribution that a worker or group of workers makes to a particular task or activity inside an organization or institution. According to Oguogu (2019), job performance is a prerequisite for institutional or organizational progress. Numerous companies have closed entirely as a result of their employees' subpar work. Akinfe et al., (2012) postulated that the maximum output achieved after successfully completing tasks during working hours is known as job performance. However, performance can be defined as any behavior aimed at accomplishing tasks or goals, with effectiveness and efficiency being the core dimensions (Kehinde & Adesina, 2022). Whereas effectiveness is the degree to which stakeholder requirements are satisfied, while efficiency measures how economically an organization's or institution's resources are utilized in delivering stakeholder satisfaction. Thus job performance evaluates an individual's ability to execute their role effectively and efficiently. Cooky (2017) clarified that an organization or institution needs to regularly monitor the work performance of its employees in order to achieve its intended goals. On the other hand, good work performance is an atheistic employee behavior. But performance levels differ throughout individuals, between organizations, and depending on the nature of the work (Ogah, 2017). With the help of the higher authorities' efficient administrative procedures, the employees work well to achieve the organization's goals. It is the staff members' optimistic outlook regarding the advancement of educational establishments (Akinfe et al., 2012). Consequently, the contributions

of administrative staff are crucial to tertiary institutions of learning and in order to achieve effectiveness and efficiency performance, database management system knowledge is paramount. Administrative staff members must have good knowledge and abilities to use database management system in order to execute their jobs effectively and efficiently. This is because every organization's database serves as its primary information repository. It is also described by Okoli (2012) as application software that manages the production, upkeep, and utilization of structured records. The author went on to say that administrative staff members require a variety of application skills, including the capacity to create database records, utilize application features, maintain the application, retrieve data from databases, manage access, uphold data integrity, and restore data from backup files. Thus, Oguejiofor & Umeh (2016) pointed out that administrative staff members need to be able to build these capabilities and keep up with their experiences in knowledge and skills in order to use this application efficiently.

Oguogu (2020) emphasized that the work of administrative staff members is necessary for good job performance in educational institutions. In order for administrative staff in educational institutions to work at their best, proper management is necessary. Thus, retraining and skill updating of administrative workers is necessary when an organization adopts database management system. It was noted in earlier research that most administrative staff members are only marginally able to store, organize, and distribute information within their various offices, despite having invested in database management system for information collection, processing, maintenance, storage and distribution. In view of this, the researchers concur to investigate the impact of utilization of Database Management System on job performance of administrative staff in selected Tertiary Institutions in South Western Nigeria.

Objectives of the Study

The main objective of this study was to determine the impact of database management system utilization on job performance of administrative staff in The Federal Polytechnic, Ilaro, Ogun State and The Federal Polytechnic Ado-Ekiti, Ekiti State. Specifically,

11. To ascertain the availability of Database Management System in the Institutions.
12. To determine the degree of Database Management System Utilization among administrative staff in the Institutions.
13. To determine the influence of Database Management System Utilization on job effectiveness of administrative staff in the Institutions.
14. To establish the influence of Database Management System utilization on the job efficiency of administrative staff in the Institutions.

Research Questions

- What are the available database management systems in the Institutions?
- To what extent do administrative staff make use of the Institutions' database management system?

Hypotheses

- H₀₁** There is no significant influence of database management system utilization on job effectiveness of administrative staff in the Institutions
- H₀₂** Utilization of database management system has no significant influence on job efficiency of administrative staff in the Institutions.

Methodology

The study is descriptive in nature and the population comprised 380 administrative staff in the service of The Federal Polytechnic, Ilaro, Ogun State, Nigeria and The Federal Polytechnic, Ado-Ekiti, Ekiti State, Nigeria. A sample size of 181 respondents was selected from the population using Krejcie and Morgan Sample Size Table. Two research questions and two hypotheses were formulated from which the questionnaire was developed. A self-developed structured questionnaire tagged "QUESTIONNAIRE ON DATABASE MANAGEMENT SYSTEM UTILIZATION AND JOB PERFORMANCE (QDMSUJP)" was used for data collection. The questionnaire was designed in four likert scale. 127 copies of questionnaire were distributed while only 105 were duly filled and retrieved. The information gathered were analyzed using descriptive and inferential statistics at significance level of 0.005.

Analyses of Data

Research Question: What are the available database management systems in the Institutions?

Table 1

S/N	ITEMS	Mean	Standard Deviation
1.	Microsoft Access	3.55	0.7964
2.	Oracle database	3.17	1.0959
3.	Microsoft SQL server	3.31	0.9335
4.	SQLite	3.34	0.9591
	Total	13.37	3.7849
	Grand	3.34	0.9462

Source: Field Survey, 2024

Table 1 is the analysis of the respondents' responses to research question one. From the analysis, it was observed that the most available Database Management System is Microsoft Access with a mean of 3.77 and standard deviation of 0.796. This is closely followed by SQLite, Microsoft SQL server and Oracle database with mean scores of 3.34, 3.31, 3.17 and standard deviation of 0.9591, 0.9335 and 1.0959 respectively. The results indicated that the itemized DBMS were adequately available as all items have mean scores above the minimum mean score of 2.5.

Research Question 2: To what extent do administrative staff make use of the Institutions' database management system?

Table 2

S/N	ITEMS	Mean	Standard Deviation
1.	Microsoft Access	3.46	0.9510
2.	Oracle database	3.38	0.9500
3.	Microsoft SQL server	3.57	0.7577
4.	SQLite	3.35	1.0968
	Total	13.99	3.2267
	Grand	3.50	0.8067

Table 2 above shows the analysis of data collected on the second research question. The result indicated that the most utilized Database Management System is Microsoft SQL server with a mean of 3.57 and standard deviation of 0.758. This is closely followed by Microsoft Access and Oracle database with mean scores of 3.46, 3.38 and standard deviation of 0.9510, and 0.9500 respectively. SQLite has the lowest mean score of 3.35 and 1.0968 standard deviation. This suggests that the available database management systems are effectively utilized by the administrative staff of the Institutions.

Hypotheses Test

H₀₁ There is no significant influence of database management system utilization on job effectiveness of administrative staff in the Institutions

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.592	.590	.09327

Source: Field Survey Result (2024)

Predictors: (Constant), DBMS Utilization

Dependent Variable: EFT

Table 3 above shows the strength of the correlation between the model and the dependent variable. The R-value of 0.769, depicted in the table, signifies a substantial association between the independent variable (Job Effectiveness) and the dependent variable (Database Management System Utilization). Furthermore, the findings implied that the utilization of Database Management System could account for approximately 59% of the total variance in Job Effectiveness.

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.253	1	2.253	258.966	.000 ^b

	Residual	1.550	179	.0087		
	Total	3.803	180			

Source: Field Survey Result (2024)

- a. Dependent Variable: EFT
- b. Predictors: (Constant), DBMS Utilization

Table 4 above illustrated the analysis of variance of the mean of the independent variable (Database Management System Utilization) and the dependent variable (Job Effectiveness). The obtained F value of 258.966, coupled with a P-value of 0.000, which is below the 0.05 level of significance, signifies a statistically substantial disparity between the means of the aforementioned variables.

Table 5: Regression Coefficients

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.315	.289		3.807	.000
	DBMS	.437	.081	.659	8.879	.000

Dependent Variable: EFT

Source: Field Survey Result (2024)

Table 5 above shows the mean increase in dependent variable (Job Effectiveness) for each additional unit in Database Management System Utilization. From the analysis, a unit escalation in the independent variable (Database Management System Utilization) correlates with a 43.7% upsurge in the mean of the dependent variable (Job Effectiveness). Thus, indicating that the utilization of DBMS enables the administrative staff of the institutions to meet the desired outcome of the institutions. Consequently, it can be inferred that Database Management System Utilization exerts a significant influences Job Effectiveness. Hence, with p-value of 0.000, we reject the null hypothesis and accept the alternative hypothesis that there exist significant influence of database management system utilization on job effectiveness of administrative staff in the Institutions.

H₀₂ Database management system utilization has no significant influence on job efficiency of administrative staff in the Institutions

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830	.688	.689	.07746

Predictors: (Constant), DBMS Utilization

Dependent Variable: EFY

Source: Field Survey Result (2024)

Table 6 above exhibited the correlation coefficient between the two variables. The coefficient of 0.830 signifies a strong relationship between the independent variable (Database Management

System Utilization) and the dependent variable (Efficiency in Job Performance). Moreover, the results indicated that approximately 68.8% of the total variance in Job Efficiency can be ascribed to the Database Management System Utilization. This means that administrative staff of the institutions are optimizing the available DBMS resources to achieve the institution's goals.

Table 7: Analysis of Variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.418	1	2.418	396.393	.002 ^b
	Residual	1.097	179	.0061		
	Total	3.515	180			

Source: Field Survey Result (2024)

a. Dependent Variable: EFY

b. Predictors: (Constant), DBMS Utilization

Table 7 above illustrates the analysis of variance of the mean of the independent variable (Utilization of Database Management System) and the dependent variable (Efficiency in Job Performance). The result indicated a P-value of 0.02, which falls below the significance level of 0.05, along with an F value of 396.393. These results signify a statistically notable distinction between the mean of Database Management System Utilization and Job Efficiency.

Table 8: Regression Coefficients

Model		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.262	.300		5.875	.000
	TE	.545	.084	.777	.686	.002

Source: Field Survey Result (2024)

a. Dependent Variable: EFY

Table 8 above illustrates the mean increase in Job Efficiency in every additional increment in Database Management System Utilization. Based on the results, a unit rise in Database Management System Utilization corresponds to a 54.5% upsurge in the average of Job Effectiveness. This implies that Database Management System Utilization significantly impacts Job Efficiency. Therefore, with p-value of 0.002, we reject the null hypothesis and accept the alternative hypothesis that Database Management System Utilization has significant impact on Job Efficiency of Administrative staff in the Institutions.

Discussion of Findings

The result of the first research question which sought to investigate the availability of database management systems in the Institutions revealed that database management systems are adequately available in the Institutions. These systems which include Microsoft Access, Oracle database

among others are used for managing staff and students' records as well as operational functions of the Institutions. Research question two sought to assess the utilization of database management systems among the administrative staff. The result obtained revealed that administrative staff of the Institutions are adequately making use of the available systems within their respective institution. From the result of the analysis Microsoft SQL server was the most utilized Database Management System with a mean of 3.57 and standard deviation of 0.758 which was closely followed by Microsoft Access and Oracle database with mean scores of 3.46 and 3.38 and standard deviation of 0.9510, and 0.9500 respectively. SQLite has the lowest mean score of 3.35 and 1.0968 standard deviation.

The first hypothesis stating that the utilization of database management systems does not significantly contribute to the job effectiveness of administrative staff in institutions was refuted. The analysis revealed a clear positive correlation between the utilization of Database Management Systems and the job effectiveness of administrative staff in the Institutions. Therefore, a well-managed and effectively utilized database management systems will enhance the performance of administrative staff. This outcome supports the claim made by Oguejiofor & Umeh (2016) that in order for administrative personnel to excel in their daily responsibilities, they must continuously enhance their skills and knowledge. This ongoing development will enable them to utilize this application proficiently. The analysis of the second hypothesis unveiled significant robust correlations between the utilization of Database Management Systems and the job efficiency of administrative personnel within the Institutions. This suggests that the implementation of such systems aids in facilitating the effective execution of their duties, thereby contributing to the Institutions' achievement of their objectives, and enhancing the management and processing of both staff and student records within the Institution. These results corroborate the assertion made by Eiriemiokhale (2020) that the utilization of database management systems enhances employees' efficiency by ensuring prompt and reliable access to accurate information, fostering collaboration, automating procedures, safeguarding data, and supporting informed decision-making.

Conclusion

This study focused on the performance of the administrative staff in the selected Institutions with regards to the utilization of a database management systems. The findings revealed that the utilization of database management systems enhances productivity by reducing the time spent on manual processes and simplifying user convenience. The utilization of a Database Management Systems (DBMS) significantly enhances the performance of administrative staff. By streamlining data access and retrieval, ensuring accuracy, upholding data integrity, enhancing security measures, and facilitating insightful reporting and analysis, it optimizes productivity and efficiency. This, in turn, enhances organizational processes by empowering administrative staff to make well-informed decisions.

Recommendations

To optimize decision-making and administrative procedures, the following recommendations were put forth.

- Management should enhance the capacity of administrative staff by offering training sessions, webinars, workshops, seminars, and online courses. This will lead to an improvement in their knowledge and technological expertise in the use of database.
- Management should provide a reliable database management system that ensures data accuracy, minimizes errors, and reduces data redundancy.
- Management should provide a secure database management system that regulates access to confidential data, ensures adherence to data protection regulations, and safeguards organizational information.

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INNOVATIVE ENTREPRENEURSHIP SKILLS AND PERCEIVED CAREER OPPORTUNITIES FOR UNDERGRADUATE STUDENTS IN SELECTED TERTIARY INSTITUTIONS IN SOUTHERN NIGERIA

BY

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Abstract

Nigeria economy is facing momentous challenges including high unemployment rates among young graduates. To address these issues, it is essential to equip undergraduate students with innovative entrepreneurship skills that can enhance their perceived career opportunities. This study examined innovative entrepreneurship skills and perceived career opportunities for undergraduate students in selected tertiary institutions in Southern Nigeria. The population comprised all final year students in two tertiary institutions in the Southern Nigeria (The Federal Polytechnic, Ilaro, Ogun State and Adeleke University, Ede, Osun State). Adams (2020) sample size table was used to determine an apt sample size of 367 respondents and in selecting the sample, the study adopted multi-stage sampling techniques. Survey approach involving the use of questionnaire was used for data collection. Two research questions and two hypotheses were formulated from which the questionnaire was designed. Data gathered relating to the research questions were analysed using descriptive statistics while the hypotheses were tested with inferential statistics at significant level of 0.05. The results showed that innovative entrepreneurship skills have significant positive impact on perceived career opportunities for undergraduate students in the selected institutions examined ($R^2 = 715$, $p\text{-value} = 0.01$). It was concluded that innovative entrepreneurship skills play a significant role in enhancing the career opportunities of undergraduate students. Student who possess innovative entrepreneurship skills are more likely to succeed in their careers and secure better job opportunities. It was recommended, among others, that tertiary institutions should integrate innovative entrepreneurship skills into their curricula and encourage students to develop creative, risk-taking, adaptability and resilience skills.

Keywords: Entrepreneurship, Entrepreneurship Skills, Innovative, Innovative Entrepreneurship Skills, Perceived Career Opportunities, Undergraduates Students, Tertiary Institutions, Southern Nigeria

Introduction

Nigeria like many developing nations, faces a significant challenge in youth unemployment. With a growing graduate population and limited traditional job opportunities, fostering an entrepreneurial spirit among undergraduates becomes crucial. Tertiary institutions in southern Nigeria have a vital role to play in equipping students with the necessary skills and knowledge to navigate the world of entrepreneurship.

Kleine et al., (2021), described career opportunities as the various paths and possibilities that are available to individuals in terms of their professional growth and development. These opportunities can arise in different companies and roles and can be influenced by factors such as education, skills, experience and personal interest. The concept of career opportunities is at the initial stage of its development, so the scholars combine two concepts as career and personal opportunities into one. The present research proposes different definitions of a career term. The research analyses scientific sources that examine the career concept, its developments and opportunities for its implementation. Therefore, the concept of career means a process of career development and actions undertaken by an employee to ensure professional progress and advances during the working life (Kleine et al., 2021). Personal opportunities and the ability to work are important factors for career development, which facilitate overall success in the profession. Kuehn, (2018) suggested that opportunities of an individual should not be limited by psychological, physical and pedagogical factors, inclinations, acquired experience and knowledge but rather subjected to life experience, professional skills and overall knowledge about the world.

Corte & Gaudio (2017), proposed that many students have attempted to become successful entrepreneurs, but have failed to get the results they hoped for. This was due to the fact that the majority of them were not taught to be innovative entrepreneurs through the entrepreneurship education programmes offered at their respective institutions, which hampered their ability to grow their firms. The authors claimed that creative entrepreneurship is similar to an overall process of creation, both in the face of possibilities and threats, as well as in the context of resources, their combinations and changes in the environment.

According to Maigida, et al (2013) as cited by Kitser (2017), entrepreneurship as a process in which individuals pursue opportunities, fulfilling needs and wants through innovations, together with the attendant risks. While Klaipeda Business School (2019) described entrepreneurship as the main skill necessary in order to conform to the conditions of the ever-changing knowledge and information society. To Esene (2010), entrepreneurship is the willingness and ability of an individual to seek out investments, establish and run an enterprise successfully. The author further stated that the concept of entrepreneurship has been associated with several activities concerned with the establishment and operation of business enterprises. These activities as opined by the author include identification of investment opportunities, decision making as to the opportunity to exploit, promotion and establishment of business enterprises, aggregation of scarce resources required for production and distribution, organizing and management of the human and material resources for the attainment of the objectives of the enterprises, risk bearing and innovation. Entrepreneurship has to do with a system of ideas and values that are not ordinarily treated as part

of the curriculum, it is the process of using private initiative to transform a business concept into a new venture or to grow and diversify an existing venture or enterprise with high growth potential (Mkpa, 2014; Ugwoke & Abidde, 2014). Therefore, entrepreneurship could be seen as the act of identifying, initiating, organizing, and bringing an idea or vision to life, be it a new product, service, process, strategy, or market. It is all about self-employment, which is very important for improving an individual's quality of life and national development. Consequently, entrepreneurship education leads to the acquisition of entrepreneurial skills for efficient and effective living; it gives the youths more opportunities to exercise creative freedom, higher self-esteem, and a greater sense of control over their own lives.

Entrepreneurial skills are business skills, which an individual acquires personally to function effectively in business as an entrepreneur and be self-reliant (Umunadi, 2014; Nwafar, 2019). These skills consist of effective utilization of ideas, information and facts that help a learner develop competencies, services or become productive employees of organizations. While innovative is the ability of introducing or using new ideas or ways of doing things. The process of innovation involves thinking creatively; using imagination to manipulate instruments or variables, to formulate models, to discover possibilities, and to construct objects and images that never existed before. Innovation can be a change made in established laws and practices by the introduction of something new, with the purpose of improving quality, quantity, output, or procedures. Mbanefo & Chiaha (2014) stated that innovative learning environments focus on the facilitation and utilization of new knowledge acquisition modes, adoption of problem solving strategies, integration of knowledge from diverse sources, utilization of self-directed learning, and knowledge extension through elaborate creative expression.

According to indeed Career Guide (2024), innovative entrepreneurship is the practice of establishing and creating new business ideas intending to generate profit, contribute to community development and achieve goals. Dooley, (2023) postulated that engaging in innovative entrepreneurship fosters personal growth and development, nurturing creativity effective communication, and cultivation of an entrepreneurial mindset that transcends conventional boundaries and fosters continuous learning. Further, it provides individuals with the opportunity to challenge themselves, think outside the box, and develop problem-solving skills essential for personal and professional growth. It encompasses possessing different skills which can help develop innovative ideas and plans for the business and career opportunity (Bharat, 2023) which include design and strategic thinking skill, problem-solving skill, risk-taking skill, adaptability and resilience skill (Dooley, 2023). These skills are highly sought after in today's competitive job market, as they demonstrate an individual's ability to think creatively, problem-solve, and take calculated risks (Kramer, 2024). Thus, they are particularly valuable for students, as they are trained in several areas of their discipline. By possessing innovative entrepreneurship skills, students can leverage their knowledge and expertise to identify new business opportunities, develop innovative solutions to complex problems and drive organizational growth. Dooley, (2023) claimed that having innovative entrepreneurship skills, can open up a wide range of career opportunities for students, including roles in entrepreneurship, product development and strategic

management. These roles often require individuals to think outside the box, take initiative and drive business innovation, all of which are key components of being a successful entrepreneur.

Nevertheless, Nigeria is naturally endowed with entrepreneurship opportunities but the realization of the full potential of these opportunities has been dampened by some challenges (Ebiringa, 2012). The nation faces high level of graduate unemployment, particularly in the Southern Nigeria. Traditional job opportunities are limited, while the graduate population continues to grow which necessitates a shift in focus within tertiary institutions to equip students with the skills and knowledge to navigate the world of entrepreneurship. However, current entrepreneurship education in Southern Nigeria tertiary institutions often lacks a focus on fostering innovative entrepreneurship skills. These skills such as design and strategic thinking, risk taking, problem solving, adaptability and resilience, are crucial for success in today's dynamic market. Additionally, there is a gap between theoretical knowledge and practical experience, hindering students' ability to translate entrepreneurial ideas into viable ventures. Furthermore, the perception of career opportunities for graduates with entrepreneurial skills remains limited. While traditional business ownership is recognized, alternative and non-traditional entrepreneurial paths like social entrepreneurship and freelancing are not as well understood or encouraged. The combination of these factors – insufficient focus on innovative skills, lack of practical experience and limited understanding of career options – will create a barrier for undergraduates in Southern Nigeria to become successful and impactful entrepreneurs. In view of this, the study therefore examined the impact of innovative entrepreneurship skills on the perceived career opportunities for undergraduate students in selected tertiary institutions in Southern Nigeria.

Objectives of the Study

The main objective of this study was to examine Innovative entrepreneurship skills and Perceived Career Opportunities for Undergraduate Students in selected Tertiary Institutions in Southern Nigeria. Specifically, the study investigated the impact of innovative entrepreneurship skills on career opportunities for final year students in The Federal Polytechnic, Ilaro, Ogun State and Adeleke University, Ede, Osun State. Other objectives were to:

15. identify the level of Innovative entrepreneurship skills possessed by final year Students in the Institutions.
16. identify the perceived Career Opportunities available for final year students in the Institutions.
17. assess the relationship between Innovative entrepreneurship skills and Perceived Career Opportunities for final year Students in the selected Institutions.
18. examine the impact of Innovative entrepreneurship skills on Perceived Career Opportunities for Undergraduate Students in the selected Institutions.

Research Questions

- What is the level Innovative entrepreneurship skills possessed by final year Students in the selected Institutions?

- What are the perceived Career Opportunities available for final year Students in the selected Institutions?

Hypotheses

In line with the objectives of this study, the following hypotheses were formulated.

- H₀₁: There is no significant relationship between Innovative entrepreneurship skills and Perceived Career Opportunities for final year Students in the selected Institutions.
- H₀₂: There is no significant impact of Innovative entrepreneurship skills on Perceived Career Opportunities for final year Students in the selected Institutions.

Methodology

The study is descriptive design in nature and the population encompassed all final year students in two Tertiary Institutions in Southern Nigeria (The Federal Polytechnic, Ilaro, Ogun State and Adeleke University, Ede, Osun State). Adams (2020) Sample Size Table was used to determine an appropriate sample size of 367 respondents and in selecting the sample, the study adopted multi-stage sampling techniques. A questionnaire designed with 4-point Likert scale options was used as instrument of data collection and administered to the respondents, but only 283 were completed and submitted. Data gathered relating to the research questions were analysed using descriptive statistics while the hypotheses were tested with inferential statistics at significant level of 0.05.

Results

Table 1: Level of Innovative entrepreneurship skills

	Mean	Std. Deviation	Remarks
Design and strategic thinking skill	3.2	1.304	Accepted
Risk-taking skill	2.4	1.140	Rejected
Problem-solving skill	3.4	0.548	Accepted
Adaptability skill	2.8	0.837	Accepted
Total	11.8	3.829	
Grand	2.95	0.957	

Table 1 illustrated the result of analysis on level of Innovative entrepreneurship skills possess by the final year students in the selected Institutions. From the result, design and strategic thinking, problem-solving and adaptability skills have mean scores of 3.2, 3.4 and 2.8 respectively which is greater than the minimum benchmark of 2.5 were accepted while risk-taking skill has mean score of 2.4 which fall below the minimum mean score was rejected. The result also revealed a grand mean score of 2.95 and standard deviation of 0.957 were observed. With this result, it can be inferred that majority of the final year students in the selected Institutions possessed high level of Innovative entrepreneurship skills.

Table 2: Perceived Career Opportunities

	Mean	Std. Deviation	Remarks
Web technologists	3.4	0.548	Accepted
Social media managers	3.6	0.548	Accepted
Data analysts	3.8	0.447	Accepted
Digital entrepreneurship	3.2	1.304	Accepted
Intrapreneurship	2.8	1.304	Accepted
Business ownership	3.2	0.447	Accepted
Social entrepreneurships	2.6	1.342	Accepted
Freelancing and Consulting	2.8	1.304	Accepted
Total	25.4	7.244	
Grand	3.2	0.906	

Table 2 shows mean scores and standard deviation of perceived career opportunities for undergraduate students in tertiary institution in southern Nigeria. From the result, it can be observed that majority of the respondents agreed with items listed as all the mean scores are greater than the minimum mean score of 2.5. A grand mean score of 3.2 and standard deviation of 0.906 were also observed. With this result, all items were accepted.

Hypotheses Testing;

H₀₁: There is no significant relationship between Innovative entrepreneurship skills and Perceived Career Opportunities for final year Students in the selected Institutions.

Table 3: Correlations

	Innovative entrepreneurship skills	Perceived Career Opportunity
Innovative entrepreneurship skills	Pearson Correlation Sig. (1-tailed) N	.001 .846 283
Perceived Career Opportunity	Pearson Correlation Sig. (1-tailed) N	1 .846 283

Table 3 above is the Pearson product moment correlation analysis of the relationship between innovative entrepreneurship skills and perceived career opportunities for final year students in the selected Institutions. From the result, it can be inferred that there is a strong positive correlation

between the variables (innovative entrepreneurship skills and perceived career opportunities) with r value of 0.846 and p-value of 0.001. Therefore, the null hypothesis that there is no significant relationship between innovative entrepreneurship skills and perceived career opportunities for final year students in the selected Institutions was rejected while the alternate hypothesis was accepted.

H₀₂: There is no significant impact of Innovative entrepreneurship skills on Perceived Career Opportunities for Undergraduate Students in the selected Institutions.

Table 4: Regression Analysis

Multiple R = 0.846					
R Square = 0.715					
Adjusted R Square = 0.714					
Std Error Estimated = 0.312					
Observed = 283					
	Sum of Square	df	Mean Square	F-value	P-value
Regression	69.275	1	69.275	709.7848	0.001
Residual	27.413	281	0.0976		
Total	96.688	282			

Table 5 shows the regression analysis of the hypothesis two. The results revealed a R Square of 0.715 indicating that 71.5% of the variation in the dependent variable (perceived career opportunities) can be explained by the independent variable (innovative entrepreneurship skills). The Adjusted R is 0.714, which is very close to the R Square value with a Std. Error of 0.312. The result also revealed a F-statics value of 709.7848 and P-value of 0.001, which is lower than 0.05 level of significance. This implies that the model is statistically adequate and sufficient in relating the independent variable (innovative entrepreneurship skills) and the dependent variable (perceived career opportunities). Therefore, the null hypothesis that There is no significant impact of Innovative entrepreneurship skills on Perceived Career Opportunities for Undergraduate Students in the selected Institutions was rejected and the alternate hypothesis accepted.

Discussion of Results

The hypothesis one stated that there is no significant relationship between innovative entrepreneurship skills and perceived career opportunities for final year students in the selected institutions. It was observed from the results of the analysis that there is a significant strong positive relationship between innovative entrepreneurship skills and perceived career opportunities for final year students in the selected institutions. This means that students with innovative entrepreneurship skills such as design and strategic thinking, risk-taking, problem-solving, adaptability and resilience skills have high prospect of career opportunities in today's dynamic business landscape. The result tandem with the claim of Dooley (2024), that having innovative entrepreneurship skills, can open up a wide range of career opportunities for students, including roles in entrepreneurship, product development and strategic management. These roles

often require individuals to think outside the box, take initiative and drive business innovation, all of which are key components of being a successful entrepreneur.

The second hypothesis stated that there is no significant impact of innovative entrepreneurship skills on perceived career opportunities for undergraduate students in Southern Nigeria. However, the null hypothesis was rejected as the outcome of the analysis revealed that innovative entrepreneurship skills have strong positive impact on perceived career opportunities for undergraduate students in southern Nigeria. This means that innovative entrepreneurship skills enhances perceived career opportunities among undergraduate students and tertiary institutions in southern Nigeria must recognize the need to integrate these skills into their curricula to prepare students for the ever-changing business world. The outcome corroborates with the notion of Kramer (2024), that innovative entrepreneurship skills are highly sought after in today's competitive job market, as they demonstrate an individual's ability to think creatively, find solutions difficult problems, and take calculated risks. These skills are particularly valuable for students, as they are trained in several areas of their discipline.

Conclusion

From the findings of the study, it was observed that equipping undergraduate students with innovative entrepreneurship skills can empower them to become not only job creators but also agents of positive change. Tertiary institutions in southern Nigeria need to adapt their curricula and foster an ecosystem that encourages innovation and entrepreneurial thinking. By providing the necessary support and opportunities, tertiary institutions can play a critical role in shaping a new generation of successful and impactful young entrepreneurs. It was therefore, concluded that innovative entrepreneurship skills play a significant role in enhancing the career opportunities of undergraduate students in southern Nigeria. Students who possess innovative entrepreneurship skills are more likely to succeed in their careers and secure better job opportunities. And that the practical application of innovative entrepreneurship skills through internship, workshops and mentorship programmes can help students gain real-world experience and prepare them for the labour market.

Recommendations

Based on the findings of this study, the following recommendations were made:

- Management of tertiary institutions should integrate innovative entrepreneurship skills into their curricula.
- Undergraduate students should be encouraged to develop creative, risk-taking, adaptability and resilience skills
- Management of tertiary institutions should ensure that career counseling services focus on innovative entrepreneurship skills development.
- Management of tertiary institutions can collaboration with industry partners and alumni who can help students gain exposure to real-world challenges and opportunities, enhancing their entrepreneurial skills and career prospects.

- Management of tertiary institutions should offer more support and resources for students interested in pursuing entrepreneurial ventures, such as funding, mentorship and networking opportunities.
- Management of tertiary institutions should regular assessment and feedback on the effectiveness of entrepreneurship education program to ensure that students are adequately prepared for the job market.
- Management of tertiary institutions should encourage students to participate in entrepreneurship competitions, conferences and networking events which can help them showcase their innovative skills and build valuable connections in the industry.

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Work Environment and Stress Management as Predictors of Job Performance of Office Technology and Management Lecturers

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Abstract

Lecturers, as builders of the skilled human resource needed for national development, are expected to always be at optimal level of performance. However, this is not often the case especially in Nigeria. This has led to scholars' interest on factors affecting job performance of lecturers in Nigeria. However, one of the least studied groups are Office Technology and Management (OTM) Lecturers. This study, therefore, examined the influence of work environment and stress management on job performance of OTM lecturers in polytechnics in South-south, Nigeria. The study adopted a descriptive survey research design. The population of this study comprised 134 OTM lecturers of Federal and State funded Polytechnics in South-south, Nigeria. Total enumeration was used for the sample. The instrument for data collection was a Likert-type structured questionnaire. The reliability of the instrument was established through a pre-test and Cronbach- alpha coefficients were: job performance =0.88, work environment = 0.84 and stress management was 0.86. The data was analysed using descriptive and inferential statistics. The results showed a moderate level of job performance among the respondents (Mean = 2.89). The study also found that the nature of work environment of OTM lecturers in Polytechnics in South-south, Nigeria is moderately conducive (Mean = 3.19). The test of hypothesis revealed that work environment and stress management have significant influence ($\text{Adj } R^2=0.320, F(2.124)=30.706, P<0.05$) on the job performance of the respondents. The study concluded that stress management practices and work environment have significant influence on job performance of OTM lecturers in Polytechnics in South-south, Nigeria. It was therefore recommended that management of the Polytechnics in South-south, Nigeria should pay more attention to employee welfare and overall well-being of employees in the workplace.

Keywords: Job performance, Nigerian polytechnics, OTM lecturers, Stress management, Work environment,

Introduction

The growth and development of every society hinge upon a continuous supply of skilled personnel and autonomous thinkers produced by universities and similar tertiary institutions across the world. The academic and faculty who produce the needed skilled workforce must therefore be competent in their jobs. Job performance of academic staff is one of the most important components of any

educational system. It has thus attracted a lot of interest among academics and management experts (Oladejo, 2022). All organisations want its employee to perform to the best of their abilities and would explore all avenues to achieve this. However, studies on job performance of academic staff in Nigeria have often focused on age-old factors such as motivation, capacity development, and job satisfaction among other. Researchers rarely focused on factors such as the work environment and job stress as factors in job performance of academic staff. In addition, while studies have focused on academic staff in general, there is a glaring dearth of research on the impact of work environment and stress management on the job performance of Office Technology and Management lecturers in Nigerian polytechnics. This study is, therefore, aimed at filling this gap in literature with the intention of enhancing job performance of this group thereby contributing to the production of well-ground skilled personnel for the Nigerian workforce.

Adetayo (2023) observed that work environment is potent factor in the job performance of skilled workers such as lecturers. In this context, work environment refers to the physical, social, psychological and technological conditions that are found in the work places that impact the ability of staff to discharge their duties effectively. The work environment can either be positive and stimulating in a way which promotes creativity, employee wellbeing and overall development. It can also be stifling, toxic, uncertain, or simply hazardous. In line with this, job environment in research usually focusses on safety, job security, health hazard, equipment and facility quality, mentorship, workplace interaction, salaries, rewards and other elements capable of making life easy for the individual employees (Adegboyega & Babatunde, 2022).

According to Alemu (2022) lecturers' work environment include comfortable offices, well equipped laboratories and classroom, the right number of students and workloads. In addition to these, work environment also includes the perception of support from management, colleagues and other stakeholders (Agada & Tofi, 2020). The right work environment is also expected to provide opportunity of personal and career advancement and adequate reward for efforts put in (El Masri, & Suliman, 2019). In Nigeria, evidence points to a largely unfriendly work environment for lecturers, particularly in Office Technology and Management (Olasunkanmi; Bolaji; Abiodun & Susan, 2020). Many have to deal with bloated classroom, lack of equipment, poor remuneration and unfriendly economic condition which means they are unable to afford many things that makes their tasks more enjoyable. Even in the best of conditions, lecturers are more likely to be stressed in their attempt to discharge various responsibilities such as teaching, mentoring, research, and community development among others. Stress is defined as a psychological and physical reaction to prolonged internal and/or environmental conditions in which individual's adaptive capabilities are over extended (Ikpeama, Olaitan, & Ngwu, 2023). It is an adaptive response to conscious or unconscious threat and can affect an individual emotional, physical and social wellbeing as well as pose a threat to one's health if not dealt with or managed well (Oyadeyi, Fasola, & Oladokun, 2022).

Despite the fact that several studies have been done on job performance of employees including lecturers in Nigeria, the problem of low job performance still persist because there are several factors influencing job performance. Many researches have been done in Europe, America

and Africa on work environment and stress management separate variables having relationship with job performance. Many of these studies were also conducted in business organizations and very few in educational institutions. The study also provided empirical evidence on work environment and stress management taken together as factors that could have significant influence on job performance of OTM Lecturers in Polytechnics in South-south, Nigeria.

Research Questions

The following questions guided the study:

1. What is the level of job performance of OTM Lecturers in polytechnics in South-south, Nigeria?
2. What is the nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria?

Hypotheses

The null hypotheses of this study were tested at 0.05 level of significance.

- H₀₁ There is no significant influence of work environment (comfort work environment, status and safety condition) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.
- H₀₂ There is no significant influence of stress management practices (control over job support from colleagues, support from supervisor, psychological well-being) on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

Literature Review

Performance is defined as behaviour that leads to the attainment of the desired results (Okeleke, & Oladejo, 2021). Therefore, performance indices for lecturers would center around whether they contribute to the tripartite focus of tertiary institutions which is teaching, research and community development. Performance appraisal/evaluation is a systematic process through which academic staff are given feedback on their performance and further reward and promotion. According to Motyka (2018) OTM lecturers in Nigerian polytechnics are evaluated based on three key areas namely: teaching, research and service; teaching being the primary assignment of the academic. Management theorists have identified various dimensions of performance which include demonstrating knowledge and facilitating team performance (Taheri, Miah, & Kamaruzzaman, 2020). What this means is that a lecturer should possess and demonstrate a wide range of knowledge and skills in the discharge of his/her duty. The lecturer must also be capable of encouraging others to put in their best to achieve organisational objectives. Notwithstanding, evaluating the performance of lecturers should take into consideration their work environment and ability to manage stress. Empirical studies abound which attempted to link workplace environmental factors to other employees' factors. According to Oludeyi (2015), a well-organized physical work environment can provide comfort for employees at work. The study found that the physical work environment has a significant influence on employee job satisfaction.

A study conducted by Abdelwahed and Doghan (2023) revealed that job environment has the strongest impact (direct and indirect) on job performance. Other studies were more specific about the work environment factors affecting job performance. For instance, Lee and Ok (2015) comfort level and office temperature affected the job performance of civil servants in the Ministry of Youth and Sports in Malaysia, the study revealed that work environment had significant influence on job performance. Lu and Gursoy (2016) also found that healthy, safe and friendly work environment enhance job satisfaction which in turn led to improved job performance among public sector employees. Experts have acknowledged that stress is part of human life irrespective of the working condition. Stress may be physical, biological, emotional or psychological and can be found at home, work and in a social environment (Zvada & Bhebhe, 2019). Hans Selye, the father of the modern concept of stress in 1975, described stress as the “spice of life”. Nonetheless, even though stress is unavoidable, its effect can either be beneficial or harmful to an individual. Scholars have revealed that the harmful nature of stress affects two-thirds of the number of people who visit doctors (Bosmans et al., 2017). It has also been disclosed that seven of the top leading causes of death are directly linked to stress. Given this outlook, stress can be considered one of the most formidable health and performance threats of the 21st century. This is because no one is immune to stress since it occurs in every occupation (Pandey, 2020).

According to Pandey (2020), stress can be either positive or negative. Positive stress drive employees to perform to their best. At the positive stress level, the individual's motivation, ability to fight time pressure, speeds of making important decisions and contribution to performance are faster and higher. In cases when individuals cannot cope with personal and environmental dangers, stress transforms into negative stress, and this created employees who find it difficult to adjust to their working environment thus becoming unable to perform at their optimal best. Biricik (2018) found that stressors such as heavy workload, lack of needed facilities and career stagnation were significant predictors of academic staff's job effectiveness in Turkey. Similar conclusion was also reached by Usoro (2018) who examined the impact of stress on the academic performance of lecturers in Nigeria. In recognition of the claim that stress can be positive, Amoako, Gyamfi, Emmanuel, and David (2017) showed that employees' performance may increase as stress increases. However, when the stress becomes excessive, the performance of employees will reach a peak and then begin to decline.

Scholars such as Agu (2021) attempted to distinguish work pressure from stress. Work pressure can boost performance but when it is too much, it becomes a stressor leading to stress which can only have negative impact on job performance. Lestari, and Rizkiyah (2021) opined that work stress has negative effect on physical and mental wellbeing of employees with implication for their job performance. Stressed employees are often low on productivity, creativity and innovation but high on absenteeism, aggression, and overall lack of effectiveness (Kouhnavard et al., 2020).

Methodology

The descriptive survey research design was employed for this study. The population of this study comprised of one hundred and thirty-four (134) Office Technology and Management lecturers of

Polytechnics in South-south, Nigeria covering all the Federal and State Polytechnics in South-south, Nigeria. The Polytechnics include; Auchi Polytechnic, Auchi, Akwa Ibom State Polytechnic, Ikot-Ekpene, Delta State Polytechnic, Ogwashi-Uku, Delta State Polytechnic, Otefe-Oghara, Edo State Polytechnic, Usen, Ken Sarowiwa Polytechnic, Bori, Rivers State and Port Harcourt Polytechnic, Rumola, Rivers State. Since the population is moderate in size, the total enumeration approach was used in the study. A structured questionnaire was used for data collection. This instrument was preferred because of the high literacy level of the study population. Before administration, the instrument was validated through a pre-test and the results showed the following Cronbach alpha coefficient value; job performance =0.88, work environment = 0.84 while stress management was 0.86. The data collection was done with the aid of research assistants who were trained for the task. The data collection exercise lasted for five weeks. Out of the 134 copies of the questionnaire administered, 127 copies were retrieved indicating a 94.7% return rate. The data collected was analysed using descriptive and inferential statistics.

Results and Discussion of Findings

Research Question 1: What is the level of job performance of OTM Lecturers in polytechnics in South-south, Nigeria?

Table 1: Level of job performance of OTM Lecturers in polytechnics South-south, Nigeria

Declarative Knowledge	VH	H	L	VL	$\bar{x}$	Sd
Create knowledge through observation of the working environment	70 (55.1%)	57 (44.9%)	-	-	3.55	0.499
Use basic information and well-established facts during lectures	32 (25.2%)	91 (71.7%)	4 (3.1%)	-	3.22	0.487
Use different terminologies to give explicit and clear understanding to students during lectures	5 (3.9%)	122 (96.1%)	-	-	3.04	0.195
Work of others, it improves my performance	37 (29.1%)	13 (10.2%)	16 (12.6%)	61 (48.0%)	2.20	1.311
Come across difficulties, I ask my colleagues	14 (11.0%)	15 (11.8%)	98 (77.2%)	-	2.34	0.669
Describe things, events, or processes their attributes and their relation to each other	104 (81.9%)	14 (11.0%)	9 (7.1%)	-	3.75	0.577

Procedural knowledge	VH	H	L	VL		
I follow every tasks given to me step-by-step and processes	103 (81.1%)	24 (18.9%)	-	-	3.81	0.393
Content when I share my knowledge with others	9 (7.1%)	57 (44.9%)	61 (48.0%)	-	2.59	0.622
Make decision and solve problems when given difficult task in this institution	78 (61.4%)	45 (35.4%)	4 (3.1%)	-	3.58	0.556
Algorithms, techniques, and methods that subsequently add layers of information leading up to a specific result in this institution	7 (5.5%)	46 (36.2%)	8 (6.3%)	66 (52.0%)	1.95	1.053
Collect, arrange, process data, interpret and write for informed decision	46 (36.2%)	20 (15.7%)	-	61 (48.0%)	2.04	1.393
Share knowledge with colleagues from my department and other departments and faculties	36 (28.3%)	91 (71.7%)	-	-	3.28	0.452

Average Mean: 2.88

Demonstrating effort	VH	H	L	VL		
Able to perform my work well with minimal time and effort	13 (10.2%)	114 (89.8%)	-	-	3.10	0.304
Extra responsibilities at work when the need arises	77 (60.6%)	50 (39.4%)	-	-	3.07	0.491
Continually seek new challenges in my work	44 (34.6%)	17 (13.4%)	61 (48.0%)	5 (3.9%)	2.79	0.973
Able to carry out my work efficiently	15 (11.8%)	112 (88.2%)	-	-	3.11	0.324
Come up with creative solutions for new problems	50 (39.4%)	16 (12.6%)	61 (48.0%)	-	2.91	0.935
I actively participate in team discussions and contribute valuable insights.	14 (11.0%)	113 (89.0%)	-	-	3.11	0.314

Average Mean: 3.02

Facilitating peer & team performance	VH	H	L	VL		
All team members make an effort to participate in discussions.	12 (9.4%)	49 (38.6%)	5 (3.9%)	61 (48.0%)	2.09	1.116
Team members have different opinions, each member explain his/her point of view	61 (48.0%)	58 (45.7%)	4 (3.1%)	4 (3.1%)	3.04	1.034
Team members encourage one another to express their opinions and thoughts	37 (29.1%)	61 (48.0%)	18 (14.2%)	11 (8.7%)	2.24	1.32
Team members share and receive criticism without making it personal	57 (44.9%)	66 (52.0%)	4 (3.1%)	-	3.51	0.561
Team members work to come up with solutions that satisfy all members	53 (41.7%)	61 (48.0%)	9 (7.1%)	4 (3.1%)	2.08	1.088
Effective communication among peers enhances overall team performance	14 (11.0%)	108 (85.0%)	5 (3.9%)	-	3.03	0.519

Average Mean: 2.67

Source: Field Survey, 2022

Key: VH=Very High, H=High, L= Low, VL=Very Low $\bar{x}$ = Mean; Sd = Standard deviation

Decision Rule: High =4.00-3.00, Moderate =2.99-2.00, Low =1.99-1.0, Very low:0.99-0.00

Result from Table 1 shows the level of job performance of OTM lecturers in polytechnics in South-south Nigeria. Result shows all of the respondents affirmed that they created a high knowledge through observation of the working environment. Also, 96.9% stated that they use a high basic information and well-established facts during lectures. Similarly, all of the respondents stated that they employ diverse terminologies to help students understand key concepts. Also, 50 (39.3.0%) stated that they high work of others improves my performance while 77 (60.6%) stated a low response rate. Furthermore, 29 (22.8%) were rated high that when they come across difficulties, they ask my colleagues while 98 (77.2%) rated low response. Also, 118 (92.9%) stated that they have high ability to describe things, events, or processes their attributes and their relation to each other while 9 (7.1%) reported low ability. Likewise, 127 (100.0%) stated that they have a high ability to follow every tasks given to them step-by-step and processes, while none was rated low. Also, 66 (92.9%) reported high ability when they share their knowledge with others while 61 (48.0%) rated low ability.

A total number of 123 (96.8%) rated to have high ability to make decision and solve problems when given difficult task in their institution while 4 (3.1%) had a low response. In addition, 53 (41.7%) were rated high in algorithms, techniques, and methods that subsequently add layers of information leading up to a specific result in their institution while 74 (58.3%) rated low ability. Furthermore, 66 (51.9%) stated that they have high ability to collect, arrange, process data, interpret and write for informed decision while 61 (48.0%) rated low ability. Also, 127 (100.0%) stated that they have high ability to share knowledge with colleagues from my department and other departments and faculties while none reported low ability.

A total number of 127 (100.0%) stated that they have high ability to perform my work well with minimal time and effort while none stated low level. 127 (100.0%) stated that they have high extra responsibilities at work when the need arises while none had low response. Furthermore, 61 (48.06%) stated that they have high ability to continually seek new challenges in my work, while 66 (51.9%) reported low ability. Also, 127 (100.0%) stated that they have high ability to carry out my work efficiently while none stated low level. Likewise, 66 (52.0%) stated that they have high ability to come up with creative solution for new problems while 61(48.0%) stated low level. Whereas, 127 (100.0%) stated that they have high ability to actively participate in team discussions and contribute valuable insights while none stated low ability. Similarly, 61 (48.0%) stated that all team members make high effort to participate in discussions while 66 (51.9%) stated low effort. Also, 119 (93.7%) stated that they have high level of ability to make team members have different opinions, each member explain his/her point of view while 8 (6.2%) stated low level. Furthermore, 98 (77.1%) stated that team members encourage one another to express their opinions and thoughts at high level, while 29 (22.9%) stated low level.

Also, 123 (96.9%) stated that their colleagues were highly open to criticism without making it personal while 4 (3.1%) stated low level. Furthermore, 114 (89.7%) reported that the team members have a high rate of coming up with solutions that satisfy all members, while 13 (10.2%) stated low ability. Lastly, 122 (96.0%) stated that the level of effective communication among peers enhances overall team performance was high while 5 (3.9%) stated low level.

The weighted mean of the whole item is 2.89, thus, it could be inferred that the level of job performance of OTM lecturers in polytechnics in South-south, Nigeria is moderate. It could be adjudged that this level of performance leaves room for improvement.

Research Question 2: What is the nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria?

Table 2: Nature of work environment of OTM Lecturers in polytechnics in South-south, Nigeria

Comfortable working environment	SA	A	D	SD	$\bar{x}$	Sd
My office is well designed that it has positive effect on my performance	104 (81.9%)	23 (18.1%)	-	-	3.82	0.387
My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties	16 (12.6%)	89 (70.1%)	22 (17.3%)	-	2.43	0.707
I get the support that I need, when I am faced with difficult situation in this institution	45 (35.4%)	56 (44.1%)	17 (13.4%)	9 (7.1%)	3.40	1.358
In this institution, office furniture comfort influences my performance	66 (52.0%)	20 (15.7%)	35 (27.6%)	6 (4.7%)	3.15	0.985
The culture and emotional environment of this institution is generally positive and supportive	45 (35.4%)	56 (44.1%)	19 (15.0%)	7 (5.5%)	2.80	0.992
Furniture in my office is comfortable enough for me to work without being physically strained	11 (8.7%)	88 (69.3%)	28 (22.0%)	-	2.87	5.40
Average Mean: 3.08						
Status:						
I have a great deal of prestige in this institution	90 (70.9%)	37 (29.1%)	-	-	3.71	0.456
I possess high status in this institution	41 (32.3%)	81 (63.8%)	5 (3.9%)	-	3.28	0.533
I occupy a respected position in this institution	35 (27.6%)	92 (72.4%)	-	-	3.28	0.449
I have a position of prestige in this institution	5 (3.9%)	122 (96.1%)	-	-	3.04	0.195
I possess a high level of prominence in this institution	11 (8.7%)	110 (86.6%)	6 (4.7%)	-	3.04	0.365

I am encouraged to learn new skills and enhance my capabilities within my current role	75 (59.1%)	52 (40.9%)	-	-	3.59	0.494

Average Mean: 3.32

Safety condition

In this institution, I am clear about what my responsibilities are for health and safety	21 (16.5%)	106 (83.5%)	-	-	3.17	0.373
Safety is the number one priority in my mind when completing a job	52 (40.9%)	75 (59.1%)	-	-	3.41	0.494
Most of the health and safety procedures/instructions/rules reflect how the job is now done in this institution	11 (8.7%)	116 (91.3%)	-	-	3.09	0.282
In this institution, academic staff are given sufficient feedback regarding safety proposals	57 (44.9%)	12 (9.4%)	58 (45.7%)	-	2.99	0.955
Management of this institution look for underlying factors that contribute to safety incidents rather than blame the people involved	54 (42.5%)	58 (45.7%)	15 (11.8%)	-	3.66	0.681
This institution really cares about the health and safety of the academic staff who work there	28 (22.0%)	88 (69.3%)	11 (8.7%)	-	2.70	1.086

Source: Field Survey, 2023

Key: SA=Strongly agree, A=Agree, D= Disagree, SD=Strongly disagree $\bar{x}$ = Mean; Sd = Standard deviation

Decision Rule: Highly conducive =4.00-3.50, Moderately conducive =3.49-2.50, Fairly conducive =2.49-1.00, Not conducive =0.99-00

Result from Table 2 reveals the nature of work environment of OTM lecturers in polytechnics in South-south Nigeria. Results show that all of the respondents agreed that their offices are well designed. Similarly, 105 (82.7%) agreed that their workplaces provided an undisturbed environment without any noise that gives them alone time to perform their duties, while 22 (17.3%) disagreed. Also, 101 (79.5%) agreed that they get the support that they needed when they were faced with difficult situation in their institution, while 26 (20.5%) disagreed. Furthermore, 86 (66.7%) agreed that in their institutions, office furniture comfort influences their performance, while 41 (32.3%) disagreed. 101(79.5%) agreed that the culture and emotional environment of their institution is generally positive and supportive, while 26 (20.5%) disagreed. Also, 99 (78.0%)

agreed that the furniture in their offices are comfortable enough to work without being physically strained, while 28 (22.0%) disagreed.

In the dimension of status, all of the respondents agreed that they have a great deal of prestige in their institution. A total number of 122 (96.1%) agreed that they possess high status in their institutions, while 5 (3.9%) disagreed. Again, all of the respondents agreed that they occupied a respected position in their institution. Furthermore, all of the respondents agreed that they have a position of prestige in their institution, while none disagreed. In addition, 121 (95.3%) agreed that they possess a high level of prominence in their institution, while 6 (4.7%) disagreed. Whereas, all of the respondents agreed that they were encouraged to learn new skills and enhance their capabilities within their current role, while none disagreed.

Furthermore, all of the respondents agreed that in their institution, they were cleared about what their responsibilities were for health and safety. Also, all of the respondents agreed that safety is the number one priority in their mind when completing a job and that most of the health and safety procedures/instructions/rules reflect how the job is now done in their institutions. The respondents were also unanimous about academic staff being given sufficient feedback regarding safety proposals and that management often look for underlying factors that contributed to safety incidents rather than blame the people involved. There was also a general agreement that their institutions really care about the health and safety of the academic staff who work there while none disagreed.

The weighted mean is 3.19, thus, it could be inferred from the decision rule that the nature of work environment of OTM lecturers in polytechnics in South-south Nigeria is moderately conducive.

H₀₁ There will be no significant combined influence of work environment and stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria.

Table 3a: Combined influence of work environment and stress management practices on job performance of OTM Lecturers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.576 ^a	.331	.320	8.65511

a. Predictors: (Constant), Work environment and stress management practices

Table 3b: Combined influence of work environment and stress management practices on job performance of OTM Lecturers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4600.388	2	2300.194	30.706	.001 ^b
	Residual	9288.950	124	74.911		
	Total	13889.339	126			

Source: Field Survey, 2023

- a. Dependent Variable: job performance
- b. Predictors: (Constant), Work environment and stress management practices

Table 3c: Combined Influence of work environment and stress management practices on job performance of OTM Lecturers

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	4.122	15.997		.258	.797
	Work environment	1.482	.194	.562	7.652	.001
	Stress management practices	-.305	.216	-.104	-1.412	.040

Source: Field Survey, 2023

- a. Dependent Variable: Job Performance

Table 3 shows the analysis for the influence of work environment and stress management on job performance of OTM lecturers in polytechnics in South-south, Nigeria. The regression analysis revealed a significant influence of work environment and stress management on job performance, $F_{(4, 122)} = 23.587$, $p < 0.05$. The result also showed that work environment (Beta = .562, $t = 7.652$, $p < 0.05$), is more significant than stress management (Beta = -.104, $t = -1.412$, $p < 0.05$). This implies that work environment and stress management, when taken together, jointly influenced the job performance of OTM lecturers in South-south Nigeria. Therefore, the hypothesis is rejected.

Discussion of Findings

The results from research question one showed that the level of job performance of OTM lecturers in polytechnics in South-south Nigeria was moderate. This means that teaching and learning in the polytechnics is good but the whole goals and objectives of the teaching and learning process may not be achieved to its fullest. It could be affirmed that more has to be done by the lecturers and also the management of the institutions to ensure that the level of job performance of lecturer is at its peak. The study by Abdelwahed and Doghan (2023) revealed that organizations are finding it difficult to get the best out of their employees due to certain reasons such as work environment. In this study, the work environment of OTM lecturers in polytechnics in South-south Nigeria was found to be moderately conducive. This means that, while there are gaps to be filled, the working environment is basically conducive. The evaluation of work environment by employees could be subjective. Employees rate work environment conducive or oppressive based on personal inclinations. However, when judged from the perspective of available facilities, comfortability and support from the organisation, few lecturers in Nigeria would rate their working environment as conducive.

The subjective nature of work environment evaluation by employees showed in the test of hypothesis where it was revealed that there was no significant influence of work environment on job performance of OTM Lecturers in polytechnics in South-south, Nigeria. This means that the lecturers would not let poor working environment affect their output. These includes poorly designed workstations, unsuitable furniture, lack of ventilation, inappropriate lighting, excessive noise, insufficient safety measures in fire emergencies and lack of personal protective equipment. However, if the lecturers could overlook poor work environment, they would be affected by poor stress management technique.

Hypothesis two showed that there was significant influence of stress management practices on job performance of OTM Lecturers in polytechnics in South-south, Nigeria. simply put, stressed-out lecturers cannot perform as well as those operating under stress-free conditions. According to Lu and Gursoy (2016), employees should be protected from stress and burnout as these conditions are inimical to effective job performance. This was echoed by Amoako, et al. (2017) who also found that stress has a significant influence on employee's job performance.

Conclusion

Based on the findings of the study, it could be affirmed that when are given an enabling environment, they tend to be more productive as this could in turn heighten their level of job performance. In addition, support from colleagues, employers of labour and having a control over one's job could make OTM lecturers to be more productive as this could make the goals and objectives of teaching and learning to be achieved. It could be concluded therefore that stress management practice and work environment have significant influence on job performance of OTM lecturers in polytechnics in South-south Nigeria.

Recommendations

The following recommendations were made based on the findings of the study:

- i. To enhance the level of job performance, it is expected that OTM lecturers should be able to create knowledge through observation of the working environment and make it more practical for students in class during teaching process. Also, they should describe things, events, or processes their attributes and their relation to each other to students in class for effective teaching and learning process.
- ii. For effective and high job performance, OTM lecturers should solve problems, share knowledge with colleagues, collect and arrange educational information that is pertaining to OTM courses.
- iii. Management of the polytechnics in South-south Nigeria should pay the salaries of OTM lecturers and other lecturers promptly. They should pay their remuneration promptly, be granted sabbatical leave and reduce their work load as this could make them to perform optimally and meet the goal and objectives of the department and institution at large.
- iv. There should be an advocacy for teamwork that would foster effective communication among OTM lecturers as this could also heighten their level of job performance.

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EFFECT OF BLOCK CHAIN TECHNOLOGY ON RECORDS MANAGEMENT OF INFORMATION MANAGERS IN TERTIARY INSTITUTIONS IN EKITI STATE

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Abstract

Effective records management is crucial for tertiary institutions to maintain institutional integrity, comply with regulatory requirements, and support informed decision-making processes. This study investigates the effect of Block Chain Technology on Records Management of information Managers in tertiary institutions in Ekiti State. The objectives include assessing the awareness of blockchain technology among information managers, investigating the challenges faced by information managers, and examining the benefits of adopting blockchain technology for records management in tertiary institutions in Ekiti State. A survey research design was employed, encompassing one hundred and fifty (150) information managers from institutions including; Ekiti State University, Federal University, Oye-Ekiti, Federal Polytechnic Ado-Ekiti, Ekiti State Polytechnic Isan-Ekiti, Bamidele Olumilua University of Education, Ikere-Ekiti. The instrument used to collect data was questionnaire. The data collected were analyzed using the percentage method. The findings revealed a high level of awareness and understanding of blockchain technology among the respondents, significant challenges faced by information managers in records management practices were identified. Also, majority of respondents recognized the impacts of adopting blockchain technology for records management. Based on the findings, the study concludes that while blockchain technology is perceived as a promising solution for addressing records management challenges, there is a need for further capacity building, robust implementation strategies, and collaboration among stakeholders to facilitate its successful adoption and integration in tertiary institutions. The study out of many recommends that tertiary institutions should invest in capacity-building initiatives and training programs to enhance the knowledge and skills of information managers in blockchain technology and its applications in records management.

Keywords: Blockchain Technology, Information Managers, Records management, Tertiary Institutions

Introduction

The management of records is a critical and multifaceted function that underpins the core operations of tertiary institutions. These academic establishments generate a vast and diverse array of records spanning student admissions, faculty appointments, financial transactions, research data, intellectual property rights, and administrative documentation (Asogwa, 2021). Accurate and efficient management of these records is not merely a legal obligation but a strategic imperative,

as it serves as the foundation for maintaining institutional integrity, upholding regulatory compliance, fostering transparency and accountability and supporting informed decision-making processes (Aladenikan & Ogunrombi, 2021).

In the digital era, tertiary institutions have undergone a paradigm shift from traditional paper-based record-keeping methodologies to electronic records management systems (ERMS). This transition has ushered in numerous advantages, including enhanced accessibility, efficient storage and retrieval mechanisms, streamlined information sharing, and the potential for advanced data analytics (Afolabi & Bolu-Ire, 2022). However, the exponential growth and proliferation of digital data have also introduced new complexities, necessitating robust and secure record-keeping solutions to safeguard the authenticity, confidentiality, integrity, and long-term preservation of electronic records (Aladenikan & Ogunrombi, 2021).

Despite these advancements, traditional centralized ERMS still face significant challenges, including vulnerability to data tampering, unauthorized modifications, and security breaches (Nwosu & Okoroma, 2021). These issues have led to a growing interest in innovative technologies that can address these concerns while enhancing the overall efficiency and reliability of records management in tertiary institutions.

One such technology that has gained significant attention is blockchain. Originally developed as the underlying technology for cryptocurrencies, blockchain has emerged as a potential game-changer in various sectors, including education and records management. Blockchain technology offers a decentralized, tamper-resistant, and transparent system for storing and managing digital records (Grech & Camilleri, 2017). Its unique features, such as immutability, distributed consensus, and cryptographic security, make it particularly well-suited to address many of the challenges faced by traditional ERMS in tertiary institutions. The application of blockchain technology in records management for tertiary institutions presents an opportunity to revolutionize how academic records are created, stored, verified, and shared. By leveraging blockchain's inherent characteristics, institutions can potentially enhance the security, integrity, and accessibility of their records while streamlining administrative processes and reducing the risk of fraud or unauthorized alterations (Chen et al., 2018).

This study aims to explore the potential of block chain technology in addressing the current challenges of records management in tertiary institutions. It will examine how block chain can be integrated into existing ERMS to create a more robust, transparent, and efficient records management framework. Additionally, the research will investigate the potential benefits, challenges, and implications of implementing block chain-based solutions in the context of tertiary education records management.

Aims and Objectives of the Study

The aim of this paper is to investigate the effect of Block Chain Technology on Records Management of information Managers in tertiary institutions in Ekiti State. The objectives are:

1. To determine the level awareness of blockchain technology among information managers in tertiary institutions in Ekiti State.

2. To investigate the challenges faced by information managers in tertiary institutions in Ekiti State.
3. To examine the impacts of adopting blockchain technology for records management in tertiary institutions in Ekiti State.
- 4.

Research Questions

1. What is the level of awareness of blockchain technology among information managers in tertiary institutions in Ekiti State?
2. What are the challenges faced by information managers in tertiary institutions in Ekiti State?
3. What are the impacts of adopting block chain technology for records management in tertiary institutions in Ekiti State?

Literature Review

Block chain Technology

The application of blockchain technology in records management has garnered significant attention due to its potential to address various challenges associated with traditional record-keeping systems. Blockchain's inherent characteristics, such as decentralization, immutability, and transparency, make it a promising solution for enhancing the integrity, security, and accessibility of records (Adewale et al., 2023). In the context of records management, blockchain technology can be utilized to create a distributed, tamper-proof ledger for storing and verifying records (Nwaohiri & Ibenne, 2021). Each record can be represented as a transaction on the blockchain, with its unique cryptographic hash serving as a digital fingerprint, ensuring its authenticity and integrity (Afolabi & Bolu-Ire, 2022). The decentralized nature of the blockchain eliminates the need for a central authority, reducing the risk of a single point of failure or control over the records. Furthermore, blockchain technology can facilitate secure and transparent sharing of records among various stakeholders within tertiary institutions (Nwosu & Okoroma, 2021; Asogwa, 2021). By leveraging the distributed consensus mechanism, records can be accessed and verified by authorized parties without the need for intermediaries, streamlining collaboration and information exchange processes (Aladenikan & Ogunrombi, 2021). Current Records Management Practices and Challenges in Tertiary Institutions Tertiary institutions generate and manage a vast array of records, including student records, academic transcripts, research data, financial records, and administrative documents. Effective management of these records is crucial for maintaining institutional integrity, ensuring compliance with regulatory requirements, and supporting decision-making processes (Adewale et al., 2023).

However, traditional record-keeping practices in tertiary institutions often face several challenges. One significant challenge is the vulnerability of centralized electronic records management systems (ERMS) to data tampering, unauthorized modifications, and security breaches (Nwosu & Okoroma, 2021; Asogwa, 2021). These vulnerabilities can undermine the

authenticity and reliability of institutional records, potentially leading to legal and reputational consequences. Another challenge is the siloed nature of record-keeping practices across various departments, faculties, and administrative units within tertiary institutions (Aladenikan & Ogunrombi, 2021). This lack of standardization and integration can result in duplication, inconsistencies, and difficulties in information retrieval and sharing, hindering efficient collaboration and knowledge management.

Records Management

Records management is a critical function that encompasses the systematic control and oversight of information assets throughout their lifecycle, from creation or receipt to final disposition (Kwizera et al., 2020). It involves the efficient and systematic creation, capture, organization, storage, retrieval, preservation, and eventual disposal of records, regardless of their format or medium (Asogwa, 2021; Nwaohiri & Ibenne, 2021). The primary objective of records management is to ensure the availability, authenticity, reliability, and usability of records to support organizational operations, decision-making processes, and compliance with legal and regulatory requirements. Effective records management practices not only safeguard organizational assets but also foster transparency, accountability, and operational efficiency (Aladenikan & Ogunrombi, 2021).

Records management encompasses a wide range of activities, including the development and implementation of policies, procedures, and guidelines for record creation, classification, indexing, storage, and retrieval (Ndenje-Sichetsha & Ngoepe, 2021). It also involves the establishment of retention schedules, which determine the appropriate retention periods for various record types based on their administrative, legal, fiscal, or historical value (Afolabi & Bolu-Ire, 2022). Proper records management ensures that valuable information assets are protected from unauthorized access, alteration, or destruction, while also facilitating efficient retrieval and sharing of information among authorized users (Adewale et al., 2023). It plays a crucial role in supporting organizational decision-making processes, enabling evidence-based decision-making, and maintaining institutional memory (Nwaohiri & Ibenne, 2021).

Records management is particularly important in organizations that handle sensitive or confidential information, such as financial institutions, healthcare providers, and government agencies (Kwizera et al., 2020; Asogwa, 2021). Failure to implement effective records management practices can lead to various risks, including legal non-compliance, operational inefficiencies, loss of critical information, and reputational damage (Bouwman et al., 2021). In the digital age, the proliferation of electronic records has introduced new challenges and complexities to records management practices (Aladenikan & Ogunrombi, 2021; Okunlaya & Okumo, 2022). Electronic records management systems (ERMS) have become essential tools for managing digital records, enabling efficient storage, retrieval, and preservation of electronic information assets (Afolabi & Bolu-Ire, 2022).

Theoretical Review

Diffusion of Innovations Theory (DOI)

The Diffusion of Innovations Theory (DOI), developed by Everett Rogers, is a well-established theory that explains how new ideas, technologies, or practices spread within a social system over time. This theory could be particularly useful in understanding the adoption and diffusion of blockchain technology for records management practices among information managers in tertiary institutions. The DOI theory identifies five key characteristics that influence the adoption rate of an innovation: relative advantage, compatibility, complexity, trialability, and observability. By analyzing these characteristics concerning blockchain technology adoption, the study could provide insights into factors that facilitate or hinder its acceptance and implementation in the context of records management. For instance, the study could examine the perceived relative advantage of using blockchain technology over traditional record-keeping systems, such as improved data integrity, security, and transparency. Additionally, the compatibility of blockchain with existing systems and processes, as well as the perceived complexity of its implementation, could influence its adoption rate among information managers.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), proposed by Fred Davis, is another relevant framework for understanding user acceptance and adoption of new technologies. This model suggests that perceived usefulness and perceived ease of use are the primary determinants of an individual's intention to use a technology. In the context of this study, the TAM could be used to examine information managers' perceptions regarding the usefulness and ease of use of blockchain technology for records management in tertiary institutions. By understanding these perceptions, the study could identify potential barriers or facilitators to the adoption of this innovative technology. For example, if information managers perceive blockchain technology as useful for enhancing the security, transparency, and efficiency of records management processes, they may be more likely to adopt it. Conversely, if they perceive the technology as complex or difficult to use, it could hinder its adoption.

By grounding the study in these two well-established theories, the researchers can gain valuable insights into the factors influencing the adoption and diffusion of blockchain technology for records management practices in tertiary institutions. The DOI theory provides a broader perspective on the characteristics that influence the spread of innovations, while the TAM focuses specifically on individual perceptions and attitudes toward technology adoption.

Empirical Review

Asogwa (2022) explored the potential of blockchain technology for records management in universities, highlighting both the prospects and challenges. The research employed a mixed-methods approach, combining surveys and interviews with information managers and IT professionals across several Nigerian universities. The findings revealed a moderate level of

awareness about blockchain technology among the participants, with most recognizing its potential for enhancing data integrity, transparency, and security in record-keeping processes. However, concerns were raised about the complexity of implementing blockchain systems, lack of technical expertise, and the need for significant financial investments. The study also identified challenges related to scalability, interoperability, and regulatory uncertainties surrounding the adoption of blockchain technology in the higher education sector. Asogwa emphasized the importance of addressing these challenges through capacity building, policy development, and collaboration among stakeholders to leverage the full potential of blockchain for records management in universities.

The study by Nwaohiri and Ibenne (2021) investigated the potential application of blockchain technology for electronic records management in Nigerian universities. The researchers employed a qualitative approach, conducting in-depth interviews with information managers, IT professionals, and academic administrators from selected universities. The findings highlighted the challenges faced by universities in managing electronic records, including data integrity issues, security breaches, and inadequate preservation strategies. The participants recognized the potential of blockchain technology to address these challenges through its decentralized, immutable, and transparent nature. However, the study also identified barriers to blockchain adoption, such as lack of technical expertise, resistance to change, and limited financial resources. The researchers recommended capacity building initiatives, policy development, and collaboration with industry partners to facilitate the successful implementation of blockchain-based electronic records management systems in Nigerian universities.

The study by Okereke, Odo, and Nwaohiri (2021) explored the potential of blockchain technology as a solution for effective electronic records management in Nigerian universities. The researchers employed a mixed-methods approach, combining surveys and interviews with information managers and IT professionals from selected universities. The findings revealed significant challenges in managing electronic records, including data integrity issues, security vulnerabilities, and difficulties in ensuring long-term preservation. The study highlighted the potential of blockchain technology to address these challenges through its immutable and decentralized nature, enabling secure and transparent record-keeping. However, the participants also expressed concerns about the technical complexity of implementing blockchain systems, as well as the need for adequate training and resources. The researchers recommended the development of policies and guidelines, as well as collaboration among stakeholders, to facilitate the adoption of blockchain technology for electronic records management in Nigerian universities. Adewale, Olorunfemi, and Akinwande (2022) investigated the perceptions of information professionals in tertiary institutions regarding the adoption of blockchain technology for academic records management. The researchers employed a quantitative approach, using an online survey distributed to information professionals across various tertiary institutions in Nigeria. The findings revealed a moderate level of awareness about blockchain technology among the participants, with most recognizing its potential for enhancing the security, transparency, and integrity of academic records. However, concerns were raised about the technical complexity, scalability, and

interoperability challenges associated with blockchain implementation. The study also highlighted the need for capacity building, policy development, and collaboration among stakeholders to facilitate the successful adoption of blockchain technology for academic records management in tertiary institutions.

Methodology

The paper employed the survey research design, aiming to collect and analyze data adequately for the targeted population. The population comprised information managers from public tertiary institutions in Ekiti State, namely: Ekiti State University, Ado Ekiti, the Federal University, Oye-Ekiti, Bamidele Olumilua University of Education, Ikere-Ekiti, the Federal Polytechnic, Ado-Ekiti, and Ekiti State Polytechnic Isan-Ekiti. A total of 150 information managers from these institutions were used as the sample population. 150 questionnaire copies were administered, with 30 distributed to each institution. For instrument validation, a drafted copy was submitted to two directors at the Federal Polytechnic, Ado-Ekiti, for face and content validation, and necessary changes were effected based on their input. The instrument's reliability was established using the test-retest reliability method, with 5 copies administered to respondents not part of the sample, with a two-week interval between administrations. The percentage method and absolute explanation of respondents' responses were used for data analysis.

Data Analysis

Research question 1: What is the level of awareness of blockchain technology among information managers in tertiary institutions in Ekiti State?

Table 1: The level of awareness of blockchain technology among information managers in tertiary institutions in Ekiti State.

S/N	Question	Total responses	Agree	%	Disagree	%
1.	There is awareness of blockchain technology and its potential applications in records management among information managers.	150	130	86.7	20	13.3
2.	Information managers have a good understanding of how blockchain technology works.	150	140	93.3	10	6.7
3.	Information managers have attended workshops, seminars, or training sessions related to blockchain technology and its use in records management.	150	150	100	0	0

4.	Information managers have read articles, research papers that discuss the application of blockchain technology in records management.	150	135	90	15	10
5.	Information managers are knowledgeable about the potential benefits of implementing blockchain technology for records management in tertiary institutions.	150	120	80	30	20

Source: Field Survey (2024)

The table shows that 130 (86.7%) respondents agreed that there is awareness of blockchain technology and its potential applications in records management among information managers while 20 (13.3%) respondents disagreed. In item 2, 140 (93.3%) respondents agreed that information managers have a good understanding of how blockchain technology works, while 10 (6.7%) respondents disagreed. In item 3, all 150 (100%) respondents agreed that information managers have attended workshops, seminars, or training sessions related to blockchain technology and its use in records management. In item 4, 135 (90%) respondents agreed that information managers have read articles, research papers that discuss the application of blockchain technology in records management, while 15 (10%) respondents disagreed. In item 5, 120 (80%) respondents agreed that information managers are knowledgeable about the potential benefits of implementing blockchain technology for records management in tertiary institutions, while 30 (20%) respondents disagreed. From the analysis above, the study revealed that there is awareness of blockchain technology among information managers in tertiary institutions in Ekiti State.

Research Question 2: What are the challenges faced by information managers in tertiary institutions in Ekiti State?

Table 2: The challenges faced by information managers in tertiary institutions in Ekiti State.

S/N	Question	Total responses	Agreed	%	Disagree	%
1.	Information managers face challenges related to data integrity and security in managing institutional records.	150	140	93.3	10	6.7
2.	There is a lack of standardization and integration in record-keeping	150	120	80	30	20

	practices across different departments and units.					
3.	Ensuring long-term preservation and accessibility of electronic records poses significant challenges.	150	140	93.3	10	6.7
4.	Managing the vast volume of records generated within the institution is a major challenge.	150	130	86.7	20	13.3
5.	Compliance with data privacy and security regulations is a significant concern in records management.	150	120	80	30	20

Source: Field Survey (2024)

The table above shows that 140 (93.3%) respondents agreed that information managers face challenges related to data integrity and security in managing institutional records while 10 (6.7%) respondents disagreed. In item 2, 120 (80.0%) respondents agreed that there is a lack of standardization and integration in record-keeping practices across different departments and units, while 30 (20.0%) respondents disagreed. In item 3, 140 (93.3%) respondents agreed that ensuring long-term preservation and accessibility of electronic records poses significant challenges, while 10 (6.7%) respondents disagreed. In item 4, 130 (86.7%) respondents agreed that managing the vast volume of records generated within the institution is a major challenge, while 20 (13.3%) respondents disagreed. In item 5, 120 (80.0%) respondents agreed that compliance with data privacy and security regulations is a significant concern in records management, while 30 (20.0%) respondents disagreed. From the analysis above, the study revealed that information managers in tertiary institutions in Ekiti State face significant challenges related to records management.

Research Question 3: What are the impacts of adopting blockchain technology for records management in tertiary institutions in Ekiti State?

Table 3: The impacts of adopting blockchain technology for records management in tertiary institutions in Ekiti State.

S/N	Question	Total responses	Agree	%	Disagree	%
1.	Adopting blockchain technology can enhance the integrity and security of institutional records.	150	100	66.7	50	33.3

2.	Blockchain technology can facilitate transparent and auditable record-keeping processes.	150	80	53.3	70	46.7
3.	The adoption of blockchain can improve data accessibility and sharing among authorized stakeholders.	150	100	66.7	50	33.3
4.	Implementing blockchain-based record management systems can streamline administrative processes and increase operational efficiency.	150	80	53.3	70	46.7
5.	Blockchain technology can ensure long-term preservation and immutability of critical institutional records.	150	90	60	60	40

Source: Field Survey (2024)

The table above shows that 100 (66.7%) respondents agreed that adopting blockchain technology can enhance the integrity and security of institutional records, while 50 (33.3%) respondents disagreed. In item 2, 80 (53.3%) respondents agreed that blockchain technology can facilitate transparent and auditable record-keeping processes, while 70 (46.7%) respondents disagreed. In item 3, 100 (66.7%) respondents agreed that the adoption of blockchain can improve data accessibility and sharing among authorized stakeholders, while 50 (33.3%) respondents disagreed. In item 4, 80 (53.3%) respondents agreed that implementing blockchain-based record management systems can streamline administrative processes and increase operational efficiency, while 70 (46.7%) respondents disagreed. In item 5, 90 (60.0%) respondents agreed that blockchain technology can ensure long-term preservation and immutability of critical institutional records, while 60 (40.0%) respondents disagreed. From the analysis above, the findings revealed that information managers in tertiary institutions in Ekiti State perceive the adoption of blockchain technology to have potential impacts on enhancing records management practices.

Discussion of Findings

The findings from the study revealed a high level of awareness and understanding of blockchain technology among information managers in tertiary institutions in Ekiti State. A majority of the respondents agreed that they are aware of blockchain technology and its potential applications in records management. This aligns with the findings of Asogwa (2021), who reported a moderate level of blockchain awareness among information professionals in Nigerian universities. Additionally, most respondents acknowledged attending workshops or training sessions on blockchain technology, indicating efforts to build capacity and knowledge in this emerging field.

Furthermore, the study highlighted significant challenges faced by information managers in tertiary institutions regarding records management practices. Data integrity, security concerns, lack of standardization across departments, and challenges in long-term preservation of electronic records were among the major issues identified (Okunlaya & Okumo, 2022). These findings corroborate previous studies that have highlighted the vulnerabilities of traditional centralized electronic records management systems (ERMS) and the need for more robust and secure solutions (Nwosu & Okoroma, 2021).

Notably, the respondents recognized the potential impacts of adopting blockchain technology for records management in tertiary institutions. A majority agreed that blockchain could enhance the integrity, security, and transparency of institutional records, aligning with the inherent characteristics of this technology (Adewale et al., 2023). Additionally, respondents acknowledged the potential of blockchain to improve data accessibility, streamline administrative processes, and ensure long-term preservation of critical records (Aladenikan & Adewale, 2021).

Summary of Findings

1. There is a high level of awareness and understanding of blockchain technology among information managers in tertiary institutions in Ekiti State, with the majority having attended workshops or training sessions on the subject.
2. Information managers face significant challenges in records management practices, including data integrity issues, security concerns, lack of standardization across departments, and difficulties in ensuring long-term preservation of electronic records.
3. A majority of respondents recognized the potential impacts of adopting blockchain technology for records management, such as enhancing data integrity, security, and transparency, improving data accessibility and sharing, and ensuring long-term preservation of critical records.

Conclusions

Based on the findings, it can be concluded that information managers in tertiary institutions in Ekiti State are generally aware of blockchain technology and its potential applications in records management. However, there is a need for further capacity building and knowledge-sharing to address the remaining gaps in understanding and awareness. The study also highlights the pressing challenges faced by information managers in managing institutional records, underscoring the need for innovative and secure solutions to address these issues. Blockchain technology is perceived as a promising solution that could enhance the integrity, security, transparency, and long-term preservation of records in tertiary institutions. While the potential benefits of blockchain adoption are recognized, there is also a degree of skepticism or uncertainty among some respondents, likely stemming from concerns about the technical complexities and challenges associated with implementing blockchain-based systems. To facilitate the successful adoption and integration of blockchain technology in records management practices, it is crucial to address the existing challenges, build technical capacity among information professionals, develop robust

implementation strategies, and foster collaboration among stakeholders. Additionally, further research and pilot studies may be necessary to assess the feasibility, scalability, and real-world impacts of blockchain-based record management systems in tertiary institutions.

Recommendations

Based on the findings of the study the following recommendations were made:

1. Tertiary institutions should invest in capacity-building initiatives and training programs to enhance the knowledge and skills of information managers in blockchain technology and its applications in records management.
2. Tertiary institutions should develop comprehensive policies and guidelines for the adoption and implementation of blockchain technology in records management. These policies should address issues such as data governance, security protocols, access controls, and compliance with relevant regulations.
3. Tertiary institutions should assess their existing technological capabilities and allocate sufficient resources, including funding, personnel, and technical support, to ensure the successful adoption and maintenance of blockchain-based record management systems.

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MENTORING RELATIONSHIP: A STRATEGY FOR SUSTAINING OFFICE TECHNOLOGY AND MANAGEMENT PROFESSION

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Abstract

This paper critically explores the role of mentoring relationships in developing the career of office technology and management (OTM) academics in Nigerian higher institutions. The paper employed a content analysis approach through an extensive literature review to reveal the relevance of Kram's developmental theory of mentoring relationships. The theory provides a conceptual overlay based on an interpersonal dynamic, role expectations, previous experiences, social context, and communication skills approach. It consists of four basic phases of mentoring relationships: initiation, cultivation, separation, and redefinition. Each phase may build mentor-mentee relationships, which are fundamental to developing new faculty. Orientation programs and goal setting are critical as they help faculty stay in tune with institutional norms and culture and support the initial development of their professionalism. Also, the theory establishes that professional networks may open the horizons of mentees within the OTM discipline. While the mentee is being prepared for independent work during the separation phase, the mentor also supports the employee/mentee in planning the transition to more independent positions in the academic environment. Finally, the paper highlights further steps calling for the development of more structured training and development programs for OTM faculty in Nigerian institutions. This will contribute to mentees' career advancement as well as expand the OIM profession in the Nigerian educational system.

Keywords: Kram's Theory, Mentoring Relationship, Office Technology and Management, Professional Development

Introduction

In today's world, mentoring plays a crucial role in various fields, including office and technology management, by providing a personalized learning experience that enhances professional and personal growth. Mentoring is viewed as a partnership between individuals with various levels of experience that focuses on intentionality, responsiveness, reciprocity, trust, and shared responsibility for their interactions and effectiveness (APSF, 2019). This partnership therefore extends to someone with less experience in such a field. Mentoring relationships are essential for sustaining professional development in various jobs and professions (Ibironke & Alision, 2024). As cited by Amodu and Ologbosere (2021), information management is the process of identifying, producing, classifying, storing, disseminating, and using information, considering the organizational, cultural, social, and technological components. As a result of globalization and

advancement in technology, the job title “office secretary” has evolved into “office manager” and most recently, “information manager” (Amodu et al., 2023). This may be linked to the continued awareness of the profession in various institutions of learning but with different program names. Office and technology management programme today in the Universities in Nigeria is gaining recognition, the program is called Office Technology and Management in the Nigerian Polytechnics and has been in existence for decades now. Currently, the programme is given different names, and this may have an impact on its progression. The discrepancy in the programme name has existed for some time now and this creates questions in the hearts of those who are in the profession. Similarly, the program produces graduates with different skills yearly being a technical-based course, yet the consistent issue lies in the challenges of who to mentor and to be mentored in the field. However, Preye (2022) recommends that the change process should be encouraged in the aspect of office and technology management functions and responsibility for re-engineering innovative work processes. This change management may be extended by building mentors who can stand up for the newly recruited academics in the office and technology management profession.

Justification/ Statement of the Problem

In research conducted by Ukot (2019), the findings revealed that the performance of new lecturers in the Cross River State University community is low. Certain newly hired faculty have trouble with day-to-day tasks such as teaching, research, supervising students, assessing student progress, and managing administrative tasks. Inadequate mentoring is often seen as the root cause of this challenge, resulting in a decline in their work performance, including lesson planning, instructional strategies, and student assessment. This was revealed by some affected lecturers while recounting their experiences as early career lecturers in the field of office and technology management (Ibironke & Alison, 2024). The lack of successful mentoring programs may lead to reduced engagement, lower confidence in teaching, inadequate choice of teaching methods, ineffective implementation, inferior performance of administrative tasks, and unsatisfactory academic performance of students, which is reflected in lower grades (Ekpoh & Ukot, 2018). This illustrates major obstacle for universities is developing capable faculty members who can perform their duties. While mentoring relationship plays a crucial role in achieving this goal, however, universities often do not have clear mentoring systems in place, which results in new lecturers lacking the necessary advice (Nuel et al., 2021). This gap can lead to other challenges but adequate guidance, as well as support from the beginning, may help new trainers adapt to their tasks more efficiently.

While there is a significant amount of literature on mentoring, there is a distinct lack of research on how mentoring impacts office and technology management lecturers in Nigerian higher Institutions. This study is based on the vital role that mentoring plays in the professional growth and retention of new talent in the OTM field, specifically in Nigerian higher education. Although mentoring is widely acknowledged for its advantages in different areas, there is an obvious lack of research focused on how it provides support for the career development of

academic staff within the OTM profession. With the changing landscape of OTM due to globalization and technological advancements, new lectures encounter distinct challenges that can be alleviated through effective mentoring (Ibironke & Alison, 2024). In line to explore the relationship between mentoring and professional development and retention of lecturers in office and technology management in Nigerian tertiary institutions. The aim is to fill a gap in the literature on the role of mentoring in the professional development of academic staff in the OTM discipline by suggesting actionable strategies to ensure the mentoring of new lecturers.

The purpose of the study is to explore the viability of Kram's mentoring theory in the field of office and technology management (OTM). To achieve this, this paper is therefore divided into some integral parts. Beginning with an introduction that explains the purpose of mentoring in academic and professional settings while establishing the rationale for writing this paper, the paper then critically engaged with several literatures on mentoring in academics in a bid to lay the foundation and discuss the role mentoring relationship plays in developing the career of academic staff in the OTM field. The theoretical framework section comes into play which introduces Kram's mentoring theory, highlighting the four phases of mentoring relationships and their relevance in different areas. By extending the applicability of Kram's theory in the context of OTM to examine the practice of mentoring, the role of academic institutions, and the impact of mentoring on career advancement this paper analytically discusses mentoring relationship roles. Finally, the paper suggests strategies for professional development that can help OTM professionals improve the quality of mentoring practices and support the development of OTM academics in Nigerian tertiary institutions. These strategies are summarized in the concluding section.

Literature Review

Mentoring is an essential function in academia particularly in retaining new faculty. It is an interaction between experienced lecturers and new lecturers, mentoring, assessment, and knowledge sharing (Bonifacino et al., 2021). Lecturer mentoring has been found to improve lecturer outcomes, satisfaction, and promotion (Trejo et al., 2021). Such programs are not only beneficial for the mentees but also have positive effects on the mentors such as higher job satisfaction, faster promotion, and higher career mobility (Volkert, 2021). In higher education institutions, mentoring supports individual instructors in meeting their teaching, research, administrative, and other duties. Ultimately, the goal of mentoring is to pass on successful strategies to the next wave of scholars.

In Nigerian universities and polytechnics, mentoring is crucial because of its impact on students and academic staff. A study conducted in Nigeria highlights that mentoring is an essential tool for improving lecturers' performance, career advancement, skills, and succession planning (Idubor & Adekunle, 2022). Mentoring is therefore known to help retain staff, transfer valuable knowledge, and improve the performance of lecturers, which is crucial to the development of the Nigerian education system and the socio-economic development of Nigeria (Abboh et al., 2022; Idubor & Adekunle, 2021). Okolie et al. (2020) found in their study of Nigerian universities that mentoring, when complemented by vocational training, promotes students' professional

development and employment prospects. As found in previous studies, mentoring in Nigerian universities provides benefits such as promoting career success, job satisfaction, salary increase, and promotion (Afolabi et al., 2015). Furthermore, mentoring is positively correlated with the academic performance of faculty members in Nigerian schools, indicating its importance in improving educational outcomes (Alasiri et al., 2021).

Furthermore, mentoring programs are acknowledged as a method that helps graduates find a job by establishing relationships with polytechnic companies, addressing the correlation between academic credentials and industry demands (Otache, 2021). The issues of mentoring in Nigerian universities are also discussed in the literature, including the need for administrative and institutional support for the mentorship programs to ensure the success of the mentoring relationships (Otasowie & Oke, 2022). In addition, research has explored the effect of mentorship on performance in Nigerian universities, highlighting how mentoring enhances educational outcomes (Nuel et al., 2021). According to InyangUkot (2019), universities are committed to fulfilling three primary missions: education, research, and service to the community. To meet these requirements, highly qualified lecturers are required who can provide students with information and specialist knowledge through research and teaching. To promote knowledge transfer, lecturers must excel in their field, use appropriate teaching techniques, and evaluate students based on university guidelines. Successful lecturers demonstrate the appropriate attitude, dedication, and commitment to their teaching positions, ensuring appropriate teaching delivery, appropriate teaching strategies, and accurate student assessments. Furthermore, InyangUkot (2019) asserts that lecturers promote an interactive learning atmosphere, motivate student participation, and adapt their teaching methods to maintain student interest. All these may be possible if the office and technology management have adequate mentors in the field who can train the newly recruited academics.

Additionally, Ozcan (2021) posits that being an effective teacher involves motivating students with different skills, handling classroom dynamics, encouraging academic success, and connecting schools with the community. A successful teacher has a greater influence on student achievement than even the most exceptional educational tools. This involves encouraging students, addressing behavior problems, and establishing a meaningful connection between the school and the community (Ozcan, 2021). Lecturing at universities, especially for new lecturers, can be difficult and tense, often posing challenges when switching from being a student to being an educator. While mentoring in Nigerian universities has shown successes, it has also faced obstacles. Mentoring initiatives such as Career Training with Mentoring (CTM) in Nigerian universities play a crucial role in improving students' career growth and career readiness (Okolie et al., 2020). Research has shown that mentoring, networking, and government support play a significant role in the career progression of female academic staff in Nigerian universities (Hassan et al., 2017; Okoro et al., 2024).

Institutional support for structured mentorship programs is critical to overcome barriers and enable effective mentoring for teachers (Ruth et al., 2020). Furthermore, the effectiveness of mentoring programs in Nigerian universities can be improved by integrating techniques from the

social sciences to support underrepresented minority faculty and students to support their performance in academic environments (Matthews et al., 2020). Recognizing the importance of gender and ethnic diversity in mentoring relationships is critical to reducing barriers and improving effective mentoring in academic settings (Hamer et al., 2018). Ekpoh and Ukot (2018) in their studies pointed out that if lecturers are ineffective in their responsibilities, it may result in frustration and depression, crush students' desire to learn, leading them to engage in activities that hinder learning like going to nightclubs, joining negative groups, paying for grades, and more (Nuel et al., 2021). Mentoring therefore is essential to help new university lecturers become successful in teaching and address the current challenges in our academic institution.

The Role of Mentoring in the Professional Development of Academic Staff

According to Okoro et al. (2024), mentorship or mentoring entails the provision of help and support to a mentee by pairing him or her with an experienced and knowledgeable person who helps the mentee. This has raised the need to help match the right mentor with the right mentee to enable them to achieve the right kind of guidance and support. In a related study, Popoola et al. (2013) described mentoring as a process whereby an experienced and sympathetic mentor assists and directs a male protégé or female protégé and is known today as a mentee to enhance his/her skills, talents, perceptions, and performance on the job. This goes further to state that while the knowledge is transferred, the process is done through an enduring, one-on-one relationship between the mentor and the mentee to help the latter grow not only in career but also in other areas. These studies, therefore, point to the importance of an emotional and informed role model in the positive, healthy, long-term development of the individual in the wake of a personal relationship. The National Academies of Sciences, Engineering, and Medicine (2019) define mentoring as a process of providing emotional and career support through role modelling, advice, and sponsorship, and helps to connect the mentor and mentee with a network of other mentors and peers. Elements of successful mentoring are self-assessment, goal setting, development of trust, and regular follow-ups. Forming a mentorship relationship is therefore considered to be a slow process that is significant to the development of members in the STEM and medicine fields. This study reaffirms the importance of the socio-emotional aspect of mentoring, career development, and setting goals and objectives as well as trust and communication, which are essential, especially in STEM and Health professions.

According to Kalipci (2018), mentoring receives considerably less attention compared to other professional activities such as teaching and research in terms of focus, assessment, and reward. Studies were performed to discuss various approaches to categorizing mentoring relationships, including formal and informal ones and other classifications (Mullen & Klimaitis, 2021). This study brings out the various categories of mentoring that can take place, thus explaining the nature and advantages of both formal and informal mentoring. Supporting this, Bath et al. (2022) also pointed out the roles of both, formal and informal mentoring also underlined that mentoring enhances the learning curve of new trainees by sharing experiences.

The following finding shows the applicability of the mentoring concept in improving the rates of learning for new trainees due to experience sharing. Moreover, Xu and Payne (2013) discussed the role of mentoring relationships while highlighting the significance of support in relationship quality as a mediator in mentoring relationships between various factors. This research underlines the need for a strong emphasis on quality and continuity of mentoring to improve the quality and effectiveness of mentoring. Again, they posited that the effectiveness of a mentoring programme depends on the growth of the mentee; this growth depends on the relationship between the mentor and the mentee with more emphasis on the behaviour, attitude, and values that can be learned by the mentor (Popoola et al., 2013). This study lays stress the fact that mentoring is a mutual process in which both the mentor and the mentee learn key behaviours, attitudes, and values.

Theoretical Framework

Kram's theory of mentoring relationships, introduced in 1985, highlights the importance of mentoring in promoting personal development and professional success (Chandler et al., 2016). This theory suggests that mentoring relationships are intentional connections created to support individual growth and transformation (Higgins & Kram, 2001). In mentoring, a more experienced mentor assists a less experienced protégé in career planning and personal development by providing guidance, support, and feedback (Hall & Smith, 2009). According to Kram's mentor role theory, the quality of mentoring and satisfaction with mentoring play a crucial role in the success of mentoring outcomes (Xu & Payne, 2013). The theory also emphasizes the importance of mentors being honest and dependable as they create a safe environment for protégés to succeed (Roberts, 2020). Mentors serve a dual purpose of providing both opportunities for career advancement and personal support for the protégé's development (Ragins & Cotton, 1998). In addition, Kram's work has also influenced the development of mentoring concepts and has led to various mentoring models such as psychosocial and vocational mentoring, developmental network mentoring, and several mentoring systems (Bright, 2005; Riebschleger & Cross, 2011; Sawiuk et al., 2016). The theory has been used in various fields such as education, administration, and public health, and has demonstrated its adaptability and relevance in different settings (Ehrich et al., 2004; Cross et al., 2019; Okoli et al., 2021).

Furthermore, Kram's model organizes mentoring into four stages and nine functions, offering a systematic framework for assessing the influence of formal and informal mentoring relationships. Kram's model outlines initiation, cultivation, separation, and redefinition as the four phases (Johnson, 2022). These stages steer the development of the mentoring connection from beginning to end. Kram's model identifies specific responsibilities mentors can have in various stages, such as advisor, sponsor, educator, counselor, and exemplar (Mendez, 2023). In the context of the office and technology management profession, experienced lecturers can ensure the continuity of OTM practice by offering new and young lecturers the opportunity to be mentored. Likewise, the new and junior faculty should make themselves available for mentoring as this will influence the decisions of the students who want to pursue a career in the field of OTM shortly.

Furthermore, this may impact the competency and knowledge base of graduates produced yearly in this field of study.

The application of Kram's theory of mentoring relationships in this study provides a robust framework for the analysis and development of mentoring in the office and technology management (OTM) profession in Nigerian higher education institutions. One of the frameworks for evaluating the functioning of mentoring relationships is Kram's model, which includes various phases of initiation, cultivation, separation, and redefinition. This theory's emphasis on intentional, honest, and reliable connections is consistent with the need to create a supportive and effective mentoring environment for new faculty.

By applying the roles suggested by Kram, a mentor can effectively promote the personal and professional development of the protégé. This dual support is critical to addressing the challenges faced by new faculty, including poor teaching techniques and low self-esteem, as highlighted in the integrated report. The structured phases and defined roles help mentors to support their mentees in focusing specifically on career development and individual-level changes. Additionally, Kram's division of mentoring into psychosocial and vocational mentoring could prove useful. Psychosocial mentoring aims to provide emotional and social support to help new lecturers adjust to the academic community; Career mentoring implies career advancement, which is crucial for success in the OTM field, which is extremely dynamic. This has shown that the theory can be applied in various areas and can be effective when applied to education.

Exploring the Relevance of Kram's Mentoring Theory in Office and Technology Management

Kram's theory on mentoring offers a systematic method to comprehend and improve mentoring relationships. Researching how Kram's Mentoring Theory applies to academics in higher education requires examining the dynamics and quality of mentoring relationships, the influence of organizational and individual factors on mentoring, and the development of mentoring connections (Teng, 2016). Kram's theory on mentoring in academia supports the idea that mentoring relationships are usually enduring and go beyond the usual workplace boundaries, highlighting the significance of interactions that aid in both academic and non-academic aspects (Connolly, 2018). Furthermore, the theory suggests that mentoring plays a role in shaping one's dedication to academia, which in turn impacts career growth, ongoing education, and role progression (Costa & Smith, 2023). Moreover, Kram's Mentoring Theory aligns with the idea that collaborative mentoring relationships can tackle inconsistencies in academic mentoring practices by highlighting the importance of empathetic structures for meeting the diverse mentoring needs of lecturers (Bristol et al., 2014). This framework consists of four stages; initiation, cultivation, separation, and redefinition stages which provide a thorough structure for supporting the career development of academic staff in the office and technology management (OTM) field.

Analyzing the applicability of Kram's theory to the context of office and technology management (OTM) and mentoring relationships allows us to better capture the different aspects of the interactions between the mentors and their mentees. Sutter and Francis (2022) cite Kram's

ground-breaking 1985 work on mentoring and divide mentoring into four phases and nine functional types so that any form of formal or informal mentoring can be easily evaluated. This framework helps determine the extent to which mentoring relationships are effective in facilitating career advancement and individual development. Sutter and Francis (2022) opined that the initiation phase is important because it creates the foundation for the partnership. In this phase, the mentor and mentee also introduce themselves and the modalities of their interaction for the duration of the mentoring. This usually lays the foundation for building trust, which is important to ensure regular and honest dialogue between the two parties.

Furthermore, Okoli et al. (2020) define the cultivation phase as the duration characterized by frequent and productive contact between the mentor and the mentee. In this phase of the entire process, the mentor has the main role as he or she helps the mentee with their problems and difficulties as well as with general professional development. The focus of ongoing engagement in this phase is on the growth and development of the mentee so that they can gain key skills and knowledge to support them in their chosen career path. According to Leitheiser (2024), the separation phase is the phase in which the mentee has achieved a moderate level of competence and implies complete independence. In the latter case, the element of autonomy becomes visible in this phase in which the mentee advances his/her career. This is typically accompanied by increased promotion and professional development as the mentee applies the skills and knowledge acquired through the mentoring process. In the final phase of redefinition, Morales et al. (2023) and Xiao-Ting et al. (2017) note that there is shared power between partners. In this phase, the mentor and mentee can benefit from each other's knowledge and experience. A more professional partnership develops in which both the mentor and the protégé continually benefit from their connection. The clear guidelines for each of the phases described in Kram's framework allow for a comprehensive analysis of the nature of mentoring relationships. This makes it easier to identify the positive and negative aspects of mentoring programs in the OTM sector.

Strategies for Career Development of OTM Academics

The office and technology management (OTM) field is undergoing dynamic change that requires sound approaches to developing new and future scholars. To improve the quality of education and research in the OTM field, it is the responsibility of educational leaders in the OTM field to develop functional career development plans relevant to the specific needs of this field. At the heart of this process is mentoring as one of the key activities to support professional development. To improve the career prospects of academics, structured mentoring programs, continuous feedback and a culture of professional development can further advance the field of OTM. All the strategies listed below, when used correctly, not only help support individual academics in their careers but also contribute to the growth and sustainability of the OTM discipline:

- ***Structured Mentoring Programs***

Following theories such as Kram's mentoring theory, structured mentoring initiatives can be used to systematically support and manage the professional life cycle of new lecturers. Employers should set ground rules for the selection process of the relationship between the mentor and

mentee, and this should allow for compatibility in terms of the skills, interests, and career paths of the two parties. This systematic approach is helpful in clearly stating goals and expectations at the beginning of the mentoring process.

- ***Training and Capacity Building***

It is recommended that all mentoring programs focus on performance measures in the various areas relevant to OIM lecturers. Nevertheless, mentors can organize workshops, observations, and participation in community projects to develop teaching/learning strategies, research skills, and technological skills. Additionally, mentors should ensure that they share aspects such as organizational culture and work processes within an educational institution with the mentee to help the mentee work effectively within the institution.

- ***Continuous Feedback Mechanism***

Feedback from mentees and mentors is crucial from the first meeting to the end of the mentoring process. Teachers should consistently receive constructive criticism regarding their teaching performance, research activities, and leadership responsibilities. It helps mentees to be aware of what they are doing right and what things need to be corrected to promote their professional growth. Mentors should be provided with the training and resources they need to develop these skills and provide feedback.

- ***Emotional and Psychological support***

The academic environment especially the first years of practice leads to emotional stress for new lecturers. Mentors should have a social-emotional component to teach mentees how to manage stress, be more confident, and be resilient. This support is essential to strengthen and maintain mentee morale, thereby improving job satisfaction and therefore employee retention.

- ***Encouraging Professional Networking***

Mentoring is not limited to individual coaching but includes factors such as professional networking. A mentor can also introduce specialists and academic networks within and outside the institution. This networking not only expands the mentees' professional network but also introduces them to new people and opportunities for partnerships and advancement.

- ***Transition to Independence***

Over time, mentoring should facilitate the transfer of additional responsibilities and leadership positions in the OIM discipline to mentees. This transition phase is crucial for mentees to learn new knowledge and skills independently while remaining in a mentor-mentee partnership. This transition should be supported by institutions that ensure continuity in the mentoring process and challenge mentees to adopt new practices that can help in the development of the institutions.

- ***Promoting a Mentoring Culture***

It is recommended that institutions should incorporate values of mentoring as part of the professional development framework in OIM. This encompasses rewarding the mentorship positions, acknowledging the effort of the mentors, and ensuring the institution supports the mentorship programs. As such, the establishment of a mentoring culture will promote sustainable

ways of delivering mentorship with positive impacts on the careers of each candidate and the quality of education within OIM.

- ***Continued Professional Development***

Mentoring should not stop once the formal mentoring relationship ends but rather move on to further levels where mentees become mentors. Ongoing professional development activities such as attending conferences, pursuing higher certification, and keeping up with developments in the OIM field should be supported by institutions. This mentoring cycle is important to ensure knowledge is passed on and the profession is retained.

By following these strategies, institutions may be able to create a supportive and vibrant context for the growth and development of academics in OTM and promote their success within the academia.

Conclusion

It is very important in the process of developing the pool of potential future OTM academics in Nigerian tertiary institutions. Institutions of higher learning in Nigeria, which offer OTM programmes encourage the establishment of purposeful and formal mentor protégé relationship as postulated by Kram. It also contributes positively to the professional development and job satisfaction of the OTM lecturers. Specifically, the ethos of lifelong learning is preserved, academics' emotional needs are met, and the effectiveness of feedback processes is ensured, thus contributing to the improvement of individual careers and the stability of OTM training in the context of a growing number of competitors.

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Workplace Environment for Enhanced Productivity of Secretaries in Tertiary Institutions, Lagos State

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Abstract

Poor job productivity among tertiary institutions' secretaries has been a long-time challenge. Factors such as poor environment and shortage of office equipment has been observed to be the cause. Therefore, this study takes a conceptual research approach, focusing on examining existing data accumulated by experienced scholars on Workplace Environment for Enhanced Productivity of Secretaries in Tertiary Institutions. Based on the journals and books reviewed, the study, established that level of productivity of Secretaries in tertiary institutions in Lagos State is moderately high, however, there is room for improvement which could be achieved by replacing damaged office facilities, providing needed advanced office technological equipment for office automation. The documents assessed include books, journals, papers, articles, and websites from both Nigeria and elsewhere. This allows for the gathering of relevant information on the subject area based on current literature.

The study concluded that management of tertiary institutions in Lagos State need to ensure that all factors that aid quality of job and timely completion of job by secretaries should be made available in the workplace for the secretaries to improve their productivity. Physical and behavioural environmental factors like good hygiene, office furniture and advanced office equipment should be enhanced so as to encourage secretaries to work effectively and efficiently.

Keywords: Workplace Environment, Productivity

Introduction

Office managers, specifically secretaries, are one of the most important components of any educational system. They play vital role in providing support to any educational system such as polytechnics and universities. This support includes general office management, answering phones, managing records and variety of tasks such as maintenance of official records, Maintenance and audit of financial flows and records, fundraising from private individuals and foundations (development and advancement) (Pandey, 2018). Without mincing words, the academia can be said to be disillusioned, helpless or distracted when they do not have a competent, experienced or dependable secretarial staff to manage their work processes beyond teaching in the classroom. Hence the basic work of any professional secretary in the academia is to help to gain stability in his or her field and be able to function properly without stress. In general, every organisation and institution requires the existence of specific number of secretaries to undertake the functions of administration within a formal establishment (Brush, 2012).

Due to various dimensions of productivity, there is no universally accepted model of measuring this form of productivity. Productivity measurement has become an important standard in achieving the organizational goals and objectives. Productivity has been seen through different angles; while some conceptualize it as a single dimension, others highlight its multidimensional nature. These differing conceptualizations result in differing measurement parameters for productivity in terms of “how” and “whom” to measure. The measures that were adapted for this study include quality of job and timeliness (Chenhall, 2017). These measures can be used as key variables for measuring productivity among secretaries in educational institutions. Quality of job refers to assessment of the secretarial staff’s ability to complete the job compared to the set targets. Timeliness means that the assessment of the ability of secretarial staff to complete tasks and work closely in the time according to the time been given and planned.

It was perceived that secretaries of tertiary institutions in Lagos state are not performing up to standard in their job by considering the quality of work done and time used at certain job, the secretaries care less about being optimally productive. Similarly, the quantity of work being done by these secretaries is questionable because most of the them use less time at work being government work compared to their colleagues in private educational institutions that are well monitored. If this situation persists, administrative work at the institutions would not be effective and it will affect the students’ academic work especially in record keeping.

Secretaries need a good atmosphere to do their jobs and only in this good atmosphere can professional secretaries, or support staff play the much-needed statutory role. It is a win-win situation in which the secretaries provide services to make the academic institution to function and for the academia to be able to play their roles in providing the much-needed environment; while the input and output of the academia brings us and the society, a maximum benefit in terms of growth and change in the knowledge and research. This is why the inability of the secretaries to access sound, qualitative and well responsive environment have led many of them away from their fields, thereby reducing or compromising their potentials and capacity to be productive at the appropriate space. As long as the ivory towers will continue to need secretaries to document their

decisions, carry out the implementation of specific regulations, guide and take custody of specific institutional issues and responsibilities, implement policies and programmes, service meetings and represent the tertiary institutions in activities of less academic nature, the job of secretaries and other support staff cannot be set aside or totally eliminated (Chiou, 2011).

Purposeful work situation in an anticipatory style are needed by most organizations to accomplish the desired level of productivity. The ability of employees within an organization to have a positive overall attitude towards the job throughout a system depends on the conditions of their environment. The environment is man's immediate surrounding which they manipulate for their existence. Negative manipulation introduces hazards that makes the environment unsafe and impede human existence. The workplace entails an environment in which the employee performs his/her work assignments while an effective workplace is an environment where results can be achieved as expected by management. However, many organizations do not fully leverage their work environment to enable increase collaboration, innovation and improve work effectiveness. Employees tend to be more productive in a well-facilitated work environment. More so, the quality of comfort derivable from work environment determines the level of satisfaction and productivity of workers. Workers' productivity cannot be optimal, if the conditions of work environment are not favourable.

In other words, how well organizations ensure a well-facilitated work environment, obviously, determines the well-being of all the stakeholders, the organization's productivity and the subsequent attainment of goals and objectives. Work environment has found a great importance in educational institutions. Management in the education institutions should consider the need to increase staff satisfaction of work environment and should provide an effective education background for the employee's work assignments to thrive. An employee who has a high satisfaction with his task will have a positive work behavior. The work environment affects how office managers of educational institutions interacts, perform task and are led which influence their behaviour with other staff, as well students, so it is necessary that they are equipped with a workplace environment that involves all the aspects which act and react on the body and mind of an employee. Therefore, it is noteworthy to state that a work environment plays an important role by helping to provide the means for creating a culture of productivity. Work environment in an organization is described as surrounding conditions in which the employees operate. On the other hand, it is defined as the sum of the interrelationships that exists within the employees and the environment in which they work. This environment involves the physical location as well as the immediate surroundings, behavioral procedures, policies, rules, culture, resources, working relationships, work location, all of which influence the ways employees perform their work (Chan, 2018).

A workplace environment can also be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. It is supposed to include a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to

how people feel about their work. Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them. Furthermore, the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". In addition, a work environment designed to suit employee's satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. The work environment are composed of two basic components which are the physical component as well as the behavioral component. It is said that the physical environment consists of elements which is related to the connectivity of the user with their office environment. Meanwhile, the behavioral environment consists of elements which is related to the connectivity between users in the same work environment as well as the impact of working environment on the user's behaviour (Duniya, 2019). Therefore, the office environment of the secretaries is expected to be automated so as to enhance their duties and make the work conducive for them, this has been the bane of secretarial duties in tertiary institutions in Lagos State, Nigeria. This research therefore investigates the influence of workplace environment for enhanced productivity of secretaries of tertiary institutions in Lagos State, Nigeria.

Literature Review

Productivity of Secretaries

Accomplishing a given task of productivity measured against preset known standards of accuracy, completeness, cost, and speed. Productivity assesses whether someone performs a job well. Productivity indicates the effectiveness of employee's specific actions that contribute reaching organizational goals. It is defined as the way to perform the job tasks according to the prescribed job description. The goal of any organization is to have employees behave in a manner consistent with the organisation's mission and goals i.e. aligning absolutely with the core values, adhering to a code of ethics and matching actions with beliefs across a variety of situations. Meanwhile, integrity plays a fundamental role in employee pattern of alignment, sound moral, ethical principles and productivity. Moreover, absenteeism, unwarranted breaks, stealing of organization property, converting office equipment for personal use, gossiping etc. are characteristics of unethical conducts and are liable to affect organization productivity. However, the organization level of productivity is directly proportional to employee level of commitment and performance, thus, the commitment and performance becomes immaterial if it does not infuse with integrity and productivity. Integrating values of integrity into the day-to-day operation of an organization will promote employee's ethical behaviour, prevent damaging lapses while tapping into human instincts for moral thought/action and as well enhanced sustained productivity (Chiou, 2011). Productivity is one of the most important criterion measures in the industrial and organizational psychology research (Ali, 2013). This is based on the fact that productivity has always been reported as a significant indicator of organizational performance although it has been

conceptualized in many different ways. Productivity is oftentimes assessed in terms of financial figures and success of an organization as well as through the combination of expected behaviour and task-related aspects. Productivity as work outcomes and job relevant behaviours. Work outcomes deal with task performance, such as quality or quantity of work done, while job relevant behaviour refers to the behavioural aspects useful in achieving task performance. In other words, job relevant behaviours provide support in performing task-related matters. Most importantly, productivity measures, which may be based on an absolute value or a relative judgment, can be generalized to the overall organizational productivity because in total it reflects the organizational productivity to a certain extent. Absolute value of productivity is based on the objective results, such as total points from productivity, while relative judgments are performance evaluation made based on the behavioural related aspects that are very subjective in nature (Al Horr, 2016).

Workplace Environment

To succeed with an office design concept based on flexibility and openness requires a new and different way of looking at offices. The office must be regarded more as a tool, like any computer or telephone system, with the main purpose of supporting the business tasks. The organization of computer-based tasks has proven to have an essential impact on the comfort of the user. The environmental factors in the office environment also play an important role in ensuring comfort and efficiency in productivity. Reflections in video display terminal screens, high indoor temperature, and disturbing noise levels are factors that could occur in cases of bad office planning. The negative impact of those factors must not be overlooked. Even though the computer hardware is designed according to the latest environment findings, extensive keyboard input work could still cause muscular problem such as repetitive strain injury. Flexibility in work practices and work positions is essential to minimize health and safety risks. This paper presents a review of the effects of business process analysis approach to office design aspects of the organization of office work, office environmental, and enhanced productivity (Dargahi, 2017).

Extended work with computers can lead to muscular fatigue and discomfort, usually in the back, arms, shoulders and neck. As well, if the computer is used for prolonged periods in awkward postures, there is a risk of musculoskeletal injury (MSI). This risk increases as the intensity of computer work increases. Frequently, the source of muscular fatigue and discomfort is the operator's posture while working at the terminal, and this posture is due in turn to the layout of the computer workstation and the furniture provided. The specific tasks and the intensity of the work are also factors. Computer operators may experience visual as well as muscular fatigue and discomfort. Symptoms include eyestrain, burning eyes, blurred vision and headaches. The layout of the computer workstation can increase the visual demands on operators, as can lighting levels and glare (Dargahi, 2017). In general, the purpose of workplace environment is to fit the task to the individual and not the individual to the task. Chronic addiction to gadgets, handheld devices now-a-days increase chances of many musculoskeletal disorders which cannot be neglected. Many researchers' claims that prolonged working on these gadgets results in faulty postures with a high risk of developing injuries.

The human environment can be interpreted as the network of formal and informal interaction among colleagues; teams as well as boss-subordinate relationship that exist within the framework of organizations. Such interaction, especially the informal interaction, presumably, provides avenue for dissemination of information and knowledge as well as cross-fertilization of ideas among employees. Furthermore, it has been established in several studies that workers' interpersonal relations at workplace tend to influence their morale. Hypothetically, whatever affects morale on the job is likely to affect job commitment. Accordingly, the third type of work environment, organizational environment includes systems, procedures, practices, values and philosophies which operate under the control of management. In the words, organizational environment refers to the immediate task and national environment where an organization draws its inputs, processes it and returns the outputs in form of products or services for public consumption (Duniya, 2019).

These three types of environments can further be categorized into two basic types, based on the influence they exert on the employees at work. A lot of studies have posited that employee personality profile is not static. It is dynamic and changes with the working experiences in the organization environment. Hence, the work environment can be classified into conducive and toxic environments (Dawes, 1984). Conducive workplace environments give pleasurable experiences to the employees and help them actualize in the dimensions of personality profile while toxic workplace environments give painful experiences and de-actualize employees' behaviour. It is believed that irresponsible or uncommitted employees can change to be responsible and be more committed to job in conducive work environment because such environments reinforce the self-actualizing traits in them.

The social and psychological climate can also be a metric to use when distinguishing between different types of work environment. Some workplaces have very rigid chains of command, while others may be more flexible and egalitarian. Employees may be encouraged to participate, offer feedback, and shape their environment, or could be expected to focus on tasks without criticizing their employers or supervisors. Some workplace climates can become hostile because of a tolerance for harassment or ferocious competition, while others are more friendly and relaxed. Another researcher classifies work environment as physical environment and social environment and administrative environment. The Physical Environment includes Work Load, Technology/Equipment, Availability of material supply, Shift timings, Working hours and etc. The Social Environment also consist of Interpersonal Relations, Multiple teams, Management Style/Support, Status at work, Autonomy, Decision Making, Culture and Climate. The last one which is Administrative Environment comprises Organizational Structure, Organizational Goals, and Policies for Promotion, Leave, Transfer and Performance Evaluation.

Physical Workplace Environment: The ability of the physical workplace environment to influence behaviours and to create an image is particularly apparent for any organization. The physical environment includes components of the tangible workplace environment that comprise spatial layout and functionality of the surroundings. Spatial layout refers to the ways in which machinery,

equipment, and furnishings are arranged, the size and shape of those items, and the spatial relationships among them. The spatial layout of furniture was found to influence the amount and nature of conversation between individuals. Functionality refers to the ability of the same items to facilitate performance and the accomplishment of goals. How performance is achieved will be affected by how well people fit with their physical workspace and physical work environment. In a broader perspective, the physical workplace environment; include but not limited to the comfort level, ventilation, heating, natural lighting and artificial lighting (Al Horr, 2016).

Accordingly, these features assist on the functional and aesthetic side, the décor, and design of the workplace environment that ultimately helps improve the employees experience and necessitate better performance. This emphasizes that services offered in tertiary organization must base on the utility and the role of environmental information, facilitating employees' engagement with better space management, and the automation of certain tasks. Similarly, if the tasks to be performed are very complex, efficiency of layout and functionality will be more important than when the tasks are mundane or simple. Office layout and design impressions suggest that certain dimension serves a symbolic function by connoting meanings and images about organizations and further how their employees are to be engaged. Based on these affordances, it is suggested that employees will tend to identify more with these features which enhance performance. Informal seating arrangements, such as chairs placed at a right angle facilitate social interaction, whereas formal seating arrangements, such as chairs placed back-to-back discourage social interaction. This also helps explain how style of furnishings and other physical symbols may come to serve a symbolic function.

Psychosocial Workplace Environment: The psychosocial factor of work environment is generally considered to be one of the most important issues in contemporary and future societies. They refer to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, effort, workers' individual characteristics and those of members of their families (Assaf, 2017). Therefore, the nature of the psychosocial factors is complex, covering issues relating to the workers, general environment and work. Employee workplace welfare can be described in terms of six key areas: a manageable workload; some personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role; and a sense of control or involvement in changes at the workplace. Individual association with the working environment is important as they impact upon the ability of the individual to take control of their work and the level of stress they experience within the workplace. The behavioural factors that may affect the performance of employees at work place are the exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction over spell. There are lots of other aspects that may enhance or lower the employees' performance some of which include role congruity, supervisor support and leadership styles in organizational rank among the factors that may individually and collectively effect on the performance of employees.

Job Aids Workplace Environment: Job aid simply means a written tool or document which provide guidance where employees can learn on their job by themselves. It can be in the form of job steps or procedure where it has instructions on how to complete a task in its best way. On another note. Job aid actually minimizes the error rate and this could be achieved by providing guidance, procedures, templates and checklists to assist the employees. Apart from reducing errors, job aid ought to be providing satisfaction to the employees by providing an easier way or process to complete a task. It was concluded in his study that a good employee would not be able to perform even though they are productive if the required job aid is not provided during the specific time (Ali, 2013).

Theoretical Review

Work Adjustment Theory

The Work Adjustment theory (WAT) developed by Dawes and Lofquist at the University of Minnesota, 1984. The theory describes the relationship that exists among individuals at work and their work environment. Work is therefore perceived and conceptualized as an interaction between an individual and a work environment. The environment requires that certain tasks are performed, and the individual brings up the needed skills to perform the tasks. As an exchange relationship between the individual and the workplace environment, the individual also requires certain compensation or rewards for job performance and certain preferred conditions, such as a safe and comfortable place to work. For the interaction to be maintained and job to continue, the workplace environment and the individual must continue to meet each other's requirements (Dawes, 1984). The degree to which the requirements of both are met is called correspondence. This is why work adjustment theory is also known as Person–Environment Correspondence Theory.

This theory offers strategies where employees perceive some factors in the physical workplace environment as uncondusive, then such environment may be construed as being unhealthy and unsafe. Hence, for an environment to be perceived as conducive, the Person-Environment relationship must be corresponding (i.e. the requirement of person and environment must be met). Where there is a lack of correspondence means that commitment may be affected. The relevance of this theory is that when employees perceive some factors in workplace environment as unsatisfying, then such environment may be construed as being toxic. Hence, for an environment to be perceived as satisfying (conducive), the Person-Environment relationship must be corresponding (i.e. the requirement of P and E must be met). Where there is a lack of correspondence means that job commitment may be affected. Since all organizations, even in tertiary institutions, are not all the same in structure, culture, vision, mission, etc.; while no individuals are of same character, attitudes and personality; job commitment undoubtedly will vary from individual to individual and from environment to environment.

Over view of Workplace Environment for Enhanced Productivity of Secretaries

A related study researched to know the impact of workplace environment on the health of leather factory workers in Sirpur, India (Befort, 2016). The methodology they used is cross-sectional descriptive study with one time interview and pretested questionnaires from 230 employee who were working in different eight leather industries and cluster sampling methodology were used to collect data. Finally, the result showed that workplace environment has an effect on the health status of workers and require adequate measure to improve the facilities and thereby the health status of workers.

In similar vein, a study conducted on the physical work environment and employee performance in selected brewing firms in Anambra state, Nigeria (Brown, 2016). The sample size was 233 arrived at using Yemane formula while questionnaires were allocated using bowely proportion allocation formula. Finally, the finding of study revealed that there is a significant and positive relationship between physical work environment and employee performance. The study recommended that employees should be consulted before mounting equipment and adjustments should be built into the design and layout if possible so as to adjust positioning to suits different categories of workers.

The effect of work environment on employees 'commitment in agro-based industries in Cross River State, Nigeria was investigated. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety-four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four-point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation (r). The Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employee's commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity (Carmeli, 2019).

Conclusion

Many institutions regardless of their size have in principle that employee productivity is important for success. The essence of productivity is significant when it comes to defining success of tertiary institutions, the need to enhance general work environment among secretaries and improve both physical and behavioural environment of the institutions is critical because it is key to better productivity. On the other hand, office environment influence productivity by helping to enhance employee skills, knowledge and abilities in order to achieve the institutions set out objectives. Improving environment both physically and behaviour-wise made them to be attractive to work and will eventually result in improved productivity among secretaries of tertiary institutions in Lagos State, Nigeria.

Discussion for further studies

Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

1. The study therefore focused on the need of management of tertiary institutions in Lagos State to ensure that all factors that aid quality of job and timely completion of job by secretaries should be made available so as for the secretaries to improve their productivity.
2. Physical and behavioural environmental factors like good hygiene, office furniture and advanced office equipment should be enhanced so as to encourage secretaries to work effectively and efficiently.
3. Deliberate efforts should be made on improving infrastructure – equipping offices with modern swivel/adjustable chairs and comfortable padded tables to accommodate different body types and postures; regular training, stress management and wellness practices; creation of spaces and programmes for physical exercise, e.g, gyms and outdoor activity areas, among others.

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Vocational and Technical Education for Productivity and Sustainable Development in Nigeria.

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ABSTRACT

Vocational and Technical Education is a form of education which comprises of training that involves acquisition of necessary skills, knowledge and right attitude which enable an individual to be gainfully employed in the global society. It is basically work or practical oriented not theoretical acquisition of knowledge only but demonstration of learnt skills in other to fulfill the objectives of Vocational and Technical Education in Nigeria. This paper discussed the significance of Vocational and Technical Education in national development and productivity, highlighting the challenges faced in Nigeria such as poor implementation of Vocational and Technical Education programme, lack of qualified resource personnel, dilapidated structures, inadequate funding and wrong societal perception.

The situation may be corrected and rebuilt to ensure proper implementation of Vocational and Technical Education programme in Nigeria. As a result, there has been a deliberate attempt by the researcher to improve the dreadful condition. This study proposed certain suggestions that might assist to improve the productivity of Vocational and Technical Education for sustainable development in Nigeria. Consequently, the paper drew a conclusion that it was recommended among others that there should be rebranding of Vocational and Technical Education programme from the basic education level, adequate budgetary allocation for the programme and inculcation of right attitude to ensure implementation and productivity of Vocational and Technical Education programme in Nigeria.

Keywords: Productivity, Sustainable Development, Vocational Technical Education.

Introduction

National development is an exploitation and utilization of both human and material resources to improve the nation well being. It involved the improvement of social welfare of the people Education is a corner stone to any form of development as well as the democratic processes. In Nigeria, vocational and technical education is a form of education that bring about quick desirable changes or development in the economic, political, sociological and human resources. It also acts as a factor that depict the wealth of a nation. However, the technology apply in Nigeria today has impact negatively to the development of our indigenous technology (Habibu, 2007). For a nation to be self-reliant then, it cannot do without developing and utilizing her indigenous talents, skills and technologies.

Vocational education is designed to assist the learners to acquire and develop skills, knowledge and attribute for effective employment or progression in specific occupation or trade. It is an education that is technical in nature which involves systematic application of scientific or other organized knowledge to practical task that is the knowledge gained elsewhere can be used to solve a similar problem in another environment successfully, it demands that the technical teachers must possess ability for multiple skills to enable the learner to be adequately informed, prepared, and equipped for the task ahead.

Vocational technical education is the study of technology and related science and acquisition of practical skills and knowledge relating to occupation in various section of the economy and social life (Abokede, 2000). Technical Education uses the method and techniques of education in the teaching and learning process. Vocational education is to make the student to create things, expectedly a finished product that can re-invest in human capital stock, skills and knowledge. In other words, a trainee must be given adequate skill necessary to create job for him /herself. The promotion of vocational and technical education will enable an individual to be better structure, useful and productive citizen of the society for a sustainable development in Nigeria. Against this background this study provided a critical debate on the impact of vocational and technical education for productivity and sustainable development in Nigeria.

Vocational Education

Vocational Education is the education designed to prepare individual or skilled personnel for one or a group of occupations, trader or jobs. In Nigeria vocational education is usually offered at the senior secondary school or technical colleges and it includes the general education, practical skills and recounted theories required by the chosen occupation.

Technical Education

Technical Education is offered at the upper secondary level, lower tertiary institutions such as polytechnic) to prepare middle level (technical manager) In the universities it seeks to prepare engineers, businessmen, managers and technologist for higher management positions. Technical education includes general education, technical studies and related skills training.

Vocational and Technical Education

Vocational and technical education is a planned programme of courses and learning experience with the exploration of career options supported with basic academic and life skills that enable achievement of high academic standards, leadership qualities, preparation for industry define work, advanced and continuous education. Adele and Olukayode (2007) describe vocational and technical education as a programmed with various branches that can transform Nigeria into a producer or manufacturer nation from its present status. The current Nigeria National policy on education played a great emphasis on vocational and technical education as an integral part of national and development strategy.

Lawal (2010), described vocational and technical education as the type of education that prepared people who can apply relevant practical skill to make positive changes within the society

and to afford a self-dependent life. This form of education enhances productivity and self-reliance, it gives individual the skills to live, learn and work as productive citizen in a global society.

Goals of Vocational and Technical Education in Nigeria

The goals of vocational and technical education can be seen in the National Policy on Education (2004) to include:

- i. Provide train manpower in the applied science, technology and businesses particularly craft, advanced craft and technologies.
- ii. Provide technical knowledge and vocational skills necessary for agriculture, commercial and economy development.
- iii. Give training and impart the necessary skills to individual which have been self reliant economically

Vocational and Technical Education and National Productivity

Productivity is the ratio of output to input in production, it measures the efficiency of production and the economic growth of a country. Achieving national productivity depends on the factors such as investment and saving, physical and human capital as well as new technology.

Vocational and technical education plays a vital role in the national development is often regarded as a product of human resourcefulness that is the technological progress of any nation depends on the level of resourcefulness of her people which is in turn the direct reflection of the quality of training and meaningful development in education of that nation. To achieve productivity and sustainable economy environment in this modern world therefore, appropriate attention and recognition should be given to promotion of vocational and technical education.

The Role of Vocational and Technical Education in the National Development

vocational and technical education provides necessary skills, knowledge for young and adult preparing to enter occupation in agriculture, businesses, home making, fishing, industry and technical field. Its role in national development are profound in the following ways;

- i. Generation of employment/creation of Job opportunities.
Vocational and technical education help to reduce the rate of dropped out or unemployment in the society. It could be used to develop marketable skills in student and youth that will make them easily gained employment, hence making individual to become an assets to himself/herself and the society at large and not a liability.
- ii. It helps in development industries;
Vocational and technical education helps the nation to developed technologies and industries by producing people who are capable competent and skillful in developing and utilizing the technologies for industries and economy development which is a weapon that can be use to reduced idleness and sustain manpower needs of a nation.
- iii. It helps to create entrepreneurship strategy.

- Vocational and Technical education offer the beneficiary the ability to be self-reliance, to be job creator and employer of labour.
- iv. It helps to alleviate poverty. Vocational and Technical Education courses helps the students to graduate from a regular school by providing the student with appropriate skills to be relevant and excel in one chosen trade or career.
 - v. It helps the promotion of Nigeria Economy. As a result of vocational and technical education student young adults can involved in business or commercial activity to earned a living or an employer of labor due to various skills, talents, knowledge already acquired enhance to boost the nation economy.
 - vi. It helps to promote the cultural and value of the country. Vocational and technical education helps to be built strong confidence in individual through the necessary skills in production, trade and career which some state are known for e.g. production of Aso oke which can be seen as the national and international appreciation by the work in Okenne and other part of Nigeria.

Constrains of Effective Vocational and Technical Education in Nigeria

Vocational and technical education is expected to meet the desirable aspiration of Nigerian society, to shape its future and provide solution to its social, political and economy issue. The development of this educational system has been identified with some of the following constrain highlighted below:

- i. Misconception of the programme
- ii. Wrong societal perception and altitude towards vocational and technical educational programme
- iii. Weak government policy and poor implementations.
- iv. Inadequate fund for implementation of the programme
- v. Lack of basic facilities and workshops
- vi. Inadequate qualified trained personnel
- vii. Dilapidated structure for the implementation of the programme
- viii. Lack of power supply in existing workshop as affected the conduct of the practical work.

Recommendation

As enormous as the problem of Vocational and Technical Education seems to be, they are not beyond solution in Nigeria.

The following are the possible solutions:

- i There should be a guidance counselor at all level of education from primary to tertiary level to correct the wrong perception and social stigma on vocational education.
- ii. Adequate funding should be made available for the execution of the programme at all level of education in Nigeria.

- iii. There should be a general enlightenment campaign on the importance of vocational and technical education in the nation to correct negative impression marginalization syndrome by the society.
- iv. More universities and other institutions should be encouraged to run full fledge programme on vocational and technical education and the graduate of such programme should be encouraged to stay in such field
- v. Provision of basic amenities in the schools at o level of education
- vi. Adequate power supply should be made available in all the workshops in the school
- vii. Vocational and technical education should encouraged to write good qualities textbooks in their various disciplines providing the students with workbook
- viii. Vocational and technical education curriculum should be kept as broad, dynamic, and practical based as possible.
- ix. Adequate infrastructural facilities should be made available at all levels education of the programme.
- x. Institutions should be encouraged to equipped their laboratories and workshop not just for accreditation purpose also for student practical use.

In the successful implementation and execution of vocational and technical education as a viable tools for economic development the following recommendation are offers:

- i. Government should increase their budgetary allocation especially for the execution of vocational and technical education all level of education in Nigeria.
- ii. The curriculum should encourage inculcation of right altitude in the student of vocational and technical education all level of education in Nigeria.
- iii. Government should ensure that students stipends for student industrial work experience scheme (SIWES) are made available to them which will automatically encourage other students for easy participation.
- iv. Non-governmental organization should be encourage to participate in the implementation of Vocational & Technical Education at all level of education by providing some teaching equipment needed by the schools.

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Influence of Integrated Personal Records Management System on Performance of Nigeria Government Agencies

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Abstract

Records management personnel constitute the fulcrum around which the successful attainments of government agencies' goals revolve. Performance is of high relevance in government agencies and for individuals alike. Moreover, high performing personnel get promoted and rewarded. However, preliminary survey revealed chaotic state of records in some Oyo State Government Agencies such as Ministry of Education and Ministry of Health with adverse implication for access to information for decision making. It is against this background that this study investigated the influence of integrated personal records management system on performance of Nigerian Government Agencies. The descriptive survey design of correlational type was used for the study. The population of the study was made up of 315 records management personnel in the two selected ministries. The total enumeration technique was adopted due to the manageable size of the population. The questionnaire was the instrument for data collection. The result shows that integration of personal records management enhances the performance of Nigerian Government Agencies. Since performance does not occur arbitrarily, service administrators should employ trained and qualified records management personnel as well as train the existing ones to reposition registries, records centers and archives to provide information resources to meet the needs of information users and action officers in Government Agencies.

Keywords: Integrated Records Management System, Performance, Record Management Personnel

Introduction

In this modern age, the continuous increase in the volume of information has transformed the manner in which organizations, both public and private carry out their businesses. Significant changes have taken place in the nature of the information being generated, stored, processed and distributed. Although technology can help to manage the creation and the processing of information but if used without understanding the records and information management principles, it will only invite haphazard effects (Abdullah, 2017).

Records constitute the corporate memory of the government agencies and ministries' asset required for effective planning, monitoring, evaluation and decision making. The extent to which records are capable of meeting the information needs of the organisation is, however, dependent on the

records management system of the organisation which, in turn, is conditioned by the performance of records management personnel. The attainment of goals in Nigerian government agencies is dependent on successful implementation of records management programme in the agencies. Performance of records management personnel is therefore of high significance in the administration of the government agencies. High performance in the accomplishment of tasks instils in the personnel the feelings of gratification, self- efficacy and mastery (Bandura, 1997; Kanfer & Ackerman, 2005). Moreover, records management personnel who perform their assigned tasks judiciously gets recognised, promoted, rewarded and honoured in Nigerian government agencies. Yet career opportunities for personnel who perform well are better than those of moderate or low performing personnel in Nigerian government agencies (Van Scotter, Motowidlo & Cross, 2000).

Performance is a core concept within work and organisational psychology (Muchinsky, 2003). It has to do with the orientation of an individual on the approach to whatever task the person is to carry out at a given period of time. Performance of records management personnel is the manner in which assigned task is carried out by them in an organization. This was attested to by Stefan (2011) who described performance as results of activities of either an individual or organisation for a specific time. Performance involves taking series of actions to produce results and this is done through proper integration of knowledge and skills (Elger, 2013). Sonnentag and Freese (2002) described it as what an employee does in work situation and how effective and efficient it was done for accomplishment of organisational goals and objectives.

Integrated personal records management system is very important for government agencies since it serves as an important tool for good business governance and efficient administration. Records provide information for improved planning and decision-making. Records also provide evidence for government accountability and transparency and are often subject to specific legal requirements. In government bodies, records provide evidence of communications, decisions and actions. In the process, some of the records the government officers create will be retained as national and provincial archives (Alex, 2017). The successful implementation and execution of integrated personal records management system in government agencies revolves around records management personnel. Effective records management strategies are to ensure that the information needed is retrievable, authentic, and accurate at all times. This is particularly a challenging goal in the 21st century when society generates and processes information on an unprecedented scale.

Therefore, the integration of technology in the performance of functions at the organizational level is necessary for cost effectiveness, increased efficiency and competitiveness (Rick, 2016). On the other hand, technology, which is computer-based, has to do with the processing, storage and distribution of data. It refers to technology used for collecting and processing various forms of information (Olayemi, 2017). The adoption of technology has changed the management of records in organizations. Most organizations in today's world now use information technology in their businesses. This is necessary so as to cope with the increase in the volume of information the organizations generate (McCaffrey, 2021).

Organizational activities lead naturally to the creation of records, but few organizations seek to record everything that they do. Written communication generates records, but most spoken communication leaves no records unless a written note is made, so also manual and physical task can also pass unrecorded. However, new ways of working and new technologies often make it simpler to create records where none were created in the past. Records are generally accounts of facts, events and issues created and stored in any physical form as authentic evidence for reference. A record has to be related to an activity carried out by an organization or an individual, and “this activity and the function it supports determine the provenance of the record, that is, the record is evidence of that activity” (Popoola, 2020). Records serve as essential proof of the business that was conducted and should remain unaltered over time for as long as they are needed. As evidence of official business, records have an ongoing use as a means of management, accountability, operational continuity, legal evidence and disaster recovery.

From the previous, it can be deduced that recorded information have undergone series of changes in the ways they are contained and even how they are produced from one human civilization to another, dating from the time of the papyrus, clay tablets, skin and paper down to the present age of electronically generated records using Information and Communication Technologies (ICTs). A record is not defined by its physical format, storage medium, or age; neither is it defined by the fact that it has been set aside for preservation, nor just a form of recorded information. The essential characteristic of a record is that it provides evidence of some specific activities. Traditionally, organizational staff created records manually, using pen, ink or a typewriter. In the modern world, most records are created using digital technology, by interaction with a computer programme. Therefore, the difficulties in accessing records in government agencies has led to examining the influence of integrated personal records management system on performance of Nigerian Government Agencies.

Statement of the Problem

Timely access to records and information is pivotal to the survival of the modern-day government agencies’ administration. Records are indispensable corporate asset and constitute a potent tool for planning, monitoring, evaluation and decision making in both public and private institutions. The extent to which records are readily retrieved to meet the information needs of the action officers in a government agencies is, however, dependent on its records management system, which are closely linked with the performance of records management personnel. Preliminary survey revealed a chaotic state of records in Oyo State Ministry of Education and Health with attendant difficulty in having timely access to information resources for informed decision making. This presumes the poor performance of records management personnel in such ministries. Therefore, this study investigated the influence of integrated personal records management system on performance of Nigerian Government Agencies.

Objective of the Study

The objective of the study was to determine the influence of integrated personal records management system on performance of administrators in Nigerian Government Agencies.

Research Question

In order to achieve the objective of the study the following research question guided the study.

1. What is the level of the influence of integrated personal records management system on performance of administrators in Nigerian Government Agencies?

Scope of the Study

The study focused on the influence of integrated personal records management system on performance of administrators in Nigerian Government Agencies. The geographical scope are Oyo State Ministry of Education and Health.

Review of Related Literatures

Studies abound in the area of impact of records management on organizational performance. Onweh et al (2022) carried out a study on the relationship between record keeping and administrative effectiveness in Secondary Schools in Akwa Ibom State. Their findings showed relationship between academic record keeping and administrative effectiveness and relationship between adequate financial record keeping and administrative effectiveness. Ademola et al (2022) looked at the records kept by an organization, their features and the importance of book/record keeping to the growth of an organization. They found out from the data analysis that majority of the respondents did not keep business records and therefore did not even know whether their businesses were growing or not. The study, therefore, recommended that small scale entrepreneurs should keep up to date and accurate records of their business.

Abdul-Rahamon and Adejare (2024) empirically investigated the effect of accounting records keeping on Small scale enterprises. Following the outcome of the study, the study concluded that there was a strong positive relationship between accounting records keeping and performance of small scale enterprises. Akor and Udensi (2024) assessed record management of the Federal University of Technology, Minna Nigeria and Ibrahim Badamasi Babangida University Lapai, Nigeria. The major findings of the study revealed: ineffectiveness in record management practices, incompetent personnel, inadequate infrastructural facilities, constant power failure. Tagbotor et al (2023) examined the extent to which the information users' behaviour and proper records management contributed to the performance of an organization to ensure competitive survival. It was observed that the institution's records management is shifting from manual to electronic system of managing records by using computers and internet. This allows the users to complete and submit the information on time. Molepo and Cloete (2019) equally investigated the records management practices and challenges faced by traditional institutions of leadership and governance in Ga Molepo, Limpopo, South Africa. The main value of the study was to create awareness of records management as one of the neglected areas in traditional institutions.

Studies conducted in some public secondary schools in Nigeria however found that school records were not well managed. The schools studied did not have policies and records management manuals guiding the management of school records, hence the records management practices in the schools were haphazardly done. Many of the school records were created in paper formats which ran into large volumes and were kept in files, cupboards and on bare floors due to inadequate storage facilities which made the records prone to natural and human disasters. Records preservation methods were obsolete and records retrieval were slow and sometimes impossible (Osakwe, 2021). Educational stakeholders are often concerned about the alarming rate of misplacement or loss of vital records and the slow speed at which needed records were retrieved from their storage in secondary schools. The absence of requisite records and records management apparatus have been shown to undermine accountability, task accomplishment and evaluation by school managers and led to submission of in-accurate school data by public schools in some states in Northern, Nigeria. Therefore, the extent to which administrators manage school records can affect their effectiveness on the job. Educational administrative effectiveness can be achieved when school activities are recorded and good records management practices are in place.

Methodology

This study adopted a descriptive research survey design of correlational type to determine the relationship between the independent and dependent variables of the study. The population of the study comprised 160 records management personnel in Oyo State Ministry of Education and 155 record management personnel in Oyo State Ministry of Health, giving a total of 315 record management personnel in the selected ministries. Total enumeration of the entire 315 record management personnel was undertaken due to the manageable size of the population. Questionnaire was the instrument used for data collection. The instrument was considered appropriate because of the large number of the respondents involved.

Results and Discussion

The questionnaire return rate is presented on Table 1

Table 1: Questionnaire Response

S/N	Name of Government Agencies	Sample	Return	%
1	Oyo State Ministry of Education	160	140	87.5
2	Oyo State Ministry of health	155	130	83.9
	Total	315	270	85.7

Table 1 shows that out of the 160 copies of the questionnaire that were administered in Oyo State Ministry of Education, 140 copies were filled and returned, indicating a return rate of 87.5%, while in Oyo State Ministry of Health. 155 copies of the questionnaire were administered and 130 were correctly filled and returned, indicating a return rate of 83.9%. In all, 315 copies of the questionnaire were administered in both ministries and 270 copies were correctly filled and returned, indicating a return rate of 85.7%.

Research question: What is the level of Performance of Integrated Personal Records Management System in Nigerian Government Agencies?

Table 2: Descriptive Responses on the level of Performance of Integrated Personal Records Management System in Nigerian Government Agencies

Statement	SA	A	D	SD	Mean	Standard Deviation
I always arrive for work on time every day	114 (42.2%)	86 (31.9%)	53 (19.6%)	17 (6.3%)	1.54	.929
I always arrive for meetings on time and make meaningful contributions in my work place.	143 (53%)	109 (40.4%)	18 (6.6%)	0 (0%)	1.54	.619
I always meets work deadlines in my work place	124 (45.9%)	130 (48.1%)	10 (3.7%)	6 (2.2%)	1.62	.666
I feel encouraged to come up with new and better ways of doing things.	127 (47%)	133 (49.3%)	9 (3.3%)	1 (0.4%)	1.57	.579
I use time effectively in performing duties assigned to me.	115 (42.9%)	145 (54.1%)	8 (3%)	0 (0%)	1.60	.548
I co-operate with my supervisors and co-workers in accomplishing demanding task.	135 (50.2%)	131 (48.7%)	3 (1.1%)	0 (0%)	1.51	.623
I always work without supervision as necessary.	126 (46.7%)	128 (47.4%)	14 (5.2%)	2 (0.7%)	1.60	.624
I deal appropriately with confidential records/information under my custody.	162 (60%)	101 (37.4)	7 (2.6%)	0 (0%)	1.43	.545
I do manage documents, files, information and retrieve same quickly and effectively.	146 (54.1%)	120 (44.4%)	3 (1.1%)	1 (0.4%)	1.48	.543
I maintain proper storage of files and records in the registries	162 (60%)	105 (38.9%)	2 (0.7%)	1 (0.7%)	1.41	.530

I deal appropriately with the security and preservation of records under my custody	123 (45.6%)	144 (53.3%)	3 (1.1%)	0 (0%)	1.56	.520
I maintain appropriately records schedule and appraisal standards	114 (42.2%)	129 (47.9%)	23 (8.1%)	4 (1.7%)	1.69	.688
I manage appropriately current, semi-current and non-currents records of my organization	106 (39.3%)	128 (47.4%)	34 (12.6%)	2 (0.7%)	1.75	.698
I volunteer for activities beyond my formal job requirement	105 (38.9%)	120 (44.4%)	43 (15.9%)	2 (0.7%)	1.79	.730
I'm proud to openly defend my organization	96 (35.5%)	129 (47.8%)	37 (13.7%)	8 (3%)	1.84	.767
I don't have deteriorated files or records in the records centre repositories	79 (29.3%)	131 (48.5%)	29 (10.7%)	31 (11.5%)	2.04	.928
I'm rewarded, appreciated and commended for job well-done in the work place	32 (11.9%)	68 (25.2%)	59 (21.9%)	111 (41%)	2.92	1.06 5
Weighted Mean					1.65	

The finding of the study revealed that the overall level of job performance (task and contextual performance) of records management personnel was very low in selected ministries in Oyo State. Their low job performance were characterized by the level of deteriorated files and records in the record repositories, lateness to work, not meeting work deadlines, poor storage and filing of records in the registries, poor maintenance of records schedule and appraisal standards and lack of willingness to volunteer for activities beyond their formal job requirement. This finding is in support of the submission carried out by Onweh et al (2022) on a study on the relationship between record keeping and administrative effectiveness in Secondary Schools in Akwa Ibom State. Their findings showed relationship between academic record keeping and administrative effectiveness and relationship between adequate financial record keeping and administrative effectiveness. Ademola et al (2022) looked at the records kept by an organization, their features and the importance of book/record keeping to the growth of an organization. They found out from the data analysis that majority of the respondents did not keep business records and therefore did not even know whether their businesses were growing or not. The study, therefore, recommended that small scale entrepreneurs should keep up to date and accurate records of their business.

Abdul-Rahamon and Adejare (2024) empirically investigated the effect of accounting records keeping on Small scale enterprises. Following the outcome of the study, the study concluded that there was a strong positive relationship between accounting records keeping and performance of small scale enterprises. Akor and Udensi (2024) assessed record management of the Federal University of Technology, Minna Nigeria and Ibrahim Badamasi Babangida University Lapai, Nigeria. The major findings of the study revealed: ineffectiveness in record management practices, incompetent personnel, inadequate infrastructural facilities, constant power failure. Tagbator et al (2023) examined the extent to which the information users' behaviour and proper records management contributed to the performance of an organization to ensure competitive survival. It was observed that the institution's records management is shifting from manual to electronic system of managing records by using computers and internet. This allows the users to complete and submit the information on time. Molepo and Cloete (2019) equally investigated the records management practices and challenges faced by traditional institutions of leadership and governance in Ga Molepo, Limpopo, South Africa. The main value of the study was to create awareness of records management as one of the neglected areas in traditional institutions.

Studies conducted in some public secondary schools in Nigeria however found that school records were not well managed. The schools studied did not have policies and records management manuals guiding the management of school records, hence the records management practices in the schools were haphazardly done. Many of the school records were created in paper formats which ran into large volumes and were kept in files, cupboards and on bare floors due to inadequate storage facilities which made the records prone to natural and human disasters. Records preservation methods were obsolete and records retrieval were slow and sometimes impossible (Osakwe, 2021). Educational stakeholders are often concerned about the alarming rate of misplacement or loss of vital records and the slow speed at which needed records were retrieved from their storage in secondary schools. The absence of requisite records and records management apparatus have been shown to undermine accountability, task accomplishment and evaluation by school managers and led to submission of in-accurate school data by public schools in some states in Northern, Nigeria. Therefore, the extent to which administrators manage school records can affect their effectiveness on the job. Educational administrative effectiveness can be achieved when school activities are recorded and good records management practices are in place.

This was also confirmed by Davis, (2020) who found that, users' opinions are thought to affect the use of integrated personal records management system as the social influence factor has been shown to have a significant impact on intention to use. Data integrity in the integrated personal records management system positively affects the efficiency of operations and the quality of decisions. This is because integrity of records safeguards the authenticity, accuracy as well as ensuring the completeness of such records. The use of integrated personal records management system by record management personnel ensures the security of the records by ensuring that information is easily and readily available and in the same format when required as well as enhancing their safety. The use of integrated personal records management system has eased the management and retrieval of information thereby bringing efficiency through time management.

Conclusion

There is a seeming paucity of literature on performance of integrated personal records management system among Nigerian government agencies. This study seems to have bridged the gap to an extent and showed the low level of job performance of records management personnel in selected ministries. The failure of government agencies' administrators to adopt appropriate records management style has been a major setback to the modern records management practice in government agencies.

Recommendation

Based on the findings of this study, it is recommended that government agencies' administrators should ensure that work is designed in a way that is capable of improving records management personnel's feeling of satisfaction and commitment to their work and by implication, enhancing the efficient management of records in the agencies.

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Remote Work and Gender Equality in Career Advancement: Achieving SDG 5 through Flexible Work Arrangements

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Abstract

This paper explores the intersection of remote work and gender equality in career advancement, with a focus on achieving Sustainable Development Goal 5 (SDG 5) through flexible work arrangements. Drawing on theoretical frameworks, empirical research, and practical insights, the paper examines the relationship between remote work and gender dynamics, identifies challenges and opportunities, and proposes strategies for promoting gender equality in remote work environments. The objectives include exploring the impact of remote work on women's career advancement, investigating the role of flexible work arrangements in work-life balance, identifying barriers to gender equality in remote work, examining the potential of emerging technologies, and developing recommendations for achieving SDG 5. Through a comprehensive review of literature and empirical evidence, the paper highlights the benefits of remote work, such as improved work-life balance and access to broader job markets, while also addressing challenges such as the digital divide and biases in performance evaluations. Recommendations focus on expanding access to technology, implementing flexible work policies, fostering networking and mentorship opportunities, addressing biases in performance evaluations, supporting work-life boundary management, and promoting inclusive organizational cultures. By leveraging the insights provided in this paper, organizations and policymakers can create more equitable and inclusive remote work environments, ultimately contributing to the achievement of SDG 5 and advancing gender equality in the workplace.

Keywords: Career Advancement, Emerging technologies, Gender equality, Remote work Sustainable Development Goal 5 (SDG 5), Work-life balance.

Introduction

Remote work has emerged as a transformative trend in the modern workforce, accelerated by the global COVID-19 pandemic. This shift presents a unique opportunity to address longstanding issues of gender inequality in career advancement. Sustainable Development Goal 5 (SDG 5) aims to achieve gender equality and empower all women and girls, a goal that is increasingly seen as achievable through the adoption of flexible work arrangements (United Nations, 2015). Remote work can dismantle traditional barriers that have hindered women's career progression, offering a more balanced integration of professional and personal responsibilities (Carnevale & Hatak, 2020). The conventional workplace often imposes significant challenges on women, who disproportionately bear the burden of domestic responsibilities. This imbalance frequently forces

women to make career sacrifices, leading to lower participation in the workforce and slower career advancement compared to their male counterparts (Powell & Sang, 2013). Remote work, by offering flexibility and reducing the necessity for physical presence in the office, can play a pivotal role in mitigating these challenges. It can provide women with the ability to balance their career aspirations with personal obligations more effectively (Smith, 2020).

Moreover, remote work can help reduce the prevalence of gender biases that are often more pronounced in traditional office settings. These biases, including those related to visibility and presentism, can hinder women's opportunities for promotion and fair evaluation. By focusing more on productivity and outcomes rather than physical presence, remote work can contribute to a more merit-based system of career advancement (Golden & Eddleston, 2020). However, the transition to remote work is not without its challenges. Issues such as the digital divide, potential for overwork, and reduced networking opportunities can hinder its effectiveness in promoting gender equality. Addressing these challenges through comprehensive policies and support systems is essential for realizing the full potential of remote work in achieving SDG 5 (OECD, 2020). Despite significant strides towards gender equality in the workplace, women continue to face substantial barriers to career advancement. Traditional work environments often impose rigid structures that disproportionately disadvantage women, who typically bear the brunt of domestic responsibilities and caregiving roles. This persistent imbalance hinders their professional growth, resulting in lower participation rates, reduced access to leadership positions, and a persistent gender pay gap (Powell & Sang, 2013).

Remote work, accelerated by the COVID-19 pandemic, presents a potential solution to these challenges. However, the shift to remote work is not a panacea and comes with its own set of issues that need to be addressed to ensure it benefits gender equality. Key problems include the digital divide, which limits access to remote work opportunities for some women, particularly in low-income or rural areas (ITU, 2020). Additionally, the blurring of work-life boundaries in remote work settings can lead to overwork and burnout, disproportionately affecting women who juggle multiple roles (Carnevale & Hatak, 2020). Furthermore, reduced visibility and networking opportunities in remote environments can impede women's career progression, as these informal interactions are crucial for professional advancement (Hoffman, 2021). The core problem lies in harnessing the potential of remote work to promote gender equality without exacerbating existing disparities. This necessitates a comprehensive understanding of the benefits and drawbacks of remote work and the development of strategies to address these issues. Without targeted interventions, the promise of remote work as a tool for achieving SDG 5 —gender equality and empowerment of all women and girls may remain unfulfilled.

The primary objective of this paper is to explore the intricate relationship between remote work and gender equality in career advancement. By delving into how remote work environments influence women's career trajectories, it aims to identify patterns and correlations that highlight both the opportunities and challenges that remote work presents for gender equality. Another critical objective is to investigate the impact of flexible work arrangements on women's career advancement and their work-life balance. This involves assessing whether flexible schedules allow

women to manage professional responsibilities alongside personal and family obligations more effectively, thereby facilitating career growth and enhancing job satisfaction. Furthermore, the paper seeks to identify the challenges and barriers to achieving gender equality within remote work arrangements. This includes uncovering obstacles such as the digital divide, limited access to necessary technology, reduced opportunities for networking, and potential biases in performance evaluations. Understanding these barriers is essential for developing interventions that can support women in remote work settings. Examining the role of emerging technologies in promoting gender equality in remote work is another key objective. By exploring how tools like collaborative software, advanced communication platforms, and artificial intelligence can be utilized, this study aims to identify technological solutions that mitigate existing challenges and foster more inclusive remote work environments.

In addition to identifying issues and exploring solutions, this paper aims to develop strategies and recommendations that can help achieve Sustainable Development Goal 5 (SDG 5) through remote work and flexible arrangements. Drawing on the insights gained from this study, practical strategies will be formulated and policy recommendations for organizations and policymakers. These recommendations will focus on maximizing the benefits of remote work for gender equality while addressing the identified barriers. Finally, this paper aspires to contribute to the broader body of knowledge on remote work, gender equality, and career advancement. By conducting thorough research and sharing our findings through academic publications and conferences, we hope to inform future studies and influence organizational practices and policies. This contribution is intended to support ongoing efforts to create more equitable and inclusive workplaces, ultimately advancing the goals of SDG 5.

LITERATURE REVIEW

Conceptual Review

The conceptual review provides a foundational understanding of key concepts and theoretical frameworks. The conceptual framework for understanding the relationship between remote work and gender equality in career advancement is multifaceted, incorporating elements from organizational behavior, gender studies, and technological innovation. This review will outline key concepts and theories that underpin the analysis of how remote work can influence gender equality and career progression.

Remote Work and Flexibility

Remote work refers to a working style that allows professionals to work outside of a traditional office environment, often from home or other locations that suit their needs (Golden & Eddleston, 2020). The flexibility afforded by remote work is one of its most significant features, enabling employees to manage their time more effectively and balance work with personal responsibilities (Smith, 2020). Flexibility can be particularly beneficial for women, who typically juggle work and caregiving duties, thereby supporting better work-life balance and potentially enhancing their career prospects (Powell & Sang, 2013).

Gender Equality and Career Advancement

Gender equality in the workplace involves creating conditions where both men and women have equal opportunities for career advancement, including access to promotions, leadership roles, and equitable pay (United Nations, 2015). Career advancement encompasses the progression of an individual through different levels of responsibility and influence within an organization. Persistent gender disparities in career advancement are often attributed to structural biases and unequal distribution of domestic responsibilities (Powell & Sang, 2013).

Barriers to Gender Equality in Remote Work

While remote work offers flexibility, it also presents specific challenges that can impact gender equality. One major barrier is the digital divide, where disparities in access to technology and the internet can limit remote work opportunities for women, especially in low-income or rural areas (ITU, 2020). Additionally, the blurring of boundaries between work and personal life can lead to overwork and burnout, disproportionately affecting women who manage multiple roles (Carnevale & Hatak, 2020). Another significant barrier is the potential reduction in visibility and networking opportunities, which are crucial for career advancement (Hoffman, 2021).

Role of Emerging Technologies

Emerging technologies can play a crucial role in promoting gender equality in remote work settings. Tools like collaborative software, video conferencing platforms, and artificial intelligence can enhance productivity, facilitate communication, and provide new ways to measure performance (OECD, 2020). These technologies can help overcome some of the barriers to remote work by ensuring better connectivity, enabling flexible work schedules, and supporting remote collaboration.

Strategies for Promoting Gender Equality through Remote Work

Strategies for Promoting Gender Equality through Remote Work. To leverage remote work for promoting gender equality, it is essential to develop comprehensive strategies that address the identified barriers. These strategies might include providing access to necessary technological infrastructure, creating policies that prevent overwork, and establishing virtual networking and mentorization programs. Organizations should also implement practices that ensure performance evaluations and promotions are based on merit rather than physical presence or visibility (Harvard Business Review, 2021).

Implementing these strategies requires a multifaceted approach. Providing access to necessary technological infrastructure is crucial, including reliable internet, laptops, and other necessary tools. Organizations should also implement flexible work arrangements, such as telecommuting options and flexible scheduling, to support work-life balance and reduce the burden of caregiving responsibilities. Additionally, organizations should address unconscious bias through training and blind hiring practices, and foster a culture of inclusion through open communication

and feedback. Monitoring progress and addressing challenges is crucial for promoting gender equality through remote work. This includes regularly tracking and analyzing data on employee engagement, retention, and promotion rates. Identifying and addressing challenges, such as inadequate technology or lack of support, is essential for ensuring that remote work arrangements are equitable and effective. By regularly monitoring progress and addressing challenges, organizations can ensure that remote work arrangements promote gender equality and support the well-being and success of all employees.

Achieving SDG 5 through Remote Work

Sustainable Development Goal 5 (SDG 5) aims to achieve gender equality and empower all women and girls (United Nations, 2015). Remote work, with its potential to offer greater flexibility and reduce gender biases, can be a significant contributor to this goal. By addressing the challenges and implementing inclusive strategies, remote work can help create more equitable workplaces and support the broader objectives of SDG 5. While remote work offers substantial benefits, such as increased flexibility and reduced biases, it also presents challenges that need to be addressed to ensure it contributes positively to gender equality. By understanding these dynamics and implementing targeted strategies, organizations and policymakers can harness the potential of remote work to advance gender equality and achieve SDG 5.

Empirical Review

The empirical review examines existing research and data on the impact of remote work on gender equality in career advancement. This review synthesizes findings from various studies to provide a comprehensive understanding of how remote work influences gender dynamics in the workplace and to identify areas where further research is needed.

Impact on Career Advancement

Numerous studies have highlighted the potential benefits of remote work for women's career advancement. A study by Golden and Eddleston (2020) found that remote work can reduce gender disparities in career advancement by providing women with greater flexibility to manage their work and personal responsibilities. The study indicated that women who work remotely are more likely to experience job satisfaction and lower levels of stress, which can positively impact their career progression.

However, other research suggests that the benefits of remote work for career advancement are not uniformly distributed. For example, a study by Powell and Sang (2013) found that while remote work can help some women advance in their careers, it can also reinforce existing gender inequalities if not implemented effectively. Women who work remotely may miss out on networking opportunities and face biases in performance evaluations, which can hinder their career progression.

Work-Life Balance

Research consistently shows that remote work can improve work-life balance, particularly for women. A survey by the International Labour Organization (ILO, 2020) found that remote work allows women to better manage their dual roles at work and home. Women reported that the flexibility of remote work enabled them to be more present for their families without compromising their professional responsibilities.

Carnevale and Hatak (2020) also reported that remote work helps alleviate the pressures of juggling work and personal commitments, leading to increased job satisfaction and well-being. However, the study also cautioned that the lack of clear boundaries between work and home life can lead to overwork and burnout, particularly for women who continue to bear the majority of domestic responsibilities.

Challenges and Barriers

Despite the advantages, remote work also presents significant challenges that can affect gender equality. One major issue is the digital divide. The International Telecommunication Union (ITU, 2020) reported that women, especially in low-income and rural areas, have less access to the internet and digital devices, limiting their ability to benefit from remote work opportunities.

Another challenge is the potential for social isolation and reduced networking opportunities. Hoffman (2021) noted that women working remotely might have fewer chances to engage in informal networking and mentorship, which are crucial for career advancement. Additionally, biases in performance evaluations can persist in remote settings. Research by the Harvard Business Review (2021) found that women working remotely are often evaluated based on their visibility and availability rather than their output, perpetuating existing inequalities.

Role of Emerging Technologies

Emerging technologies have been identified as key enablers of remote work and gender equality. Studies have shown that collaborative tools, video conferencing platforms, and AI-driven performance management systems can help mitigate some of the challenges associated with remote work. For instance, a report by the OECD (2020) highlighted that AI can provide objective performance assessments, reducing biases in evaluations.

Moreover, technology can enhance connectivity and collaboration, making it easier for remote workers to engage with their teams and participate in professional development opportunities. However, the effective use of these technologies requires proper training and equitable access, which remains a challenge for many women, particularly in underprivileged regions (ITU, 2020).

Strategies for Promoting Gender Equality

Empirical studies suggest several strategies for promoting gender equality through remote work. Organizations can implement policies that support flexible work arrangements and ensure that remote workers have access to the necessary technology and resources. Mentorship and

sponsorship programs can help women navigate the challenges of remote work and advance in their careers.

Creating clear performance metrics based on outcomes rather than physical presence can also help address biases in evaluations. Additionally, providing training on remote work tools and practices can ensure that all employees, regardless of gender, can effectively participate in and benefit from remote work (Golden & Eddleston, 2020).

Conclusion.

The exploration of remote work and its impact on gender equality in career advancement reveals a complex interplay of benefits and challenges. Remote work offers significant potential for promoting gender equality by providing flexibility, improving work-life balance, and reducing gender-based barriers in traditional office environments. Empirical evidence shows that remote work can enhance job satisfaction, reduce stress, and facilitate better management of professional and personal responsibilities for women, thereby supporting their career advancement. However, the transition to remote work is not without its obstacles. The digital divide remains a substantial barrier, particularly for women in low-income and rural areas. Additionally, issues such as social isolation, reduced networking opportunities, and persistent biases in performance evaluations can undermine the potential benefits of remote work. Without targeted interventions, these challenges can perpetuate existing gender inequalities rather than mitigate them. Emerging technologies hold promise for addressing some of these challenges by enhancing connectivity, enabling flexible work schedules, and providing objective performance assessments. Nevertheless, equitable access to these technologies and adequate training is crucial to ensure all employees can benefit from remote work arrangements.

In conclusion, while remote work has the potential to contribute significantly to gender equality in career advancement, it requires comprehensive strategies and policies to address its inherent challenges. By leveraging the benefits of remote work and mitigating its drawbacks, organizations and policymakers can make meaningful progress towards achieving SDG 5 and promoting gender equality in the workplace.

Recommendation.

Based on the findings and conclusions drawn from the exploration of remote work and its impact on gender equality in career advancement, several recommendations emerge to maximize the benefits of remote work while mitigating its challenges:

Firstly, organizations should prioritize expanding access to technology, ensuring that all employees, particularly women in underserved areas, have the necessary tools and internet connectivity to effectively participate in remote work. Providing training on remote work technologies will empower employees to utilize these tools efficiently, enhancing productivity and engagement.

Secondly, organizations should foster networking and mentorship opportunities in virtual settings to support women's career growth and mitigate the isolation often associated with remote

work. Access to professional development opportunities, such as online courses and workshops, should be facilitated to enhance skill-building and advancement prospects.

Furthermore, supporting employees in managing work-life boundaries is essential for preventing burnout and maintaining well-being. Providing resources and training to help employees establish clear boundaries between work and personal life, coupled with practices that promote mental health, will contribute to a healthier and more sustainable remote work environment.

Lastly, organizations should foster an inclusive organizational culture that values diversity and actively works towards eliminating gender biases. Encouraging open communication and feedback mechanisms will enable organizations to understand and address the unique challenges faced by remote workers, particularly women.

By implementing these recommendations, organizations can create a remote work environment that supports gender equality, enhances productivity, and fosters employee satisfaction. This approach aligns with the broader goal of achieving Sustainable Development Goal 5 and creating more equitable and inclusive workplaces.

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Work Environment as it contributes to Productivity of Secretaries in Selected Public Organizations in Abeokuta, Ogun State

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Abstract

In every organization, the productivity of her employees cannot be over emphasized. When the level of productivity is high, one can be rest assured that a certain factor has been put in place which is work environment and this study deems it fit to investigate work environment (WE) and productivity of secretaries in selected public organizations in Abeokuta, Ogun state, Nigeria. Descriptive research design was adopted. Population consists of 460 secretaries in selected public organizations in Abeokuta Ogun state. 210 secretaries served as the sample size after Krejcie and Morgan was applied to determine the sample size. Multi stage sampling technique was used as well as a validated questionnaire was also used to collect data. Data collected was analyzed using descriptive statistics. Findings revealed that the level of productivity of secretaries in selected organization in Ogun state was just at the average level and this was seen from the grand mean score of 2.63 on a scale of 1 to 4. Also, a suitable work environment existing in public organizations where secretaries are working was found to be suitable.

Keywords: Public organizations, Secretaries, Work Environment.

Introduction

In today's dynamic and competitive business world, a healthy workplace environment makes good business sense. Research has shown that the primary goal of work is for someone to get the salary and self-satisfaction. Employees' productivity is influenced by several factors, such as work environment and employees' attitude. However, since every organization is a combination of people, it might be logical that people's productivity is, consequently, organizational productivity (Huselid, 1995). In other words, poor productivity or the failure of people who undertake diverse tasks in the four work walls is logically the reason for organizational failure (Noor, Nursalam, & Sukartini, 2021). Productivity is an average means of production. It can be expressed as the output ration to the input used in the production process. Employee productivity is an assessment of the efficiency of a worker or group of workers. It is no longer enough for businesses to cruise along with employees who come to work to get their pay cheque at the end of the month. Employee productivity is the capacity of an employee to produce desired results with a minimum expenditure of energy, time and materials. It is about assessing the effectiveness and efficiency of an employee. It can be expressed as human efforts to produce more and more with fewer inputs of resources so that there will be maximum distribution of benefits among maximum number of people to achieve organizational goals (Hafeez, Yingjun, Hafeez, Mansoor, & Rehman, 2019). Productivity denotes the relationship between output and one or all associated inputs. Productivity is important for

organizations as employees' productivity leads to business success. Also, productivity is important for individuals, as achieving tasks can be a source of satisfaction (Aftab, & Khalid, 2019). Employees' productivity is seen as behaviour or activities that are performed towards accomplishing the organization's objectives. Employees' productivity is viewed as the result of work of a person in an organization at a particular time which reflects how well the person or group reach the qualification of job in a mission of achieving organization's goal (Al-Omari, & Okasheh, 2017).

The measures of employees' productivity in this study includes Employee Inputs, Employee Processes and Employee Output (Suwati, Minarsih, & Gagah, 2016). Employee Inputs are the quality of personnel and the quality of information resources available to work with. Employee Processes are the facilities available to work with. Employee Output are the perceived achievements on organizational goal. However, there are various hitches about the Inputs, Processes and Output on employees in Public Organizations in Nigeria. A well-managed organization usually sees median workers as the root sources for quality and productivity. Such organizations look to employees, not to capital investment, as the fundamental source of improvement. To achieve such improvement, there is a rising need to make employees satisfied and committed to their jobs, at diverse levels, departments, and sections (Tella, Ayeni, & Popoola, 2007).

Employees who are well-equipped with workplace environmental support will be highly satisfied and show a high commitment to their organization. A better physical workplace environment will boost employees' productivity as they are the backbone of any organizations. Employees are influenced to deliver their best performance depending on how well their work environment is design (Solomon, Hashim, Mehdi, & Ajagbe, 2018). A widely accepted assumption is that a better workplace environment motivates employees and produces better results. The work environment can be described in terms of physical and behavioral components; it plays an important role in employee productivity. The work environment is argued to impact immensely on employees' productivity either towards negative or the positive outcomes (Chandrasekar, 2011). In the world, there are international organizations that debate employee rights. Most people spend 50% of their lives within indoor environments, which greatly influence their mental status, actions, abilities, and productivity (Dorgan, 2004). In view of the above, this paper therefore deems it fit to examine the influence of work place environment on productivity of Secretaries in Public Organizations in Ogun State.

Research Questions

This study will proffer answers to two research questions. They are:

1. Identify the level of productivity (Input, Processes and Output) of Secretaries' in the selected public organizations in Ogun State.
2. examine the work environment (physical and behavioural components) prevalent in the selected public organizations in Ogun State.

Literature Review

Employees' productivity is depending on the willingness and also the openness of the employees itself on doing their job, by having this willingness and openness of the employees in doing their job, employees' productivity could be increased which also leads to the productivity F. Amir, (2019). To have a standard productivity, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their productivity. Furthermore, a reward system should be implemented based on the productivity of the employees. This is to motivate the employees in order to perform more on their task. There are several factors that being described for the success of the employees' productivity. The factors are such as physical work environment, equipment, meaningful work, productivity expectation, and feedback on productivity, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes (Strohmeier, 2018). Productivity relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the productivity of employees meet the required standards (Massoudi, & Hamdi, 2017).

Several scholars have attempted to conceptualize the work environment. Perhaps it may be defined in its simplest form as the settings, situations, conditions and circumstances under which people work. It is further elaborated as a very broad category that encompasses the physical setting (e.g. heat, equipment etc.), characteristics of the job itself (e.g. workload, task complexity), broader organizational features (e.g. culture, history) and even aspects of the extra organizational setting (e.g. local labour market conditions, industry sector, work-home relationships). It means that work environment is the sum of the interrelationship between the employees and the employers and the environment in which the employees work, including the technical, the human and the organizational environment (Miebi, 2019). Workplace environment is a composition of three major sub-environments which include the technical environment, the human environment and the organizational environment. (Opperman 2002 was quoted in Yusuf and Metiboba 2012) according to them technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements of the workplace. The work environment is crucial in any employment. For office employees, they spend a great deal of their working hours in the office and thus, their focal point is their workstation.

A survey reported that nine out of ten workers believed that the quality of the work environment affects employees' attitudes and increases their productivity (Edge, Holmes, & Makin, 2006). It was also confirmed that unsafe and unhealthy work environments in terms of poor ventilation, inappropriate lighting, excessive noise etc. affect workers' productivity and health (Evans & Stecker, 2018). A survey of 31 bank branches showed that comfortable and ergonomic office design motivates the employees and increases their performance substantially (Fosfuri, Motta & Rønde, 2020). Based on these findings and literature review, it was observed that most research on the workplace environment and productivity have been concentrated on profit-oriented

organizations and not much focus have been placed on government organizations, it was against this background that this study sought to analyze the influence of workplace environment on employees productivity in government organization. The environment is man's immediate surrounding which he manipulates for his existence. Wrongful manipulation introduces hazards that make the environments unsafe and impede the productivity rate of the worker (Furnham, & Strbac, 2019). Therefore, the workplace entails an environment in which the worker performs his work while an effective workplace is an environment where results can be achieved as expected by management (Gariety, & Shaffer, 2001).

Physical environment affect how employees in an organization interact, perform tasks, and are led. Physical environment as an aspect of 10 the work environment have directly affected the human sense and subtly changed interpersonal interactions and thus productivity. This is so because the characteristics of a room or a place of meeting for a group have consequences regarding productivity and satisfaction level. The workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Gerber, & Hout, 1998).

Methodology

This study adopted a descriptive survey research design. The population for this study comprised of four-hundred and sixty (460) staff of the selected public organizations in Abeokuta Ogun State, Nigeria. The study respondents were secretaries at the Ministry of Education, Science and Technology, Ministry of Health, Ministry of Transport, Ministry of Agriculture as well as Ministry of Works and Infrastructure, Abeokuta Ogun State. The study is delimited to five ministries because after preliminary investigations and interviews, the identified problem was seen to be prevalent in these public organisations and mostly affecting the productivity of Secretaries (respondent). The sample size of this research work was two hundred and ten (210) made up of Four-hundred and sixty (460) staff of the selected Ministries in Ogun State, Nigeria chosen to represent the total population. This sample size was gotten from Krejcie and Morgan (1970) sample size table as shown below. The researcher analyzed the data collected using the descriptive statistic. The use of the descriptive statistics is appropriate because it helped to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering the research questions.

Results and Discussions of Findings

Table 1: Gender of Respondents

Gender of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	69	33.2	33.2	33.2
Female	139	66.8	66.8	100
Total	208	100	100	

Source: Field Survey, 2022

The gender distribution of the study's participants was one of the demographic details acquired. According to table 4.1's demographic information, there are more female secretaries than male secretaries in public organizations in Ogun state. In total, 139 (66.8%) female and 69 (33.2%) male made up the gender distribution in this study. This supports the theory that women are overwhelmingly represented in the secretarial profession, regardless of level. Accordingly, it is believed that the rest of what this study aims to investigate will yield positive results since the feminine gender is always viewed as a form of gender that is compassionate, loving, and adorable.

Table 2: Age of Respondents

Age of Respondents

Age of Respondents	Frequency	Percent	Valid Percent	Cumulative Percent
25-35	51	24.5	24.5	24.5
36-50	82	39.4	39.4	63.9
51 years and above	75	36.1	36.1	100.0
Total	208	100.0	100.0	

Source: Field Survey, 2022

Based on the study's age distribution, Table 4.2 was created. Intriguingly, participants who are 51 years of age or older appear to be the ones who are second predominantly employed as secretaries in public in Ogun state. The age group between 36 to 50 years of age is most prevalent. Age-wise, this group of workers made up around 39% of the overall population included in the sample size for this study. In other words, a total of 82 respondents indicated that they are between the ages of 36 to 50 years of age. The next age group that predominates the workforce of secretaries in public organizations in Ogun state is that of individuals between the ages of 25 to 35 years of age. 51 (24.5%) of the secretaries working in the state fall within this age bracket. Majority of these participant age distributions that make up the respondents to this study suggest that secretaries in the state's public service is mostly dominated by an agile workforce. This indicates that because

this group of respondents is still in the prime of their professional careers, much is still expected of them.

Table 3: Educational Qualifications of Respondents

Educational level

Educational Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
ND	5	2.4	2.4	2.4
HND	101	48.6	48.6	51.0
BSc	62	29.8	29.8	80.8
MSc	35	16.8	16.8	97.6
Others	5	2.4	2.4	100.0
Total	208	100.0	100.0	

Source: Field Survey, 2022

Without a doubt, Ogun state's secretaries in higher education are extremely well educated. Table 4.3, which details the individuals' educational backgrounds, demonstrates this. A total of 101 secretaries confirmed that they possess the Higher National Diploma (HND) degree. A percentage score of 48.6% was given to this. 62 respondents (29.8%) believe they have a bachelor's degree, while 35 (16.8%), according to the respondents, said they have a MSc. 2.4% of the total respondents of this study indicated that they possess the National Certificate (ND). Other respondents (2.4%) indicated that they possess other qualifications.

Table 4 Years of Work Experience of Respondents

Years of Work Experience

Years of Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1-10 years	46	22.1	22.1	22.1
11 - 20 years	106	51.0	51.0	73.1
21 years and above	56	26.9	26.9	100.0
Total	208	100.0	100.0	

Source: Field Survey, 2022

The amount of work experience the study's participants have is highlighted in Table 4.4. 46 (22.1%) of the respondents stated that they have spent between 1 to 10 years working as secretaries. While 106 (51.0%) of the respondents said they had served for a total of 11 to 20 years, 56 (26.9%) of the respondents said they had spent 21 years and more as secretaries. Based on this information,

it is impossible to deny that Ogun State secretaries in public organizations have extensive experience working in the state's public space. Based on this, there will also be no opportunity for prejudice because the participants are extremely well-informed. The following may be concluded from the demographic information acquired for this study: Secretaries in Ogun State are very adaptable in carrying out their duties in terms of age, well-educated, and years of experience, and there are more females than males in the field.

4.2.1 Research Question One:

What is the level of productivity of Secretaries' in public organizations in Ogun State?

Level of Productivity of Secretaries'

Employee Productivity	SA (%)	A (%)	D (%)	SDA	Std.	Mean
Employee Inputs						
The quality of personnel recruited in my organization do help me to be productive.	54 (26.0)	49 (23.6)	78 (37.5)	37 (13.0)	1.009	2.63
I am never in doubt of the competence level of my colleagues at work.	46 (22.1)	44 (21.2)	83 (37.8)	35 (16.8)	1.017	2.49
There are adequate information resources to work with in my place of work.	52 (25.0)	50 (24.0)	69 (33.2)	36 (17.3)	1.049	2.57
Information Resources available for me to work with are of high standard.	61 (29.3)	42 (20.0)	70 (33.7)	35 (16.8)	1.079	2.62

Average Mean:

2.57

Employee Processes

The technologies available in my place of work to a large extent has made me to be more productive.	61 (29.3)	50 (24.0)	63 (30.3)	34 (16.3)	1.069	2.66
Technologies available in my place of work to work with are very relevant to my work.	64 (30.8)	60 (28.8)	56 (26.9)	28 (13.5)	1.033	2.77

Technologies available for me to work within my place of work can be referred to as state of the art technologies.

	70	47	62	28		
	(33.7)	(22.6)	(29.8)	(13.5)	1.063	2.77

I can say of a fact that Technologies in my place of have helped my colleagues to be more better at work.

	64	43	65	36		
	(30.8)	(20.7)	(31.3)	(17.3)	1.093	2.65

Average Mean: 2.71

Employee Output

Due to the contribution myself and my colleagues have made in our work, I can say of a fact that to a large extent my organization has achieved her goals.

	68	58	51	31		
	(32.7)	(27.9)	(24.5)	(14.9)	1.062	2.78

I think if I continue to work the way I have been working, my organization will keep achieving her goals and objectives.

	59	43	71	35		
	(28.4)	(20.7)	(34.1)	(16.8)	1.072	2.61

My organization has all available resources to help me to be highly productive.

	46	55	66	41		
	(22.1)	(26.4)	(31.7)	(19.7)	1.045	2.51

All in all, due to how myself and my colleagues have been productive at work since we were recruited, I think my organization has achieved her goals.

	63	46	61	37		
	(30.3)	(22.1)	(29.3)	(17.8)	1.075	2.65

Average Mean: 2.63

Grand Mean: 2.64

Decision Rule: 1.00 – 1.49 (Very Low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)

Key: Strongly Agree(SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1

Source: Field Survey, 2022

What is the level of productivity of secretaries' in public organizations in Ogun State? asks the study's first research question. The specific response to this research question is that secretaries productivity in Ogun state, is averagely high. This is based on a 4 -point scale with a grand mean score of 2.64. However, this part of the study topic will look at additional variables that could have influenced this grand mean score. The mean score on a scale of 1 to 4 for employee inputs as one

of the measures of employee productivity was 2.57. This indicates that employee inputs of secretaries is also averagely low. Employee processes was the next sign of productivity of secretaries in Ogun state. The average mean score for this indication was 2.71. As a result, the average score on a scale of 1 to 4 reflects an average level of employee processes. Employee output as the last indicator used in measuring productivity of secretaries in Ogun state, on a scale 4, it was seen from the table above that an average mean score of 2.64 served as the level of employee output. This was also on the average. This implies that the level of output of these secretaries is just at the average level.

According to the average mean scores of each of the indicators used to assess the productivity level of secretaries in Ogun state, it is evident that the overall level is likewise on the average side, as was previously mentioned. However, given the facts, it is crucial to talk about the things that produced average scores. Doubting the competence level of ones colleagues, in the opinion of the respondents, was averagely low. On a scale of 1 to 4, this particular questionnaire question received a mean score of 2.49, which is averagely low. Additionally, respondents expressed average response with the availability of resources that will enable them to be productive at work. On a scale of 1 to 4, this research instrument question had a mean score of 2.51. On this specific item in the questionnaire, this item did not score as highly as some other things. On a scale of 1 to 4, there was no adequate information resources to work with was not too in existence, it received a mean score of 2.57. According to all the data obtained on this element of the questionnaire, the overall productivity level of secretaries in public organizations in Ogun state is just at the average level. Many of the questions in this section of the questionnaire, as mentioned above, were in the range of 2.40 to 2.80, buttressing an average level of productivity

4.2.2 Research Question Two:

What is the work environment existing in public organizations in Ogun State?

Work Environment existing in Public Organisation

Work Environment (%)	SA (%)	A (%)	D (%)	SDA (%)	Std.	Mean
Physical Work Environment						
There is standardized layout of office space in my place of work	64 (30.8)	52 (25.0)	62 (29.8)	30 (14.4)	1.054	2.72
There is good amount of Natural lighting in my organization	69 (33.2)	51 (24.5)	65 (31.3)	23 (11.1)	1.025	2.80
Furnitures are properly arranged in my place of work to enhance workability	68 (32.7)	55 (26.4)	61 (29.3)	23 (11.1)	1.018	2.81

There is adequate inflow and circulation of air in my organization.	73 (35.1)	46 (22.1)	62 (29.8)	27 (13.0)	1.063	2.79

My organization provides furniture that can be adjusted to job requirement.	78 (37.5)	50 (24.0)	55 (26.4)	25 (12.0)	1.053	2.87

Average Mean: 2.798

Behavioral Work Environment

There is provision for relaxation spaces where employees can relax during free time in my place of work	62 (29.8)	44 (21.2)	76 (36.5)	26 (12.5)	1.033	2.68

My organization gives room for Interaction amongst co-workers	51 (24.5)	55 (26.4)	70 (33.7)	32 (15.4)	1.021	2.60

Workplace incentives are given to employees in my organization to make them do more.	60 (28.8)	55 (26.4)	62 (29.8)	30 (14.4)	1.041	2.70

Communication flow channel is topnotch in my organization	63 (30.3)	50 (24.0)	62 (29.8)	33 (15.9)	1.069	2.69

There is room for management relationship in my organization which promotes cordiality.	80 (38.5)	45 (21.6)	53 (25.5)	30 (14.4)	1.094	2.84

Average Mean: 2.70

Grand Mean: 2.75

Decision Rule: 1.00 – 1.49 (Very Low), 1.50 – 2.4 (Low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)

Key: Strongly Agree(SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1

Source: Field Survey, 2022

What is the work environment existing in public organizations in Ogun State? is the second research question for this study. Intriguingly, Ogun state's public organizations exhibit a variety of work environment philosophies. Physical and behavioral work environments are the two that are covered in this study. On a scale of 1 to 4, these two work environment philosophies both had

a mean score of 2.79. This suggests that both work environment are in existence at the same level. This could also be a factor in the 2.75 overall mean score that was recorded as the state's work environment. Both work environment philosophies are in existence at an average level in the state, according to the average score of 2.75 on a scale of 4. Due to this average mean score value that was derived from the data, it is also possible that the secretaries in the state's public organizations are at ease with how both forms of work environment are implemented in those public organizations. However, several of the respondents did not feel comfortable with one or two of the items on this work environment survey. The statement "My organization gives room for interaction amongst co-workers" garnered a mean score of 2.60 on the physical work environment test, which is an average score. Many people disagreed with this assertion regarding this particular item as well. 102 out of the total respondents disagreed with this assertion, whilst 106 did. Overall, according to the average and grand mean scores, Ogun state's tertiary institutions have both balanced work environments.

Discussion of Findings

The survey discovered that Ogun state secretaries have average level of productivity. The overall average of 2.63 on a 4-point scale demonstrates this. These indicators — employee input, employee processes, and employee output — were employed in this study to gauge the productivity of secretaries in public organizations in Ogun state. The average mean score for each of these indicators was 2.57, 2.71 and 2.63 respectively. Going by this mean scores, it is an indication that there were many factors responsible for these category of workers in Ogun not being productive. Employers must ensure that employees complete their tasks on time in order to meet the organization's goal or target in order to maintain a standard level of productivity. Employers may be able to monitor their staff and assist them in increasing their productivity if the work or job is completed on schedule. Additionally, a system of rewards based on staff productivity ought to be put in place. This is done to encourage the workers to work harder on their tasks. For the success of the employees' productivity, a number of elements are stated. The elements include things like the physical workspace, tools, meaningful work, productivity expectations, and feedback on productivity, as well as things like standard operating procedures, knowledge, skills, and attitudes (Strohmeier, 2013). With the above of what was stated, resources that can make an employee productive are listed. However, from this survey, it is stated that secretaries expressed much displeasure over the fact that there are no available resources to them to be highly productive. This also affirms what these categories of respondents said as regards the various organizations they are working for said. This particular item in the survey attracted a mean score of 2.51 which is considered quite low. This negates the assertion of what another scholar asserted that "although internal elements like the ability to perform the required tasks, intellectual aptitude, and resources definitely have an impact, productivity also depends on internal drive. Therefore, companies must ensure that employees have suitable working conditions to ensure that their productivity meets the necessary criteria (Kunze, Boehm, & Bruch, 2013) It is however obvious that when there is high

level absence of internal resources that will make an employee to be productive in his or her work, there is tendency that such employees' will not be productive in carrying out their tasks.

What is the work environment existing in public organizations in Ogun State, Nigeria, asks research question 2 of this study? In this study, two work environment philosophies were investigated. They are work environment philosophies known as physical and behavioral. It was interesting to discover that both work environment philosophies were in use. Both work environment philosophies received a 2.79 average score. To a large extent this means score which is quite high confirms that it will to a certain extent contribute to productivity. The technical environment, the human environment, and the organizational environment are the three main sub-environments that make up the workplace. Their definition of the term "technical environment" includes the tools, infrastructure, and other physical and technical components of the workplace. In any job, the working atmosphere is important. Office workers' primary focus on their workstation because they spend the majority of their working hours there. Peers, people with whom employees engage, team and work groups, interpersonal problems, and management and leadership are all parts of the human environment. The network of official and informal interactions between coworkers, teams, and boss-subordinate relationships that occur inside the structure of companies can be regarded as the human environment. Such interaction (especially the informal interaction) allegedly offers a channel for the exchange of ideas among employees as well as the transmission of information and expertise. Of course, past research has shown that employees' interpersonal relationships at work tend to affect their morale (Afsar, & Umrani, 2020). It also confirms the assertion that says "theoretically, anything that influences employee morale will probably impair their commitment to their jobs. The organizational environment is the third category of work environment and consists of management-controlled systems, practices, procedures, values, and philosophies". In other words what this is saying is that if there exists good and suitable work environment in an organization, there is tendency that employees' will become committed to their organization.

Conclusion

The level of productivity of secretaries in selected organization in Abeokuta, Ogun state was just at the average level. This is seen from the grand mean score of 2.63 on a scale of 1 to 4 and a suitable work environment existing in public organizations where secretaries are working was found to be suitable.

Recommendations

1. In order for employees in various public sectors in Ogun state and Nigeria as a whole to be productive in their work, it is imperative for state and federal governments to provide all manner of resources that will make these workers to be productive.
2. Standardized office layout should be provided for in all public organizations. This will definitely boost the productivity of employees in public establishments in the country.

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The Adoption and Utilization of Artificial Intelligence among Secretaries in Government Organizations: An Empirical Study.

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Abstract

The study explores the key factors influencing the adoption of artificial intelligence and sought to understand the potentials of its utilization among secretaries in government organizations. The study adopted a survey design using a population of one hundred and fifty (150) secretaries and personal assistants. Questionnaire was the instrument used for data collection and analyzed using descriptive qualitative method. The result indicated that although AI being a new IT innovation, secretaries are beginning to adopt it in their work dynamics. Furthermore, the types of professional secretary's competencies that utilizes artificial intelligence (AI) in administrative tasks includes; preparing letters, presentation, and report, document filing management and managing database from acquisition to disposal among others. Conclusively, to effectively adopt and utilize AI complexity, government establishments should consider partnering with the private sector through the development of long-term collaborative relationships. That could offer insights on strategizing AI adoption, emphasizing the importance to adopt this technology.

Keywords: Artificial Intelligence. Government organizations. Secretaries. Innovation. Technology adoption.

Introduction

In this era of globalization and technological disruption, the present work environment is changing faster than ever before where the management of the work processes has changed to includes essentially four types of working force: full-time, contingent, remote, and robot. These categories of employees are seeking for the inclusion of digital experience in their work with the way they live, relate to one another, and perform job functions. This is because automation is becoming an accepted part of work processes, with promises of efficiency and an enhanced focus on mission oriented activities as the speed of innovation accelerates. It has continued to be a factor driving change on how people work as well as having the potential to reduce cost and increase the value delivered by the worker to the organization so as to improve quality and speed of executing a job. It can be used to deliver anytime/anywhere customer experience at work as well as free time and resources that allows workers to focus on strategic, and high touch activities.

Furthermore, the availability and use of automation through artificial intelligence (AI) and hardware developments is beginning to make governments realize new goals. While there is justified skepticism and fear that governments using AI may become too technocratic, jeopardize

privacy, reinforce inequalities, and even threaten democracy. Nonetheless, it is of importance to point out that AI goes a long way to offers a plethora of opportunities for the public sector (Ulnicane et al. 2021). Its adoption can go a long way to increase profitability such as better decision-making and forecasting, improved communication between government and citizens, personalized public services, reduced administrative, a generally better quality of public services, and improved public value creation (Wang, Teo, and Janssen 2021). A number of AI application areas have been identified; this includes; knowledge management, process automation, conversational agents and assistants, predictive analytics, fraud and threat detection, resource allocation, and supporting expert tasks.

In this regard, government institutions are beginning to consider adopting AI technologies (Ulnicane et al. 2021). However, while there are increasingly adoption of AI technologies in the public sector, the adoption and utilization by many office managers in public organizations remain rare. According to Neumann et al., (2024), employment trends for jobs in developed and developing countries, the job roles of executive secretaries and executive administrative assistants have a high risk of being automated. According to this forecast, the types of roles that are specifically being displaced includes but not limited to: computer operator 70%, executive secretaries, and administrative assistants 63%, filing clerks 48%, data entry operator 36%, and other such roles which depend on technologies and work processes which are fast going into extinction. On this note, the secretary as a member of the management team must and should ensure to keep abreast with these changes and development and enhance their expertise in utilizing artificial intelligence so as to be efficient and more productive in carrying out their job roles.

The contemporary business environment is characterized via immeasurable degree of uncertainty as they strive to maintain or enhance operational efficiency at the same time as increasing their operations which has resulted to numerous complicated and unpredictable trajectories. This has posed a major challenge for these public sector entities. There is increasing level of interest to encourage innovation within government institutions as a means to improve overall performance, efficiency, quality, and accessibility and address few urgent societal demanding situations. Among the strategies, is the adoption of new technologies, upskilling staff, and changing organizational designs. Also, government have made huge investments in the introduction of online services to link government networks to citizens, however, the penetration of these services tends to be unsatisfactory and did not provide adequate returns on the investment. This low level of user acceptance of government's online services has become a huge, incumbent problem for policy makers, public administration managers and the community as a whole. However, waves of technology, such as autonomous agents and artificial intelligence (AI) have long been discussed and are reshaping government services. Nevertheless, office managers have been seen to be unprepared for the challenges they must face in order to cope with this non-incremental and exponential changes, as many of the existing government structures and processes that have evolved over the last few centuries will likely become irrelevant in the near future. In line with this background, there is an emerging need for holistic understanding of the adoption and utilization of Artificial Intelligence among Secretaries in Government Organizations Furthermore,

even if the body of research about AI adoption and utilization in the public sector has been growing recently especially in advanced nations, empirical studies in government organizational settings in Nigeria are scarce. This study addresses this gap by empirically analysing the adoption and utilization process of AI initiatives by secretaries in selected government organizations in southwest Nigeria.

The objectives of this paper are to:

1. assess the key factors influencing artificial intelligence (AI) adoption by professional secretaries' in government organizations in southwest Nigeria
2. identify the types of professional secretary's competencies that utilizes artificial intelligence (AI) specifically in the areas of secretarial administrative tasks.

Literature Review

Artificial intelligence principles

Artificial intelligence (AI) describes the processes that deals with the design of programs capable of solving complex problems, enhancing learning, perception, reasoning, understanding and awareness of the environment based on a general model of data identification, data processing, and identification of the learning set, selection of the algorithm, training, and evaluation of the training. This data is generally of high volume and related to situations different in complexity and context. They are seen as computer systems or programs that can reason and act humanly by performing tasks that commonly require decision-making and learning base on human intelligence or think and act rationally by focusing on logic and carefully finding the best solution to a problem (Russell and Norvig 2021). Despite the widespread use of artificial intelligence, there is currently no universally agreed upon definition for it. However, one of the first propositions, defined AI as an attempt to make machines use language, from abstraction, to solve problems now reserved for humans (McCarthy et al. 1955, p. 12). Nonetheless, the concept can also be broadly defined as an intelligent system with the capability to reason, thinks and learn. (Reis et al., 2019). In simpler terms, it describes the processes of giving computers the ability to learn and interact swiftly with humans without the need to be explicitly programmed to do so as a complex endeavor that involves different approaches to dealing with multiple nuances by relying on inferences (Enholm et al., 2022).

The domain of artificial intelligence (AI) encompasses knowledge representation, perception, reasoning, communication, and planning. It involves interactions with humans, processing sensory inputs, simulating outcomes, and solving complex problems (Enholm et. al., 2022). It is a system that uses classification, estimation, and clustering for solving domain problems (Guedes and Oliveira Junior, 2024). In this case, classification involves categorizing new inputs into predefined categories based on a training dataset. Estimation entails assessing the subsequent numeric value in a sequence by leveraging a training dataset (Omitaomu & Niu, 2021), and clustering classifies data into internal coherent categories (Ezugwu, 2022).

Despite the growing popularity, the actual diffusion of AI in public sector practice remains low, as compared to private sector organizations (Mikalef et. al., 2021). However, the major challenges its adoption in public organizations stem from factors more prevalent in the public context such as: a lack of technical staff to introduce and assess new technologies, the risk of potential erroneous use of AI (e.g. security risks, privacy concerns), the need to guarantee transparency in the context of AI, moral dilemmas such as when to use AI, and ethical considerations (Margetts and Dorobantu 2019).

The adoption of artificial intelligence varies from one context to another and includes data analytics for complex decision-making, fraud detection, risk management, mobility planning, healthcare, environment, and automation of some administrative tasks such as better information extraction from different source, fewer mistakes and reduction in human error, solving complex problems, automation of tasks, summarizing high quantity of information to mention a few. As part of these contexts, the public sector is one of them where it can be used in different domains as it can serve as a pivotal strategic element in the roadmaps of governments (Dwivedi et al., 2021).

2.2 The Role of Professional Secretary

The secretarial job (secretary) are individuals employed to carry out administrative duties, involving typing letters, answering phone calls, and arranging meetings, also handles correspondence, keeps records, and do general clerical work in any related office of an organization, company, or association (Herbranson, et al., 2022). Due to the different roles and duties of a secretary in the organization, different terminologies for the secretarial position, such as: Company Secretary, Executive Secretary, Professional Secretary, Administrative Professional, Administrative Assistant, Executive Administrative Executive Assistant and Personal Assistant are used to describe this job position (Aprilya & Suryanto, 2021).

The responsibility of the secretary in any organization may include but not limited to administration of personnel matters and file (Syed Mohd Fuzi, et al., 2019). However, the core responsibilities of the secretary is to provide administrative support to the senior executives or managers in an organization. This description means that they may carry out a wide range of tasks and responsibilities, based on the specific needs of their organization including taking on a variety of secondary duties.

Secretaries work in any office environment that has a front desk to carry out administrative tasks, arrange staff schedules and manage correspondence as well as receive visitors and determine their reason for stopping by the office, act as an intermediary to make sure that their coworkers are expecting guests before letting them get into their office. They also manage general files and records by maintaining a logical arrangement system so they can easily access and send information when requested. They are also known to schedule transportation and lodging for coworkers who travel and prepare documents for business meetings (Musty, 2023).

However, reliance on technology continues to increase in offices, has made the role of the office professional to evolve as well. Office automation have allowed secretaries and administrative assistants to assume responsibilities and are trying to embrace the power of artificial

intelligence (AI) to better enhance their work processes presenting new possibilities for them in the public sector (Almeida et al., 2021). This is because AI offers new potential for their job duties in the public sector thereby providing new capacities that empower them with advanced supports for decision-making processes (Van Noordt et al., 2022). It also serves as initiator for innovative services for citizens, government, and business. Therefore, adopting AI, fosters new benefits including improved service quality, increased productivity, and cost-effective service excellence of the office assistant (Wirtz, 2020).

3. Methodology

The study adopted a survey design. The population of the study comprised of one hundred and fifty (150) secretaries or personal assistants. They comprised of 60% secretaries working in federal owned establishment, and 40% secretaries working in state-owned establishments. The sample included in the analysis encompassed 24% secretaries to top managers, 58% secretaries to middle managers, and 18% secretaries to lower managers, who all indicated that they had responsibilities and operational tasks to support the work of directors or Head of Departments.

Questionnaire was the instrument used for data collection. It was validated by three research experts from the Lead City University. Also, literature studies are based on references from latest national and international journals, as well as new books related to artificial intelligence and secretarial administrative works. Results and discussions were conducted using methods for data validity and reliability for a descriptive qualitative method with questionnaire survey technique. The researchers personally administered 150 copies of questionnaire and collected 95 copies representing 66% return rate. Mean and Standard deviation were the tools used for data analysis. The study adopted a modified four point rating scale of Strongly Agreed (4), Agreed (3), Disagreed (2) and Strongly Disagreed (1).

4. Results and Discussion

4.1 Results

Table 1: The key factors influencing AI adoption by professional secretaries' in government organizations

S/No.	Adoption of AI	SA	A	D	SD	Mean	SD
1	Specific processes in government departments have undergone significant transformation due to AI integration.	9 (9.5)	24 (25.3)	17 (17.9)	45 (47.4)	2.53	0.96
2	To enhance complementary skills, knowledge and innovation potential.	31 (32.6)	37 (39.0)	20 (21.1)	7 (7.4)	2.65	0.96

3	The system's user-friendly interface is compactable with existing ICT tools already in use	31 (32.6)	42 (44.2)	14 (14.7)	8 (8.4)	2.80	0.93
4	Ensure substantial gains in work process efficiency and accuracy in enhancing operational dynamics	55 (57.9)	20 (21.1)	6 (6.3)	14 (14.7)	3.01	0.83
5	Avoiding errors, and complying more frequently with operational dynamics	49 (51.6)	29 (30.5)	10 (10.5)	7 (7.4)	3.21	0.74
6	Vital for ensuring cohesive and seamless operations within the operational framework.	40 (42.1)	30 (31.6)	10 (10.5)	15 (15.8)	2.85	0.91

SA= Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree. *Source: Field survey, 2024*

Decision rule for table 1 using mean as the measure

1- 1.75	Very low mean
1.76 – 2.51	Low mean
2.52 – 3.26	High mean
3.27 – 4.00	Very high mean

The average values of the items in the key factors influencing AI adoption by professional secretaries' in government organizations were evaluated against a threshold of 2.52. All listed items of in the key factors influencing AI adoption by professional secretaries' were fairly high in the government organizations. The result shows that artificial intelligence (AI) was generally adopted or accepted by professional secretaries' in government organizations as items were rated between 2.53 - 3.21. Avoiding errors, and complying more frequently with operational dynamics (3.21) had the highest score as a key factor influencing its adoption and was followed by ensure substantial gains in work process efficiency and accuracy in enhancing operational dynamics (3.01), vital for ensuring cohesive and seamless operations within the operational framework (2.85), The system's user-friendly interface is compactable with existing ICT tools already in use (2.80), To enhance complementary skills, knowledge and innovation potential.(2.65) and Specific processes in government departments have undergone significant transformation due to AI integration (2.53).

Table 2: The types of professional secretary's competencies that utilizes artificial intelligence (AI) specifically in the areas of administrative tasks?

S/No.	Utilization of AI	SA	A	D	SD	Mean	SD
1	Preparing letters, presentation, and report	44 (46.3)	27 (28.4)	10 (10.5)	14 (14.7)	3.48	0.62
2	Arranging manager/director's business travel	4 (4.2)	16 (16.8)	32 (33.7)	43 (45.3)	2.25	0.85
3	Arranging appointment and maintaining diaries	19 (20.0)	26 (27.4)	34 (37.8)	16 (16.4)	2.68	0.93
4	Organizing meeting and Minutes meeting	20 (21.1)	42 (44.2)	19 (20.0)	14 (14.7)	2.55	0.94
5	Document filing management	30 (31.6)	40 (42.1)	11 (11.6)	14 (14.7)	2.87	0.96
6	Managing database from acquisition to disposal	42 (44.2)	29 (30.5)	10 (10.5)	14 (14.7)	3.47	0.66

SA= Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree. *Source: Field survey, 2024*

Decision rule for table 1 using mean as the measure

1- 1.75	Very low mean
1.76 – 2.51	Low mean
2.52 – 3.26	High mean
3.27 – 4.00	Very high mean

The average values of the items on the utilization of artificial intelligence (AI) by secretaries specifically in the areas of administrative tasks were evaluated against the decision rule for table 2 using mean as the measure. All the items listed were perceived by the respondents to have high level of utilization on administrative tasks in the government establishments. However, The study found that the topmost ways artificial intelligence can most likely be utilized in administrative tasks are: preparing letters, presentation, and report (3.48), followed by managing database from acquisition to disposal (3.47). These are closely followed by Document filing management (2.87), arranging appointment and maintaining diaries (2.68) and organizing meeting and Minutes

meeting (2.55). However, arranging manager/director's business travel; was not accepted and had the lowest mean (2.25).

4.2 Discussion of Findings

The result of the analysis on the Adoption and utilization of Artificial Intelligence among Secretaries in Government Organizations indicated that although AI being a new IT innovation, secretaries are beginning to adopt it in their work dynamics. The findings agreed with Guedes and Oliveira-Junior (2024) who asserted that artificial intelligence has been successfully adopted across many organizations either public or private, and its rapid adoption can be credited to the quality of its recommendations, real-time operation, evolving capability to identify irregularities, evaluation of the financial implications of each irregularity, and communication of the reasoning processes. All of which are critical in fast-paced work environments. Neumann et al (2024) also argued that despite the enormous potential of artificial intelligence (AI), many public organizations struggle to adopt this technology. Simultaneously, what determines successful AI adoption in public settings remains scarce.

This is caused by the increase in using tools of innovative technology such as internet of things and connected devices, cloud computing, big data analytics, artificial intelligence, robots; the skills identified as being in high demand within an organization are creativity, originality and initiative, reasoning, problem solving and ideation, complex problem solving, active learning, emotional intelligence, analytical thinking and innovation, leadership and social influence, critical thinking and analysis, service orientation, technology use (Frey & Osborne, 2017).

The outcome of the analysis on the types of professional secretary's competencies that utilizes artificial intelligence (AI) specifically in the areas of administrative tasks revealed that preparing letters, presentation, and report, document filing management and managing database from acquisition to disposal among others are the possible means of utilizing artificial intelligence by secretaries in Southwest Nigeria. The findings above agreed with Musty (2023) who stated that several secretarial jobs have been supported by tools developed in the advanced technology. Advanced technology such as artificial intelligence helps increase the efficiency of secretarial administrative tasks: 56% in document filing management, 76% in managing database, 70% in analyzing data and information, 47% in implementing and maintaining administration procedures. It helps track and streamline processes. In fact, this increased efficiency in operation helps reduce costs and time: 82% in organizing meeting, 82% in maintaining diaries, and 47% in arranging manager's business travel. Also, Rocha et al., (2019) noted that; in recent years, there have is increasing amalgamation of government services and electronic systems, citizens and the state interactions have changed focus towards human centered electronic approaches, by introducing advanced digital electronic services that have simplified bureaucratic mechanisms and response time.

5. Conclusion

AI-powered processes simplifies secretarial work in being more efficient and making better work processes than the current work system, and the tools are available to automate routine administrative task. Further duties of secretaries are to become creative savvy tech and capable of utilizing AI systems more optimally to solve problems. Artificial intelligence can indeed replace some secretaries' jobs with new tools, platforms, and software application. Therefore, secretaries are encouraged to keep on learning and trying new tools. The new role of professional secretaries can be fulfilled by utilizing and optimizing AI powered technology, while at the same time demonstrating a qualified, initiative, and creative work. No matter what, the human aspect is still important to be improved for optimizing the achievement of high performance, and it cannot be replaced by technology. However, the tools of artificial intelligence can support secretaries' activities to be more effective and efficient. However, to effectively adopt and utilize AI complexity, government establishments should consider partnering with the private sector through the development of long-term collaborative relationships.

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KNOWLEDGE PROCESS CAPABILITY AND JOB PERFORMANCE OF ADMINISTRATIVE STAFF OF EKO ELECTRICITY DISTRIBUTION COMPANY, LAGOS STATE, NIGERIA

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Abstract

Knowledge is a critical organizational resource that contributes to superior performance if relevant knowledge management capabilities are built and applied to the knowledge resources. The perspective that applied to knowledge is necessary for a firm to take full advantage of knowledge management programmes which is explored in this paper. The objective of this work is to document empirical evidence from existing literature on the effect of knowledge process capability on job performance of Administrative Staff in Eko Electricity Distribution Company and to identify opportunities for further research which can generate more knowledge to help in the understanding of this relationship leading to the improvement of the contribution of knowledge to performance. A literature survey method was used to collect information regarding knowledge process capability and its effect on job performance. The results suggest that knowledge process capability has a positive impact on job performance of administrative staff in Eko Electricity Distribution Company. Arising from these findings, it is proposed that studies be launched to determine the relative disposition and contribution of each of the knowledge process measures on job performance of Administrative Staff in Eko Electricity Distribution Company. Such studies will guide organizations in building knowledge process capabilities which can be leveraged for sustainable job performance.

Keywords: knowledge; knowledge process capability; job performance, administrative staff and sustainable

Introduction

Job performance is the ability of enterprises to deliver products or services to customers using economical processes. The concept of enhancing job performance has gained widespread recognition as a vital determinant of success for businesses spanning various sectors. It can be most aptly characterized as the degree to which all divisions within an organization collaborate harmoniously to attain their fundamental corporate objectives. The enhancement of job performance stands as a foremost priority for the majority of enterprises, as they perpetually strive to attain it. Elevating job performance has assumed a central role in initiatives aimed at revolutionizing business practices. Progressive tools, methodologies, and technologies have empowered firms to elevate their performance levels with heightened swiftness, adaptability, and

precision (Abu-Jarad, 2019). The integration of quality principles into every facet of job performance has evolved into a strategic imperative within the ever-changing landscape of professional roles.

Several researchers have provided different definitions for job performance, since job performance is a broad concept, and its meaning changes in accordance with the user's perspective and needs. Performance refers to the ability of an organization to create outcomes and actions at an acceptable level. Job performance is related to organizations internal operations, such as productivity, product quality and customer satisfaction. Job performance, measurement can be grounded on the consumers' expectations within an organization in terms of sales data on what customers order for most of the time and what is not ordered and the handling of complaints (Hassan, 2012).

The potential success of an organization depends to a large degree on its performance, which relates to its ability to effectively implement strategies to achieve organizational objectives. Job performance reflects the way an organization takes advantage of tangible and intangible resources to achieve its goals and the culmination of an organization's working process and activities (Gharakhani, 2020). A definition of job performance must encompass the entire spectrum of strategies and interventions applicable within the field of industrial-organizational (I-O) psychology to enhance human performance in workplace settings. These strategies often revolve around aspects such as recruitment, selection, training, development, and motivation. Additionally, there are other approaches aimed at eliminating obstacles that hinder individuals from contributing to organizational goals and offering them increased opportunities for organizational contributions, which can directly impact performance. Therefore, a comprehensive definition of performance should account for variances attributed to variations in measured traits during selection processes, participation in training and development initiatives, exposure to motivational interventions, and situational constraints and opportunities (Moore, 2019).

Job performance can be defined as the cumulative expected value that an individual's discrete behavioral actions yield over a standard time frame. An essential concept within this definition is that performance is an inherent attribute of behavior, specifically an aggregate characteristic derived from numerous distinct behaviors occurring over a specified duration (Al-Dmour, 2021).

Job performance can be approached by considering the output of an employee within a specified time frame. Employees are required to use their knowledge for making decisions and performing tasks perfectly for the organizational success. Knowledge has no value unless it is consistently used or applied in the right way at the right place and at the right time. Job performance may be evaluated in terms of the output of an employee in a specific period of time (Wheelen, 2015). Typically, the productivity of a given administrative staff will be assessed relative to an average for employees doing similar work. Organization relies upon the productivity of its workforce; administrative staff productivity is therefore an important consideration for Eko Electricity Distribution Company in Lagos State, Nigeria to harness effective decision making and

performing tasks perfectly for the organizational success.

Knowledge has no value unless it consistently used or applied in the right way at the right place and at the right time. Performance is defined as actions that impact the achievement of organizational objectives. This encompasses both positive and negative behaviors concerning goal accomplishment. Consequently, an individual's actions in the performance realm can yield diverse outcomes for the organization, ranging from slightly positive to highly positive for supportive behaviors and from slightly negative to highly negative for obstructive behaviors (Selznick, 2018). According to Affective Events Theory, individuals encounter various events during their workdays, and these events impact their emotional states, which, in turn, directly affect their performance behaviors. Fundamentally, the theory posits that the continuum of work behavior can be naturally divided into relatively short behavioral episodes, each characterized by immediate and relevant organizational objectives. Intra-individual analyses demonstrate that when individuals experience positive emotions, they are more inclined to engage in organizational citizenship behaviors, whereas negative emotions are associated with a higher likelihood of engaging in counterproductive work behaviors. The within-person assessment of performance behaviors fundamentally treats job performance as a behavioral and episodic construct that unfolds over time (Naqshbandi, 2018).

Considering the statement of problem, Job performance is a product of good planning and control activities of a process. Despite the high patronage for the Electricity Companies under investigation, preliminary investigation about administrative job performance of Eko Electricity Distribution Company, Lagos State, Nigeria suggests that challenges do exist that warrant investigation. The accumulating debts of industries, Departments, Agencies, most residential customers and few maximum demand customers is a huge problem which have added to the challenge of funding that has continued to negatively affect operations such as transformers purchase and allocation, maintenance and upgrade of network infrastructure, efficient faults clearing, purchase of more operational vehicles, concrete poles, materials and equipment for effective service. Gradually meeting the basic financial obligation becomes a pipe dream unless customers pay their bills promptly. Eko Electricity Distribution Company, Lagos State, Nigeria are entity established with the patriotic zeal to revamp the burgeoning power sector. To accomplish this, Eko Electricity Distribution Company should implement a systematic approach to consistently and deliberately cultivate knowledge within the organization.

The practice of knowledge management empowers enterprises to dismantle informational barriers by centralizing data for convenient access by all team members. It offers a dedicated platform for individuals to document and share their accumulated knowledge, safeguarding vital information even when employees transition out of the organization. Although several studies abound in the literature as regards Knowledge Process Capability and Organizational Performance. However, studies focusing on job performance of administrative staff in the Power Sector have received less attention, there by suggesting a gap worthy of investigation. Hence, this paper aims to investigate the influence of Knowledge Process Capability on Job Performance of Administrative Staff of Eko Electricity Distribution Company.

Aim of the Study is to investigate the influence of Knowledge Management Capability on Job Performance of administrative staff of Eko Electricity Distribution Company, Lagos State, Nigeria.

The Significance of the study will be relevant to the following stakeholders: Electricity Distribution Companies, administrative staff, customers, the regulating body of Electricity Distribution Company, as well as researchers and enhance Eko Electricity Distribution Company to clearly understand the level of the administrative job performance and how well they can boost their performance by enhancing standard operating procedure, team integration and inventory management, which will assist them in rendering the best service to their customers and eventually result in feasible higher revenue growth. It will ensure better retention of knowledge, as the exit of a staff will not pose a great threat on the functionality of the company at large. This study will help the administrative staff to perform optimally, and ensure perfect delivery of services to their respective customers through the workforce. This study will be of benefits to prospective Electricity Distribution Companies as an instrument for policy formulation and implementation. Finally, this study is an entry point to future researchers who might be interested in investigating the influence of Knowledge Process Capability on Job Performance of Administrative Staff of Eko Electricity Distribution Company. This study will be of immense value to the body of knowledge; empirically, theoretically and conceptually as it will give further insight of how Knowledge Process Capability can foster job performance.

Job Performance Concept

Job performance is the capacity of organizations to provide goods or services to customers efficiently. It has gained widespread recognition as a pivotal success factor for companies spanning various sectors. It is essentially the degree to which all business units within an organization collaborate to attain core business objectives. Numerous approaches exist to gauge a company's performance and assess its overall health¹. One of the most prevalent methods involves examining its gross or net profit. However, this approach may not always offer a dependable assessment of a company's performance. Consider, for instance, the net income or loss of the company, which is calculated by subtracting operating expenses from gross profit. Operating expenses encompass selling expenses, administrative costs, and miscellaneous expenditures. In some cases, a scenario may arise where net income increases, yet operating expenses or gross profit also rise concurrently. Alternatively, gross profit may remain static while operating expenses steadily increase. These scenarios are less than ideal and can easily be overlooked if attention is solely focused on gross and net income figures. This is where the concept of job performance becomes crucial.

Job performance objectives represent the specific areas of performance that a company seeks to enhance to align with its corporate strategy. After defining its corporate strategy, a company identifies pertinent job performance objectives for measurement and configures its environment to facilitate their achievement. There are five primary job performance objectives: speed, quality, costs, flexibility, and dependability (Hassan, 2012).

The speed objective assesses how quickly a company can deliver products and generate sales quotes. It encompasses factors such as manufacturing and processing times for the company's products or the time required for research and development of new products⁴.

Quality, on the other hand, extends beyond conformity to product specifications. It encompasses the appeal of product features, reliability, durability, serviceability, functionality, and customer perception of value. All of these aspects are pertinent indicators of quality (Moore, 2019).

Costs are a vital consideration in job performance. This objective examines variations in the unit cost of a product, influenced by factors like product volume and variety. Greater product variety typically corresponds to lower volumes and higher unit costs, affecting product pricing, production expenses, and profitability.

Knowledge Process Capability

Knowledge Process Capability (KPC) represents a dynamic and continuous series of processes and methodologies ingrained within individuals and also integrated into group dynamics and physical infrastructures. Within any given organizational context, individuals and groups may engage in various facets of the knowledge process simultaneously. As such, it is imperative to view knowledge process capability as a sequence of activities and occurrences, encompassing the generation, retention, transmission, and application of knowledge, all culminating in outcomes related to knowledge management (Nonaka, 2019).

KPC encompasses the organizational abilities that govern knowledge, which is often structured in the form of established operating procedures and routines, disseminated across the entire organization. KPC is comprised of four key phases: sharing tacit knowledge, conceptualizing ideas, validating concepts, and facilitating the cross-level dissemination of knowledge (Dell, 2017).

An alternative four-stage KPC model, which includes knowledge acquisition, transformation, application, and protection, consolidates processes identified in various empirical studies. This knowledge management process framework, in turn, comprises four stages: creation, storage/retrieval, transfer, and application. The essence of KM capabilities lies in three interconnected processes: acquisition, conversion, and application. These metrics are grounded in the knowledge process capability theory. Knowledge is not just a critical resource for organizations; it serves as a foundational wellspring of competitive advantages (Quinn, 2017). Consequently, knowledge management capabilities pertain to an organization's capacity to cultivate and employ knowledge internally. These capabilities revolve around three core processes: acquisition, dissemination, and application.

The Knowledge Acquisition Process entails the exploration of knowledge sources external to the organization and the creation of new knowledge through the interaction between newly acquired knowledge and the existing knowledge within the organization. This process enriches innovation development and enhances organizational effectiveness. Acquisition denotes the organization's aptitude to identify, access, and gather both internal and external knowledge indispensable for its operations (Raven, 2019). Knowledge acquisition arises from the active

involvement of individuals and the interplay among tasks, technologies, resources, and personnel within specific contexts. The externalization and capture of knowledge by those in need of it can significantly boost the firm's productivity and profitability.

The Knowledge Dissemination Process stands as a pivotal facet of knowledge management capability within organizational settings. It involves the transmission of knowledge to locations where it is required and can be effectively utilized. Organizations must judiciously transform tacit knowledge into explicit knowledge; failure to do so may result in the loss of valuable tacit knowledge (Simonin, 2017).

Dissemination refers to the capacity of businesses to convert knowledge into a form that can be assimilated and readily accessed within the organization. When enterprises successfully transform tacit knowledge into explicit and codified forms, they can harness this explicit knowledge more efficiently and effectively to foster innovation and enhance their overall performance. The effective utilization of knowledge in a business context necessitates the conversion of acquired knowledge from both internal and external sources into organizational knowledge. These transformations, occurring within the data, information, and knowledge cycle, are transient and must evolve data into information, and information into organizational knowledge to maximize the advantages of this process. The Knowledge Application Process denotes the utilization of knowledge within the organization. Key process characteristics associated with the application of knowledge encompass storage, retrieval, application, contribution, and sharing (Spender, 2016). This application process is defined as the manner in which knowledge is employed within the organizational context. Processes such as the sharing and distribution of knowledge play pivotal role in knowledge management. With the assistance of information technology such as an intranet, data base systems, or non-information technology tools such as brainstorming sessions and research collaboration, enterprises can exploit the knowledge within the organizations. Knowledge application involves activities that show that the organization is applying its knowledge. A statistically significant correlation has been observed between the knowledge process Capability and job performance at Eko Electricity Distribution Company in Lagos State, Nigeria. Three distinct categories of knowledge exist, namely Explicit knowledge, Embedded Knowledge, and Tacit knowledge. Nevertheless, the most pivotal differentiations pertain to explicit and tacit knowledge. Explicit knowledge is codified and is typically stored in books, files, folders, documents, databases, and how-to guides. It can be easily accessed and managed through a knowledge management system (Sveiby, 2017).

Campbell Model of Job Performance

There exist eight distinct behavioral dimensions of performance that adequately characterize the uppermost levels of the concealed hierarchy. However, it's important to note that these eight facets exhibit dissimilar characteristics. They exhibit diverse patterns of sub-general factors, and their content demonstrates variations across different job roles. The following list outlines the eight models: *Job-specific task proficiency* pertains to an individual's competence in performing tasks that constitute the core technical prerequisites of a particular job and distinguish it from others.

Non-job-specific task proficiency encompasses an individual's capability to execute tasks that are not exclusive to the job in question but are essential in most, if not all, organizational roles. *Written and oral communication* evaluates an individual's ability to communicate effectively through writing and speaking, irrespective of the audience's size. *Demonstrating effort* measures an individual's dedication to job-related tasks and the degree of persistence and intensity with which they engage in those tasks. *Maintaining personal discipline* assesses the extent to which an individual refrains from engaging in negative behaviors, such as alcohol misuse, rule violations, and absenteeism. *Facilitating team and peer performance* evaluates an individual's capacity to support, assist, and nurture peers, contributing to the effective functioning of the group as a unified entity (Gooijer, 2009).

A partial assessment of Campbell's model was conducted via confirmatory factor analysis. A measurement instrument comprising 59 items, constructed in accordance with Campbell's six non-task-related performance factors, was employed. Participants included U.S. Air Force technicians and their supervisors. Respondents were asked to rate the relevance of each item to their current or most recent job roles. Three models underwent testing via confirmatory factor analysis: Model 1: A single latent performance factor with the 59 items serving as manifest indicators. Model 2: Six latent performance factors, each representing Campbell's non-task factors, with roughly 10 items as manifest indicators for each factor. Model 3: Campbell's six performance dimensions were treated as first-order latent factors, with a general performance dimension as a second-order latent factor. The results indicated that Model 2 exhibited significant improvements in fit compared to Models 1 and 3. Nonetheless, overall fit for Model 2 was relatively weak, suggesting that while Campbell and colleagues' model may provide a rough depiction of job-related latent structures, it was anticipated that future empirical investigations would necessitate adjustments to their theory (Briggs, 2009). Campbell did not specifically mention examples of behavioral episodes with varying levels of expected organizational value. It is not difficult, however, to imagine what they might be from the definitions he provided for the behavioral categories. For example, in the first dimension, job-specific proficiency, behaviors that represent quick, error-free task execution would carry positive expected value, and at the other end behaviors that represent very slow or incomplete task execution would carry negative expected value.

It's worth noting that this study has specifically adapted three metrics from Campbell's model task proficiency, demonstrating effort, and personal discipline which align closely with the subject of discussion in this research work. While Campbell's model also includes other metrics such as written and oral communication, facilitating team and peer performance, supervision and management, and administration, the three adapted metrics are deemed more pertinent to the researcher's work (Kaplan, 2010).

Mark Burgin Knowledge Process

Numerous concepts, models, and various theories have been proposed within the realm of knowledge processes. The entire domain of activities related to knowledge can be delineated into three distinct categories as per the classification provided by Mark Burgin. These categories

include Knowledge Studies (both theoretical and experimental), Knowledge Engineering, and Knowledge Utilization and Management. It is worth noting that the latter two categories fall under the umbrella of knowledge technology. Knowledge Engineering primarily deals with the technology associated with knowledge production, organization, transformation, management, preservation, capture, and acquisition. In contrast, Knowledge Utilization delves into the examination of how individuals and organizations employ knowledge, while also devising novel techniques and approaches for such endeavors (NERC Report, 2020).

The classification of knowledge theories can be further broken down into three categories: Philosophical theories, which are housed within the philosophical discipline known as epistemology. These philosophical theories are concerned with three fundamental inquiries: the definition of knowledge, which seeks to elucidate what knowledge truly entails and how it can be distinguished from mere beliefs; the boundaries of knowledge acquisition, which explore the limits of what is possible to know; and the mechanisms of knowledge creation and acquisition, investigating how knowledge is obtained.

Mathematical theories encompass areas such as mathematical logic, offering formal means for knowledge representation and formation; the theory of algorithms, which provides mechanisms for knowledge transformation and preservation, often centered on procedural or operational knowledge; and mathematical linguistics, which delves into the study of informal knowledge representation and formation (Obed, 2018).

Empirical theories, on the other hand, are oriented towards the practical aspects of knowledge functioning. These encompass theories from various disciplines including artificial intelligence, knowledge management, knowledge bases, knowledge acquisition, cognitive psychology, cognitive neuroscience, cognitive anthropology, cognitive sociology, education, and the sociology of knowledge.

The exploration of knowledge through experimentation dates back to ancient times. A notable example of such experimentation can be found in Plato's dialogue, *Theaetetus*, where Socrates and Theaetetus engage in a dialogue to investigate the essence and nature of knowledge. Over time, mental experiments became a common method for studying knowledge (Suárez, 2016). With the advancement of technology, computer experiments have become pivotal in fields like Artificial Intelligence and knowledge management. Additionally, researchers have conducted various experiments involving physical carriers of knowledge. For instance, psychologists, educators, and sociologists have organized experiments to examine how people acquire, store, and disseminate knowledge.

Research in the domain of knowledge can be categorized into three distinct directions. Structural Analysis of Knowledge, This direction seeks to comprehend how knowledge is constructed and its inherent properties. It serves as a foundational tool for the system theory of knowledge, knowledge bases, and artificial intelligence.

Axiological Analysis of Knowledge, This approach aims to explain the fundamental features that define knowledge as a social and technological phenomenon. It plays a central role in the fields of philosophy of knowledge, psychology, and social sciences, including the sociology

of knowledge, which investigates the interplay between human creativity and its social context. Throughout history, the importance of knowledge has steadily increased, and active knowledge assets have become indispensable. This holds true across all strata of society, as basic knowledge has become essential for individuals to function effectively in contemporary society. Many organizations recognize the necessity of efficient knowledge management to remain competitive. Increasingly, individuals and organizations alike are recognizing that the optimal generation, acquisition, and application of knowledge are key factors for success.

Knowledge Process Capability and Job Performance

Knowledge process capability (KPC) represents a dynamic and continuous array of procedures and methodologies ingrained within individuals, groups, and the physical structures of organizations. These capabilities play a pivotal role in driving innovation performance. Companies that cultivate superior knowledge process capabilities tend to excel in innovation (Leonard, 2004). The Dynamic Capabilities viewpoint underscores the significance of contextual factors in the development of capabilities, which cannot be overlooked. Knowledge management capabilities encompass organizational mechanisms for the perpetual generation of knowledge. They encompass the promotion of knowledge acquisition, safeguarding of knowledge, and facilitation of knowledge sharing within an organization. These knowledge management processes can be perceived as structured coordination efforts aimed at effective knowledge management (Mahmud, 2014). In order to compete effectively, enterprises must harness their existing knowledge while concurrently creating new knowledge that strategically positions them within their chosen markets. Achieving this necessitates the development of the capacity to utilize prior knowledge to recognize the value of new information, integrate it, and apply it to create novel knowledge and capabilities.

In particular, five approaches have been presented, including formal employee training, the establishment of knowledge repositories, informal knowledge-sharing events for employees, the fostering of communities of practice, and the integration of knowledge management into ongoing projects, as ways to enhance organizational performance. It is also emphasized that knowledge management encompasses both the processes involved in managing knowledge and the enablers that support these processes (Marodin, 2015). These knowledge management enablers encompass organizational culture, structure, human resources, and information technology support.

This paper will identify numerous facets within the knowledge management process, including knowledge capture, transfer, and utilization. Four core processes have been delineated, encompassing knowledge creation, storage, transfer, and application. While a company's value hinges on intangible assets such as knowledge and brand, traditional financial metrics rooted in the industrial era continue to be employed in evaluating a company's performance in knowledge management and job performance. Performance measurement assumes a pivotal role in management activities. What an organization chooses to measure significantly impacts its outcomes. Performance measurement serves as the foundation for formulating and achieving

future strategies, effectively conveying the company's vision and strategic goals to all stakeholders, including CEOs and employees. It plays a crucial role in streamlining internal business processes. Nevertheless, it is worth acknowledging that conventional performance measurement, reliant on financial reporting, yields objective performance outcomes that facilitate comparisons among companies.

Conclusion

In an organization with core objectives of providing essential services which has to be continuous in nature and volatile nature of employees in recent time, managing organizational knowledge becomes sacrosanct for continuity and optimum job performance. Knowledge process capability will help employees store, retrieve, convert and use knowledge effectively thereby improving job performance. Job performance which is a catalyst to organizational performance does not come by accident but through constant efforts to up skill the basic knowledge that employee brought into the organization, document it and retrieve for organizational uses when needed even in the absence of employee who store the knowledge in the first. The basic knowledge possessed by employee are not robust enough to enhance competence and performance, hence there is need for knowledge management capability. The study concludes that knowledge management capability plays a key role in enhancing job performance.

Recommendations

The goal of every research is to add to the body of knowledge and promote society's general development by producing fresh information that will either improve the current situation or provide new ideas and techniques for solving problems. Based on the findings in this study, the following recommendations were made:

1. Knowledge storing, retrieving, retrieval and usage skill should be inculcated into training routine of administrative staff.
2. Organization should leverage on technology in managing knowledge sharing among the staff and for monitoring customers as well as staying ahead of competitors.

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Information Management Competencies on Employees' Performance in Private Universities

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Abstract

Employees are the face of an organisation, High employees' performance enhances productivity, boosts organisational image, improves education quality and fosters economic growth. Perceived decline in employees' performance could be traced to deficiencies in information handling competence. Hence, this study investigated the information management competencies influencing employees' performance with a particular reference to in examinations & records (E&R) departments of private universities in Ibadan, Oyo State, Nigeria. A cross-sectional survey research design was used for this study. The population consists of forty-five (45) E&R staff in the selected private universities in Ibadan, using total enumeration. Primary data were collected through a structured questionnaire in line with existing literatures. Data collected were analyzed using descriptive and inferential statistics. Findings revealed that there is statistically significant influence of information management competencies on employee performance in examinations and record departments of the selected private universities (Adj. $R^2 = 0.04$, $r_{(43)} = 0.202$, $p = 0.05$). The study, therefore, concluded that for employees in E&R departments of private universities to perform at very high level, the level of their information management competencies must also be at a very high level. The study recommended that employees in examinations and record departments in private universities should continually work on improving their knowledge and skill competencies regarding information management, most especially in this dynamic information world in order to achieve Sustainable Development Goals 4 and 8.

Keywords: Employee Performance; Information Management Competencies; Knowledge Competencies, Skill Competencies, Sustainable Development.

Introduction

One of the Sustainable Development Goals is to guarantee that all students receive quality education and training necessary for developing competence for quality job performance. This portrays that without competent personnel with high level of job performance, achieving the SDGs 4 and 8 would not be feasible. High employees' performance fosters economic growth by improving production, cutting costs, improving an organisation's reputation, and so on. Employees are seen as an organisation's primary support system and the most crucial to its survival. Employees are the engine of organisations' vehicle. This is to say that an organisation cannot achieve its set goals without having on ground those that would make the set goals achievable. In other words, employees are the most important assets for an organisation since they are the key components to propel organisations to achieve their goals (Mwangi, Ngui & Kirori, 2017).

Employee performance is the totality of a worker's ability to execute duties within an organisation's time constraints and with the required quality. As a result, it is required of every employed individual to perform to the highest standard in order for a business organisation to achieve its objectives. This implies that organisational performance in any sector requires effective and efficient employees' job performance, which according to Amodu and Ologbosere (2021) will require information management skills and competencies.

From this perspective, employee performance is a multifaceted concept with multiple factors capable of influencing it. To this extent, employee performance is considered to be a possible function of information management competencies that will enhance access to relevant information, data quality and accuracy. Competent information management involves maintaining the quality and accuracy of data. Employees with high level of information management competencies will be able to contribute to data accuracy, while reducing errors and inefficiencies that may negatively impact their performances. Furthermore, employees with high level of information management competence are often involved in knowledge sharing and continuous learning within the organisation. Employees who have the skills and competence to capture, store, and disseminate knowledge can access best practices, share insights, and engage in ongoing learning. This can lead to high job performance through continuous improvement and also support an organisation's adaptability and innovation.

Employees who are proficient in handling and utilizing information can stay informed about emerging trends and technologies, fostering adaptability and promoting innovative solutions that enhance their performance. On the other hand, information mismanagement may likely hinder data-driven decision making, and may also make it difficult for educators to assess student performance, while at the same time, students will not be able to hold institutions accountable for their performance and educational outcomes. It will also bring about misalignment between curriculum and industry needs which will eventually birth unskilled workforce resulting in reduced productivity and both local and global economic competitiveness.

Despite the aforementioned on the importance of information management competencies to quality education and sustainable economic growth as emphasized by SDGs 4 and 8, observations and preliminary investigations have shown that the unexpected rate of missing

results, delay in academic progression, transcript and degree verification problems and lots more, are increasingly becoming norms in Nigeria private universities. This may thus be linked to employees' poor information handling competence. Poor information management in educational institutions can hinder the quality of education by potentially leading to errors in academic records, inefficient examination processes, lack of innovation, poor students' enrolment, negative perception of the institution, a drop in institution ranking and reduced accountability vis-a-vis global competitiveness.

Literature Review

Concept of Information Management Competencies

Information management is not the same as information technology. Although, they both sound aloud but function differently to achieve a common purpose for which the information is needed. Organisational performance has not improved as a result of information technology investment. But through boosting productivity, efficiency, and competitive advantage, investments in information management had significantly impacted organisational performance (Winkler, 2018). One could argue that there are two ways to approach information: electronically or manually. Neither of the approaches can begin on its own because it requires the management of people through knowledge management, as it has been noted that information is knowledge that must be shared before it can be useful in all contexts (Adetunji, Fadun & Oyekan, 2018). As a result, the ability to successfully interact with the appropriate group of individuals is the first step in any conversation. The importance of information in an organisation cannot be overstated as a factor that improves the combination of resources necessary for productivity and performance. The numerous functions that knowledge plays in accomplishing organisational goals demonstrate its effectiveness as a resource.

Mismanagement of information may tarnish an organisation's image and impede it from achieving its ambitions and missions (Robertson, 2005). It was observed that information mishandling often involves individuals who have a stake in or a right to such information (Opoku, 2015). Information management in the era of information overflow is complex and due to its complexity, organisational structures must be capable of managing information throughout the information lifecycle, regardless of source or format (data, paper documents, electronic documents, audio, video, etc.) for delivery via multiple channels, which may include cell phones and web interfaces (Arvidsson, Holmström, & Lyytinen, 2014; Adnyana, Suarbawa, Adi, Wardani, & Jalut, 2019).

Concept of Employee Performance

Employee performance is an important factor in determining the success and outcomes of a business. Knowledge, skills, motivation, ability, work environment, and numerous metrics used to evaluate job performance, such as quantity, quality, punctuality, and creativity, all play a role (Osibanjo, Adeniji, Falola, & Heirsmac, 2014). Job performance refers to staff's rate of

accomplishment in comparison to the norm established by the employer, as well as the employee's contribution to the business. An organisation is known for its successful performance, which can only be attained by high levels of individual performance. Job performance is the expected value derived from employees' actions throughout a specific period of time. Organisational performance depends on the employee performance besides other factors. In this respect, the performance of the employees is very paramount.

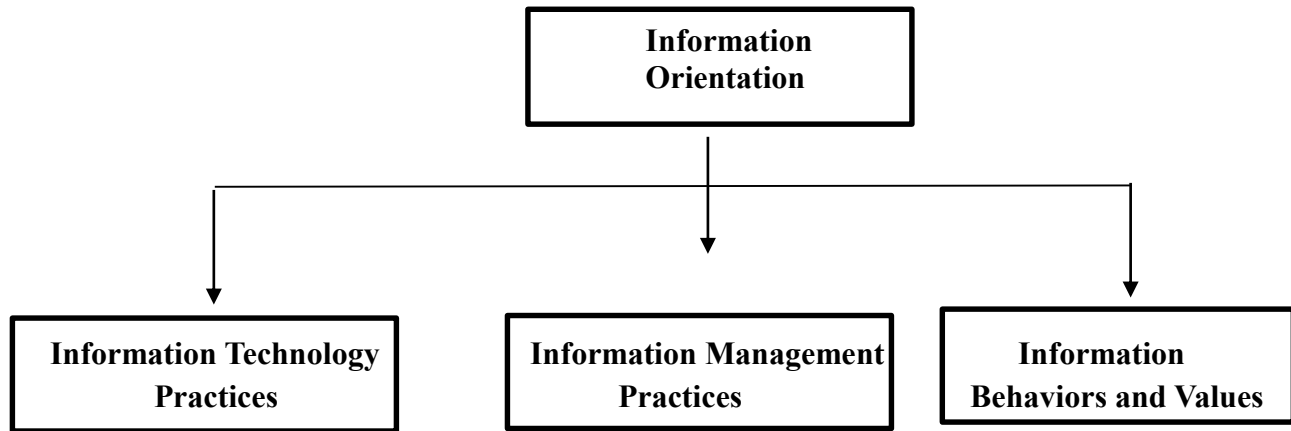
The performance of the employees can be improved through improving their skills, knowledge and competence. Employee's performance is a very important aspect for any company (Mwangi, Ngui, & Kirori, 2017). Performance is classified into five elements which include planning, monitoring, developing, rating and rewarding. Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the objectives. Monitoring is the segment in which the objectives are looked at to see how healthy one is doing to meet them. Monitoring involves continuously measuring performance and providing ongoing feedback to the employees and work groups on their progress toward achieving their objectives. Progressive monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or challenging standards.

During the developing stage, the employee is supposed to upgrade any poor performance that has been seen during the time frame one has been working at the company. In the process of planning and monitoring, deficiencies in performance become apparent and can be addressed. Employee performance is a product of employee competence and training. Similarly, employee performance is a product of employee training as pointed in research (Amir, & Imran, 2013).

Theoretical Framework

Information Orientation Theory

The definition of information orientation helped us gain a general knowledge of firm information management (Marchand, Kettinger, & Rollins). In contrast to market orientation, customer orientation, and others, information orientation theory concentrates on the study of how interactions between people, information, and technology affect corporate success. To promote efficient information utilization and improved business performance, it seeks to build architecture of IT application capabilities within a business organisation. A company's capacity to efficiently handle and utilize information is measured by information orientation.



Information Technology Practices (ITP) refers to a company's capacity to efficiently manage IT infrastructure and applications to support its business operations, business processes, management decision-making, and innovation. Information Management Practices (IMP) refers to the capacities that efficiently manage information across the information usage life cycle, which includes information sensing, collection, organisation, processing, and maintenance. Information Behaviors/Values (IBV) refers to the skills that encourage people to act in certain ways and have certain beliefs in order to use information effectively. Organising information appropriately involves several critical decisions that managers and organisational members make on an ongoing basis. First, it is necessary to know what categories that the selected information can be used in organising information. Second, making information 'available' through networks and databases does not always make it usable, unless organisational members can agree on shared language, terminology, and classification schemes for organising the information sources and databases of a company.

Moreover, information technology and networks may provide the technical means for organising and connecting databases across a company, but the challenges of organising information to share, and to use it across functions, professional domains, and different business units, are essentially human activities involving choices. Third, organising information requires appropriate competencies, skills, expertise, and work habits that organisational member and managers must possess.

Methodology

A survey research design was used for this study to empirically examine the influence of Information Management Competencies on Performance of Employees in Examinations & Records Departments of selected private universities in Ibadan, Oyo State, Nigeria. This research design ensures the collection of data through the use of questionnaire. The population of the study covers forty-five (45) employees purposively sampled from the examinations and records department of the selected private universities in Ibadan. These universities include: Lead City University, Kola Daisi University, Cornerstone University and Dominican University. Data

collected through the use of questionnaire were analyzed using descriptive statistics to answer the research questions and inferential statistics to test the hypothesis at 0.05 level of significance.

Results

Research Question 1: What is the level of employee performance in exam and record department in private Universities in Ibadan, Oyo State?

Table 1: Frequency Distribution on the Level of Employee Performance

S/N	Items	VHL 4	HL 3	LL 2	VLL 1	Mean	St. Dv
	To what level do you meet up to the following:						
1	Ensuring provision of material resources for staff carrying out responsibilities	25 (55.6%)	18 (40%)	2 (4.4%)	0 (0%)	3.51	0.59
2	I am able to fulfill assigned responsibilities	26 (57.8%)	18 (40%)	1 (2.2%)	0(0%)	3.56	0.55
3	I am able to display initiatives within the department	27 (60%)	15 (33.3%)	3 (6.7%)	0 (0%)	3.53	0.63
4	I am able to exhibit resourcefulness in handling vital task within the department	32 (71.1%)	12 (26.7%)	1 (2.2%)	0 (0%)	3.69	0.51
5	I am capable of resolving issues with my co-workers	26 (57.8%)	19 (42.2%)	0 (0%)	0 (0%)	3.58	0.49
6	I contribute meaningfully among my colleagues	29 (64.4%)	15 (33.3%)	1 (2.2%)	0 (0%)	3.60	0.49
7	I am able to adapt to new technology to provide improve services.	9 (20%)	33 (73.3%)	3 (6.7%)	0 (0%)	3.51	6.04
	G.M	3.56					
	Decision rule	If mean ranges from 1 – 2.4 = Very Low Level (VLL); 2.5 – 2.9 = Low Level (LL); 3.0 -3.5 = High Level (HL); 3.6 – 4.0 = Very High Level (VHL)					

Source: Field Survey, 2023

Table 1 reveals that employees rated their performances to be at high level with grand mean of 3.56. The table shows that the mean ratings of all items except S/N 4 and 6 are within high level. This shows that employees performances are at high level in ensuring provision of material resources for staff carrying out responsibilities (3.51); being able to fulfill assigned responsibilities (3.56); being able to display initiatives within the department (3.53); and capability to resolving issues with coworkers (3.58); as well as ability to adapt to new technology to provide services (3.51).

It was however shown that ability to exhibit resourcefulness in handling vital tasks and ability to make meaningful contributions among colleagues are both at very high levels with mean ratings of 3.69 and 3.60 respectively. Although, the grand mean of 3.5 showed a generally high level of performance, this is not optimum as there is still room and facilities to perform at very high level.

Research question 2: What is the level of information management competencies in exam and records departments in private universities in Ibadan, Oyo State?

Table 2: Frequency Distribution of the level of information management competencies

S/N	Items	VHL 4	HL 3	LL 2	VLL 1	Mean	St. Dv
	To what level is your competence on the following:						
	Knowledge Competencies						
1	Applying the policies of information management in the department	9 (20%)	33 (73.3%)	3 (6.7%)	0 (0%)	3.13	0.50
2	Maintaining operational procedures during information management	18 (40%)	24 (53.3%)	3 (6.7%)	0 (0%)	3.33	0.60
3	Ensuring the application of best practices for information management	21 (46.7%)	22 (48.9%)	2 (4.4%)	0 (0%)	3.42	0.58
4	Applying knowledge of information disaster in handling information	18 (40%)	23 (51.1%)	4 (8.9%)	0 (0%)	3.31	0.63
5	Applying knowledge of protection of information	25 (55.6%)	19 (42.2%)	1 (2.2%)	0 (0%)	3.53	0.55
6	Compliances with standards and protocols for data collection, storage and sharing especially of sensitive data	28 (62.2%)	15 (33.3%)	2 (4.4%)	0 (0%)	3.58	0.58
7	Selecting appropriate means for storing data and ensuring the security of sensitive data	29 (64.4%)	15 (33.3%)	1 (2.2%)	0 (0%)	3.62	0.53
8	Selecting appropriate methods for transferring stored data with partners	25 (55.6%)	18 (40%)	1 (2.2%)	1 (2.2%)	3.49	0.66
	Sub-Mean	3.4					

Skill Competencies							
9	Identifying sensitive information	31 (68.9%)	14 (31.1%)	0 (0%)	0 (0%)	3.69	0.46
10	Ensuring control of sensitive information when handling	26 (57.8%)	19 (42.2%)	0 (0%)	0 (0%)	3.57	0.49
11	Sorting information	32 (71.1%)	13 (28.9%)	0 (0%)	0 (0%)	3.71	0.46
12	Classifying information	23 (51.1%)	21 (46.7%)	1 (2.2%)	0 (0%)	3.13	0.43
13	Coding information	22 (48.9%)	17 (37.8%)	6 (13.3%)	0 (0%)	3.36	0.71
14	Maintaining physical conditions of records	19 (42.2%)	21 (46.7%)	5 (11.1%)	0 (0%)	3.31	0.67
15	Performing physical file maintenance	25 (55.6%)	18 (40%)	2 (4.4%)	0 (0%)	3.51	0.59
16	Adhering to the process of transferring information from one unit to the other	28 (62.2%)	17 (37.8%)	0 (0%)	0 (0%)	3.62	0.49
17	Regularly reassessing level of data sensitivity	26 (57.8%)	18 (40%)	1 (2.2%)	0 (0%)	3.56	0.55
18	Ethical management of information	25 (55.6%)	18 (40%)	2 (4.4%)	0 (0%)	3.51	0.59
19	Presenting information clearly	30 (66.7%)	15 (33.3%)	0 (0%)	0 (0%)	3.67	0.48
	Sub-Mean	3.5					
	Grand mean	3.5					
	Decision rule	If mean ranges from 1 – 2.4 = Very Low Level (VLL); 2.5 – 2.9 = Low Level (LL); 3.0 -3.5 = High Level (HL); 3.6 – 4.0 = Very High Level. (VHL)					

Source: Field Survey, 2023

Table 2 reveals that in applying the policies of information management in the department, maintaining operational procedures during information management and ensuring the application of best practices for information management, the employees' competencies are at high levels with mean ratings of 3.13, 3.33, and 3.42 respectively. It was also revealed that employees' competence in applying knowledge of information disaster (3.31), applying knowledge of protection of information (3.53), and compliances with standards and protocols for data collection, storage and sharing of sensitive data (3.58); as well as selecting appropriate methods for transferring stored data (3.49), are all at high levels. It was, however revealed that level of employees' competence

in selecting appropriate means for storing data and ensuring data security was at very high level (3.62). A sub-mean of 3.4 shows that level of employees' knowledge competence is high.

Table 2 further shows that employees' competencies in identifying sensitive information (3.69); sorting information (3.71); adhering to the process of transferring information from one unit to the other (3.62); and presenting information clearly (3.67), are all at very high levels. The table however, reveals that in other areas of skill competences such as ensuring control of sensitive information, classifying and coding information, and performing physical file maintenance, employees' competence is at high level with means ranging from 3.13 to 3.57. Sub-mean of 3.5 shows that level of employees' skill competence is high.

The table further reveals that level of information management competencies is high in private universities in Ibadan, Oyo State with grand mean of 3.5. as presented in the table. However, their performance could be at very high level. Also, the level of knowledge competencies ($M = 3.4$) is relatively low to that of skill competencies ($M = 3.5$). Furthermore, applying the policies of information management in the department and applying knowledge of information disaster in handling information are relatively low under knowledge competencies measures when compared with other items. While classifying information and maintaining physical condition of record are low under skill competencies measures.

Hypothesis 1: There will be no significant influence of information management competencies on employee performance in examinations and record departments in private universities in Ibadan, Oyo State.

Table 3: Influence of information management competence on employees performance

Variables	N	Mean	St. Dv	df(n-2)	r	sig.	r ²
Information Management Competence	45	67.07	6.98	43	0.202*	<0.05	0.04
Employees Performance	45	25.98	6.61				

Source: Field Survey Result, 2023

Table 3 reveals that there is a significant influence of information management competence on employees performance; $r=0.202$, $p<0.05$, $r^2=0.04$. Thus, the null hypothesis is rejected. The $r^2=0.04$ reveals that information management competencies accounts for 4% increase in employee performance. This implies that other factors will account for 96% increase in employee performance. Although the level of relationship between information management competence and employees' performance is weak, but positive, the $p<0.05$ shows the influence is statistically significant.

Discussion of Findings

On research question one which examined the level of employees' performance in examinations and record departments in private universities in Ibadan, Oyo State, the result revealed that employees' performance is high. This finding is in tandem with the study of Opoku, (2015) on the determinants of employee performance, who submitted that high level employee performance in any organisation is vital for the growth of the organisation as well as the growth of the employee. Another study reported that employee performance is high in universities and this largely due to performance of those in the examinations and record sub-system.

Research question 2 examined the level of information management competencies of employees in examinations and records departments in private universities in Ibadan, Oyo State. The findings from this study showed that the level of information management competencies of the employees is high. The study further revealed that the measure of knowledge competencies is relatively low to skill competencies. This finding is corroborated by the work on relevance of knowledge competencies and information management (Adetunji, Fadun & Oyekan, 2018). The study identified intelligence technique as a new tool for information management. Intelligence technique was defined as systems that support decision making by gathering, analysing and diagnosing problems; proposing possible causes of actions as well as evaluating the proposed actions. The study emphasized that for effective information management, there is need to integrate cross-functional strategies. Likewise, investment in information management should be guided by both intelligence techniques and business strategy and needs.

Hypothesis 1 tested the influence of information management competencies on employee performance in exam and record department in private universities in Ibadan, Oyo State. The findings revealed that a significant positive relationship between information management competencies and employees performance. Conceptually, the relationship between information as a resource and performance of organisation cannot be over emphasized. This finding is supported by the work of Mwangi, Ngui, and Kirori, (2017), who studied how information management framework impacts on innovation capacity and reported that employees' actions or inactions i.e. performance plays a role in the information competencies narratives⁴. Consistently, scholars also examined the records management practices in labour organisations in Botswana⁵. The study which was quantitative in nature used a survey strategy to gather responses from 45 respondents. The study acknowledges the existence of information management practices in the various organisations but they fall below the expected standard. The result shows that the information management programmes are faced with many problems cutting across all the processes namely, creating, storing, processing and distribution. The outcome of the study reiterates the need for policies and strategies in information management to ensure effective performance.

Conclusion

Based on the findings, the study concluded that there is statistically significant influence of information management competencies on employee performance in examination and record departments of private universities in Ibadan, Oyo state. The study further concluded that very

high level of employee performance is required for educational institutions like the private universities in Ibadan to achieve their goals and objectives. Also, for the employees to perform at the required very high level, the level of their information management competencies must also be at a very high level. It could also be concluded that to achieve this very high level employee performance, information management competencies in terms of knowledge and skills competencies are prerequisite. The possession and exhibition of information management competencies by the employees should also be at very high levels to achieve very high level job performance by the staff of examinations and records in the selected private universities in Ibadan, Oyo State. In other words, very high level information management competencies will result in very high level employees' performance in the universities.

Recommendations

The goal of every research is to add to the body of existing knowledge and to promote society's general development by producing reliable information that will either improve the current situation or provide new ideas and techniques for solving problems. Based on the findings and conclusion in this study, the following recommendations were made:

1. Employees in examinations and record departments in private universities in Ibadan should continually work on improving their knowledge and skills information management competencies for optimal performance at work.
2. Management of private universities should organize workshops and seminars for examinations and records staff with a view to boosting their information management competencies which will subsequently boost their performances.
3. Employees should be open to and be ready to work on other factors that can influence their job performances apart from information management competencies.

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Investigating ICT Usage and Operational Performance of Office Managers at the Federal Radio Corporation of Nigeria, Ibadan and Its Sub-Station

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Abstract

In today's work environment, ICTs are progressively gaining acknowledgement as powerful tools of growth and development, particularly in enhancing efficiency and effectiveness in organizations. As a result, the role of Office Managers in business has changed tremendously. Therefore, this paper investigated the effect of ICT usage on the operational performance of Office Managers at the Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. A sample size of 55 Office Managers was selected from the population using Simple Random Sampling Technique. Three validated instrument, Modern Office Technology Availability (MOTA), Modern Office Technology and Secretary's Usage (MOTSU) and Modern Office Technology and Secretary's Productivity (MOTSP) were adapted, modified and used for the study. Fifty-five (55) copies of the questionnaire were administered to the respondents (Office Managers) out of which fifty (50) copies were duly completed and returned. Mean, standard deviation and regression analysis were used in analyzing the data collected. It was observed from the study that the operational performance of Office Managers is related to and determined by the level of usage of ICT gadgets. It was then recommended among others that management of organizations should be technologically compliant in the purchase of new technology gadget and that Office Managers should be trained and re-trained in the use of ICT gadgets so as to increase their knowledge level and output.

Keywords: FRCN, ICT Tools, ICT Usage, Office Manager, Operational Performance.

Introduction

In today's world, organizations are increasingly distinguished by their adoption of modern Information and Communication Technology (ICT). ICT encompasses the management and processing of information using electronic devices and software to convert, store, protect, transmit, and retrieve data. This technology has revolutionized traditional office operation, automating many manual and supervisory tasks (Okute, 2001).

The role of ICT extends beyond basic computer use, incorporating a wide range of devices such as cameras and telephones. It has transformed the core function of office management, including information acquisition, preservation, organization, dissemination and protection (Oni and Koko, 2020). Where office manager once relied on paper documents stored in physical files and drawers, these tasks are now predominantly performed through digital means, enhancing

efficiency and accessibility (Olaniyi & Mukoro, 2017). Office managers are professionals in charge of a wide range of administrative and managerial responsibilities. He or she is an executive who is in charge of planning, organizing, directing, controlling, and achieving organizational objectives. As a result, the office manager has mastered office skills and is capable of taking on responsibility without direct supervision (Azih, 2013). The Office Manager takes initiative, makes decisions within his or her authority, and uses judgment.

The Office Manager's ability to perform effectively is determined by the available office equipment, expertise, and skills. The level of competence and performance of traditional office managers involves a great deal of physical and mental ability. Nevertheless, managerial functions have seen a lot of technological advances all around the world (Atakpa, 2010). The advancement in information and communication technology have necessitated the need for Office Managers to reposition themselves in order to remain relevant in their office activities while also dealing with the trend of technological changes in today's modern offices (Kombol, 2006).

Objectives of the Study, Research Questions and Hypothesis

This study therefore, examines the ICT usage and operational performance of Office Managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. Specifically, the study sought to achieve the following objectives: (i) identify ICT gadgets that are available for Office Managers' use at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations, (ii) examined ICT skills required by Office Managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations, and (iii) determined the extent to which ICT facilities enhance operational performance of Office Managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations.

In order to achieve the stated objectives, the following research questions were raised. (i) What are the ICT gadgets available for Office Managers' use at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations? (ii) What are the ICT skills required of Office Managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations? and (iii) To what extent does the ICT facilities enhances the operational performance of Office Managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations?

The null hypothesis formulated for the study (tested at 0.05 level of significance): "There is no significant relationship between the ICT usage and operational performance of the Office Manager at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations".

Literature Review

Conceptual and Theoretical Framework

ICT refers to a wide range of technological tools and resources that are used to communicate as well as create, transmit, store, and manage information. ICT can also be described as the use of electronic technology in various forms to improve an organization's overall operations and profitability. It offers major enhancements in areas such as word processing, electronic mail, and databases in relation to filling and retrieval. These advancements increase corporate efficiency by

eliminating unnecessary delays in communication between routine filing and correspondence (Uzoka, 2002).

Office manager is an employee that coordinates office activities and performs secretarial assignments for professional or management staff (Edwin, 2008). These functions could entirely be carried out to assist only one superior employee or may be for the benefit of more than one. Secretarial assignments carried out by office managers include such duties as general office coordination, scheduling meetings, preparing and maintaining office records and writing reports. These multitude tasks made the office manager to be versatile and well accustomed to the operational activities of the organizations. The emergence of office Technologies has made the office manager's role to change from traditional roles to modernity Ntukidem (2000). The office manager has access to modern office technology such as the computers, internet, hand phones, fax etc. These ICT make the work of the office manager much easier. This factor has contributed to the positive performance of the office managers in organizations around the world.

Operational performance has its roots in the theories of Maslow, Herzberg and McGregor. The elements of workplace operations successes are comparable to the requirements for fulfillment as described in Abraham Maslow's motivational theory of needs hierarchy. The most basic demands, such as monetary benefits, are met first, followed by acceptable working circumstances. The opportunity to use and develop human potential is linked to Maslow's esteem requirements (Tan, Shen Kian, 2013).

Empirical Review

A study on the impact of modern office automation on the administrative performance of workers of private companies comprised of a population of 4,734 administrative workers from 294 private business organizations in Port Harcourt, Rivers State. From that population, a sample size of 352 was used. The findings of the study revealed, among others, that computers, internet access, scanning machines, and printing machines all had a substantial and positive impact on the administrative performance of employees in the private sector (Okogun, 2020). The researchers recommended, among others, that private business organizations should procure and make available modern office technologies such as computers, internet access, scanning machines, and printers in their offices, as well as train their employees on how to use these machines (Okogun, 2020).

Another study by Oteng (2020) examined the impact of current office technology on secretarial performance in a few selected commercial organizations in the Takoradi Metropolitan Area. The research investigated the availability of modern office technology/equipment, the secretary's knowledge and use of technological equipment, and its contributions to productivity and performance of secretaries. The study found that organizations have modern equipment that improved the secretary's task performance; the secretary's operational expertise enhances the use of the modern equipment, resulting in increased productivity and performance. It was recommended that organizations should provide their secretaries with adequate modern technology, equipment, and training in order to bolster their skills and competencies and fit them

into the current trend of technological advancement in order to survive and increase productivity (Oteng, 2020).

The relationship between job performance, job satisfaction, and motivation was examined empirically by Revenio (2016). Job satisfaction, job performance, and motivation were all reported to significantly interact and function in an interdependent manner, resulting in a cyclical rather than linear process. When work satisfaction and performance are matched to group performance, more job satisfaction is associated with higher performance, albeit this is not always the case.

Kimutai and Kwambai (2018) investigated the Impact of Office Automation on the Organizational Effectiveness of Kenyan Public Universities. The purpose of the study was to determine the impact of office automation on the organizational effectiveness of Kenyan public universities. A descriptive study was used in this research. The study focused on 78 senior staff members at the University of Eldoret who were involved in decision-making, notably the institution's top management. According to the findings, there is a considerable link between office automation and the University of Eldoret's organizational effectiveness. The study establishes that office automation has a favorable impact on organizational efficiency. Based on the findings the study recommended that there is need for the university to automate all the university activities as automation influences positively.

Methodology

The study used a survey design to examine a subset of the population at a specific point in time and determine the functional relationship between information and communication technology (ICT) and operational job performance of office managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. The population used in this survey consists of entire office managers currently in the service of Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. For the purpose of this study, a sample size of fifty-five (55) respondents was selected from the entire population using random sampling techniques. This gave the respondents equal chances of being selected while administering copies of the questionnaire.

This is a primary data study that necessitates the use of a structured questionnaire as the data gathering instrument. The purpose of this questionnaire was to obtain responses to the research questions. The questionnaire is divided into two sections: section A, which was used to collect demographic data on the respondents, and section B, which comprises twelve study-related questions. Each item on section B of the questionnaire had five (5) options on a five-point Likert scale, as follows: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD) with a nominal value of 5, 4, 3, 2, and 1 respectively. However, the questions posed were straightforward, brief, courteous, and relevant to the study. The respondents were requested to tick the responses that tallied with their individual views. Two (2) modified and adapted instruments from Akpomi and Ordu (2009) were used for data collection.

Modern Office Technology Availability (MOTA) was used to elicit information on the availability of Information and Communication Technological Gadgets. *Modern Office*

Technology and Secretary's Usage (MOTSU) was used to collect information on the usage of Information and Communication Technological Gadgets. *Assessing Reliability and Validity of Job Performance Scale* was used to gather information on the Job Performance (Rosman, Azlah, Anwar, 2019).

Reliability of Research Instrument

For the purposes of this study, the researchers chose the test-retest procedure. To determine the test-retest method's reliability, ten copies of the questionnaire representing variable "X" were distributed to ten respondents at Fresh FM Radio Station, Ibadan. A week later, the same group of respondents received another set of ten copies of the questionnaire marked "Y." The goal was to determine the relationship between each of the ten respondents' responses to the surveys within the interval. The Pearson's product moment correlation coefficient was used to determine the relationship between the variables.

Method of Data Analysis

This study was conducted to examine the ICT uses and operational performance of Office Managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. Three research questions and two hypotheses were formulated for the study and tested. Fifty-Five (55) questionnaires were distributed among the respondents in which Fifty (50) were fully filled and fit for analysis, which resulted in 90% return rate. The statistical tools used for the testing of the research instrument were descriptive statistics such as frequency distribution and percentages, and inferential statistics in the form of Pearson correlation and regression with the aid of Statistical Package for Social Sciences (SPSS). This was measured at 0.05 level of significance.

DISCUSSION OF FINDINGS

Analysis of Research Questions

In order to arrive at a decision as to the interpretation of results, the Nominal values of the response were added together and divided by the number of the value thus:

$$\frac{4 + 3 + 2 + 1}{4} = 2.5$$

The Table 1 shows the mean scores and standard deviations of ICT facilities available at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations for office managers use. The results of the data collected and analyzed indicated mean scores of not less than 2.5 in all the items listed. This means that all the items listed are available at the field of study for office managers' usage

Table 1: Responses on the ICT Gadgets Available for Use at Federal Radio Corporation of Nigeria, Ibadan and its Sub-Stations.

S/N	ICT Gadgets and Applications	Mean	S/Deviation
1	Computer	3.51	0.6165
2	Duplicating Machines	3.45	0.5424
3	Photocopier	3.51	0.5448
4	Fax machine	3.37	0.6019
5	Scanner	3.31	0.4657
6	Mobile phone	3.33	0.5159
7	Printer	3.14	0.6124
8	Laminating Machine	3.12	0.5639
9	Calculator	3.02	0.5586
10	Shredding Machine	3.06	0.6585
11	Electric Typewriter	3.16	0.6876
12	Cassette Player	3.29	0.6124

Source: Researcher's Field Survey, 2022.

The Table 2 shows the mean scores and standard deviations of ICT skill required of office manager for an effective operational performance as conducted in this study at the Federal Radio Corporation of Nigeria, Ibadan and its sub-stations in 2022. The results of the data collected and analyzed indicated mean scores of not less than 2.5 in all the items listed. This means that all the respondents (office managers) agreed to the items raised as the ICT skills required of office managers for effective operational performance.

Table 2: Mean Score and Standard Deviation of ICT Skills of Office Managers

S/n	ICT Skills	Mean	S/Deviation
1	Microsoft Excel Skills	3.3	0.7982
2	Microsoft Word Skills	3.6	0.4949
3	Microsoft Access Skills	3.3	0.5127
4	Ability to use Whatsapp	3.0	0.7548
5	Ability to use Electronic-mail	2.9	1.0428
6	Adobe Reader Skills	2.8	1.1008
7	Page Maker Skills	2.7	0.8715
8	Power point Skills	3.0	1.0490
9	Corel Draw Skills	3.1	0.7890
10	Ability to use scanning machine	2.8	0.7656
11	Ability to use photocopy machine	3.1	0.8332
12	Ability to use fax machine	3.4	0.5980
13	Mobile communication skills	3.3	0.8606

Source: Researcher's Field Survey, 2022.

Table 3: Model Summary

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	.937 ^a	.877	.875	.270	.877	342.857	1	48	.000

a. Predictors: (Constant), ICTTOOL

b. Dependent Variable:
PERFORMANCE

Test of Hypotheses

The model summary shown in Table 3 shows the contributions of ICT usage to operational performance of office manager at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. The correlation coefficient is 0.937 which indicates a very strong positive correlation between dependent variable and the independent variable. The R-square value is 0.877, which indicates that about 87.7% variation in operational productivity can be attributed to the independent variable.

The ANOVA table in Table 4 with F-value of 342.857 having p-value of 0.000 indicates that the model derived is significant; hence the model is adequate in relating operational performance to ICT usage.

Table 4: ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.000	1	25.000	342.857	.000 ^a
	Residual	3.500	48	.073		
	Total	28.500	49			

a. Predictors: (Constant), ICT TOOLS

b. Dependent Variable: PERFORMANCE

The findings of this study revealed that there is better usage of the ICT gadget by office managers in the area of study. As a result, the office managers in this organization were challenged to acquire necessary skills to operate these machines. This is in line with the opinion of Akpomi (2003) who noted that once office machines and equipment are provided by employers, it behooves on the office managers to learn to put them to use for ease of office operations and productivity. This

implies that is maximum utilization of ICT gadgets by office managers in a contemporary organization will improve greatly the productivity.

It was also observed that the usage of ICT gadgets is positively related to operational performance of the Office Manager. Thus, the usage of ICT facilities increased the effectiveness and efficiency of an Office Manager. This finding corroborates the earlier finding of Akpomi (2003), Anyakoha (2002) and Wolfensohn (2001). Secretaries now have many technologically advanced office gadgets to ease their jobs and enhance proficiency and performance leading to improved access to goods and services globally.

The data elicited by hypothesis indicated that the productivity (efficiency and effectiveness) of the office managers is related to and determined by the use of ICT gadgets. This finding is supported by Akpomi (2003) who noted that modern office technology facilitates operations and improves greatly the performance of office managers.

SUMMARY AND CONCLUSIONS

This study investigated ICT usage and operational performance of office managers at Federal Radio Corporation of Nigeria, Ibadan and its sub-stations. This section summarizes the findings based on the objective of the study.

The summary shows the joint contribution of ICT usage to operational performance, with the correlation coefficient of 0.965 which indicates a very strong positive correlation between the variables. The p-value of 0.000 was also observed. Based on this finding, it was discovered that ICT usage increased the effectiveness and efficiency of an Office Manager.

ICT technology has enhanced speed, accuracy, efficiency and effectiveness in day-to-day office operations. In other words, the introduction of technologies in office administration has increased office managers' productivity in terms of meeting organizational goals and satisfying the public. Effective and efficient utilization of new technological gadgets can be achieved if Office Managers are trained on their uses and maintenance.

RECOMMENDATIONS

The following recommendations are made based on the findings of this study:

- Organizations should make modern office technological gadgets available to increase the Office Managers Productivity and organizational standard.
- Contemporary organizations should be technologically compliant in the purchase of office machines and equipment
- Office Managers should be trained and re-trained in the use of modern office tools and equipment so as to increase their knowledge level and output.
- Training in the use of office equipment should be intensified to increase the knowledge level of secretaries and subsequently their output.

- Government should make efforts to provide new technologies and provide associated facilities as well as provide power supply to enhance effective utilization of these equipment for national development.

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Information and Communication Technology Factors: Their Implication for Achievement of Business Education Objectives in Colleges of Education in Nigeria

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Abstract

This paper discussed the implications of Information and Communication Technology factors for achieving Business Education objectives in colleges of education in Nigeria. The paper highlights the challenges faced in the implementation of Business Education programme such as inadequate provision of ICT facilities and resources, lack of skilled professional personnel, irregular power supply, financial constraint, inadequate infrastructure, and so on. This situation may be corrected. Consequently, this paper concluded that there has to be a deliberate attempt to improve this dreadful situation. It was, therefore, recommended among others that there should be adequate provision and utilization of new technology facilities by both the Business Education teachers and the learners, regular training of teachers, availability of competent skilled personnel and adequate infrastructural facilities and resources.

Keywords: Information and Communication Technology Factors, Business Education, Achievement of Business Education Objectives

Introduction

The teaching and learning of business education courses entails adequate provision of Information and Communication Technology (ICT) tools. ICT tools are indispensable in this digital age; ICT is a powerful force that has shaped several aspects of people's way of life. Currently, there is an acceleration in development in the ICT world to meet up with the challenges peculiar to this information age. To ensure optimum teaching and learning in higher institutions, adequate provision of ICT tools for both teachers and students is crucial (Van Staden, 2020). To achieve the objectives of teaching and learning in Business Education then, there is a need for skilled business educators in our higher institutions particularly in the colleges of education.

Evidence shows that some graduates of business education today cannot perform as expected or desired due to a lack of required skill acquisition needed to be impacted in learners during the programme in the institution. This situation has become worrisome to society due to incompetence on the part of business education graduates. The reasons for this problem are not farfetched. Pointedly, it is obvious that some institutions today are suffering from inadequacy of infrastructural facilities as well as incompetent lecturers to teach those ICT-related courses. It is

one thing for the facilities to be available and it is another thing for the teacher to know how to make use of the facilities. The inadequate utilization of new technologies or ICT facilities by business education teachers could result in producing graduates with only theoretical knowledge and less experience in practical courses which require the application of ICT skills (Ukairo, 2017). The teachers are expected to equip graduates with relevant technological skills for effective performance in this global world. ICT utilization is the utilisation of computers, laptops, video machines, multimedia projectors, various computer packages (such as MsWord, MsExcel, Access, Adobe, and PowerPoint), interactive boards, digital cameras, internet facilities, Global System Mobile telephone (GSM) and land phones, e-library, television programmes, among others in an educational setting. It was established in a study that ICT usage in this dispensation is not encouraging and that business educators are posed with different challenges amongst others is irregular power supply (Abdulle, Zainol & Mutalib, 2019). Some of the colleges of education and universities are ill-equipped, and this includes the computer studios. This results in the continuous use of a non-digital method of teaching ICT-required skills. Many tertiary institutions face financial constraints in the provision of sufficient ICT facilities for their institutions. On the part of lecturers, it is observed that some may need training or re-training in the use of modern ICT gadgets for teaching, learning and research. It is therefore worthy noting that the available ICT gadgets in many colleges of education are inadequate for teaching and learning Business Education courses.

Despite the inclusion of the use and teaching of ICT in the Business Education programme some years back, it seems the graduates of Business Education are not equipped with the necessary skills to overcome the challenges in the labour market. This implies that the goals of introducing ICT factors into the curriculum have not been adequately achieved. As a result, this paper provides a critical debate on the impact of Information and Communication Technology (ICT) factors on achieving Business Education objectives in colleges of education in Nigeria.

Information Communication Technologies (ICT) Factors in Education

Technology involves the generation of knowledge as well as processes to develop systems that solve problems and extend human capabilities. In other words, technology can change or alter how people access, gather, analyse, present, transmit and use information. The impact of technology is one of the most critical issues in education (Boyadieva & Ilieva-Trichkova, 2018). The use of ICT in teaching and learning creates a powerful learning environment and it transforms the learning and teaching process in which students deal with knowledge in an active, self-directed and constructive way (Ajulughukwu & Osakwe, 2019). ICT is not just regarded as a tool which can be added to or used as a replacement for existing teaching methods. ICT is seen as an important instrument to support new ways of teaching and learning. It should be used to develop students' skills for cooperation, communication, problem-solving and lifelong learning (Alshare & Sewailem, 2018).

Integrating technology into curricula with the intent of positively influencing teaching and learning has been in a state of evolution over the last 20 years (Atepor, 2019). Driven primarily by hardware and software evolution, accessibility to computers in educational settings, and popular instructional technology trends, technology integration has covered the continuum from instruction on programming skills, self-directed drill and practice, interactive learning software, online training, testing, instructional delivery augmentation, and Internet-based accessibility to information, communication, and publication (Boyadieva & Ilieva-Trichkova, 2018).

Technology integration is meant to be cross-curricular rather than become a separate course or topic. Technology should be used as a tool to support educational objectives such as skills for searching and assessing information, cooperation, communication and problem-solving which are important for the preparation of learners for the knowledge society (Breetzke & Hedding, 2019). The innovative use of ICT can facilitate student-centered learning; hence, every classroom teacher should use learning technologies to enhance their student-learning in every subject because it can engage critical thinking, decision-making, problem-solving and reasoning behaviors of students (Awland-Thani, 2018). These are cognitive behaviors that learners need to learn in an information age.

Despite successful efforts to acquire computer hardware and to raise the student-to-computer ratio to 5:1, there has been less success identifying in which computer skills should be taught in colleges of education and how computers can be used for teaching and learning (Orah & Umoru, 2018). Current attention has therefore been turned to what is happening in the classroom with computer technology. Although, ICT may facilitate independent self-paced learning, the potential of ICT may not be optimized if there is no shift in the learning and teaching paradigm (Boyadieva & Ilieva-Trichkova, 2018).

It should be noted that lecturers play an important role in the teaching/learning paradigm shift. They must understand the potential role of technology in education. Also, they should become effective agents to be able to make use of technology in the classroom. The proliferation of technologies has complicated the teaching-learning process and finding the best ways of integrating technology into classroom practices is one of the challenges the 21st century lecturers faced.

Effectively integrating ICT into learning systems is much more complicated than just providing computers and securing a connection to the Internet. The integration of ICT is associated with a shift from instructive to constructivist philosophies of teaching and learning (Goradia, 2018). Technology integration takes time: time to learn about the innovation and time to be adequately prepared to use it.

ICT Facilities: These are information and telecommunication facilities made available to Business Education lecturers and students in colleges of education in Nigeria. They include computers, laptops, printers, scanners, software programs, data projectors, and interactive teaching boards. In this paper, the ones considered are the availability of internet services on

campus, projectors to teach, use of ICT to communicate with students and availability of facilities for online classes.

ICT Integration: This implies the level at which ICT is introduced in the running of affairs business education department in colleges of education in Nigeria. ICT has become an essential part of people's day-to-day life with integration with ICT such as smartphones and tabs with the internet. The main factors for effective ICT integration are leadership for education, school support, ICT infrastructures and Information Technology (IT) effectiveness. The quality of education depends mainly on two factors: Teachers' quality which is the key factor of school education; Teachers do their work through ICT using operational and social ways such as making presentations, files, animations, work files and digital things as well as the conferences reports and blogs.

Teachers can gain more benefits using ICT gadgets for conferencing with the students, then they can upload essential materials and students can ask questions. In this type of education, it is essential to build knowledge as demanded, developing new ideas, providing the enabling environment, discovering new ideas and building creativity, collaboratively among the learners and the teachers. Also, when comparing this traditional education with modern education, it is different; therefore, it should be fantastic and creative.

ICT Competence: This measures the technical know-how of Business Education lecturers in using ICT facilities to teach Business Education courses in colleges of education in Nigeria. Which include:

1. **Technological ICT Competencies:** These competencies are related to teachers knowledge and technical training that how to use and maintain ICT equipment and software. These competencies involve the skills to operate modern technologies such as computers, the Internet etc.
2. **Pedagogical ICT Competencies:** Pedagogical competencies are related to teachers' instructional practices and knowledge of the curriculum and require that they develop applications within their disciplines that make effective use of ICT to support and extend teaching and learning. This is a generic form of knowledge that is involved in all issues of student learning, classroom management, lesson-plan development, and implementation and student evaluation. It includes knowledge about techniques or methods to be used in the classroom, the nature of the target audience and strategies for evaluating student understanding.
3. **Didactical ICT Competencies:** These competencies are related to the subject knowledge of the teacher that is to be learned or taught. Teachers must know and understand the subjects that they teach, including knowledge of central facts, concepts, theories and procedures within a given field, knowledge of explanatory frameworks that organise and connect ideas and knowledge of the rules of evidence and proof. Teachers must also understand the nature of knowledge and inquiry in different fields.

4. **Social ICT Competencies:** Social competencies are related to the understanding of teachers with social and ethical issues surrounding ICT and applying that understanding in their teaching practice such as demonstrating their content through the use of ICT gadget.

Business Education Objectives in Colleges of Education

The following are the specific objectives that the business education curriculum at the college of education level is designed to achieve:

1. produce well-qualified and competent NCE graduates in business subjects who will be able to teach business subjects in our junior secondary schools.
2. produce NCE business teachers who will be able to inculcate the vocational aspects of Business Education into society.
3. produce NCE business teachers who will start with so much desired revolution of vocational development right from the Nigeria Primary and Secondary schools;
4. prepare students in Business Education with the necessary competence to qualify them for a three-year post-NCE degree programme in Business Education at Nigerian Universities; and
5. equip graduates with the right skills to engage in a life of work in the office as well as self-employment.

The mission of Business Education at the colleges of education level is to train the necessary manpower for industry, business, public and private business establishments, including manpower for teaching (Okeke & Ihenacho, 2017). Business Education therefore opens various career opportunities to its graduates namely, teaching in schools at various levels depending on the level of degree obtained, working in commerce and the public sector of the economy, undergoing advanced studies in business, taking up management positions in various organizations and developing training programmes for industries and businesses.

In addition to the business education graduates' involvement in paid employment, they are also involved in some private practices in secretarial, advertising, salesmanship, and other distributive trades. Technology has also broadened the horizon of business education as it has made it possible for learners to be exposed to innovations in information technology in the areas of computer, fax, E-mail and other internet services. Business education graduates can open business centres and make a good living in these areas. Besides, those who are advanced in business education serve as advisers and consultants of companies, government parastatals and non-governmental organisations (NGOs), while many graduates have developed skills.

Conclusion

In conclusion, to achieve the stated objectives and provide possible solutions to the challenges faced in the achievement of Business Education objectives in colleges of education in Nigeria. Some of the challenges faced in the implementation of the programme include inadequate

provision of ICT facilities and resources, lack of skilled professional personnel, irregular power supply, financial constraints, inadequate infrastructure, and so on. It can be concluded that there has to be a deliberate attempt to improve this dreadful situation.

Recommendations

Therefore, this paper provides the following recommendations that can enhance the achievement of Business Education objectives in colleges of education which the tertiary institution should make provision for:

- a. regular supply of power through various means to generate energy for the computer studios;
- b. training and re-training of personnel for ICT competences to be able to use the facilities available in colleges of education in Nigeria.
- c. infrastructural facilities are required at different levels in colleges of education in Nigeria.
- d. availability of ICT gadgets & tools for both the lecturer and the students in colleges of education in Nigeria;
- e. at different levels through the assistance of Ngo, public, private institutions, individuals, government and Non-Governmental organisations in Nigeria.

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Organisational Support and Professional Efficiency of Secretaries in the 21st Century High-Pressure Work Environments

(A Study of Federal Polytechnics in South West, Nigeria)

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Abstract

The study examined the influence of organisational support on the professional efficiency of secretaries in the 21st century high-pressure work environments within the federal polytechnics, South-West, Nigeria. A descriptive survey was adopted for the study that covered six federal polytechnics. The population was 343 and the total enumeration was used adopted as the study's sample size. Data were sourced using e-questionnaire and its contents were subjected to a reliability test which result showed a value of 0.766. Out of the expected 343 responses, 203 were successfully retrieved. The obtained data were analyzed using both the descriptive [table, frequency, percentage, mean, and standard deviation] and inferential statistics [using Pearson Correlation Analysis to test the null hypothesis at the 0.05 level of significance]. The result [n=203, r=0.788**, p-value<0.00] indicated a strong correlation between the organisational support and professional efficiency of secretaries. The finding was that secretaries who experienced high levels of organisational support were motivated to give their best on their jobs and that enhance their professional efficiency even when they are under high-pressure conditions. The study concluded that the continued organizational support to enhance the secretaries' professional efficiency in higher institutions is inevitable in today's high-pressure work environments. It was recommended that management of the institutions should consistently support their secretaries by ensuring required materials and incentives are provided while secretaries should also ensure implementing these provisions to improve their efficiency.

Keywords: Professional Efficiency, Secretarial Administration, Stress Management, Work-Life Integration,

Introduction

In the 21st century high-pressure work environments, secretaries are prominent office personnel whose duties are of great importance to the growth and development of their organisations. They handle all administrative tasks, such as all clerical activities, attend to internal and external customers' inquiries, organise and coordinate official meetings, facilitate communication, and collaborate with other important members of staff. Secretaries' functions are essential for streamlining business processes and improving organisational efficiency. As a result, they have to demonstrate professional efficiency while carrying out their regular duties at work. Professional efficiency is defined as the ability of employees to perform their job functions with precision, timeliness, and minimal mistake (Velayutham, 2024). However, certain problems are identified to undermine the efficiency of secretaries at work. One of such problems is that secretaries oversee multiple responsibilities like handling communication, scheduling and organising meetings, overseeing the incoming and outgoing mail, attending to customers, managing office technological tools, and so on. Organisations frequently place excessive demands on secretaries without providing the essential support structures to help them deal with these challenges. Secretaries frequently find themselves overworked owing to a shortage of personnel, leading to burnout, exhaustion, and poor productivity (Samaila, Adamu, & Ahmed, 2022). These high demands put secretaries under tremendous pressure, especially in circumstances where technological innovations are fast transforming the administrative landscape.

Another identified problem is inadequate training on how to use modern office technological tools such as document management systems, calendar and scheduling tools, communication and collaboration platforms, cloud storage solutions, virtual assistants, e-signature solutions, note-taking solutions, webinars and e-learning platforms, and so on. Secretaries are information custodians of every organisation who need to acquire the technical skills on how to manage and operate all these aforementioned technological tools. Lack of training in this regard will undermine their professional efficiency (Oladeji & Afolabi, 2021). In addition, some secretaries in Nigerian public institutions work in situations that fail to promote their well-being. The inadequate workplace policies contribute to secretaries' inefficiencies and thus lead to high turnover rates and lower their job satisfaction. Inadequate remuneration and limited job progression prospects worsen the situation, since secretaries frequently feel underappreciated and uninspired. Secretaries who operate in high-pressure environments could experience communication breakdown and perform poorly. This can also lead to administrative bottlenecks, incomplete tasks, and unable to meet deadlines (Lind, 2024; Onjewu, 2020). The absence of clear communication routes makes it difficult for secretaries to perform their jobs successfully and that may complicate their work. Additionally, because there is no set work schedule and there are a lot of interruptions, secretaries may view their jobs to be more stressful and that can lead to inefficiency.

Stress is another major aspect influencing secretaries' professional efficiency. The physical and mental health suffer by secretaries as a result of the constant pressure to finish tasks on time, handle

crises, and balance several commitments. Secretaries in high-pressure work environments typically have stress-related absenteeism, which reduces productivity (Ebhodaghe & Popoola, 2020). When secretaries leave work due to stress-related illnesses, the organisation experiences operational issues because their roles are typically critical to day-to-day operations. Furthermore, the lack of job autonomy has an impact on secretaries' professional performance. Many secretaries suffer from micromanagement, which hinders their creativity and ability for self-determination. Secretaries may get demotivated by this lack of autonomy since they may believe that their knowledge and abilities are not recognized. Secretaries who have greater autonomy over their assignments and decision-making procedures typically do better because they modify their workflows to fit their employers' demands as well as their own capabilities (Kim & Weiner, 2022).

However, organisational support is one of the best strategies for tackling these identified problems. One possible tactic to help secretaries perform more professionally in high-pressure settings is organisational support (Kim & Weiner, 2022). Organisational support encompasses the many tools, policies, and procedures that organisations use to support their employees in fulfilling their job duties (Aldabbas et al., 2023). Organisations may assist secretaries in adjusting to new technology and managing their responsibilities more successfully by providing the required training and assistance. Effective training programs are an important component of organisational assistance. When secretaries are properly trained in the most recent ICT technologies and administrative techniques, they become more knowledgeable and efficient in their positions (Laing, 2021). This training not only enhances their confidence but also shortens the time it takes students to master new technologies independently. Adejare et al. (2020) underlined the need for systematic training programs to improve secretaries' professional efficiency. Organisational support can help reduce stress by encouraging a healthy work environment. When employers promote employee well-being through wellness programs, stress management courses, and mental health services, secretaries are better prepared to deal with the demands of their roles. Secretaries who engage in wellness programs are more likely to maintain a good work-life balance, which improves their overall performance (Ekeada-Davidson & Ashipaoloye, 2024).

The creation of supportive workplace practices is an important part of organisational support. Organisations should develop open communication lines, give sufficient salary, and provide opportunities for promotion. Secretaries who receive encouragement from their supervisors are more likely to stay motivated and committed to their work (Ingsih et al., 2020). Employee efficiency improves at a workplace where management usually encourages their employees, job satisfaction will be enhanced while turnover rate will be decreased. Organisational support is when management recognize and appreciate the efforts made their secretaries. A competitive salary, recognition initiatives, and opportunities for career advancement can all contribute to secretaries feeling valued and respected. Thus, employees are likely to be committed to an organisation and perform effectively and efficiently even if they experience burnout (Ibrahim & Sule, 2023).

It is noteworthy that a large number of studies have been carried out worldwide to look at the link between different dependent variables, including work satisfaction, employee performance, and organisational commitment and support. Research on the specific impact of organisational support on secretaries' professional efficiency is severely lacking. Hence, the study intends to investigate how organisational support improves secretaries' professional efficiency in high-pressure work environments.

Objectives of the Study

The study aims at investigating the influence of organisational support on professional efficiency of secretaries in the 21st century high-pressure work environments within the federal polytechnics in South-West, Nigeria. the specific objectives are to:

- i. assess the level of professional efficiency of secretaries in federal polytechnics in South-West, Nigeria;
- ii. ascertain the level of organisation support provided for secretaries in federal polytechnics in South-West, Nigeria;
- iii. evaluate the influence of organisational support on the professional efficiency of secretaries in federal polytechnics in South-West, Nigeria;

Research Questions

The study provided answers to the following questions:

- i. What is the level of professional efficiency of secretaries in federal polytechnics in South-West, Nigeria?
- ii. What is the level of organisational support provided to secretaries in federal polytechnics in South-West, Nigeria?

Hypothesis

The null hypothesis was tested at the 0.05 level of significance:

H₀₁: There is no significant relationship between organisational support on the professional efficiency of secretaries in the federal polytechnics in South-West, Nigeria.

Theoretical Review

Theory of Constraints (TOC)

In 1984, Eliyahu M. Goldratt propounded this theory. As the name implies, the Theory of Constraints (TOC) focuses on identifying and addressing certain factors or bottlenecks that negatively influence the overall performance of employees and the organisation at large (Dutta, n.d). TOC emphasised that for every constraint experience in an organisation it is limited by its weakest link and when the constraint is identified and given much attention, it will further enhance the employees and organisational efficiency (Karakoç & Şık, 2021). The theory is related to the study because it enables the management of the institution to identify those factors that hinder the efficiency of the secretaries at the workplace. A thorough analyse of these factors can lead to improvement in secretaries' efficiency. For instance, secretaries' professional efficiency in public

institutions is negatively influenced by ineffective time management, heavy workload distribution, poor communication, inadequate or non-provision of technological tools, and lack of appropriate training and management encouragement or motivation, among others. The theory argues that when these aforementioned factors are adequately addressed, secretaries' professional efficiency and performance will be extensively enhanced.

Perceived Organizational Support (POS) Theory

Robert Eisenberger, Robin Huntington, Steven Hutchison, and Debora Sowa propounded the theory in 1986 (Eisenberger et al., 1986). The theory argues that employees expect their organisations to value and recognise their contributions and efforts and ensure they provide needed working tools to enhance higher productivity, incentives for motivation, professional training to help their efficiencies at work, management system for handling heavy workload, and ensuring they care for their well beings (Aruoren & Isiaka, 2023; Alshaabani et al., 2021; Tetteh et al., 2020). Employees are more likely to be engaged and motivated in their jobs when they perceive that their employers assist them via initiatives like workload management, professional development, and recognition (Ridwan et al., 2020). The result of these provisions is that employees will be highly committed, loyal, and dedicated to their organisations. However, when all these expectations are not met, they will be disengaged and not committed to their jobs. Employees develop opinions about how much their employer appreciates their efforts and is concerned about their welfare.

This theory is related to the study because for secretaries in higher institutions, who frequently oversee a large number of assignments, this theory is especially important. The management of these institutions need to increase secretaries' sense of support to boost their job satisfaction and efficiency. The provision of contemporary office tools, providing opportunities for professional development, and ensuring a flexible work environment are essential mechanisms the management can apply to motivate secretaries for professional efficiency. A strong sense of organizational support gives employees more confidence to carry out their duties, which increases output and enhances professional efficiency (Igwe & Utebor, 2023). When management of the institutions invest heavily in resources that fulfill both the professional and personal requirements of secretaries, it cultivates a feeling of belonging and competence. And when secretaries feel appreciated, they are more likely to devote their best to the growth and development of their institutions. This emphasises how essential this theory is in developing and supporting a friendly environment for secretaries, which eventually improves their efficiencies and as well benefits their institutions.

Methodology

A descriptive survey was adopted for the study that covered six federal polytechnics. The population was 343 and the total enumeration was used adopted as the study's sample size. The instrument used to source data was an online form using Google. The link was sent to contact persons in each of these institutions who assisted to share the link with their colleagues. Meanwhile, a pilot study was conducted and its contents were subjected to a reliability test which

result showed a value of 0.766. Out of the expected 343 responses, 203 were successfully retrieved. The obtained data were analyzed using both the descriptive [table, frequency, percentage, mean, and standard deviation] and inferential statistics [using Pearson Correlation Analysis to test the null hypothesis at the 0.05 level of significance].

Results

Table 1: Population, Sample Size, and Responses Rate Analysis

S/N	Institutions	N	%	Responses Rate	%
1.	Federal Polytechnic Ado-Ekiti, Ekiti State	48	14	26	12.8
2.	Federal Polytechnic Ayede, Oyo State	28	8.2	16	7.9
3.	Federal Polytechnic Ede, Osun State	52	15.2	39	19.2
4.	Federal Polytechnic Ilaro, Ogun State	79	23	42	20.7
5.	Federal Polytechnic Ile-Oluji, Ondo State	37	10.8	24	11.8
6.	Yaba College of Technology, Yaba, Lagos	99	28.8	56	27.6
Total		343	100	203	100

Source: Field survey, 2024

Table 1 showed the total enumeration as 343, which was adopted as the study's sample size. The population of secretaries in each federal polytechnic was sourced through each of these targeted federal polytechnics' websites by checking through the numbers of the principal offices, schools, departments, and units/directorates. However, a total of 203 secretaries successfully responded. Yaba College of Technology, Yaba, Lagos had the highest population (99) and the largest number of respondents (56; representing 27.6%). Next was the Federal Polytechnic Ilaro with 79 secretaries but 42 respondents representing 20.7%. In Federal Polytechnic Ede, Osun State, the secretaries' population was 52; however, 39 responded representing 19.2%. In Federal Polytechnic Ado-Ekiti has a total number of 48 secretaries; but 26 responded representing 12.8%. The Federal Polytechnic Ile-Oluji, Ondo State has a population of 37 secretaries, but 24 responded, representing 11.8%, while the Federal Polytechnic Ayede, Oyo State has the least population of 28 secretaries, and 16 responded representing 7.9%, responded. The result revealed that most respondents were evenly captured based on the population size in all the Federal Polytechnics in South West, Nigeria.

Table 2: Demographic Data Analysis

Characteristics		Frequency	Percentage (%)
Gender	Male	26	12.8
	Female	177	87.2
Marital Status	Married	147	72.4
	Single	56	27.6
Age Range	Less than or 25 years	21	10.3
	26 – 35 years	39	19.2
	36 – 45 years	94	46.3
	46 – 55 years	45	22.2

	56 years and above	4	2.0
	NCE/ND	19	9.4
Educational	HND/B.Sc.	138	68.0
Qualification	MBA/M.Sc.	46	22.7
	PhD	0	0.0
	Less than 5 years	16	7.9
Years of	6 – 10 years	47	23.2
Service Length	11 – 15 years	89	43.8
	16 – 20 years	31	15.3
	20 years plus	20	9.9

Source: Field survey, 2024

Table 2 presents the demographic data of the respondents. Female respondents (177; representing 87.2%) were more than the male respondents (26; representing 12.8%). Most of the respondents were married (147, representing 72.4%). The age range showed that most respondents (94; 46.3%) were between 36 and 45 years. Most respondents (138; 68%) were HND/B.Sc. holders. For years of service length, 89 respondents representing 43.8% have been in service between 11 and 15 years; 47 respondents representing 23.2% have been in service between 6 and 10 years, while the least have were 16 respondents (representing 7.9%) joined the institutions in less than 5 years. This indicates that most respondents participated in this study have a pool of experience.

Table 3: What is the level of professional efficiency of secretaries in federal polytechnics in South-West, Nigeria?

S/N	Statements	Mean	StDev.	Remark
1	I do my assigned duties precisely and accurately.	3.41	0.73	Accepted
2	I routinely fulfill deadlines while maintaining high quality standards.	3.10	0.83	Accepted
3	I can efficiently manage various duties in high-pressure scenarios.	2.85	0.94	Accepted
4	I am confident in my abilities to manage communication tasks.	3.57	0.55	Accepted
5	I can swiftly adjust to changes in administrative processes and technology.	2.91	0.97	Accepted
Average Mean and Standard Deviation		3.17	0.80	

Source: Field Survey (2024)

Table 3 showed that secretaries in federal polytechnics, South-West Nigeria have a usually modest degree of professionalism. However, the mean scores in each of the statements in Table 3 were ranged from 2.85 to 3.57 while their average mean was 3.17. The outcome indicated that secretaries generally do their jobs with good precision, accuracy, and flexibility. The highest mean score was 3.57 which showed the level of secretaries' confidence in performing communication responsibilities and the least mean was 2.85 which indicated the level at how secretaries managed their numerous duties under high-pressure conditions. In all these outcomes, it is evident that secretaries in these Federal polytechnics are professionals; though, there is still a need to

continuously developing them especially in the areas of managing high-pressure duties and adjusting to technological advances.

Table 4: What is the level of organisational support provided to secretaries in federal polytechnics in South-West, Nigeria?

S/N	Statements	Mean	StDev.	Remark
1	My institution gives enough training on modern office technology.	2.85	0.95	Accepted
2	I feel supported by my organization in managing my workload.	2.94	0.91	Accepted
3	I am recognized for my efforts and accomplishments at work.	2.42	0.95	Rejected
4	The institution provides mental health help to its employees.	3.22	0.92	Accepted
5	My institution actively promotes and support my professional development.	2.46	1.05	Rejected
Average Mean and Standard Deviation		2.78	0.96	

Source: Field Survey (2024)

In Table 4, it was revealed the average mean score of 2.78 which indicated that secretaries report low organizational support in most of the areas covered. However, the highest mean score (3.22) is for mental health assistance and that showed that secretaries of these federal polytechnics receive comparatively more attention. The aspect of efforts recognition and professional development support from the management of the institutions were poorly rated as their mean scores were 2.42 and 2.46 respectively. These are viewed as insufficient; thus, they were rejected. In all, the average mean and standard deviation scores of 2.51 and 0.94 suggested that while there are some supports, considerable adjustments are needed like performance recognition and professional development of secretaries.

Hypothesis Testing

Table 5: There is no significant relationship between organisational support on the professional efficiency of secretaries in the federal polytechnics in South-West, Nigeria.

Statistics		(PE)	(OS)
Organisational Support (OS)	Pearson Correlation	1	.788**
	Sig. (2-tailed)		.000
	n	203	203
Professional Efficiency (PE)	Pearson Correlation	.788**	1
	Sig. (2-tailed)	.000	
	n	203	203

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

Table 5 showed the result of the Pearson Correlation analysis that tested the relationship between the organisational support (OS) and professional efficiency (PE) of secretaries in Federal Polytechnics, South West, Nigeria. The results show a strong positive correlation ($r = .788$) between

OS and PE, which is statistically significant at the 0.05 level ($p = .000$). This strong correlation value shows that when the degree of OS increases, secretaries' professional efficiency will be greatly simplified. The significance level (p -value) of 0.000 further confirms that the observed correlation is not attributable to random chance. Thus, contrary to the hypothesis stated above; hence, it is rejected and the alternative is accepted that organisational support has a strong relationship with professional efficiency of secretaries in Federal Polytechnics, South West, Nigeria.

Discussion of Findings

RQ1: What is the level of professional efficiency of secretaries in federal polytechnics in South-West, Nigeria?

The results of RQ1 showed that secretaries in federal polytechnics had a modest degree of professional efficiency judging by the average mean score of 3.17. This revealed that that secretaries perform their responsibilities with sufficient precision, punctuality, and flexibility. The mean score of 3.57 that showed the level of confidence of secretaries in performing communication responsibilities is in line with the view of Adeola and Abiola (2020) who affirmed the significance of excellent communication in secretarial jobs. The lowest mean score of 2.85 revealed that secretaries would need professional development assistance from their institutions on how to manage duties in high-pressure circumstances. Velayutham (2024) affirmed that secretaries in high-pressure work contexts require more assistance to manage a variety of tasks effectively and efficiently. The excessive workloads and high-pressure circumstances can have a detrimental influence on professional efficiency unless proper organizational support is available (Kim & Weiner, 2022). As a result, while the secretaries demonstrate impressive professional efficiency, there is still a need for better measures to assist them cope with challenging work conditions.

RQ2: What is the level of organisational support provided to secretaries in federal polytechnics in South-West, Nigeria?

The results of RQ2 indicated that the degree of organizational support offered to secretaries in federal polytechnics, South West, Nigeria, is typically poor, with a mean score of 2.78. Although, the mental health aid received the highest level of support with a result of 3.22; meaning the management of the institutions acknowledged the significance of mental health support in reducing the stress secretaries endure in their jobs. On the other hand, secretaries' efforts acknowledgment and professional development rates received relatively low mean scores of 2.42 and 2.46 respectively. These results indicated major inequalities in how organizations acknowledge and nurture their secretaries. A lack of recognition and professional development of employees would demotivate them to perform below standard and even influence their professional efficiency (Ingsih et al., 2020). In support of this view, Ibrahim and Sule (2023) point out that when secretaries feel devalued and unsupported, it has a detrimental impact on their dedication and

productivity, emphasizing the need of institutions improving recognition and professional development programs.

Hypothesis testing result [$n = 203$, $r = 0.788^{**}$, $p\text{-value} < 0.00$] revealed that organisational support has a significant relationship with the professional efficiency of secretaries in Federal Polytechnics, South West, Nigeria. The result revealed if management of the institutions improve its organisational support significantly, professional efficiency of secretaries will tremendously and positively increase. It was discovered that providing proper assistance in areas such as task management, training, recognition, and well-being improves secretaries' professional efficiency. Eisenberger et al (1986) affirmed that employees who believe their employers appreciate their contributions and care about their well-being are more devoted, contented, and efficient in their jobs. It is also affirmed that organisational support positively influences employee performance and commitment especially in high-pressure environments (Ridwan et al., 2020)

Conclusion

The study concluded that the continued organizational support to enhance the secretaries' professional efficiency in higher institutions is inevitable in today's high-pressure work environments especially in federal polytechnics, South-West Nigeria. Secretaries at these institutions show modest professional effectiveness, notably in communication activities, but fail to manage high-pressure situations. More so, the level of organizational support is insufficient in critical areas such as recognition and professional development, limiting secretaries' overall effectiveness. The substantial positive relationship between organisational support and professional efficiency emphasises the significance of investing in support systems such as effective training, recognition, and mental health programs to increase secretaries' job satisfaction and efficiency. Organizations that prioritize their secretaries' well-being and personal growth are likely to witness considerable gains in employee performance, hence increasing the institution's overall efficiency and productivity. The use of both the Theory of Constraints (TOC) and the Perceived Organizational Support (POS) theories shows that resolving bottlenecks and giving proper support may significantly increase secretaries' professional efficiency in high-pressure working conditions.

Recommendations

Based on the findings and conclusion, it was recommended as follows:

management should:

- i. provide adequately modern office working tools e.g. technological devices, modern software applications etc.
- ii. ensure secretaries have access to professional training on modern ICT tools and work-life balance
- iii. provide a conducive work environment for secretaries that will foster friendly working conditions to improve their professional efficiency.

- iv. integrate technological advancement to improve office operations and streamline their administrative processes
- v. consistently recognize and acknowledge the tremendously contributions of secretaries towards advancement of the institutions
- vi. ensure flexible work schedule and make open remote work options for secretaries who are willing to work from home due the high cost of transportation to work
- vii. encourage feedback from their secretaries and ensure they professionally treat those complaints to prevent high turnover.

Secretaries should:

- i. leverage on the provision of modern ICT tools to improve their daily assigned works
- ii. develop effective time management skills to help them navigate through high-pressure working circumstances
- iii. developing professional and personal skills and staying up-to-date on evolving office technology.
- iv. proactively identify areas for help and inform management.
- v. foster long-term professional connections with colleagues to enhance collaboration.
- vi. maintain ethical standards and professional practices when carrying out their duties.

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CLOUD COMPUTING AND EFFECTIVE INFORMATION MANAGEMENT SYSTEM IN GOVERNMENT PARASTATALS IN EKITI STATE

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Abstract

In recent years, the public sector has experienced a significant change with the implementation of cloud computing technologies and information management systems. These changes aim to enhance service delivery, reduce costs, and improve operational efficiency. The primary aim of this study is to examine the effective use of cloud computing and information management systems in government parastatals in Ekiti State, Nigeria. The study's objectives include analyzing the impact of cloud computing, identifying factors that influence adoption, and examining the relationship between cloud computing and information management systems. The study employed a quantitative approach, and data was collected from 200 respondents from various administrative heads and IT departments in ten government parastatals. The data was analyzed using statistical analysis, including descriptive statistics and independent sample t-test analysis. The findings revealed that the impact of cloud computing is generally positive, with respondents agreeing on its benefits in enhancing accessibility, facilitating remote collaboration, and improving decision-making capabilities. The study also identified concerns about data security and privacy as significant factors influencing adoption. Furthermore, the analysis confirmed that cloud computing positively influences information management effectiveness within government parastatals. The study highlighted the importance of prioritizing cloud computing integration, addressing security concerns, and investing in technological infrastructure and capacity-building initiatives. Finally, the study recommended that government parastatals in Ekiti State should prioritize adopting and integrating cloud computing technologies into their information management systems. Organizations need to keep their customers' data safe and secure by putting strong security measures in place ensuring strict rules and regulations.

Keywords: Cloud Computing, Ekiti State, Government Parastatals, Information Management Systems.

Introduction

The public sector has undergone a remarkable transformation in recent years with the increasing adoption of cloud computing technologies and information management systems to enhance operational efficiency, reduce costs, and improve service delivery in various government parastatals (Azubuike & Igbikele, 2019). This shift has been driven by the need to streamline

processes, improve communication and collaboration between different departments, and ensure the security and privacy of sensitive data (Alzoubi et al., 2020).

Cloud computing is a state-of-the-art technology that stimulates the delivery of services over the Internet. According to Wada (2018), it represents a significant transformation that has redefined the traditional role of information technology and given users the power to accessing and using computing resources (such as processing power and storage) over the Internet on an on-demand basis. This revolutionary approach to business operations offers numerous benefits, such as cost savings, global scalability, improved performance, enhanced security, increased productivity, faster processing times, and superior reliability (Okuonghae & Bakare-Fatungase, 2023).

On the other hand, information management systems (IMS) are crucial in improving the productivity and impact of government agencies across the globe. (Lee, 2019). These systems facilitate information collection, storage, processing, and dissemination, thereby enabling better decision-making processes and improved service delivery to citizens (Wang & Yuen, 2020). Malak (2024), described an information management system (IMS) as a sophisticated computer system or software suite that enables the tracking and storage of electronic documents and paper document images. He further stated that IMS can also keep records of different versions made by various users (history tracking). This all-encompassing set of applications, processes, and technologies is designed for data collection, storage, and management. The primary objective of an IMS is to facilitate better access to information for effective decision-making.

According to Wahyudin and Rahayu (2020), introducing cloud computing to government information management systems can have benefits and drawbacks. On the one hand, it can greatly enhance data storage and information distribution speed and accuracy, resulting in improved public services. However, as noted by Mohammed et al. (2020), government managers of cloud computing face challenges, such as security concerns, data privacy, compliance and many more, especially in human resources. Furthermore, as Christiani (2018) explains, significant initial financial resources are needed to establish a platform for cloud computing utilization.

Cloud computing offers government agencies a scalable and cost-effective platform for storing, processing, and accessing data and applications over the Internet, eliminating the need for large-scale investments in physical infrastructure and hardware (Mell & Grance, 2019). Concurrently, effective information management systems facilitate the seamless organisation, storage, retrieval, and dissemination of information across various departments within government organisations (Laudon & Laudon, 2017).

By leveraging these advanced technologies, government agencies can achieve greater agility, flexibility, and scalability, responding quickly to changing demands and delivering high-quality services to citizens. Furthermore, using cloud-based solutions and effective information management systems has paved the way for more data-driven decision-making, enabling policymakers to make informed choices based on accurate and up-to-date information (Oghenerukevwe & Kayii, 2023). Adopting these technologies has been a game-changer for the public sector, with significant benefits for government agencies and citizens.

Problem Statement

The rationale for studying the intersection of cloud computing and effective information management systems in government parastatals stems from the critical need to understand how these technologies are leveraged to address the distinct difficulty facing public sector organisations. As government agencies strive to enhance transparency, accountability, and citizen engagement, there is a growing recognition of the transformative potential of cloud computing and information management systems in achieving these objectives. Nonetheless, achieving successful implementation of cloud computing technology in government parastatals in Ekiti State, is dependent on gaining a thorough understanding of the organizational, technical, and regulatory factors that influence their adoption and utilization within government parastatals. In this regard, the study aims to look into the influence of cloud computing on the effective information management system in government parastatals in Ekiti State.

Empirical Review

Mosweu and Luthuli (2019) carried out research into the implication of cloud-computing services on records management in Africa. The study concentrated on the opportunities and challenges presented by cloud-based services in archives and records management within Africa. The study highlighted that although cloud-based services are increasingly common across the world due to their efficiency and cost-effectiveness, Africa is still in the initial stages of adoption, particularly in records management.

The research findings determined that cloud computing can improve efficiency and records management practices. Yet, there were several challenges such as records storage, jurisdiction, privacy, security, and the digital divide that needed to be addressed to fully maximize the advantages of cloud-based records management services in Africa.

The study concluded that while cloud-computing services hold great promise for improving records management in Africa, the continent still faces significant challenges in fully embracing these technologies. Cloud-based records management services are identified as a crucial challenge for Africa, indicating that the region is not yet prepared to fully utilize the potential benefits of such innovations.

Salam and Ali (2020) conducted a study to identify the key factors that impacted the uptake of cloud computing among Indonesian local government workers. Their methodology involved leveraging the Unified Theory of Acceptance and Use of Technology (UTAUT) alongside an online survey to gather relevant data. The study's findings revealed that Performance Expectations, Business Expectations, and Perception of Availability played significant roles in shaping employees' intentions to use cloud computing. These factors were found to have a positive effect on the intention to adopt cloud computing, suggesting that perceived performance benefits, business advantages, and availability of cloud services were crucial in influencing cloud adoption in Indonesian local governments.

One significant contribution of the study was the expansion of the UTAUT model to include security factors, creating a new cloud computing adoption model. This theoretical advancement addressed a gap in the existing literature and provided insights into the specific factors influencing government cloud computing adoption. By incorporating security considerations into the model, the study enhanced the understanding of the complex decision-making process surrounding cloud adoption in governmental settings.

Manja (2021) conducted a study on the utilization of cloud computing in managing government funds allocated to public schools in Kenya. The research aimed to examine the existing fund management situation, identify the drivers of cloud computing adoption, and develop a foundation for its implementation.

The study employed a descriptive research design and utilized questionnaires and interviews to gather data from the Ministry of Education employees, IT departments, and public school heads. The research discovered that cloud computing adoption was negatively influenced by technological factors, while security factors had a favorable impact. Organizational factors showed a positive relationship, but it was not significant. In contrast, environmental factors had a negligible and negative effect on adoption. Security concerns such as data integrity, confidentiality, privacy, and liability significantly influenced cloud computing adoption.

The study concluded that technological and security factors were critical in cloud computing adoption in public schools. It recommended that policymakers focus their efforts on enhancing technological infrastructure and IT systems to create a conducive environment for cloud adoption. Additionally, policies that involve school heads could improve technological advancements in public schools.

Manja's research has significant insights into the use of cloud computing for managing government funds in Kenyan public schools.

Opara and Matthew (2022) investigated the relationship between cloud computing and communication effectiveness within Rivers State Government Parastatals. Their findings revealed a significant positive relationship between cloud computing and the communication success of these parastatals. The researchers recommended the implementation of technological systems supporting cloud computing to enhance communication processes, including notification, feedback, and information access. Also, Oghenerukevwe and Kayii (2023) conducted a study in River State to assess how cloud technology applications can help secretaries in universities to be more efficient in their work. The study found that secretaries in Rivers State universities used the platform as a service (PaaS) less than software as a service (SaaS) and communication as a service (CaaS). However, there was no significant difference in technology adoption between Rivers State University and Ignatius Ajuru University of Education. Based on the study's findings, it was recommended that universities should create a digital environment that encourages the use of cloud computing services or applications among their employees to increase productivity.

Objectives

The aims of this paper are outlined as follows:

- To examine the impact of cloud computing on effective information management systems in government parastatals.
- To identify factors influencing the adoption of cloud computing and effective information management systems in Ekiti State's government parastatals.

Hypotheses

- **H₀:** There will be no significant influence of cloud computing on effective information management systems in government parastatals in Ekiti State.
- **H₁:** There will be a significant influence of cloud computing on effective information management systems in government parastatals in Ekiti State.

Methodology

This study conducted a quantitative analysis to explore the integration of cloud computing in government parastatals in Ekiti State. The study examined employees of Ekiti State government parastatals. A total of ten (10) functional government parastatals were selected using a purposive sampling method, and 20 respondents were chosen from each of the parastatals, making a total of 200 respondents. The respondents were comprised of administrative heads, including the heads of the IT department and other departmental heads. IT heads and departmental heads were targeted as respondents for the study because their knowledge is necessary for exploring cloud computing integration and effective information management systems in Ekiti State government parastatals. The study examined two research questions and tested one related hypothesis at a significance level of 0.05. The questions were answered and the hypothesis was found to be significant. A structured questionnaire was used as an instrument to gather data. The collected data was analyzed using statistical software. Descriptive statistics was used to summarize the data, offering insights into respondent perceptions and experiences. Additionally, an independent sample t-test analysis was used to determine the influence of cloud computing on effective information management systems in government parastatals in Ekiti State.

Findings

Research question 1: What is the impact of cloud computing on effective information management systems in government parastatals in Ekiti State.?

Table 1

S/N	ITEMS	$\bar{X}$	SD	Remark
1.	Cloud computing enhances accessibility to information within your organization.	3.35	0.90	Agreed
2.	Cloud-based information management systems facilitate remote collaboration and teamwork.	3.40	0.85	Agreed
3.	Cloud computing enables real-time data processing and analysis, improving decision-making capabilities.	3.50	0.80	Agreed

4.	The adoption of cloud computing has reduced operational costs related to information management in your organization.	2.85	0.91	Agreed
5.	Overall, cloud computing has positively impacted your organization's information management systems.	3.45	0.90	Agreed

Table 1 shows the statistical analysis of the questionnaire responses which indicates that, on average, participants tended to agree (with a mean ranging from 3.25 to 3.50) on the positive impact of cloud computing on effective information management systems, with moderate variability (standard deviation ranging from 0.80 to 0.95) in their opinions across different aspects of cloud adoption.

Overall, the analysis reveals a generally positive perception of the impact of cloud computing on effective information management systems in government parastatals in Ekiti State, with some variability in responses across different aspects of cloud computing implementation.

Research question 2: What are the factors influencing the adoption of cloud computing and effective information management systems in government parastatals in Ekiti State?

Table 2

S/N	ITEMS	$\bar{X}$	SD	Remark
1.	Availability of reliable internet connectivity for cloud computing.	3.89	0.75	Agreed
2.	Concerns about data security and privacy in cloud computing.	4.12	0.68	Agreed
3.	The willingness of management to invest in cloud computing technologies.	3.75	0.83	Agreed
4.	Availability of government initiatives or incentives to promote cloud computing adoption.	3.56	0.91	Agreed
5.	Technical expertise within the organization to implement and manage cloud solutions.	3.98	0.77	Agreed

In Table 2, it is evident that there exists a moderate level of consensus regarding the availability of reliable internet connectivity for cloud computing, as indicated by a mean score of 3.89 and a standard deviation of 0.75. Concerns about data security and privacy in cloud computing receive a slightly higher mean score of 4.12, suggesting a stronger consensus among respondents, with a standard deviation of 0.68. Conversely, the willingness of management to invest in cloud computing technologies and the presence of government initiatives or incentives to promote cloud computing adoption receive lower mean scores of 3.75 and 3.56, respectively, indicating a more neutral stance among participants. Additionally, there is notable concurrence concerning the technical expertise within the organization to implement and manage cloud solutions, with a mean score of 3.98 and a standard deviation of 0.77.

Hypothesis

Table 3

H₀: There will be no significant influence of cloud computing on effective information management systems in government parastatals in Ekiti State.

H₁: There will be a significant influence of cloud computing on effective information management systems in government parastatals in Ekiti State.

Table 3: Independent t-test summary table showing the influence of cloud computing on effective information management systems in government parastatals in Ekiti State.

<i>Cloud Computing</i>		<i>N</i>	<i>X</i>	<i>SD</i>	<i>Df</i>	<i>t</i>	<i>p</i>
Information Management System	High	104	15.11	7.38	193	-2.050	<.05
	Low	96	17.19	6.71			

The t-test results indicate a statistically significant difference between the two groups (High and Low cloud computing) in terms of their effectiveness in information management systems, with a t-value of -2.050 and a p-value less than 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis, concluding that there is a significant influence of cloud computing on effective information management systems in government parastatals in Ekiti State.

Discussion

Table 1 shows the result of the findings on the impact of cloud computing on effective information management systems in government parastatals in Ekiti State. From the result, it is evident that Cloud computing enables real-time data processing and analysis, improving decision-making capabilities, which the most significant impact of cloud is computing on effective information management systems in government parastatals in Ekiti State according to the result. The finding is supported by Sawas, and Watfa (2019), who asserted that cloud computing enables real-time data processing and analysis, enhancing decision-making capabilities, noting that with cloud-based IMS, organizations can leverage advanced analytics tools and machine learning algorithms to derive insights from vast amounts of data in real-time. This capability enables proactive decision-making, predictive analytics, and personalized services, driving innovation and competitive advantage.

Table two shows the result of the findings on the factors affecting the adoption of cloud computing and effective information management systems in government parastatals in Ekiti State. The findings reveal that concerns about data security and privacy in cloud computing are one of the major factors affecting the adoption of cloud computing and effective information management systems in government parastatals in Ekiti State. Deventer, Klerk, and Bevan-Dye (2017) found that the level of perceived integrity of a cloud computing system has a significant impact on the trust of government employees in the system. Perceived integrity refers to the extent to which a cloud computing service provider can ensure the genuineness and precision of

information without unauthorised data variation. The capacity of a vendor to maintain data integrity can ultimately influence the willingness of local government employees to adopt cloud computing technology (Salam & Ali, 2020).

The findings from the independent t-test analysis suggest that there is a significant influence of cloud computing on effective information management systems in government parastatals in Ekiti State. Specifically, the group with high cloud computing demonstrates significantly higher effectiveness in information management systems than those with low cloud computing. A study by Manja (2021) supports the findings by stating that the significant influence of cloud computing on information management systems highlights the role of technology in driving organisational efficiency and productivity. As government parastatals increasingly rely on digital systems to manage vast amounts of data and information, adopting cloud computing becomes essential for ensuring optimal performance and responsiveness to changing demands.

Conclusion

The study discovered that cloud computing enables real-time data processing and analysis, which leads to better decision-making capabilities. However, the study identifies data security and privacy concerns as a significant challenge that hinders the adoption of cloud computing for effective information management systems in government parastatals.

Moreover, the independent t-test analysis confirms that cloud computing has a significant positive influence on information management systems' effectiveness in government parastatals in Ekiti State. The results indicate that organizations with high cloud computing exhibit significantly better information management effectiveness than those with low cloud computing. By embracing cloud technologies, government parastatals can streamline operations, improve decision-making processes, and ultimately enhance service delivery to citizens and stakeholders.

Recommendation

It is suggested, according to the results of these findings, that:

- Government parastatals in Ekiti State should prioritize adoption and integration of cloud computing technologies into their information management systems.
- To address concerns about data security and privacy, organizations should implement robust security measures and ensure compliance with relevant regulations and standards.
- Employers should be made to enhance employees' trust and confidence in cloud-based solutions through training and awareness programs.
- government agencies should allocate resources towards enhancing technological infrastructure and capacity-building initiatives to support the effective implementation and management of cloud computing systems.

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Innovative Strategies for teaching and learning business education courses in Nigerian tertiary institutions in the 21st century

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Abstract

This paper discussed the innovative strategies for teaching Business Education courses in Tertiary Institutions in Nigeria. For the goal and objectives of Business Education Programme to be achieved there must be total adaptation of innovative teaching strategies in the classroom. The paper highlighted the concepts of innovation, innovative strategies, Business Education Programme objectives, needs for innovative teaching and learning strategies for teaching Business Education courses. Benefits of adopting innovative strategies for teaching and learning Business Education and the challenges associated with the innovative strategies for teaching Business Education Programme in Nigeria. In conclusion, the paper emphasized the need for Business educators to be dynamic so that their product will continue to be relevant, because Business educators have always accepted that change is a fact of life so as to enable the recipients of the programme meet the market demands of various occupations and be self-reliant. Finally, it was recommended amongst others that innovative teaching and learning strategies should be adopted in all tertiary institutions offering Business Education Programme in Nigeria in order to develop students' skills through hands on activities and further stimulate students' interest in the course. Also, ABEN, Government and NGO should organise on the job training and conference/workshops, at intervals for Business Education lecturers in Tertiary institutions in Nigeria to update their knowledge on different related innovative teaching strategies that can allow Business Education students to be at the centre of learning and also improve cordial relationship among student-teachers and co-lecturers.

Keywords: Business Education, Innovation, Innovative Strategies, Teaching.

Introduction

The global technological innovations in the business world have brought about radical changes in the educational system and instructional delivery. Every facet of human endeavour (healthcare delivery, business practices, social interaction, politics, information system, knowledge dissemination, education and others) is now revolutionized with digital technology. The traditional pedagogical practices of training in educational institutions are gradually paving way for the new technological system of teaching. In line with the above view, Osakwe and Anita (2022) argued that the role of modern teaching methods in teaching and learning is rapidly becoming one of the

most and widely discussed issues in contemporary education policy. Various authors in the field of education asserted that, when properly utilized, modern teaching strategies are germane to enhance quality education (Idenhen and Emeasoba, 2022). In the same vein, Ezeabli, Ekoh-Nweke and Agbo (2022) reiterated that digital world has penetrated the education and skills domain, where technology is used to deliver education, knowledge and skills in new and innovative ways.

The global technological revolution especially in the areas of business has promoted the need for business education instructional delivery to be technologically based. The recent global technological innovations in the business world have brought tremendous change in the education system. Business education, being a dynamic and technology-based programme for sustainable development should be innovative in line with recent change in technology and in the business world.

Innovative strategies for teaching are the techniques or methods that a teacher adopt to meet various learning objectives. These innovative strategies include Flipped Class, Project based learning, Jigsaw, experiential teaching Industrial collaboration instructional strategy, team teaching, blended learning and Online Platforms, Computer Aided instructional strategy and so many others (Idenhen & Emeasoba, 2022). They equip teachers to make learning fun and help students to awaken their desire to learn. Innovative strategies focus not only on educational contents but also on the methods and environment of the teaching and learning process. Innovative strategies enable students to focus their attention, organise their learning materials for better understanding and help teachers to provide a suitable platform for strategic learning as well as help students to walk on the path of independent learning and become strategic learners (Idenhen & Emeasoba, 2022).

Therefore, the use of innovative teaching strategies in business education instructional delivery is of vital importance in equipping its graduates with the current skills required in the modern business world for the 21st Century. Business education emphasizes use of the products of the programme to create, maintain and harness the resources of natural business environment for a long-term benefit of the entire populace and for the nation's economic growth. Hence, for any business educator to impart the relevant business skills, knowledge and competencies, attitudes, digital skills required for a business education graduate to be saleable or a successful entrepreneur, there is a need for the adoption of innovative strategies in the teaching and learning of the programme in the public tertiary institutions in Nigeria. Against this background, the authors decided to look closely into the Innovative strategies for teaching and learning of Business Education in tertiary institutions in Nigeria.

Conceptualization

The following concepts are discussed:

Innovation

Innovation refers to the act of creating new way of doing things for proper efficiency and sustainability. Okeye (2021), opined that innovation is a re-designed method of application of new

ideas, knowledge and process to the present in order to improve on the prevailing condition. In the same vein, Nur Fauzani and Nurfaranila (2022) stated that innovation is the implementation of new and improved knowledge, idea, method, processes, tools, equipment and machinery which leads to new and better products, services and processes. Dayang Rafidah Syariff, Khalip and Hamidah, (2020) defined innovation as the creation, development and implementation of a new product process or service, with the aim of improving efficiency, effectiveness or competitive advantage. In the education sector, especially in the field of Business Education, there is serious need to adopt innovative strategies for effectiveness of instructional activities at all levels so as to achieve the objectives of the programme.

Innovative teaching strategies are new ways teachers impart instructions or knowledge or skills or altitudes or interact with students so as to fulfil their needs and aspirations arising from the current global changes. They also refer to the techniques or methods that a teacher adopts to meet various learning objectives (EzeabII, Ekoh-Nweke & Agbo, 2022). According to Idehen and Emeasoba (2021), is an innovative teaching strategy a student-centred process whereby students are active learners in a supportive environment, engaging in authentic and relatable problem-solving activities to stimulate learning. Here, the teacher is seen as a facilitator of knowledge rather than the Lord of all knowledge. The use of innovative strategy in business education instructional delivery is of vital importance in equipping its graduates with the correct skills required in the modern business world for sustainable development and this era of technological innovations for the programme to continue being relevant and responsive to the needs of individual and society at large, Ndubusi (2023) advocated that if Nigeria must belong to committee of Nations that should be reckoned with in the world, innovation and transformation in teaching and learning must be encouraged by Tertiary Institutions and Secondary Schools.

According to Nnajiofor and Ejikeme (2020) as well as Aderson (2020), this era of global technological explosion has ushered in teaching and learning with the use of online platforms such as Google Classroom, Zoom, Visual Learning environment, social media, Smart board, flipped classrooms, collaborative learning, 3D printing technology, Cloud Computing, Crossover teaching and various group forums like Telegrams, WhatsApp, Web chat to mention a few. According to Dikeocha et al (2019) the modern teaching approach or strategies have the following features; learner-cantered, activity/task based, problem solving, interactive in nature, use of appropriate and authentic instructional materials, integrative, inclusiveness, conceptual understanding, assessment based on giving assignment at the end of the teaching and learning.

Business Education Programme

Business Education Programme like any other educational programme holds the key to individual and national development. It is a programme targeted at developing in students, life skills for economic success, provide information and communication technology skills, broaden educational opportunities, help recipients develop skills and attitudes for career success, help learner acquire global business knowledge, encourage creativity and innovation in entrepreneurial thinking (Ama & Azih 2022). Hence, the programme is expected to make its recipients resourceful and self-

confident. As a vocational course, it is expected that its products are equipped with quality for gainful employment in business and office occupations. In the opinion of Amesi and Allison (2020), business education in Nigeria is designed to serve as a platform for producing skilled business teachers, office administrators and business men and women that can effectively compete in the world of work and in enterprises as employees, entrepreneurs and as employers. This buttressed the position of Association of Business Educators of Nigeria (ABEN) (2020) which described Business education as education that equips the students with skills necessary to perform particular functions in an office and will provide them with the understanding and knowledge needed for coordinating affairs and for using the service of the business world.

The conclusion reflects currency in terms of technology and therefore incorporates Information and Communication Technology courses like Database Management, Desktop Publishing Application and Appreciation of information and Communication Technology, multimedia, web page and others. No wonder Emeasoba and Akudolu (2022) described Business Education as a course designed to equip individuals with the necessary skills and theoretical knowledge needed to perform in business world either for job occupations or self-employment. It is not therefore an overstatement that the programme is designed in a way that it should be able to inculcate core skills, knowledge and values needed for gainful employment and productivity. Business education has four basic options which are: Accounting, Office Technology and Management, Entrepreneurship and Marketing Education and each of these components has been affected by continuous technology innovations. These innovations have brought a paradigm change in everything including classroom delivery of instruction. Hence, calls for innovative teaching where teachers are expected to first examine, analyse, the students' preferences, prior knowledge and so on. Through teaching methods, skills, strategies, tools, technologies, processes in order to boost the teaching process. Sequel to the above, for effective teaching of business education courses, the lecturers need to adopt innovative strategies that will significantly impart business knowledge and skills to the students.

Objectives of Business Education

The Federal Government of Nigeria on through the National Commission for Colleges Education (NCCE) integrated business education programme into the total educational programme to cater for needs of the nation for sustainable development. The importance of the programme as a means to achieve sustainable national development as contained in the FRN (2020) as objectives of business education as follows:

- i. To provide well qualified and competent NCE graduates in business subjects who will be able to teach business subjects in or secondary schools and other related educational institutions.
- ii. To provide NCE business teachers who will be able to inculcate the vocational aspects of business education into the society.

- iii. To enable young men and women have an intelligent understanding of the increasing complexity of technology
- iv. To give an introduction to professional studies in engineering and other technology
- v. To give training and impart the skills leading to the production of craftsmen, technicians and other skilled personnel who will be enterprising and self-reliant
- vi. To provide people who can apply scientific knowledge to environmental problems for the use and convenience of man

The Needs for Innovative Strategies for Teaching and Learning Business Education for 21st Century

Innovative Teaching Strategies encompasses the utilization of digital and ICT based tools imparting instructions to the recipients. It is modern teaching approach which is centered on the learners, learner friendly with activity – based teaching methods which are used to get learners fully involved. This approach or technique, recognizes the learners as the primary reason for instructional planning and delivery. Dikeocha, Nwagu, Ugochukwu and Okoronkwo (2019), Baba, Iwuoha and Alhassan (2022) and Osakwe and Anita (2022) identified the following innovative teaching technologies that are used in education delivery business education inclusive) namely: multimedia technologies, cloud computing, mind map approach, demonstration strategy, team teaching, inquiry based learning, quick response codes, project-based learning, brain storming, peer instruction, problem solving method, smart interactive board, collaborative teaching, flipped classroom, cross over teaching, jigsaw, experiential teaching , and so many others. Idehen and Emeasoba (2022) and Ezeabii and Ekoh-Nweke (2022) stressed that there is urgent need for the utilization of innovative strategies in the educational delivery at all levels for the following reasons:

1. To complement the current trends in the technology (the global technological revolution) so as to ensure sustainability in education.
2. To ensure effective and efficient use of innovative teaching methods in instructional delivery for the programme to achieve the human resources needs of the country
3. To prepare citizens of the knowledge society (business education students inclusive) who are able to be creative, face changes, manage and analyse knowledge.
4. To motivate students into learning achievement as well as help teachers to take care of individual differences of the students
5. To make project illustration of those business concepts that are always difficult to illustrate
6. To enhance students learning and improve business teachers' instructional delivery
7. To encourage critical thinking in the students
8. To improve problem solving abilities
9. To encourage team work and self-management

Innovative Strategies for Teaching and Learning Business Education in the 21st century.

Business education like any other fields of study embraced changes by the use of innovative strategies or modern ways or to impart knowledge to the students. But for the purpose of this paper, the following innovative strategy were considered; experiential strategies, team related strategies, flipped strategies, inquiry-based learning, quick response codes, project-based learning, jigsaws, computer aided instructional strategy, concept mapping instructional strategy, industrial collaboration instructional strategy, simulation instructional strategies, blended learning strategy, google classroom, and online classroom.

Experiential related strategy is described as any learning activity that is carried on by the students as a group outside the classroom under the guidance of the teacher (Ahumaraeze, 2020). It is seen as learner-centered and activity oriented. Examples are field trips, office visits, and workshop and laboratory exposure. They include strategies like simulations, case study, project-based course works and presentation. It is a pedagogical method where students learn by seeing and doing something. Instead of listening to the teacher talk about how to do something, the students learn through the experience of doing the task. These strategies are effective in exposing students to a particular skill like becoming an apprentice to learn carpentry, sewing or typing etc. the instructor passes much of the responsibility on to the students. Students identify the knowledge they required and they acquired it themselves.

Team related strategy is defined as a group of two or more teachers working together to plan conduct and evaluate learning activities for the same group of learners. It can therefore be viewed as team work between two or more qualified instructors who, together make presentations as on an audience (the learners). It is a well- organized system in which a team of instructors collectively deliver instructions to a group of students. The instructors collaborate on how to effectively provide meaningful learning in the online environment taking note of the following components like enhancing the discussion in the forum, providing timely feedback, adding stimulating questions, returning e-mails, facilitating course management among others. Team-teaching consist of how or more teachers sharing, to some degree, responsibility for a group of students. Teacher set goals together for a course, design a syllabus, prepare individual lesson plan, teach students and evaluate the results of the teaching and learning process.

Flipped related strategy is seen as a pedagogical approach in which direct instruction moves from the group learning space to the individual learning space, and the resulting group space is transferred into a dynamic and interactive learning environment where the educator guides students as they apply concepts and engage creatively in the subject matter. Flipping the classroom means that the students gain first exposure to new materials outside of class mainly through lecture videos and then use class time to do the harder work of assimilating that knowledge, maybe through problem-solving, discussion, or debates. Flipped classroom increases students' engagement, provides teacher freedom, teachers establish personal communication with the

students regarding the subject homework and any other progress. It demands that students retain and analyse the knowledge supplies for the class. Classroom can be very engaging and dynamic (Divjah et al, 2022), and (Guler et al, 2023) as well as Bachiller & Badia, 2020). As a result, students gain a deeper learning experience by gaining a comprehensive understanding of the subject matter. A flipped classroom can reduce the amount of time spent lecturing, provide hands-on experience, and help students become work prepared and motivated for the studies (Onyirah, 2021).

Jigsaws: Ezeabili, Ekoh-Nweke and Agbo (2022) defined cooperative learning strategy (Jigsaw technique) as a forum of instructional methods, which requires students to work collaboratively in small, heterogeneous groups by helping each other to learn a given task. It can also be defined as a type of student-centered teaching where a group of heterogeneous students work together to achieve a common goal. Students are usually put in groups and assigned a different topic. In each group, students in Group A learn the topic well enough to be able teach it to another group B students. This technique enables students become experts on the learning as they teach their colleagues. On the completion of one session, students are re-assigned to different groups and the new topics. The students share knowledge gained in their group. This technique brings lesson to life and challenges students to create their own learning. Davis (2020) affirmed that students become experts on the subtopics that they have been assigned to. Also, the outcomes of Jigsaw method are: positive, interdependence, individual accountability, promotion of peer interaction and development of social skills.

Project-Based Learning is an instructional approach built upon learning activities and real tasks that have brought challenges for students to solve. It is generally done by groups of students working together towards a common goal. Project based learning teaches students not just content, but also important skills in ways students have to be able to function like adults in our society. These skills include: self-management, communication and presentation skills, organisation and time management skills, research and inquiry skills, self-assessment and reflection skills, team work and critical thinking. Performance is assessed on an individual basis, and takes into account the quality of the product produced, the depth of content understanding demonstrated, and the contributions made to the ongoing process of project realization. These techniques allow students to reflect upon their own ideas and opinions, and make decisions that affect project outcomes and the learning process in general. This strategy is relevant in that it is more engaging for students, improve learning, provide opportunities for students to use technology, makes teaching more enjoyable and rewarding and connects students and schools with communities and the real world (Amesi & Allison, 2020)

Industrial Collaboration Instructional Strategy is a means of partnership with other bodies on something for mutual benefit. Universities, Polytechnics and Colleges of Education and Industrial collaboration is an effective way of technology transfer and it is of mutual benefit to the school

and industry. For example, during SIWES exercises in NCE Curriculum for 300 level Vocational and Technical students, The School and the Industry collaborate to create enabling training environment for students to acquire on the job experiences, knowledge, skills and appropriate attitude to work. Nungse, Ugwoke, Ogbuanya and Shettima (2020) stressed that industry through collaboration with schools contributed to the training of students in appropriate and contemporary skills that relate to new areas of interest because it is particularly needed for good occupational adjustment. They also asserted that industry strategies are adequate preparations required for training of Business Education students to complement classroom experience in order to acquaint them with skills for practical teaching and employment in industries after graduation. For instance, encouraging joint development projects initiative between school and industry and encouraging entrepreneurship development among students through industry-oriented experiences among students are very important.

Computer Aided Instructional Strategy, as the name suggests, stands for the type of innovative strategies carried out with the help of a computer as a machine to supplement classroom instruction. “As an interactive instructional technique, computer is used to present the instructional materials and monitors the learning that takes place” (Nwosu, & Ndanwu, 2020). CAI programs use tutorials, drill and practice, stimulation and problem-solving approaches to present topics and they best test the students’ understanding (Ama & Azih, 2022). The major objective of CAI is to enable all learners maximize their learning achievement, characterized by adaptability of instruction to the learner needs (Musa and Aishat 2023). They further opined that CAI instruction is learner centered provides self-pacing, has multiple user approach with random-access facilities for revision and updating. The Computer Aided Instructional Strategy enables the students to learn and acquire the knowledge, skills, ability, and attitude necessary to function successfully in the global business and economic environments.

Blended learning and Online Platforms: it combines traditional face to face instruction with online learning activities and resources (Adams & Ojo, 2021). In Business education, blended learning approaches leverage digital technologies and online platforms to enhance flexibility, accessibility and interactivity. Students can access instructional materials, multimedia resources and interactive simulations online, enabling self-paced learning and personalized instruction. Blended learning also facilitates communication and collaboration among students and instructors, fostering a sense of community and engagement in virtual learning environments. Blended learning allows students to do parts of their learning in an independent digital environment and part of it in a face-to-face classroom setting. This technique combines the strengths of both settings to create a well-rounded experience that gives students opportunities to pursue learning in their own time and to have in-person interactions to consolidate what they have learnt.

Quick Response Codes: QR codes are mobile technologies used in teaching. They are designed to decode the data quickly. It is quite easy to create and use these codes. Using QR Codes for

education is another way of using the Internet. Quick Response (QR) codes are versatile. They can connect users to information quickly and easily. It is easy to create and have multiple users in classrooms. QR codes can lead students to information just by scanning the code on a student's digital device (Davis, 2020). Students can use the QR Code in various ways like to check results or answers, retrieve information on lecture materials or textbook, participate in survey information, Link students directly to Google maps and get video tutorial for lectures. QR code speeds access and extension of information and lecture materials anywhere in the World.

Benefits of Innovative Strategies for teaching and learning Business Education in the 21st Century in Nigeria

Innovative instructional strategies in the classroom have so many benefits on teaching and learning. They offer a lot of opportunities to tertiary institutions which include:

- a. They improve research by providing students with tools to analyse and understand large amounts of complex disciplines and media, including data and photographs
- b. They create an open environment where engagement in the form of inquiry and response can be a synchronous, allowing students' time to prepare answers, promoting the exchange of diverse views and collaborations
- c. They equip teachers and students with the ability to give and receive real time feedback through online digital tools thereby providing a powerful incentive for learners to take charge of their classroom outcomes
- d. The effective use of digital teaching tools in classrooms increase student engagement, help business teachers improve their lesson plans, and facilitate personalized learning as well helps students build essential 21st century skills
- e. The benefits of innovative teaching strategy/ies increased interactivity and collaboration among students which improve the quality of learning
- f. They provide a flexible and cost-effective form of education Tertiary institutions can cater for students with diverse profiles, in that they offer the tertiary institutions the opportunity to reach and cater for the large number of students in various locations
- g. Innovative teaching strategies encourage critical thinking in the students, improve problem solving abilities, encourage team work and self-management
- h. Innovative teaching strategies promote learning and meaningful social interactions with peers and their instructors. The strategies also help in the educational system to curtail Covid-19 and avoid viral infection due to crowded classrooms. New technology enhances students learning
- i. Innovative teaching strategies help students to walk on the path of independent learning and become strategic learners
- j. Innovative strategies help teachers to provide a suitable platform for strategic learning
- k. They equip teachers to make learning fun and help students to awaken their desire to learn
- l. Students' developmental level, interests and experience are considered while choosing a particular teaching strategy so that they can self-accomplish their goals

- m. They make educational materials accessible to anyone around the world. For example students from developing countries get a chance to access valuable educational materials as well as Business educators who are busy working to upgrade their academic level, found online education very flexible because they can attend lessons during their free time after work
- n. Improvement in students' attitudes towards learning in that Business Education students do not get bored while learning. Students are encouraged to play educational videos to learn instructional concepts. For example, Business education students learn how to solve Business mathematics equations/problems
- o. Preparation of students for change. Using computers and new technologies in the classroom help students learn how to type and spell, these two basic computer skills will be required in contemporary job market. The skills also increase the chance of students to get well-paying jobs in the future (Olushola, Haruna, Muhammed and Salisu, 2022) and (Mbunge, Akinnuwasi, Gurajena and Mashwama, 2020).

Innovative Teaching and Learning Strategies in Developed Countries

In developed countries, technology is seamlessly integrated into education, enhancing teaching and learning experiences. Nnaji for and Ejikeme, (2020) submitted the essential elements are as follows:

- Online platforms for remote learning and collaboration: Online platforms allow students to access course materials, participate in virtual classrooms, and collaborate with peers remotely. Examples include Learning Management Systems (LMS) like Canvas, Moodle, or Blackboard.
- Digital resources and multimedia content for engaging lessons: Digital resources include e-books, articles, videos, images, and audio files that teachers can use to create engaging and interactive lessons. Multimedia content can enhance student understanding and retention.
- Collaborative tools for student interaction and feedback: Collaborative tools enable students to work together on projects, share resources, and receive feedback from peers and teachers. Examples include Google Docs, Padlet, and Discussion Boards.
- Data analytics for personalized learning and assessment: Data analytics help teachers track student progress, identify areas of improvement, and tailor instruction to individual needs. This can include learning management system analytics, online quizzes, and adaptive assessments.
- Virtual and augmented reality for immersive learning experiences: Virtual Reality (VR) and Augmented Reality (AR) technologies create immersive and interactive learning experiences that simulate real-world environments, making complex concepts more engaging and accessible.

Innovative Teaching and Learning Strategies in Nigeria Situations

In contemporary Nigeria, various concerns have been raised about learner-centred teaching strategies. The low level of technological development has hindered the wholesome adoption of innovative strategies for teaching and learning. This worrisome situation emanated from general infrastructural deficit. The level of digitalization with the Nigerian education system is still very low (Polit and Duktur, 2021). Most educational institutions in Nigeria still operate the analogue system of education, many teachers and learners find it difficult to acquire digital gadgets due to high cost of purchase. Furthermore, the paradigm shifts from analogue to digital methods has not been smooth due to resistance to changes by a substantial part of the stakeholders in the education system. At any rate, the adoption of innovative strategies for teaching and learning in tertiary institutions in Nigeria has been hampered by a myriad of challenges, some which are discussed below:

Challenges of Innovative Instructional Strategies for Teaching and Learning Business Education Programme in Tertiary Institutions in Nigeria

There are so many challenges facing the adoption of innovative teaching strategies in Business Education Programme in Nigeria Tertiary Institutions. These challenges act as resisting factors in our education system which prevent the business education lecturers from being innovative and they are outlined according to Amesi and Allison (2020) and Polit and Duktur (2021) as follows:

1. Resistance to change from traditional pedagogical methods of teaching Business Education to more innovative and technology-based teaching and learning method
2. Inconsistent electric power supply in most parts of the country and also inadequate internet connectivity particularly in the rural areas
3. Cost of equipment in the country (Nigeria) with battered economy and seriously devalued currency is enormous
4. Lack of qualified ICT personnel and computer literate teachers that would support and manage the internet connectivity and/or application of computing in the E-teaching and learning process
5. Inadequate funding has affected the skill acquisition by business educators for utilizing modern teaching strategies in higher institutions of learning. Sequel to this, most of Business Education students do not possess the required skill to interact with information using appropriate technology in an expert and friendly manner.

Furthermore, Nwosu, Amobi and Onyemaobi (2020) and Godwin-Maduke (2018) listed the challenges of implementing innovative strategies for teaching in higher institutions in Nigeria as follows:

- i. Poor monitoring and supervisory practises
- ii. Poor government attitude towards the management of business education programme in tertiary Institutions in Nigeria
- iii. Poor collaboration between business education and the private sectors

- iv. Lack of research orientation in that vast majority of business educators have not yet developed research mind-set. They are addicted to common sense basis not to research findings.
- v. Decision making by external agencies. Business educators follow the decision taken outside by the university and government authorities for the adoption of innovations in their business training institutions. They lost initiative and desire to venture into innovations even in the area which fall within their purview such as methods of teaching, supervision etc.
- vi. Challenges of inadequate teaching and learning resources such as internet access, hardware, and software). Many schools in Nigeria lack reliable internet access, computers, and software, making it difficult to implement technology-enhanced learning. Sequel to this, teachers/lecturers revert to the use of teacher-centred approaches.

Proposed Strategies for Improvement

These strategies aim to address the challenges facing Nigeria's education system, improving access, quality, and relevance of education for all students. To address these challenges, Ndubisi, (2023) postulated that Nigeria can:

- Invest in technological infrastructure (e.g., internet access, hardware, and software): Upgrade and expand internet connectivity, computer hardware, and software in schools to support digital learning.
- Provide training and development programs for teachers to enhance digital literacy: Offer workshops, courses, and resources for teachers to develop skills in using technology for teaching and learning.
- Develop local content and resources tailored to Nigerian contexts: Create educational materials that reflect Nigerian culture, language, and experiences, making learning more relevant and engaging.
- Encourage public-private partnerships to fund education initiatives: Collaborate with private organizations and individuals to provide additional funding and resources for education projects and programs.
- Implement flexible and adaptive learning approaches to accommodate diverse learning needs: Use various teaching methods and technologies to cater to different learning styles, abilities, and pace.
- Leverage mobile devices and offline technologies to reach remote areas: Utilize mobile phones, tablets, and offline digital resources to extend educational opportunities to remote and underserved areas.

Expected Outcomes

Nungse, Ugwoke, Ogbuanya and Shettima (2020) highlighted the following are possible outcomes that can transform Nigeria's education system, producing skilled, motivated, and competitive individuals who contribute to the country's growth and global success

- Improved teaching and learning outcomes: Effective use of technology and innovative strategies leads to better academic performance, understanding, and retention of knowledge.
- Increased student engagement and motivation: Interactive and immersive learning experiences foster a love for learning, increase student participation, and motivate them to succeed.
- Enhanced digital literacy and employability of graduates: Students develop essential skills for the digital age, making them more competitive in the job market and prepared for future careers.
- Increased access to quality education, especially for remote and underserved areas: Technology and innovative strategies help bridge the gap, providing equal access to quality education for all, regardless of location or background.
- Better preparedness for the digital economy and global competitiveness: Nigeria's education system produces graduates equipped to thrive in the digital economy, driving innovation and economic growth.
- Improved teacher training and development opportunities: Teachers receive ongoing support, training, and resources to enhance their digital literacy, pedagogical skills, and effectiveness in the classroom.

Conclusion

A shift from traditional method of teaching in Business Education to innovative teaching strategies in the current phase of technological innovations in every facet of human endeavour especially in the areas of business will enable the programme attain its objectives for sustainable development. At the same time, the products of Business Education Programme will be properly equipped to face the challenges of ever-changing technological innovations in the business world.

On the other hand, effective utilization of innovative teaching and learning technology in business education system delivery is faced with a lot of challenges which need to be urgently addressed to enable the programme achieve its goal of economic development in Nigeria.

Recommendations

1. Management of tertiary institutions should adequately provide resources and enabling environment to mitigate factors inhabiting effective use of innovative strategies in teaching and learning of Business Education Programme
2. Business Education Lecturers should endeavour to acquire the requisite skills and right attitude towards adoption and utilization of innovative teaching strategies in teaching and learning Business Education Programme

3. Textbook authors and publishers should incorporate these innovative strategies of teaching and learning in their textbooks for the benefits of both Business Education Lecturers and the students
4. There should be an improved collaboration between Tertiary Institutions offering Business Education Programme and industry through periodic meetings on innovative teaching strategies and the technological innovation
5. Professional bodies such as Association of Business Educators of Nigeria and Association of Professional Secretarial Staff of Nigeria and Governments should appoint independent supervisors to monitor and evaluate business education lecturers in tertiary institutions in respect of using innovative strategies for teaching the programme because of its strategic importance to national development.
6. Government should make modern teaching facilities adequately available as well as financial provisions for field-trips, office visits and other out of classroom teaching/learning activities.
7. Innovative teaching strategies should be promoted and implemented in all tertiary institutions offering Business Education Programmes in Nigeria in order to develop student's skills through hands-on activities and further stimulate student's interest in the course.
8. Association of Business Educators of Nigeria (ABEN), Chartered Institute of Professional Secretarial Staff of Nigeria (CIPSSON), three tiers of government and Non-Governmental Associations (NGOs) should organize on the job training, conferences, workshops at regular intervals for Business Educators to update their knowledge on different related innovative teaching and learning strategies that can allow Business Education students to be at the center of learning as well as improve cordial relationship among student-teachers and co-lecturers.

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The Role of Information Management Systems in Enhancing Access to Library Resources and Services

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Abstract

The critical role that Information Management Systems (IMS) play in improving accessibility to library resources and services is examined in this paper. Libraries can improve user experience and promote inclusion by using IMS to automate the organizing, retrieval, and distribution of information. This paper explains the many benefits of IMS, including improved cataloguing, expanded search features, and tailored user interactions, based on a thorough analysis of relevant literature and cases. It also investigates the obstacles and issues connected with deploying IMS in various library contexts. The paper emphasizes the significance of strong IMS infrastructure in providing equitable access to knowledge and encouraging lifelong learning in modern society. It was concluded that embracing IMS, libraries can adapt to the changing needs of users, enhance user experiences, and remain relevant in the digital age. As technology continues to evolve, libraries must continue to innovate and leverage IMS effectively to meet the information needs of diverse communities and foster lifelong learning. This study recommended that libraries should give the implementation and enhancement of information management systems top priority in order to fully realize their potential for enhancing user experience, boosting productivity, and promoting inclusivity.

Keywords: Digital Age, Information Management System (IMS), Library Resources and Services,

Introduction

Information Management Systems (IMS) have revolutionized the way libraries function, facilitating improved access to resources and services for patrons. In the digital age, libraries face the challenge of managing vast collections of diverse materials while ensuring seamless access for users. IMS play a pivotal role in addressing these challenges by streamlining operations, enhancing search capabilities, and facilitating remote access to resources. This overview will delve into the significance of IMS in modern libraries and explore how they contribute to enriching user experiences. IMS encompass a range of systems designed to organise, store, retrieve, and disseminate information effectively within library environments. Document Management Systems (DMS), Content Management Systems (CMS), and Digital Asset Management Systems (DAM) are among the key IMS utilized by libraries to manage their digital collections (Chen, 2017). These

systems enable libraries to catalogue and classify resources efficiently, ensuring that users can easily locate materials through online catalogues and databases.

One of the primary benefits of IMS is their ability to enhance access to library resources through digitization initiatives. Digital libraries, powered by IMS, offer patrons round-the-clock access to a wealth of electronic resources, including e-books, journals, and multimedia content (Arms & Larsen, 2018). Moreover, IMS facilitate the integration of Open Access initiatives, enabling libraries to expand their collections and provide unrestricted access to scholarly materials. IMS also play a crucial role in optimizing library services and workflows. Integrated Library Systems (ILS) centralise various library functions, such as acquisitions, cataloguing, and circulation, into a unified platform, thereby improving operational efficiency (Kumar, 2016). Additionally, IMS empower libraries to offer personalized services tailored to individual user preferences, fostering a more engaging and interactive user experience.

Furthermore, IMS enable libraries to extend their reach beyond physical boundaries by providing remote access to resources. Through online portals and mobile applications, patrons can access library materials from anywhere, at any time, enhancing convenience and accessibility (Chowdhury & Chowdhury, 2010). Moreover, IMS facilitate seamless resource sharing and interlibrary loan services, enabling libraries to collaborate and leverage collective resources effectively.

Literature Review

Information Management Systems (IMS)

An Information Management System (IMS) is a comprehensive framework consisting of hardware, software, personnel, procedures, and data designed to facilitate the effective management, organisation, and utilization of information within an organisation or institution, such as a library (Dube & Ramganes, 2018). IMS encompasses a set of tools and processes aimed at collecting, storing, retrieving, disseminating, and securing information to support decision-making and enhance operational efficiency (Rabina, 2018). In the context of libraries, IMS refers to the integrated systems and technologies used to manage library resources, services, and operations, both physical and digital. It serves as the backbone of library management, enabling librarians to efficiently handle diverse tasks, including cataloguing, circulation, acquisitions, interlibrary loans, and patron management. Essentially, IMS enables libraries to harness the power of information to fulfil their mission of providing access to knowledge and resources to their users (Jones & Roeschley, 2016).

Components and Functionalities of IMS

Hardware such as servers are the centralised computing infrastructure for hosting databases and applications; the workstations, which are computers used by library staff for accessing and managing IMS functionalities; and also peripheral devices like scanners, printers, and barcode

readers for processing library materials. In the same vein, various library software proliferates ranging from Integrated Library System (ILS), Library Management Systems (LMS) among others. These are core software module for managing library operations, including cataloguing, circulation, acquisitions, and serials control. Digital Asset Management (DAM) software is for organizing and providing access to digital collections, such as e-books, e-journals, and multimedia resources. While Open Source Library Software refers to library management software developed and distributed with an open-source license, allowing libraries to customize and adapt the software according to their needs. The Discovery Layer software on the other hand provide interface for users to search and discover library resources across various formats and platforms (Koenig, 2017). There is Content Management System (CMS), this is a platform for creating, managing, and publishing library website contents and online databases. The Security Software also provides tools for managing access permissions, encryption, authentication, and monitoring to ensure the security of library data.

Personnel is another important component in the library without which, other components cannot function. Librarians and information professionals are trained staff responsible for administering and maintaining IMS, as well as assisting users in accessing library resources, while the IT support staff are the technicians and specialists tasked with managing the technical aspects of IMS, including software installation, updates, and troubleshooting (Jones & Roeschley, 2016). The Procedures highlight the steps taken in carrying out library tasks. The cataloguing standards provide guidelines and protocols for creating descriptive metadata and organizing library collections. The circulation policies stipulate the lay down rules and workflows governing borrowing, renewing, and returning of library materials. More so, the interlibrary loan procedures show the protocols for requesting and lending materials between libraries to expand resource access, while the data backup and recovery protocols provide strategies for safeguarding library data and ensuring continuity of services in the event of system failures or disasters.

In the same vein, data is needed for storage and retrieval in form of bibliographic records. These are structured metadata describing library resources, including title, author, subject, and location information; user records which gives information about library patrons, including account details, borrowing history, and preferences; and transaction logs which provides logs of library activities, such as circulation transactions, searches, and resource requests, for monitoring and analysis purposes (Matthews, 2019).

Efficient Organisation and Retrieval of Library Resources

Information Management Systems is important in facilitating the efficient organisation and retrieval of library resources by providing robust cataloguing, indexing, and search functionalities. These systems enable librarians to systematically organise diverse collections of books, journals, multimedia materials, and digital resources, making them easily accessible to library users. IMS allows librarians to create standardised bibliographic records for library materials, incorporating descriptive metadata such as title, author, subject, and classification codes. By adhering to established cataloguing standards for instance, MARC21, IMS ensures consistency and

interoperability in resource description, enhancing the discoverability of library holdings (Jones & Roeschley, 2016).

IMS employs sophisticated indexing algorithms to systematically analyse and tag library resources based on their content, subject matter, and other relevant attributes. This enables users to perform comprehensive searches across the library catalogue or digital repository, retrieving relevant materials quickly and accurately (Koenig, 2017). IMS supports the creation of multiple access points to library resources, including author names, subject headings, keywords, and titles. Through these access points, users can navigate the library collection from various perspectives, facilitating unexpected discovery and interdisciplinary research (Matthews, 2019).

Streamlining Library Services and Operations

Beyond resource organisation and retrieval, IMS is key in streamlining library services and operations, optimising workflows, and enhancing user experiences. IMS automates circulation tasks such as borrowing, renewing, and returning library materials, reducing manual labour and enhancing operational efficiency. Additionally, IMS maintains patron records, enabling personalised services such as recommendations, alerts, and reserves (Jones & Roeschley, 2016). IMS facilitates the acquisition and management of library materials by integrating with acquisition systems, vendor databases, and electronic resource management platforms. Librarians can efficiently track orders, manage subscriptions, and assess collection usage data to inform collection development decisions (Koenig, 2017). IMS enables seamless interlibrary loan (ILL) and resource sharing among libraries by automating request handling, document delivery, and consortia borrowing processes. Through IMS, libraries can expand access to resources beyond their own collections, fostering collaboration and resource maximisation (Matthews, 2019).

Accessibility to Library Resources

Information Management Systems (IMS) enhances accessibility to diverse types of library materials, including books, journals, and digital resources, by providing centralised access points and robust discovery mechanisms. IMS integrates library cataloguing and digital repository functionalities, providing users with a single, centralised platform to search and access a wide range of resources, regardless of format or location. This centralised approach eliminates fragmentation, making it easier for users to discover relevant materials in one location (Buckland, 2017). IMS bridges the gap between physical and digital collections, allowing users to seamlessly navigate between print books, e-journals, multimedia resources, and online databases. Through unified access interfaces, users can explore the entire spectrum of library holdings, maximising resource utilisation and discovery (Müller, 2018). IMS enables remote access to library resources, empowering users to search, retrieve, and interact with library materials from anywhere, at any time, using internet-enabled devices. By supporting mobile compatibility and responsive design, IMS enhances accessibility for users on diverse devices and platforms (Sosulski & Zhang, 2017).

Improving Search Functionalities and User Experience

IMS play an important role in improving search functionalities and user experience for patrons by leveraging advanced indexing, retrieval, and personalisation techniques. IMS offers sophisticated search interfaces with advanced filtering options, allowing users to refine their queries based on various criteria such as author, title, subject, publication date, and format. By empowering users to tailor their searches, IMS enhances precision and relevance in resource discovery (Buckland, 2017). IMS incorporates faceted search and browsing functionalities, enabling users to explore library collections through dynamic facets such as subject categories, publication types, languages, and availability status. This intuitive browsing experience helps users navigate complex information landscapes more efficiently (Müller, 2018). IMS leverages user data and behavioural analytics to generate personalised recommendations, alerts, and notifications based on user preferences, search history, and borrowing patterns. By delivering relevant content directly to users, IMS enhances engagement and satisfaction, fostering a personalised and proactive user experience (Sosulski & Zhang, 2017).

Remote Access to Library Resources and Services

IMS facilitates secure authentication and authorisation mechanisms, allowing authorised users to remotely access library resources through authentication methods such as username/password authentication, IP-based authentication, or single sign-on (SSO) protocols. This seamless authentication process ensures that remote users can access resources while maintaining security and privacy (Corrado & Moulaison, 2016). IMS provides users with the flexibility to access library resources from any location with an internet connection, transcending physical barriers and time zones. Whether users are students, researchers, or community members, IMS empowers them to explore library collections, conduct research, and access scholarly content remotely, enhancing convenience and accessibility (Rabina, 2018). IMS integrates seamlessly with e-learning platforms and learning management systems (LMS), enabling educators to embed library resources directly into online courses and instructional materials. By integrating library resources with the learning environment, IMS enhances the continuity of education and supports remote learning initiatives (Marino & Xu, 2019).

Challenges and Opportunities associated with Remote Access through IMS

Remote access through IMS offers numerous benefits, it also presents challenges and opportunities that libraries must address. Ensuring compatibility with diverse devices, operating systems, and internet browsers poses technical challenges for IMS implementation, requiring ongoing maintenance and updates to accommodate evolving technologies (Rabina, 2018). Remote access introduces security risks such as unauthorised access, data breaches, and malware attacks. Libraries must implement robust security measures, including encryption, secure transmission protocols, and access controls, to safeguard sensitive information (Corrado & Moulaison, 2016). Remote access may exacerbate disparities in digital literacy and internet connectivity, particularly

among underserved populations. Libraries must address the digital divide by providing equitable access to technology and digital skills training programs (Marino & Xu, 2019).

Challenges and opportunities abound with remote access through IMS as this enables libraries to extend their reach beyond physical boundaries, serving users in remote or underserved areas. By reaching a broader audience, libraries can fulfil their mission of providing access to information and promoting lifelong learning (Rabina, 2018). IMS collects valuable user data and usage statistics, offering insights into user behaviours, preferences, and trends. By analysing this data, libraries can optimise resource allocation, tailor services to user needs, and enhance the user experience (Corrado & Moulaison, 2016). Remote access encourages collaboration and partnerships between libraries, educational institutions, and community organisations. By leveraging shared resources and expertise, libraries can enhance the depth and breadth of their collections and services, fostering innovation and knowledge sharing (Marino & Xu, 2019).

Interaction between Information Management Systems (IMS) and Library Management Systems (LMS)

Information Management Systems (IMS) and Library Management Systems (LMS) interact closely to streamline and automate various library processes, including cataloguing, circulation, and patron management. IMS and LMS work together to manage bibliographic records and ensure the accurate representation of library holdings. IMS typically handles the creation and maintenance of bibliographic metadata, while LMS integrates this metadata into the library catalogue for user access. Through this integration, IMS-LMS interoperability facilitates efficient cataloguing workflows, ensuring that new acquisitions are seamlessly integrated into the library catalogue (Chowdhury & Chowdhury, 2010). IMS and LMS collaborate to automate circulation processes such as borrowing, renewing, and returning library materials. When a patron requests a book or other library item, LMS communicates with IMS to check the availability of the item, update its status, and record the transaction in the patron's account. Integration between IMS and LMS ensures real-time synchronisation of circulation data, enabling accurate and up-to-date circulation records (Chowdhury & Chowdhury, 2010). IMS and LMS work in tandem to manage patron records and facilitate personalised library services. IMS maintains patron profiles, including contact information, borrowing history, and preferences, while LMS utilises this data to customise user experiences, such as generating personalised recommendations and managing holds. Integration between IMS and LMS ensures seamless access to patron data across library systems, enabling librarians to provide efficient and tailored services (Luo & Yeh, 2009).

Integrating IMS with LMS for Library Efficiency

The integration of Information Management Systems with Library Management Systems offers several benefits for overall library efficiency. It streamlines library workflows by automating routine tasks such as cataloguing, circulation, and patron management. By eliminating manual interventions and reducing redundancy, integrated systems optimise staff productivity and enhance operational efficiency (Bajpai, 2015). Integrating IMS with LMS ensures the consistency and accuracy of library data by enabling real-time data synchronisation between systems. This

integration minimises data discrepancies and errors, leading to more reliable cataloguing, circulation, and reporting processes (Luo & Yeh, 2009). It facilitates a seamless and personalised user experience by leveraging comprehensive patron data and resource information. Through personalised recommendations, tailored services, and intuitive interfaces, integrated systems enhance user satisfaction and engagement, fostering a positive library experience (Bajpai, 2015). Integrated IMS-LMS systems provide libraries with access to comprehensive data insights and analytics, enabling informed decision-making and strategic planning. By analysing circulation trends, collection usage patterns, and user behaviours, libraries can optimise resource allocation, collection development strategies, and service offerings (Chowdhury & Chowdhury, 2010).

Potential Security Risks associated with IMS

Addressing security and privacy concerns in Information Management Systems (IMS) is important in safeguarding sensitive library user data and maintaining trust with patrons. IMS may be vulnerable to data breaches, where unauthorised individuals gain access to sensitive user information such as personal details, borrowing history, and financial transactions. Weak authentication mechanisms and inadequate access controls may lead to unauthorised access to library systems and resources, compromising the confidentiality and integrity of user data. IMS systems are susceptible to malware infections and cyber-attacks, including ransom-ware, phishing, and denial-of-service (DoS) attacks, which can disrupt services and compromise data security. Nevertheless, there are strategies for ensuring security and privacy of library user data within IMS. It is imperative to implement multi-factor authentication (MFA) for user logins to enhance authentication security. Role-based access controls (RBAC) can be implemented to restrict access privileges based on user roles and responsibilities (Yang & Ma, 2017). Encryption of sensitive user data such as personally identifiable information (PII), passwords, and financial transactions using strong encryption algorithms should be encouraged. It is also necessary to ensure data encryption both in transit and at rest to protect data confidentiality (Alshathri & Srinivasan, 2018). There is need for regular security audits and penetration testing to identify vulnerabilities and weaknesses in IMS systems. Any security gaps noticed should be addressed promptly and implement patches and updates to mitigate risks (Yang & Ma, 2017). Employee training and awareness programs should be provided for library staff to educate them about security best practices and procedures. It is of paramount importance to promote a culture of security awareness and vigilance among staff members to mitigate human-related security risks (Alshathri & Srinivasan, 2018).

More so, data minimisation and retention policies should be implemented to collect and retain only necessary user data for library operations. Clear data retention policies and procedures should be well defined to ensure the timely deletion or anonymisation of outdated or unnecessary user data (Beck, 2020). It is necessary to ensure compliance with relevant data protection regulations such as the Nigeria Data Protection Regulation (NDPR) and the Children's Online Privacy Protection Act (COPPA). It is therefore imperative to implement privacy-enhancing technologies to embed privacy protections into IMS systems (Beck, 2020).

Emerging Trends and Technologies in IMS

Cloud-based IMS solutions leverage cloud computing infrastructure to host and manage library systems and services remotely. These solutions offer scalability, flexibility, and cost-effectiveness, allowing libraries to access resources and services on-demand without the need for on-premises hardware or infrastructure (Baker & Evans, 2019). More so, AI-driven recommendation systems use machine learning algorithms to analyse user behaviour, preferences, and interactions with library resources. These systems provide personalised recommendations, suggest relevant resources, and anticipate user needs, enhancing user engagement and satisfaction (Huang & Chien, 2021). Mobile access enables users to access library resources and services through smart phones, tablets, and other mobile devices. Mobile-friendly interfaces, responsive design, and native mobile apps optimise the user experience, allowing patrons to search, browse, and interact with library materials anytime, anywhere (Gu & Chen, 2018).

Impact of IMS on the Future of Library Services and Resource Accessibility

Cloud-based IMS solutions enable libraries to provide seamless access to resources and services across diverse locations and devices, promoting inclusivity and accessibility for all users (Baker & Evans, 2019). Mobile access facilitates on-the-go access to library materials, empowering users to engage with resources outside traditional library settings, such as classrooms, workplaces, and community spaces (Gu & Chen, 2018). AI-driven recommendation systems enhance resource discoverability and user engagement by delivering personalised recommendations tailored to individual preferences and interests. By offering relevant content suggestions and anticipatory services, libraries can increase user satisfaction and retention, fostering a personalised and immersive library experience (Huang & Chien, 2021). Cloud-based IMS solutions streamline resource management and administration tasks by centralising data storage, automating workflows, and enabling real-time collaboration among library staff. By leveraging cloud-based analytics and reporting tools, libraries can gain insights into resource usage patterns, optimize collection development strategies, and allocate resources effectively (Baker & Evans, 2019).

Conclusion

Information Management Systems (IMS) play a pivotal role in enhancing access to library resources and services, revolutionising the way libraries operate and interact with patrons. By leveraging IMS effectively, libraries can streamline operations, improve resource discoverability, and deliver personalised experiences to users. More so, Information Management Systems are indispensable tools for modern libraries seeking to fulfil their mission of providing equitable access to information and knowledge. By embracing IMS, libraries can adapt to the changing needs of users, enhance user experiences, and remain relevant in the digital age. As technology continues to evolve, libraries must continue to innovate and leverage IMS effectively to meet the information needs of diverse communities and foster lifelong learning.

Recommendations

Information management systems (IMS) are critical to modernising library operations and increasing access to resources, as revealed by the extensive review carried out in this work. For this reason, libraries should give the implementation and enhancement of information management systems top priority in order to fully realize their potential for enhancing user experience, boosting productivity, and promoting inclusivity. It is therefore imperative to ensure that the IMS used can be seamlessly integrated into digital resources such as e-books, online databases, and multimedia content. This integration will broaden the scope of available resources and enhance accessibility for library patrons, regardless of their physical location. More so, user experience need to be prioritised by designing interfaces that are intuitive and easy to navigate with features like personalised recommendations, saved searches, and user profiles to enhance engagement and satisfaction among library users. There is also need to facilitate collaboration and communication among library staff and patrons through IMS by implementing features such as discussion forums, chat support, and collaborative workspaces to encourage knowledge sharing, research collaboration, and community engagement. Libraries can still remain vital centres of information sharing and community involvement while skilfully navigating the digital era by adopting IMS.

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Ethical Imperative in Business: A Corporate Social Responsibility Framework

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Abstract

This chapter explores the critical role of ethics and corporate social responsibility (CSR) within the context of office administration and management. Often perceived as behind-the-scenes functions, these roles offer significant opportunities to integrate ethical principles and contribute to a more sustainable and equitable workplace. The chapter examines key ethical considerations, including data privacy and security, ensuring fair treatment of employees, and ethical decision-making in administrative functions. It further explores how office administration can contribute to CSR through sustainable office practices, employee well-being initiatives, and ethical sourcing. By prioritizing ethical conduct and integrating CSR principles into daily operations, office administrators can significantly enhance the company's reputation, attract and retain top talent, and foster a positive impact on the community. It was emphasized that ethical considerations are not merely operational add-ons but are integral to the success and sustainability of any organization. Embracing ethical principles and integrating CSR will make office administrators play a vital role in creating a more just and equitable workplace.

Keywords: Ethical Decision, Office Administration Ethics, Office Management, Sustainable Social responsibility

Introduction

In the contemporary globalized world, businesses are increasingly recognized as pivotal players in shaping societal and environmental outcomes. While the primary purpose of a corporation has traditionally been profit generation, the growing demand for accountability has underscored the necessity of embedding ethical principles within business operations. Corporate Social Responsibility (CSR) represents a strategic approach to balancing financial performance with societal well-being and environmental stewardship. According to Freeman et al. (2010), ethical business practices foster trust and long-term value creation, which are indispensable for sustainable success. The objective of this chapter is to provide a comprehensive framework for understanding and implementing CSR as an ethical imperative, highlighting its theoretical underpinnings, practical applications, and future directions.

The ethical dimension of CSR is anchored in various philosophical and managerial perspectives. The concept, rooted in the ethical theories of utilitarianism, deontology, and virtue ethics, bridges corporate actions and societal expectations (Carroll, 2016). Stakeholder theory, for instance, emphasizes the importance of considering the needs and expectations of all stakeholders not just shareholders in business decisions (Freeman et al., 2010). Similarly, the concept of triple-bottom-line accounting, popularized by Elkington (2018), advocates for equal emphasis on economic, social, and environmental performance. These frameworks collectively demonstrate that ethical responsibility is no longer a peripheral concern but a core element of modern corporate strategy. This chapter explores how businesses can integrate ethical considerations into their operations, overcoming challenges while maximizing positive impacts with the knowledge and tools to navigate the complex ethical landscape and make informed decisions that align with both business objectives and societal values.

Business Ethics and Corporate Social Responsibility (CSR)

Waddock et al (1997) examines business ethics as the application of moral principles and standards to business behavior, guiding how companies and individuals conduct their activities within the corporate environment. It encompasses a range of issues, including corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities. The goal of business ethics is to ensure that a certain basic level of trust exists between consumers and various forms of market participants with businesses.

Corporate Social Responsibility (CSR) is a self-regulating business model that enables a company to be socially accountable to itself, its stakeholders, and the public. Agudelo, et al (2019) By practicing CSR, companies can be conscious of the kind of impact they are having on all aspects of society, including economic, social, and environmental. This means operating in ways that enhance society and the environment, instead of contributing negatively to them.

The relationship between business ethics and CSR is intrinsic, as both concepts emphasize the importance of ethical principles in guiding business operations. While business ethics focuses on the moral guidelines that shape decisions and actions within a company, CSR extends this ethical framework to consider the broader impact of business activities on society and the environment. Together, they promote a holistic approach to responsible business conduct.

The Evolution of CSR: A Historical Perspective

Corporate Social Responsibility (CSR) has undergone significant transformation over the past century, evolving from simple philanthropic efforts to a comprehensive strategic imperative integral to modern business operations.

Early 20th Century: The Philanthropic Era

In the early 20th century, CSR was predominantly characterized by philanthropic activities. Industrial magnates like Andrew Carnegie and John D. Rockefeller epitomized this era, believing

that the affluent had a moral obligation to support societal causes through charitable donations. This paternalistic approach aimed to enhance public image and mitigate social inequalities.

Mid-20th Century: The Social Responsibility Era

The mid-20th century marked a paradigm shift as businesses began acknowledging their broader social and environmental responsibilities. Influenced by rising consumer activism, environmental concerns, and increasing government regulations, companies started to balance profit motives with societal expectations. This period saw the emergence of the concept that businesses should be accountable for their impact on society beyond mere profit generation.

Late 20th Century: The Strategic CSR Era

By the late 20th century, CSR had evolved into a strategic component of business operations. Companies recognized that integrating CSR into their core strategies could enhance reputation, attract and retain customers, and mitigate risks. This era emphasized stakeholder engagement, sustainability reporting, and ethical supply chain management, reflecting a more systematic approach to corporate responsibility.

21st Century: The Sustainable Business Era

In the 21st century, CSR has further evolved with a pronounced emphasis on sustainability. Businesses are now expected to consider the long-term environmental and social impacts of their operations, leading to the adoption of sustainable practices such as renewable energy utilization, circular economy models, and social impact investing. This shift reflects a broader understanding that sustainable business practices are essential for long-term success and societal well-being.

The Ethical Foundation of CSR

Corporate Social Responsibility is rooted in the principle that businesses have an obligation to contribute positively to society beyond profit maximization. Ethical theories, such as stakeholder theory and deontological ethics, provide a foundation for CSR. Stakeholder theory posits that businesses must consider the interests of all stakeholders, including employees, customers, communities, and the environment, rather than focusing solely on shareholders (Freeman et al., 2010). Deontological ethics, which emphasizes duty and adherence to moral principles, underscores the importance of ethical behavior as an intrinsic business objective (Bowie, 2017).

The ethical imperative for CSR is further reinforced by societal expectations. Research shows that consumers increasingly favor brands aligned with their values, holding businesses accountable for ethical lapses (Jones et al., 2019). Therefore, CSR is not merely a moral obligation but a strategic necessity in maintaining legitimacy and trust in the marketplace.

Key Components of a CSR Framework

A robust CSR framework encompasses three critical dimensions: economic, social, and environmental responsibility. This triple-bottom-line approach ensures a holistic commitment to sustainable development (Elkington, 2018).

i. Economic Responsibility

While profitability remains fundamental, businesses are encouraged to achieve it responsibly by adhering to fair trade practices, fostering innovation, and creating value for all stakeholders (Carroll & Shabana, 2010).

ii. Social Responsibility

Companies must address societal issues such as inequality, education, and healthcare through impactful initiatives. Programs promoting diversity and inclusion, for instance, enhance both employee satisfaction and societal equity (Kaplan & Norton, 2016).

iii. Environmental Responsibility

Environmental stewardship entails reducing carbon footprints, embracing renewable energy, and promoting sustainable resource use. A commitment to the Paris Agreement's climate goals exemplifies a company's environmental responsibility (Rockström et al., 2017).

Implementing CSR in Practice

Effective CSR implementation requires an integrated approach embedded within the organization's culture and operations. The following steps are pivotal:

i. Leadership Commitment

Ethical leadership drives the CSR agenda by modeling responsible behavior and allocating necessary resources (Pless & Maak, 2011).

ii. Stakeholder Engagement

Engaging stakeholders through transparent dialogue fosters trust and collaboration, enabling companies to address concerns effectively (Greenwood, 2017).

iii. Measurement and Reporting

Establishing measurable goals and regularly reporting progress enhances accountability and continuous improvement (GRI, 2016).

For example, Unilever's Sustainable Living Plan has demonstrated the integration of CSR into core business strategy, resulting in reduced environmental impact and enhanced societal benefits while maintaining profitability (Eccles & Serafeim, 2013).

Importance of Ethics and Corporate Social Responsibility (CSR) in Modern Business

In today's interconnected world, ethical conduct and corporate social responsibility (CSR) are no longer optional extras for businesses; they are fundamental to their long-term success as follows:

i. Enhancing Corporate Reputation

Ethics and CSR are central to building and maintaining a strong corporate reputation. Consumers and stakeholders increasingly favor businesses that operate responsibly and

ethically. A strong CSR strategy not only enhances brand loyalty but also differentiates companies in competitive markets (Kotler & Lee, 2016).

ii. **Driving Financial Performance**

There is a growing body of evidence linking ethical practices and CSR initiatives with improved financial performance. By adopting CSR, companies can reduce risks, attract investors, and foster long-term profitability (Porter & Kramer, 2019).

iii. **Meeting Regulatory and Legal Expectations**

Ethical compliance and CSR practices ensure companies meet evolving regulatory and societal expectations. Adhering to these frameworks minimizes legal risks and enhances operational resilience (Eccles et al., 2021).

iv. **Attracting and Retaining Talent**

Modern employees value purpose-driven organizations. Companies that embed ethics and CSR into their culture are more likely to attract top talent and foster employee loyalty (Deloitte, 2020).

v. **Addressing Environmental Sustainability**

CSR initiatives often focus on addressing pressing global challenges like climate change. Businesses adopting sustainable practices not only reduce environmental impact but also achieve cost savings and operational efficiencies. For instance, Unilever's sustainable brands grew 69% faster than the rest of the business, demonstrating the commercial benefits of sustainability (Unilever, 2019).

vi. **Building Community and Stakeholder Trust**

Engaging with communities through CSR initiatives fosters trust and strengthens relationships with stakeholders. Trust acts as a competitive advantage, particularly during crises. For example, during the COVID-19 pandemic, companies that supported community well-being were viewed more favorably (Accenture, 2020).

Ethical Theories and Their Application to Business

Understanding ethical theories can equip businesses with a framework for making responsible and well-considered decisions. Some key theories and their relevance in the business world are as follows:

i. **Deontological Ethics and CSR**

Deontological ethics, as articulated by Immanuel Kant, emphasizes duties and moral principles over consequences. In the context of CSR, this theory suggests that businesses should fulfill their obligations to society because it is inherently the right thing to do, irrespective of financial gains. For instance, companies adhering to deontological principles prioritize environmental sustainability because it aligns with a moral duty to future generations (Bowie, 2017). This approach underpins CSR practices such as fair labor policies and ethical sourcing.

ii. **Utilitarianism in Business Ethics**

Utilitarianism, founded by Jeremy Bentham and John Stuart Mill, posits that the morality of actions is determined by their consequences. In CSR, this theory advocates actions that maximize overall happiness or minimize harm. For example, businesses adopting renewable energy technologies contribute to environmental conservation, benefiting a larger population. Utilitarianism drives CSR strategies that focus on societal welfare, such as community development programs or investments in education and healthcare (Frederick, 2018).

iii. **Stakeholder Theory and Ethical Responsibility**

Proposed by R. Edward Freeman, stakeholder theory expands the traditional shareholder-centric view by emphasizing the interests of all stakeholders, including employees, customers, communities, and the environment. Businesses adopting this perspective integrate CSR into their operations to address diverse stakeholder concerns. For example, companies like Patagonia, which prioritize environmental advocacy and sustainable practices, demonstrate stakeholder-oriented CSR (Freeman et al., 2010). This theory ensures a holistic approach to ethical business practices.

iv. **Virtue Ethics and Corporate Character**

Virtue ethics, derived from Aristotle's philosophy, focuses on the character and virtues of individuals and organizations rather than specific actions. In the CSR context, businesses are encouraged to cultivate virtues such as integrity, fairness, and responsibility. This perspective emphasizes ethical leadership and corporate culture, where the focus is on doing good as a reflection of organizational character (Solomon, 1992). Companies renowned for philanthropy, such as Microsoft, demonstrate how virtue ethics can drive impactful CSR initiatives.

v. **Contractarianism and Social Contracts**

Rooted in the ideas of philosophers like Thomas Hobbes and John Rawls, contractarianism views CSR as a social contract between businesses and society. This theory argues that businesses gain legitimacy through their implicit agreement to operate responsibly and contribute to societal welfare. CSR frameworks built on this theory often emphasize transparency, accountability, and equitable treatment of stakeholders. For example, ethical reporting standards and sustainability disclosures align with the principles of contractarianism (Donaldson & Dunfee, 1994).

Social Responsibility and Sustainable Development

Social responsibility and sustainable development are critical pillars in modern business ethics, reflecting a shift from profit-driven goals to those that account for broader societal and environmental impacts. Social responsibility encourages businesses to act in ways that benefit not only their shareholders but also the communities in which they operate and the global society at

large. This includes integrating ethical practices, focusing on economic, social, and environmental sustainability, and ensuring that future generations' needs are met without compromising the planet's resources. Sustainable development, as defined by the United Nations Sustainable Development Goals (SDGs), involves balancing economic growth, social inclusion, and environmental protection (United Nations, 2015). Increasingly, businesses are recognizing their role in advancing these goals through corporate social responsibility (CSR) initiatives that contribute to the public good (Visser, 2017).

1. Social Responsibility as a Pillar of Sustainable Development

Social responsibility focuses on a business's obligation to contribute positively to society, particularly in addressing issues such as poverty alleviation, education, healthcare, and human rights. The integration of social responsibility into business practices is essential for achieving the SDGs, specifically in terms of reducing inequality (SDG 10), ensuring decent work and economic growth (SDG 8), and fostering inclusive societies (SDG 16). Companies embracing social responsibility contribute by engaging in community development projects, supporting education initiatives, and advocating for policies that promote social justice. This commitment enhances their reputation and builds trust with stakeholders, thereby fostering long-term sustainability (Elkington, 2018).

2. Environmental Responsibility: A Core Element of Sustainable Development

Environmental responsibility is a core tenet of sustainable development. As climate change and biodiversity loss become pressing global concerns, businesses are expected to minimize their ecological footprint. This involves reducing carbon emissions, conserving resources, and promoting renewable energy. Companies that adopt sustainable sourcing, waste reduction, and energy-efficient technologies contribute to the global effort to mitigate environmental degradation. The Paris Agreement (2015) and the UN Climate Change Framework have set targets for countries and businesses to reduce greenhouse gas emissions, with many companies now setting ambitious net-zero emissions goals by mid-century (Frynas, 2017). The adoption of the circular economy model, where materials are reused and waste is minimized, is also increasingly seen as essential for sustainable business practices (Murray et al., 2017).

3. The Economic Dimension: Creating Shared Value

The economic dimension of sustainable development involves creating value that benefits both businesses and society. Creating Shared Value (CSV), a concept proposed by Porter and Kramer (2011), emphasizes that businesses can succeed financially while simultaneously addressing social and environmental challenges. This approach advocates for companies to align their core operations with societal needs and sustainable business practices, particularly in areas such as health, education, and poverty reduction. By focusing on long-term value creation, companies contribute to inclusive economic growth while ensuring that their operations do not harm the environment or society (Porter & Kramer, 2011). The SDGs serve

as a framework to guide businesses in creating shared value and achieving sustainable economic growth.

4. The Role of Businesses in Achieving the Sustainable Development Goals

Businesses play an integral role in the realization of the United Nations Sustainable Development Goals (SDGs), which provide a blueprint for a better and more sustainable future for all. Companies contribute by integrating the SDGs into their business strategies, setting concrete goals related to climate action (SDG 13), clean water and sanitation (SDG 6), and responsible consumption (SDG 12). By adopting innovative solutions and partnerships, businesses can accelerate the achievement of these global goals. For instance, corporate partnerships with governments and NGOs can help scale solutions to global challenges, particularly in areas like healthcare, education, and climate change adaptation (Sachs, 2015).

5. Synergy between Social Responsibility and Sustainable Development

Social responsibility and sustainable development are intrinsically linked, with each reinforcing the other. Businesses that prioritize social and environmental considerations alongside profit generation are better positioned to contribute to the achievement of the Sustainable Development Goals (SDGs). By embedding sustainable practices into their business models, companies can create long-term value, mitigate environmental harm, and contribute to global social welfare. In this way, social responsibility and sustainable development work together to ensure that economic growth is inclusive, equitable, and environmentally sound, creating a win-win situation for businesses, society, and the planet.

Benefits of Embracing CSR

Corporate Social Responsibility (CSR) has gained significant traction in recent years as follows:

- i. Adopting a CSR framework yields multifaceted benefits for businesses, society, and the environment. These findings underscore the synergy between ethical responsibility and business success.
- ii. A strong commitment to CSR can attract and retain top talent, particularly among younger generations who are increasingly concerned about social and environmental issues.
- iii. Internally, CSR enhances employee morale and retention by fostering a purpose-driven workplace (Kim et al., 2018).
- iv. Externally, it strengthens brand loyalty, mitigates risks, and opens avenues for innovation by addressing societal challenges (Porter & Kramer, 2011).
- v. CSR contributes to long-term financial performance. Studies reveal that companies with strong CSR commitments outperform their peers in stock market returns and resilience during economic downturns (Friede et al., 2015).
- vi. Addressing social and environmental risks proactively, companies can reduce their exposure to potential liabilities and reputational damage.

Challenges in CSR Implementation

Despite its benefits, implementing CSR is not without challenges as follows:

- i. Resource constraints, particularly for small and medium-sized enterprises (SMEs), can hinder the execution of comprehensive CSR programs (Jamali et al., 2017).
- ii. The risk of “greenwashing” misleading stakeholders about environmental practices undermines credibility and public trust (Delmas & Burbano, 2011).
- iii. Prioritizing long-term sustainability goals may sometimes require sacrificing short-term profits. It can be a difficult decision for businesses focused on immediate financial returns.
- iv. Ensuring ethical and sustainable practices throughout the entire supply chain can be difficult, especially in regions with weak labour and environmental regulations.
- v. Businesses can prioritize authenticity, aligning their actions with stated commitments. Leveraging partnerships with NGOs and government bodies can also amplify the impact of CSR initiatives to overcome these challenges.

The Future of CSR

The future of CSR lies in integrating it seamlessly with core business strategies and addressing global challenges such as climate change, inequality, and digital ethics. Emerging concepts like corporate purpose and shared value creation emphasize the role of businesses in driving systemic change (Henderson, 2020). Moreover, advancements in technology and data analytics enable more precise measurement and management of CSR efforts, fostering transparency and effectiveness (McKinsey & Company, 2021). Key trends shaping the future include:

i. **Increased Stakeholder Activism**

Stakeholders, including consumers, employees, and investors, are increasingly vocal and demanding greater transparency and accountability from businesses. Their influence is growing, and businesses must actively engage with their concerns and expectations.

ii. **The Rise of Sustainable Finance**

Sustainable finance is gaining momentum, with a focus on investments that have a positive social and environmental impact. This trend is driving businesses to integrate sustainability considerations into their core strategies.

iii. **The Role of Technology**

Technology continues to revolutionize business and presents both opportunities and challenges for CSR. Artificial intelligence, block chain, and other emerging technologies offer innovative solutions to global challenges, but also raise ethical concerns that need to be carefully addressed.

iv. **The Importance of Ethical Leadership**

Ethical leadership remains paramount in driving responsible business practices. Leaders must set high ethical standards, foster a culture of integrity and transparency, and prioritize sustainability in all business operations.

Ethics and Corporate Social Responsibility in Office Administration and Management

Ethics and Corporate Social Responsibility (CSR) are pivotal components in office administration and management, guiding leaders and administrators to make decisions that positively impact the organization and society at large. In the context of office administration, ethics involves adhering to moral principles such as honesty, fairness, and respect for confidentiality, ensuring that all business practices align with both legal standards and societal expectations. According to Crane and Matten (2016), ethical practices are the foundation of corporate governance, providing a framework for managers to promote transparency and fairness within the organization. By fostering ethical behavior in daily operations, office administrators contribute to a work environment that prioritizes integrity and builds trust with stakeholders.

Corporate Social Responsibility (CSR) in office administration emphasizes the organization's duty to consider the broader social, environmental, and economic implications of its actions. CSR initiatives in the office environment often include efforts to reduce the environmental footprint, ensure fair labor practices, and contribute to the well-being of local communities. A study by Martínez-Conesa et al. (2017) highlights the growing importance of CSR in management, showing that organizations with robust CSR programs tend to attract more loyal customers and improve employee satisfaction. CSR can be integrated into office administration through sustainable practices, such as reducing energy consumption, implementing recycling programs, and promoting work-life balance for employees, all of which contribute to an organization's positive societal impact.

One key aspect of CSR in office management is ensuring fair treatment and equality in the workplace. This includes promoting diversity and inclusion, as well as addressing issues such as discrimination and harassment. Office administrators play a critical role in cultivating an environment where all employees have equal opportunities for advancement and feel valued regardless of their background. According to Kim et al. (2020), organizations that prioritize diversity and inclusion in their office management practices are not only fulfilling their ethical and CSR obligations but are also enhancing their overall organizational effectiveness. Such initiatives help reduce turnover, increase innovation, and improve employee morale, making diversity a strategic asset for businesses.

Moreover, CSR and ethics in office administration are strongly linked to corporate governance and transparency. Ethical financial management is central to ensuring that resources are used responsibly, avoiding corruption, and maintaining the integrity of financial reports. This is particularly important for office managers who oversee budgeting, reporting, and compliance. As noted by Moser and Duru (2019), transparency in financial operations ensures that companies meet their CSR objectives, building accountability to shareholders and the public. Ethical financial management not only helps prevent financial mismanagement but also establishes credibility, which is essential for long-term business success.

Finally, office administrators must promote ethical leadership as part of their CSR efforts, ensuring that leadership at all levels upholds high moral standards and acts as role models for employees. Ethical leadership in office management involves guiding employees to make

decisions that align with both organizational goals and broader societal values. According to a study by López-González et al. (2018), ethical leadership is essential for driving CSR initiatives within an organization, as it fosters an environment where ethical decision-making is encouraged and employees are held accountable for their actions. Leaders who exemplify ethical behavior help to strengthen the organization's CSR commitment, ensuring that the organization's operations remain socially responsible and aligned with community needs.

Conclusion and Recommendations

The ethical imperative in business is no longer optional but a critical component of sustainable success. Ethical principles, when integrated into core strategies, not only drive business resilience but also catalyse positive societal change. It is a critical issue that has gained significant attention in recent years. As societal expectations evolve, businesses that embrace their ethical responsibilities will not only thrive but also contribute meaningfully to a better future.

By understanding the core principles of ethics and corporate social responsibility, businesses can make informed decisions that positively impact society and the environment. This chapter has explored the theoretical foundations of business ethics, the practical applications of CSR, and the challenges and opportunities that lie ahead. To further advance ethical business practices and sustainable development, the following recommendations are offered:

- a. Ethical leaders should model ethical behaviour and set high standards for their organizations to create a strong ethical culture by emphasizing values, integrity, and fairness.
- b. Organizations should prioritize ethical leadership by equipping executives with the skills and offer regular training programs to employees to enhance their ethical awareness and decision-making skills.
- c. Foster open and honest communication with stakeholders, including employees, customers, suppliers, and the community and as well pay attention to the concerns and expectations of stakeholders and incorporate their feedback into decision-making.
- d. Work collaboratively with stakeholders to address shared challenges and opportunities to support social initiatives, promote diversity and inclusion, and ensure fair labour practices.
- e. Companies should allocate resources to research and development that align with sustainability goals and publish regular reports on the company's social and environmental performance.
- f. Building partnerships with governments, non-profits, and community organizations can amplify the reach and impact of CSR initiatives.

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Artificial Intelligence and Machine Ethics in Office Information Security

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Abstract

Artificial intelligence has become an imitation of human cognitive processes with the help of machines widely used nowadays. The emergence of AI and ML tools in office information security creates many positive opportunities in the workplace and human life at large.. Artificial Intelligence (AI) and machine learning (ML) role in technologies has become important in the society at large and cannot be disregarded. These advanced tools enhance efficiency, improve threat detection, and streamline processes effectively; among others. The study highlights the ethical effects of using AI and ML for information security in offices. While AI offers potential benefits such as reducing human error and securing hazardous working environments, it also has its other side effects. As AI becomes more pervasive in office information security, addressing ethical implications becomes critical. The adoption of AI and ML gives rise to substantial ethical dilemmas and associated risks. These risks encompass issues related to bias, discrimination, privacy, security, automation-induced job displacement, and the diminishing role of human interaction in workplace service delivery.

Keywords: Artificial Intelligence, Information Security, Machine Ethics

Introduction

Information is described as the outcome of cognitive processes; it constitutes an abstract entity conveyed via various mediums. Within the realm of Information and Communication Technology (ICT), information emerges from the manipulation, processing, and arrangement of data, which comprises factual content. In the domain of Information Security, information assumes the status of an "asset," possessing inherent value necessitating safeguarding. The delineation of information and information security as articulated in ISO/IEC 27001:2005 serves as the cornerstone within this discourse (ISO/IEC 27001:2005). The valuation accorded to information in contemporary times mirrors the societal transition from agrarian to industrial and ultimately to information-centric paradigms. In agrarian societies, land stood as the paramount asset, with nations boasting substantial grain production enjoying competitive advantages. Industrial societies prized capital assets, such as oil reserves, as pivotal determinants of competitiveness. Conversely, in the knowledge and information-centric era, information reigns supreme as the preeminent asset, with the capacity to gather, analyze, and leverage information conferring competitive edges upon

nations. This evolution from tangible asset valuation to information-centric asset valuation underscores the imperative to ensure information security. Notably, the intrinsic value of information surpasses that of the medium housing it (ISO/IEC 27001:2005)

Office information security refers to the measures, policies, and practices implemented within an office environment to safeguard sensitive and confidential information from unauthorized access, disclosure, alteration, or destruction. In today's digital age, where data breaches and cyber threats are prevalent, ensuring robust office information security is essential for protecting both organizational assets and individuals' privacy.

In today's rapidly evolving digital age, the integration of artificial intelligence (AI) and machine learning (ML) technologies has become unexceptional especially within office environments. These advanced tools improvised enhanced efficiency, threat detection, and proper effective streamlined processes. However, alongside their undeniable benefits, ethical concerns come out large. This exploration delves into the intricate ethical implications of deploying AI and ML for information security within office settings. By examining the delicate balance between security, privacy, and accountability, we navigate the complex terrain where technology meets morality.

This study explores the ethical effect of using artificial intelligence and machine learning for information security in office settings. The ethical implications posed by artificial intelligence (AI) are seen paramount in today's digital age. AI's potential benefits ranging from reducing human error to securing hazardous working environments are undeniable, in short, it has both positive and negative effects in office settings, but the positive effects are more of importance to organization. However, ethical concerns persist which includes algorithmic bias, digital disparities, security and privacy issues. The field of AI ethics has rapidly expanded, driven by advancements in Machine Learning (ML) and deep learning. As AI becomes more pervasive in office information security, addressing ethical implications has become more critical. The adoption of AI and ML gives rise to substantial ethical dilemmas and associated risks which must be considered to ensure that they are used in a way that aligns with the values and mission of the organization, this risks encompass issues related to bias, discrimination, privacy, security, automation-induced job displacement, and the diminishing role of human interaction in service delivery in workplace.

The Concepts of Artificial Intelligence (AI)

Artificial Intelligence (AI) encompasses the programmable activities executed by a component designed to perform various tasks. In the contemporary era, AI exhibits rapid thinking capabilities, providing immediate responses to queries, commands, or questions (Oxford Reference). Its efficiency has streamlined human tasks, directing actions towards its operations. AI encompasses diverse activities, including face/speech recognition, teaching/learning, planning, and problem-solving. Professor John McCarthy initially defined AI as the science and engineering of making intelligent machines, evolving to emphasize machines capable of learning akin to human beings (McCarthy, 1955). Machine Learning (ML) as a concept applies learning systems to computers

for data identification, interpretation, and learning. It constitutes a subset of AI focusing on how computer agents enhance perception, knowledge, thinking, or actions through experiences or data. ML empowers computers to learn and make decisions from data without explicit programming (Anderson & Anderson, 2007). It involves feeding extensive data into algorithms, enabling pattern recognition and predictive decision-making. Machine learning operates autonomously, mimicking human learning processes through data and algorithms.

Machine Ethics concerns ensuring ethical interactions between machines and human users, as well as other machines. James Moore distinguishes between implicit and explicit ethical agents, where implicit agents are programmed to behave ethically, guided by ethical principles, while explicit agents calculate optimal actions in ethical dilemmas using ethical principles. Machine ethics encompass the development of ethics for machines and humans involved in machine design or usage (Joshi & Singh, 2015). It addresses ethical considerations in machine behavior and decision-making processes.

Pesante (2008) submitted that Information Security (InfoSec) involves methods and tools to safeguard valuable data against alterations, interruptions, manipulation, damage, duplicity, and unauthorized scrutiny. The process encompasses data encryption, access limitation, and security measures to prevent unauthorized access or tampering. InfoSec ensures data integrity, confidentiality, and availability, reducing the probability of unauthorized access, misuse, or disruption. Core objectives include harmonious safeguarding of data while maintaining efficient policy implementation.

Pesante (2008), further highlighted that three fundamental concepts are essential in information security which are: confidentiality, integrity, and availability. Breaching confidentiality occurs when unauthorized individuals access or copy information, which is particularly critical for certain types of data. Information corruption can result from insecure network environments, leading to a loss of integrity when data undergoes unexpected modifications, whether due to human error or deliberate tampering. Maintaining integrity is vital for safeguarding critical safety and financial data, such as those used in electronic funds transfers, air traffic control, and financial accounting. Additionally, information and data may become inaccessible or lost, impacting availability when authorized individuals cannot access necessary information. Achieving information security requires safeguarding confidentiality, maintaining integrity, and ensuring authorized access when needed.

The Role of AI in Enhancing Office Information Security

The integration of artificial intelligence (AI) and machine ethics is paramount for fortifying defenses against potential threats in office information security. Leveraging AI, offices streamline their inventory management processes by efficiently acquiring a comprehensive inventory of users, devices, and applications utilized within their information systems, ensuring accuracy in tracking assets. Moreover, AI-based systems play a crucial role in assessing threat impact within

office environments, offering insights into global and corporate threats. This empowers organizations to prioritize solutions effectively, allocating resources to mitigate vulnerabilities and preempt potential attacks. Furthermore, AI enhances the efficiency of control mechanisms by assisting in the creation of InfoSec programs that identify existing gaps and alert stakeholders to potential risks or weaknesses. Additionally, AI's predictive capabilities extend to forecasting violation risks, enabling organizations to anticipate potential security breaches and allocate resources strategically to address vulnerabilities proactively. In the event of security incidents, AI systems provide invaluable support for incident response, offering contextual information behind security alerts and facilitating rapid and informed decision-making. These systems establish efficient response mechanisms, aiding individuals or organizations in identifying the root cause of incidents and implementing measures to prevent future occurrences. Furthermore, AI-driven scanning systems enhance human information security by providing explainable insights, aiding management in elucidating security measures to stakeholders and staff involved in data control. This fosters transparency and understanding, ultimately strengthening overall information security practices within the office environment.

The Future of Workplace Information Security

Smith (2023) postulated that the future of workplace information security is undergoing significant shifts, propelled by emerging technologies and the evolving landscape of cybersecurity threats. A pivotal aspect of this transformation lies in the increasing integration of artificial intelligence (AI) and machine learning (ML) into information security frameworks. With AI and ML algorithms capable of analyzing vast datasets in real-time, organizations can bolster their proactive defense capabilities against security threats (Smith, 2023). In the same vein, proliferation of Internet of Things (IoT) devices in the workplace according to Jone e al., (2022) presents novel challenges for information security, as interconnected devices expand the attack surfaces, organizations must enhance their security strategies to include robust IoT security measures such as device authentication, encryption, and secure firmware updates.

Additionally, the shift towards remote and hybrid work models necessitates a reevaluation of traditional perimeter-based security approaches, with employees accessing corporate networks from diverse locations and devices, organizations are compelled to adopt a Zero Trust security model, where no entity, whether internal or external, is inherently trusted (Brown & White, 2021). Information security starts from the ideation or creation period to its last stage of disposition, disposal or archival. Some information are tagged confidential with limitation of access and users restrictions. Information are set to be directed to the right hands and used for its purposes

It is also inferred from the work Chen & Wang (2024) that advancements in quantum computing offer both opportunities and challenges for information security. While quantum computing promises unparalleled speed in problem-solving, it also poses a threat to existing encryption algorithms, potentially rendering current cryptographic methods obsolete. Consequently, organizations will need to invest in quantum-resistant encryption technologies to safeguard sensitive data in the future. Escalating regulatory scrutiny surrounding data privacy and

protection, exemplified by regulations like the General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA), continues to shape the information security landscape. Compliance with these regulations mandates robust data governance practices and transparency in data handling processes (Robinson, 2023).

Ethical Considerations in Integrating Artificial Intelligence and Machine Ethics for Office Information Security

Integration of artificial intelligence (AI) and machine ethics presents a promising avenue for bolstering defenses against evolving threats. However, alongside the benefits, there are significant privacy concerns, fairness and bias considerations, and accountability challenges which are x-rayed below:

Privacy Concerns: Privacy concerns arise due to the extensive data collection and analysis inherent in AI-driven security systems. Dhillon and Moores (2001) highlight the importance of ensuring that AI systems comply with privacy regulations to safeguard employee data. Additionally, Acquisti and Grossklags (2005) emphasize the need for transparency in data collection and processing to address privacy concerns effectively.

Fairness and Bias: AI algorithms can perpetuate biases present in training data, leading to unfair treatment of individuals or groups. Buolamwini and Gebru (2018) demonstrate how facial recognition systems exhibit biases against certain demographic groups, highlighting the importance of mitigating biases in AI algorithms. Moreover, Mittelstadt et al. (2016) discuss the ethical implications of algorithmic discrimination and advocate for fairness-aware design approaches to address bias in AI systems.

Accountability and Transparency: Ensuring accountability for AI-driven security decisions is challenging due to the complexity of these systems. Floridi et al. (2018) propose the concept of "transparency by design," emphasizing the importance of building transparency into AI systems to enable accountability. Additionally, Jobin et al. (2019) discuss the need for clear delineation of responsibilities to address accountability issues in AI governance.

Security Risks: While AI enhances cybersecurity measures, it also introduces new security risks that organizations must address. Papernot et al. (2016) highlight the vulnerability of AI systems to adversarial attacks, underscoring the importance of robust security measures. Furthermore, McEwen and Cassimally (2018) discuss the ethical considerations surrounding the use of AI for offensive cybersecurity operations, emphasizing the need for ethical guidelines in AI security research.

Employee Autonomy: AI-powered security measures may infringe upon employee autonomy by monitoring and controlling workplace behavior. Mittelstadt and Floridi (2016) discuss the ethical implications of ubiquitous surveillance in the workplace and advocate for mechanisms to protect employee autonomy. Moreover, Wachter et al. (2017) emphasize the importance of considering the impact of AI systems on human agency in the design and deployment process.

Beneficence and Non-Maleficence: The principles of beneficence say "do good", it based the creation of AI on the purpose of doing good and not for the other way round, technology itself is

for solving problems, it doesn't need to be more in the workplace. The principles of non-maleficence on the other hand says "do no harm", this always focuses on avoiding by all means any negative consequences related to AI; with the goal to minimize any adverse effects which AI applications might cause. Both Beneficence and Non-Maleficence are of positive ethical position in regards to AI and Machine Learning, both serves as guidelines in the establishment of AI and ML.

Collaboration and Human Oversight: According to Ariel L'opezGonz'alez *et al* (2024), AI should not completely replace human supervision and decision-making. Instead, it should be used as a collaborative tool that enhances human decision making, especially in critical areas such as medicine and security. Human and machines are seen not to be perfect, but most things have been programmed for AI to perform which might be an oversight for human, it is the duty of the AI to perform such task as programmed while there is human oversight.

Conclusion

Artificial Intelligence (AI) encompasses programmable activities executed by specially designed components. In today's era, AI outpaces human cognition, providing rapid responses to queries and commands. Its efficiency has streamlined tasks, reducing human effort. In the realm of workplace information security, the growing adoption of Artificial Intelligence (AI) and Machine Learning (ML) introduces profound ethical challenges and associated risks. These encompass issues such as bias, discrimination, transparency, privacy, security, and the potential displacement of jobs due to automation. While AI and ML enhance job efficiency, reduce human effort, and boost productivity through automation, they also impact workers negatively by potentially causing redundancy and hindering learning and adaptability. However, their positive effects on organizational security remain paramount. AI and ML act as vigilant guardians, swiftly detecting and neutralizing cyber threats, thereby fortifying our digital stronghold. Ethical implications further extend to automated threat detection, reducing false positives, cost-efficiency, human error mitigation, threat intelligence, and addressing workforce shortages.

Recommendations

Based on this study, the researchers made the following recommendations;

1. Organizations or AI users should develop artificial intelligence transparent AI policies
2. There should be proper implementation of ethical training on artificial intelligence, machine learning, data and information privacy and protections for the users
3. Artificial intelligence ethics committees should always checkmate the activities of users, limit users access and know who does what, when and how.
4. There should be periodic monitoring and audits on all activities.

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A Paperless Office Initiative: Strategies for Digital Transformation and Sustainable Practices

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Abstract

In today's business world, transitioning to a paper-free office is crucial for enhancing efficiency and supporting sustainable practices. This paper examines strategies for smoothly shifting from paper-based to digital processes. Beyond integrating digital tools, such as document management systems and digital signatures, this transformation requires fostering a "digital-first" culture. Key areas include policy development, employee training, and innovation encouragement. A paperless office model significantly reduces paper consumption, contributing to lower carbon footprints and conservation of natural resources. It also optimizes resource use, cuts costs, and enhances document security and accessibility. To drive adoption, organizations can incorporate sustainability metrics into evaluations and provide incentives for eco-friendly behaviors. This paper is a conceptual study employing a literature review approach. It draws on existing studies to propose a framework for organizations pursuing paperless initiatives. While the transition offers environmental and operational benefits, challenges such as change resistance, skill gaps, and digital security require targeted strategies. In conclusion, this study emphasizes that adopting a paperless approach reflects both technological advancement and a commitment to environmental sustainability.

Keywords: Paperless office, Digital transformation, Sustainable practices

Introduction

A paperless office is a work environment that reduces or eliminates paper usage by relying on digital tools and electronic processes to handle documents and workflows (Rouse, 2018). This approach enhances efficiency, lowers costs, and supports environmental sustainability by minimizing dependence on physical documents. Digital transformation is the incorporation of digital technology across all aspects of a business that leads to significant changes in how they function and provide value to customers. Additionally, this requires cultivating a culture where organizations consistently challenge established norms, frequently experiment with new methods, and become accepting of setbacks along the way. Often times this entails abandoning long-standing traditional procedures which may have shaped companies previously for newer practices still establishing themselves within the industry.

The advantages of digital transformation are numerous, ranging from enhancing business models to streamlining communication channels and expediting decision-making. In addition, digital transformation has the potential for highly positive effects in terms of sustainability. Geopolitical, organizational and market tensions which currently challenged multinational enterprises have been compounded by environmental crises as well as pandemics - both issues that can be addressed through digitization according to a research paper titled "Digital transformation, sustainability and purpose within Multinomial Enterprises" (George, 2022).

The adoption of digital technologies has revolutionized our methods of communication and work, leading to major modifications in the workplace. With paper-based documents being substituted by their electronic counterparts, several establishments are striving towards setting up a paperless office as a standard practice. The advantages that come with transitioning into such an environment include lowered expenses, streamlined operations, heightened security measures and environmental sustainability practices. According to research, implementing computer-driven systems for managing offices have boosted output efficiency considerably within government institutions operating across Subang District (Hardiyanti et al., 2023).

Despite being advantageous, there are obstacles that come with adopting a paper-free office. Among the key challenges is resistance to change since certain personnel may be unwilling to transition towards digital technologies and some might lack proficiency in their usage. The inadequate infrastructure and technology available poses another major hurdle as well. To surmount these hindrances, establishments have to design effective measures for sustainable practices while undergoing digital transformation strategies. Although there is an increasing amount of research on paperless offices, our comprehension still contains some voids.

Upadhyay's 2018 research highlights the necessity for a more extensive evaluation of paperless offices' long-term ecological consequences, which must encompass digital infrastructure energy consumption despite potential environmental advantages discussed in previous studies. Insufficient study has been conducted on the human element of transitioning to a paperless environment. Findings from (Bailey et al., 2018) indicate that there is a necessity for enhanced comprehension regarding how employees respond and adjust their behaviors in order to facilitate an effective shift towards working without print materials.

The examination of cost-benefit analysis varies according to different circumstances. While existing research primarily explores the advantages of paperless offices in a broad sense, additional investigations - such as the work conducted by Cecere et al., 2020, could delve into analyzing the costs and benefits associated with switching to digital processes within individual business environments (such as industry sector or geographic location), thereby enabling more precise guidance.

Many organizations have legacy systems and databases that may not seamlessly integrate with modern document management systems or cloud-based solutions. The topic could benefit from a more in-depth discussion on strategies for handling legacy systems, data migration, and ensuring data integrity during the transition to a paperless environment. Many studies have examined paperless office initiative in many organisations, however, few of these studies have examined how digital transformation and sustainable practices have enhance the goals and objectives of organizations.

Strategies for Digital Transformation

Developing a document management system (DMS) is among the digital transformation strategies. Its software primarily designed to store and manage electronic documents, resulting in better efficiencies for retrieving, storing and sharing them - limiting paper dependency significantly.

Utilizing digital signatures is also an effective measure to achieve a paperless workplace. These electronic signatures authenticate all digital documents, eliminating the need for physical signatures. This streamlines document organization and storage processes (Molla&Latan, 2009). Additionally, adopting a digital signature system strengthens document security. Forging these virtual fingerprints is much more difficult compared to counterfeiting physical documents (Oz et al., 2019).

Alongside the aforementioned tactics, technology plays a crucial role in attaining a paperless workplace. The adoption of cloud-based technologies such as Dropbox, OneDrive and Google Drive has streamlined digital document storage and sharing capabilities. This fosters seamless employee collaboration regardless of their physical location. In addition to this, mobile devices including tablets and smartphones have made it possible to access digital files remotely with ease.

Sustainable Practices in a Paperless Office

In today's age, companies are increasingly aware of the significance of digital modernization and environmentally-friendly practices. A key element in this process is embracing a paperless office approach as part of sustainable efforts. A paperless office initiative not only streamlines business processes but also contributes to environmental sustainability, cost savings, and improved productivity. By adopting digital technologies and implementing effective strategies, companies can embark on a transformative journey towards a more efficient and eco-friendly workplace. This paper delves into different eco-conscious approaches that can be incorporated to minimize environmental effects while advancing corporate social responsibility through a paper-free workspace initiative.

The key sustainability measure in an office that goes paperless is the notable reduction of paper use. By minimizing or doing away with printing paperwork, entities can conserve natural resources and curtail energy usage needed for producing papers while also preventing waste generation (Envoice, 2023; Iron Mountain, 2023). Implementing efficient digital document management systems promotes sustainability by reducing the need for physical storage space and the environmental impact of paper production and disposal. This can be further enhanced through cloud-based storage solutions that offer greater accessibility and collaboration while minimizing resource consumption (Iron Mountain, 2023; Jotform, 2023).

By relying primarily on digital devices such as computers, tablets, and smartphones in a paperless office setting, energy efficiency becomes crucial. To achieve this goal, it is advisable to utilize hardware that conserves power and provides settings for managing its use effectively. Additionally, consolidating device usage while also integrating equipment with an environmentally-friendly rating can help decrease carbon emissions linked to digital operations (Jotform, 2023).

The adoption of remote work and telecommuting practices not only curbs the carbon emissions linked with commuting but also fosters sustainability by reducing dependency on office space and infrastructure. Employing digital collaboration tools along with video conferencing platforms upscales efficiency while shrinking environmental effect (Iron- Mountain, 2023). By embracing electronic signatures and workflows, we can eliminate the necessity for printing, signing, and mailing physical documents. This leads to less paper consumption while also minimizing carbon emissions connected with transportation. The digital approach streamlines processes more efficiently and encourages environmentally-friendly practices in everyday operations (Envoice, 2023).

Organizations can prioritize digital devices and equipment with eco-friendly certifications and energy-efficient features when procuring them. This helps promote responsible recycling practices for electronic waste, which minimizes environmental impact and supports circular economy principles (Envoice, 2023). Creating an environment of sustainability among staff members is vital in achieving sustainable practices within a paperless office. This can be accomplished through employee education and engagement which includes instructing them on

the use of digital tools, promoting responsible utilization of resources, and acknowledging eco-friendly behaviors with incentives to strengthen their involvement and dedication towards accomplishing goals for sustainability (Jotform, 2023).

Incorporating environmentally-friendly methods into a paper-free workplace can yield numerous benefits for organizations. By reducing reliance on paper, companies not only decrease their carbon footprint but also contribute to the conservation of natural resources such as trees, water, and energy required for paper production. This approach aligns with sustainable business practices and reflects a commitment to environmental stewardship, which can enhance the company's reputation and strengthen its brand image as socially responsible (Iron Mountain, 2023; Envoice, 2023).

Furthermore, implementing digital document management and cloud storage systems can result in cost-effective measures by reducing expenses associated with printing, storage, and waste disposal. These savings can be redirected toward other strategic initiatives, such as employee development and technological upgrades, which support long-term growth. Enhanced productivity is another significant advantage, as digital workflows enable employees to access and share information seamlessly, even when working remotely. This flexibility boosts collaboration and efficiency, allowing teams to focus on core tasks without being hindered by manual, paper-based processes.

A paperless office also aligns with corporate social responsibility (CSR) goals, signaling to stakeholders that the organization is committed to reducing its environmental impact. This dedication to CSR not only attracts environmentally-conscious customers and investors but also fosters a positive workplace culture, encouraging employees to adopt sustainable practices in their daily routines. In summary, transitioning to a paper-free workplace serves as a proactive step toward achieving both ecological and operational goals, benefiting the organization, its stakeholders, and the environment as a whole.

Merits of a Paperless Office

The transition to a paperless office environment offers a multitude of advantages for businesses and organizations which are not limited to:

Increased Efficiency:

Electronic documents are easily searchable and accessible, eliminating the need for time-consuming physical searches through filing cabinets. This efficiency is highlighted by Molla and Latan (2009). Paperless workflows facilitate real-time collaboration on documents, regardless of team members' locations. This allows multiple individuals to access and edit documents simultaneously, enhancing communication and project management. Goh et al. (2018) provide examples of such improvements. Digital documents can be integrated with workflow automation tools, which automate repetitive tasks and expedite processes. This enhancement is also discussed by Goh et al. (2018).

Reduced Costs:

Transitioning to a paperless office results in substantial savings on paper, printing supplies, toner cartridges, and ink. Studies, such as those by Smith et al. (2012), quantify the cost reductions attributed to decreased paper consumption. By eliminating physical documents, the need for physical storage space is significantly reduced. This reduction in storage requirements can potentially free up valuable office real estate for other purposes. The savings achieved from lower

paper and storage costs can be reallocated to other critical areas, such as employee training or technological upgrades, enhancing overall operational efficiency and effectiveness.

Environmental Benefits:

Transitioning to a paperless office significantly reduces the environmental impact associated with paper production, which contributes to deforestation, water pollution, and air pollution. Research, such as that highlighted by Upadhyay (2018), underscores the environmental benefits of reducing paper usage. Although digital infrastructure consumes energy, studies indicate that it can be less energy-intensive in the long run compared to paper production and physical document storage. Upadhyay (2018) recommends conducting a life-cycle assessment to comprehensively evaluate the overall environmental impact of implementing a paperless office.

Additional Advantages:

Digital documents can be securely backed up and stored in the cloud, reducing the risk of loss due to disasters such as fires or floods. This capability ensures that documents remain accessible and protected even in adverse circumstances. Access to digital documents can be safeguarded through features like password protection and user permissions, enhancing document security compared to physical files. Oz et al. (2019) discussed these security advancements in digital document management. Digital document trails maintain clear records of document revisions and access, promoting transparency and auditability within organizational processes. Rouse (2018) highlights how digital documentation enhances accountability and oversight capabilities.

To sum up, integrating sustainable strategies as a component of the paperless office campaign yields several environmental, social and economic advantages. By curtailing paper usage, optimizing energy consumption and lessening electronic litter while promoting corporate obligation to society business firms can play their part in ensuring an ecologically friendly future. With consistent supervision coupled with regular enhancements outfits stand well-positioned for seamless integration into digital transformation adopting eco-friendly measures necessary for realization towards an overall greener environment hastened by the implementation of the "paper-free" agenda.

Limitations to Paperless Office

Implementing a paperless office has its advantages, but there are also obstacles to overcome. The obstacles include:

Employee Resistance and Training Needs

One significant obstacle to establishing a paperless office is employee resistance to change, especially among those accustomed to traditional paper-based workflows. Many employees may also lack the necessary digital skills for effective use of new systems. To ensure a smooth transition, it is essential to offer comprehensive training programs and implement effective change management strategies.

Financial Constraints

Creating a paper-free workplace requires significant initial investments in digitization infrastructure, including hardware, software, and cybersecurity measures. This can pose a challenge for small to medium-sized businesses that may struggle with resource allocation and budgeting for such expenditures.

Data Privacy and Security Concerns

Digitizing sensitive data raises concerns about its privacy and security. There is a risk of unauthorized access, hacking attempts, or data breaches. Therefore, it is crucial to implement stringent security measures and comply with regulatory norms to protect digital information.

Information Overload and Digital Clutter

The convenience of digital documents can lead to digital clutter and information overload if not managed properly. Effective organization and management systems are necessary to maintain productivity and workflow efficiency. Without these systems, the benefits of digitization may be compromised.

Electronic Waste

While efforts to go paperless aim to reduce environmental impact, the creation and disposal of electronic devices contribute to e-waste. Proper disposal methods that emphasize accountability are necessary to mitigate the ecological problems associated with digitization efforts. Further challenges include deficient infrastructure and technologies in place. To surmount these issues, companies must develop strategies that enable sustainable practices via digital transformation initiatives. Addressing these limitations requires a holistic approach, encompassing employee engagement, financial planning, cybersecurity measures, information management strategies, and environmental stewardship. By proactively tackling these challenges, organizations can successfully navigate the transition to a paperless office while maximizing its benefits.

Conclusion

The drive towards a paperless office marks a crucial milestone in attaining digital transformation and promoting sustainable methodologies within modern establishments. In this paper, we have delved into various multidimensional approaches vital for enabling an effortless shift from conventional workflow systems reliant on physical paper to digitized environments. The adoption of digital transformation can bring about various advantages for organizations, such as improving operational efficiency and collaboration while saving costs. Utilizing advanced digital tools and software solutions allows businesses to streamline operations, maximize resource utilization, and enhance employee productivity. Additionally, instilling a culture of innovation and adaptability nurtures a digital-centric outlook that is crucial in navigating the intricacies of today's technological landscape.

The sustainability aspect is crucial in the effort to implement a paperless office. Organizations can considerably decrease their impact on nature, preserve natural resources and reduce waste generation by reducing paper usage. Incorporating eco-friendly measures such as utilizing energy-saving hardware, supporting remote work options and responsible procurement and recycling demonstrates dedication towards environmental responsibility and corporate social accountability.

As we contemplate the far-reaching possibilities of implementing a paperless office, it becomes apparent that progress towards digital transformation and environmental sustainability must remain an ongoing pursuit. To keep pace with shifting market conditions, technological advancements and eco-friendly mandates reform organizations should continue to push forward in innovation, adaptation and progression. By endorsing the vision for a paperless workplace while

advocating sustainable behavior- corporations not only prosper within this digitized era but lay down viable roots for future generations by contributing to ecological efficiency through green practices.

Recommendations

Based on the identified gaps in the literature, here are some recommendations for a successful paperless office initiative:

Long-Term Sustainability Analysis

Conduct a life-cycle assessment to evaluate the environmental impact of transitioning to paperless offices. This analysis should consider not only the reduction in paper usage but also the energy consumption by digital infrastructure and the potential production of e-waste. Additionally, explore the use of sustainable energy sources to power the digital infrastructure necessary for a paper-free workplace.

Employee Acceptance and Behavior Change

Undertake a comprehensive evaluation to understand the concerns and preferred methods of employees when working in a paperless environment. Develop an extensive training program to equip employees with the necessary digital skills and knowledge for effective operation in a paperless office. Promote open communication and address employee concerns throughout the transition to cultivate a culture of change management.

Context-Specific Cost-Benefit Analysis

Create cost analysis models that go beyond the initial technology expenses for implementing a paperless office, including subsequent costs such as maintenance, training, and potential energy usage. Compare these expenses with the anticipated savings in paper, printing, storage space, and operational efficiency gains. Tailor the cost-benefit analysis to specific industry sectors and organizational sizes to provide more accurate recommendations.

Security and Privacy Enhancements

Implement robust cybersecurity measures to protect sensitive information stored electronically. This includes data encryption, access controls, and regular vulnerability assessments. Ensure compliance with relevant data privacy regulations and provide ongoing training to employees on proper data handling practices within a paperless office environment.

Continuous Monitoring and Evaluation

Regularly monitor key performance indicators (KPIs) such as paper usage, employee satisfaction, and digital workflow efficiency. Conduct periodic assessments to evaluate the environmental impact of the paperless office initiative and make necessary adjustments based on these evaluations.

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Influence of Records Management Practices on Service Delivery of Registry Staff in Federal Tertiary Institutions in Oyo State, Nigeria

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Abstract

Service delivery is an important pursuit for service providers who long to create and provide value to their customers. However, it is worthy of note that registry staff in federal tertiary institutions, Oyo State, Nigeria, have been battling with problems of poor service delivery due to bad records management practices. This prompted this study to investigate Records Management Practices influencing Service Delivery by Registry Staff in Federal Tertiary Institutions, Oyo State, Nigeria. The study adopted a descriptive and cross-sectional survey design. The population of the study was 197 registry staff of federal tertiary institutions, Oyo state, Nigeria. The study adopted a structured questionnaire for data collection. Validity of the instrument was done by the supervisor and other experts in the field. The reliability test of the questionnaire had 0.904 Cronbach Alpha coefficient. Out of 197 copies of the questionnaires administered, 163 were recovered, which represent 91.61% response rate. Data were analyzed using descriptive and inferential statistics. Findings revealed that the records management practices have positive and significant influence on service delivery of registry staff of federal tertiary institutions, Oyo State, Nigeria (Adj. $R^2 = 0.106$, $F(2.160) = 10.629$, $p = 0.000$). This study concluded that Records Management Practices influence Service Delivery of Registry Staff in Federal Tertiary Institutions, Oyo State, Nigeria. The study recommended that the management of the institutions should consistently provide investment in ICT to enhance service delivery of registry staff.

Keywords: Information Communication Technology, Records Management Practices, Registry Staff, Service Delivery.

Introduction

Service delivery is a key task for service providers who aspire to create and give value to their customers. Organizations are placed at an edge by providing high levels of service, in order to achieve increased customer satisfaction, loyalty which eventually brings about long-term profitability. In the bid to provide high standard of service or create value for customers, service organizations need to plan the delivery of their services and to ensure the successful implementation of the actual plan. Service delivery systems normally should have the capacity to produce several positive outcomes, ranging from reduced costs, and increased availability of efficient operations, improved service quality and optimum customer experience.

Bell (2022) defined service delivery as the actual delivery of a service and products to the customers or clients. It is therefore concerned with the where, when, and how service or product is delivered to the customer and whether this is fair or unfair in nature. The service concept defines the “how” and the “what” of service design, and helps mediate between customer needs and an organization’s strategic intent.

Service delivery can also be defined as any contact with the public administration during which customers or citizens, residents or enterprises seek or provide data, handle their affairs or fulfill their duties (Shenga, 2019). These services should be delivered in an effective, predictable, reliable and customer-friendly manner. Service delivery is a comparison of expectations with performance. A business with high service delivery will meet customer needs whilst remaining economically competitive. Improved service delivery may increase economic competitiveness. This aim may be achieved by understanding and improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes. Service delivery has been defined as customers’ overall assessment of service or consumers’ overall impression of the relative inferiority/superiority of an organization and its services.

This extends to the gap between customers’ expectations of service and their perception of the service experience. The efficient and effective services offered by the registry staff should help the academic staff to perform their duties with ease and to enable students to attain expected satisfaction from the registry. The expected duties of registry staff has to do with interview, selecting, recruiting, training and re-training, staff promotion, remuneration, termination and resignation or retirement issues of staff. Service delivery is considered as an important tool for a firm in a competitive environment to differentiate itself from its competitors (Kumi, 2020). The relevance of good service delivery to an organization is emphasized especially the fact that it offers a competitive advantage to organizations that strive to improve it and hence bring customer satisfaction. Service delivery has received a great deal of attention from both academicians and practitioners and services marketing literature. Service delivery is defined as the overall assessment of a service by the customer. Understanding service delivery must involve acknowledging the characteristics of service which are intangibility, heterogeneity and inseparability (Rod, 2009). That way, service delivery of registry staff in federal tertiary institutions would be easily measured as they create, manage, and maintain staff records, students’ academic records, class schedules, course schedules and every area of students’ registration. Due to rapid expansion of the use of information and communications technology (ICT), electronic service delivery is an effective means to attain better service delivery such as easy creation, processing, delivery (use) and archival of records. It is also a means to reduce costs, both in time and money for stakeholders including the government.

Better service could be delivered by registry staff through proper record management practices which ensures that information is freely accessible when in use and routinely destroyed or archived when it is no longer needed. This allows organizations to function on a daily basis and meet their legal and financial obligations. Records management is a division of general

administrative management that concentrates on improving the effectiveness in the formation, upkeep, usage, and discarding of records during their life cycle. In the practice of records management in tertiary institutions, certain documents are retained for much longer periods and, keeping or discarding these records is an issue to the institutions. It is observed that the staff do not know whether the records need to be kept or destroyed because there are no suitable guidelines for them. They also do not know the value of the document itself. Archival is an important part of records management because when it is properly done, it ensures that the organization retains records for as long as they are needed and when they are no longer needed or useful, they are disposed. Records storage space is important in a small or large organizations. This is because each document/records has its own value especially on the company's finances. Storage should therefore provide protection to the level required by the nature, contents and value of the information in them. Proper type of cabinet that should be used as well as suitable humidity or light should be maintained. As regards retention schedule and recordkeeping, there is need for proper guidelines for archival and disposal. Management should make appropriate decisions or guidelines as to know which records are to be kept, disposed or put in archives. A registry staff should provide secure and appropriate disposition for records that no longer need to be kept, depending on approved policies and procedures by the organization.

An effective records management program is designed to improve efficacy and budget in the administration of documents by incorporating the components of records management practices, such as a proper filing system. The fundamental goal of managing record is to allow for easy access of information throughout an organization, ensuring that when information is needed it could be within reach of the employee, which could foster organizational agility (Ologbosere, Tella, & Erwat, 2024). A filing system would enhance the retrieval of needed records. Record creation, record processing, record storage, record delivery and record archival or disposition as adapted from Frank Upward theory (1997) of record life cycle, are the measures used for records management practices in this study. Record creation is the recording of information on paper, printed forms, punched cards, tape, disk or any information transmitting media, it includes preparation of forms, and reports of students. Record processing are activities that allows registry staff to make an inventory of the data processing and to have an overview of what registry staff are doing with students and staff documents. Record storage is the process of keeping student and staff related documents, words, fields treated as a meaningful unit. Record delivery is the supply of academic documents and staff information by registry staff of tertiary institutions in Oyo State to where they are required for use. Archival is the collection and storing of historical materials, students documents and other academic vital information. Nevertheless, very few researches have been done with emphasies on record management of registry staff in federal tertiary institutions in Nigeria as reported in (Link, 2009). This creates a gap in information management literature; hence, this study examined the influence of record management practices on service delivery of registry staff in federal tertiary institutions in Oyo State, Nigeria.

Hypothesis

H₀₁: There will be no significant influence of record management practices on service delivery of registry staff in federal tertiary institutions in Oyo State, Nigeria

Literature Review

Records Management Practices and Service Delivery

Raza, Jawaid, Hassan, & Burton (2018) defined service delivery as the outcome of the comparison that consumers make between their expectations and perceptions. Customer's expectation serves as a foundation for evaluating service delivery because, quality is high when performance exceeds expectation which results to more delivery and vice versa. Based on Parasuraman, Zeithaml, and Berry (1988) SERVQUAL model, Service delivery is the degree and direction of discrepancy between consumer's perception and expectations in terms of different but relatively important dimensions of service. Until today, numerous researchers have developed service delivery concepts across different industries and countries. Consumers evaluate different dimensions of service delivered in order to form an overall evaluation of service quality. The findings conclude that the dimensions of service quality, i.e. environment quality, delivery quality and outcome quality are antecedents to global service quality measurement. Similarly, five dimensions to measure service delivery were proposed by a scholar which are; access, web interface, trust, attention, and credibility, and concluded that customers specified the notion that service delivery in SMEs is largely determined by web elements (Dmitris, & Maria, 2014). Additionally, three dimensions of service delivery that influence overall services were explored which are; customer service quality, online information system quality, service product quality (Solomon, Terry, & Magid, 2002).

In Nigeria, Guest (2017) investigated the impact of Information and Communication Technology (ICT) literacy on Librarians' work performance in federal university libraries. The majority of librarians' ICT skills have an impact on digitization, registration of library users, publications, ordering of information resources, generation of user statistics, storage of information resources, accessing of information resources, and marketing of library and information products and services, according to the findings. Acquisition of ICT skills can enhance and improve librarians' performance in the delivery of library services, such as easy access to books and other library materials, easy retrieval of materials, bibliographic search, and access to external databases, according to a study of the adoption and use of integrated library systems (ILS) for library service delivery. In a study of Librarians' ICT Capabilities and Service Delivery in Public Universities in Nigeria's North Central (Gill, 2003), the data demonstrated that Librarians' job effectiveness was significantly influenced by their ICT skills. Professional ICT abilities had a strong substantial influence, but basic ICT skills had no effect. In the National Open University of Nigeria, the impact of ICT use on Librarians' work performance ICT skills/use have an impact on Librarians' job effectiveness, according to the studies (Daumiller, 2021). Management support in terms of giving access to ICT infrastructure and capacity building of librarians on the use of ICT for optimum performance and increased service delivery, according to the above study, determines librarians' desire to use ICT.

Records Management Practices

There is no universally accepted definition of the term “records management”. This is an indication that the discipline of records management is dynamic. Records management is the discipline and organizational function of managing records to meet operational business needs, accountability requirements and community expectations. Records management is the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records.

The benefits of effective records management include supporting efficient joint working and information exchange, facilitating evidence-based policy making and supporting the administration of data protection principles and effective implementation of Freedom of Information and other legislation through good organization of records. Other benefits include supporting accountability by providing reliable records of actions and decisions and knowledge management across sectors of government by making reliable information available for sharing, extraction and summarization (Pegalajar, 2018). Sound records management, constitutes a vital aspect of ensuring transparency and accountability in governance and effective administration. Effective and efficient administration of any organization is dependent upon sound records management practices that ensure the right records are made available when needed. Records management programme is an integral part of any organization’s standard business operation. It ensures a smooth flow of information within and outside an organization, leading to effective management that facilitates easy retrieval of readily identifiable and economically managed information. The concept “record” needs to be fully explored. A record is defined either in terms of the physical tangible format, - that is how it appears, or in terms of the information it contains. It must be noted that records differ in format or size, and have different contents.

Records Management Practices (RMP) is about doing the right things. These are set steps followed at each stage of the records life cycle (Akande, 2014). Therefore, an effective records management procedures regime is a measure of the degree to which predefined steps are achieved while managing records. Besides being a compliance measure, records management procedures are documentable, repeatable and proven processes that are prerequisites for managing records management processes in service delivery. Procedures are predetermined guidelines providing a framework within which records management processes must operate if organizations must deliver effective services. Procedures describe how a particular records management activity should be conducted. For example, records-filing procedures require you to first check whether the appropriate file on which the record is supposed to be placed exists. If it does not exist, you create a new file and title it accordingly. Then you assign a reference number to the record to differentiate it from other records on file.

Again, preparing a requisition is the first step in the retrieval process. Each business section will develop procedures to address all records, regardless of media type, making sure to include

positions on electronic records and e-mail practices. Procedures should be accessible and communicated clearly and consistently as universities deliver their services. However, without appropriate monitoring and reporting processes, agencies cannot be sure that their procedures are being complied with and their objectives met (Adebayo, 2018). Universities are judged as effective based on the implementation of their records management procedures and they must strive to demonstrate “good faith” efforts across all aspects of their records management processes.

Methodology

This study adopted a cross sectional survey research design. The purpose of the design is to address the state of affairs as it exists. It can be used when collecting information about people’s attitudes, opinions, habits or any of the variety of education or social issues. The cross sectional survey research design was used to describe events in relation to Records Management Practices as it affects Service Delivery of Registry Staff in the Federal Tertiary Institutions in Oyo state.

The population of this study consists of all the 197 Registry staff of the eight Federal Tertiary Institutions in Oyo state: These are University of Ibadan; Federal College of Animal Health and Production Technology, Ibadan; Federal College of Agriculture, Ibadan; Federal College of Education Special, Oyo; Federal School of Surveying, Oyo; Federal College of Forestry, Ibadan; Federal Co-operative College, Ibadan and Federal School of Statistics, Ibadan. The registry staff comprises administrative officers in the Registry Department of these tertiary institutions.

To test the hypothesis formulated, the inferential statistics through multiple regression analyses was used. The data collected for the study were analyzed using Statistical Package for Social Sciences (SPSS), version 24. The hypothesis in the study was tested at level of 0.05 significance.

Test of Hypothesis

The null hypothesis which states that “there will be no significant influence of records management practices on service delivery or registry staff in federal tertiary intuitions in Oyo State, Nigeria” was tested using multiple regression analysis. In the analysis, the values of service delivery of registry staff were regressed on the values of records management practices sub-measure. The data for records management practices (independent variable) was generated by summing responses of all variable items respectively while that of service delivery of registry staff in federal tertiary intuitions in Oyo State, Nigeria (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 1a-c.

Table 1a: Model Summary of the Influence of Records Management Practices on Service Delivery of Registry Staff at the Federal Tertiary Institutions in Oyo State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.405 ^a	.164	.138	.31861	

a. Predictors: (Constant), Archival, Record Delivery, Record Creation, Record Storage, Record Processing

Table 1b: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.134	5	.627	6.174	.000 ^b
Residual	15.937	157	.102		
Total	19.071	162			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Archival, Record Delivery, Record Creation, Record Storage, Record Processing

Table 1c

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.129	.298		.000
	Record Creation	.027	.063	.036	.664
	Record Processing	.237	.086	.251	.006
	Record Storage	-.157	.063	-.223	.014
	Record Delivery	.224	.074	.283	.003
	Archival	.033	.063	.042	.600

a. Dependent Variable: Service Delivery

Source: Field Survey, 2022

Table 4.1 presents the results of multiple regression analysis for the influence of records management practices on service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria. Table 1a presents a model summary which establishes how the model equation fits into the data. The *Adj R*² was used to establish the predictive power of the study's model. From the

results in Table 1a, Records Management Practices (archival, record delivery, record creation, record storage, record processing) have positive relationship with service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria ($R = 0.405$, $p=0.000$). The Adjusted coefficient of determination ($Adj R^2$) of 0.138 shows that records management practices explained 13.8% of the variation in service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria under study; while the remaining 86.2% changes in service delivery is explained by other exogenous variable different from records management practices. This result suggests that records management practices influence 13.8% of service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria.

The results also suggest that the results of ANOVA (overall model significance) of regression test which revealed that the combined records management practices have a significant influence on service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria. This can be explained by the F-value (6.174) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Records Management Practices adopted by Registry Staff at the Federal Tertiary Institutions in Oyo State influenced Service Delivery.

Furthermore, the results of regression coefficients which revealed that a significant effect was reported for all the components of records management practices except for record creation and archival which both show insignificant effect. Further, the results reveal that at 95% confidence level, record processing ($\beta = 0.237$, $p= 0.006$), record storage ($\beta = -0.157$, $p=0.014$), and record delivery ($\beta = 0.224$, $p=0.003$) of registry staff at the federal tertiary institutions in Oyo State were statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96.

Further analysis posits that, taking all factors constant at zero, service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria is 2.129. The result also indicates that taking all other independent variables at zero, a unit change in record processing will lead to a 0.237 increase in service delivery of registry staff at the federal tertiary institutions in Oyo State given that all other factors are held constant. Similarly, the results also revealed that a unit change in records delivery will lead to a 0.224 increase in service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria given all other factors are held constant. However, a unit change in record storage will lead to a 0.157 decrease in service delivery of registry staff at the federal tertiary institutions in Oyo State given that all other factors are held constant.

Overall, from the results, record processing had the highest effect on the service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria with a coefficient of 0.237 and t value of 2.762, followed by record delivery coefficient of 0.224, and t value of 3.015. The least contributor to service delivery was record storage with a coefficient of - 0.157 and t value of -2.474. Based on the results, this study can conclude that records management practices significantly influence service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria. On the strength of this result ($Adj R^2 = 0.138$, $F(5.157)= 6.174$, $p= 0.000$), this study rejects the null hypothesis and has established statistically that records management practices have

no significant effects on service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria.

Discussion of findings

The results of the hypothesis suggest that records management practices significantly influenced service delivery of Registry Staff of Federal Tertiary Institutions in Oyo State, Nigeria.

The connection between records management practices and service delivery had been made earlier in the empirical study carried out in collaboration with the British Library Research and Development Department in 1995. This study established a correlation between records management practices and service delivery (Curry and Moore, 2003).

This result also elaborates the findings of Guest (2017) in Nigeria who investigated the impact of Information and Communication Technology (ICT) literacy on Librarians' work performance in federal university libraries. The majority of librarians' ICT skills have an impact on digitization, registration of library users, publications, ordering of information resources, generation of user statistics, storage of information resources, accessing of information resources, and marketing of library and information products and services, according to the findings. Acquisition of ICT skills can enhance and improve librarians' performance in the delivery of library services, such as easy access to books and other library materials, easy retrieval of materials, bibliographic search, and access to external databases, according to a study of the adoption and use of integrated library systems (ILS) for library service delivery. In a study of Librarians' ICT Capabilities and Service Delivery in Public Universities in Nigeria's North Central (Gill, 2003), the data demonstrated that Librarians' job effectiveness was significantly influenced by their ICT skills. Professional ICT abilities had a strong substantial influence, but basic ICT skills had no effect. In the National Open University of Nigeria, the impact of ICT use on Librarians' work performance ICT skills/use have an impact on Librarians' job effectiveness, according to the studies (Daumiller, 2021). Management support in terms of giving access to ICT infrastructure and capacity building of librarians on the use of ICT for optimum performance and increased service delivery, according to the study, determines librarians' desire to use ICT.

Summary of Findings

The aim of this study was to investigate the influence of Records Management on Service Delivery of Registry Staff in Federal Tertiary Institutions in Oyo State, Nigeria. The data generated were sorted, coded, and analyzed to establish the statistical significance of the influence of Records Management Practices on Service Delivery of Registry Staff in the Federal Tertiary Institutions in Oyo State, Nigeria, and final acceptance of the hypothesis were made. From the interpretation of analysis of data collected and findings of the study, the following can be summed up as the main empirical findings of this study:

- i. The level of service delivery is high among registry staff of federal tertiary institutions in Oyo State, Nigeria.
- ii. The level of records management practices is high among registry staff of federal tertiary institutions in Oyo State, Nigeria.
- iii. Records management practices of registry staff of federal tertiary Institutions in Oyo State significantly influenced service delivery of registry staff the institutions.

Conclusion

The research concluded that records management practices influence service delivery of registry staff in federal tertiary institutions, Oyo state, Nigeria. Accordingly, data gathered from the administrative staff in registry department in the investigated institutions revealed that, there is need to enhance employee services which is critical because it is key to better academic activities that would increase staff productivity to satisfy customers/clients, retains academics and eventually attain overall academic success. Proper records management practices also help in proper records recycling and recalling which ease their jobs and enhance their service delivery.

Recommendations

The study recommended that management of the Federal tertiary institutions in Oyo State need to make Information and Communication Technology (ICT) equipment more available to support the services of registry staff on records management for effectiveness and efficiency delivery of their services and particularly invest more on Information and Communication Technologies (ICT) to ensure an all-round innovative services on record collection, record processing, record storage, record delivery and archival.

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LEADERSHIP STYLE AS PREDICTOR OF TURNOVER INTENTION OF NON-TEACHING STAFF IN PUBLIC POLYTECHNICS, OYO STATE, NIGERIA.

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Abstract

Employees are the most valuable assets in the organization. Many successful organizations have strategies to look after their employees, such as good pay, attractive work environment, and profit-sharing systems. However, preliminary investigation revealed that employee retention rate in public polytechnics in Oyo State is on the decline, thereby leading to employee exiting the institution. Hence, this study investigated leadership style as predictor of turnover intention of non-teaching staff in public polytechnics, Oyo State, Nigeria. A cross-sectional survey research design was used for this study. Population consists of 986 non-teaching staff with a sample size of 277 determined from RaoSoft Sample size determinant. A validated questionnaire was used to collect data. Data collected was analyzed using descriptive and inferential statistics. Findings revealed that leadership style has a moderate and positive correlation with turnover intention of non-teaching staff (Adj. $R^2 = 0.184$; $p < 0.05$; $B = 0.384$). This study therefore concluded that there is statistically significant influence of leadership style on turnover intention in the selected public polytechnics in Oyo State, Nigeria. The study recommended that management of the selected public polytechnics should ensure that several developmental programmes are in place for the non-teaching staff in order to minimize the staff turnover intention.

Keywords: Leadership Style, Turnover Intention, Non-teaching Staff, Public, Polytechnics.

Introduction

Employees are the most valuable assets in the organization. Many successful organizations have strategies to look after their employees, such as good pay, attractive work environment, and profit-sharing systems. They motivate employees for high productivity and retention with the organization. In most cases, employees will remain in the organization if they have a feeling of commitment to the organization (Alam, & Asim, 2019). Employee turnover is a critical and a serious challenge faced by organizations, which will affect both direct and indirect costs of an organization (Ahmad, 2010; Deepa, Gandhi & Subha, 2022).

Turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability (Falihat, Kit, & Min., 2019). For

organizations, the turnover of employees means the waste of investment in the selection and training of personnel. Besides, the high rate of employee turnover in an organization adversely affects the motivation of existing personnel; increases the workload and makes work planning difficult. Thus, the resignation of skilled employees, who are considered as human capital, is an important issue that has a negative impact on the efficiency, effectiveness and general performance of an organization. Even though turnover is a cost for an organization, a certain level of turnover cannot be avoided, and in fact, it could be beneficial to the organization as new people join the organizations with new ideas which could enrich their activities (Habib, 2015).

When turnover is too low, new ideas are lacking and an organization can quickly find itself turning into an ageing machine, unable to cope with change. Turnover among the employees is one of the biggest challenges for any organization and have far lasting effects. It has been seen as a serious issue especially in the field of human resources management (Loquercio, 2006 and Hassan, 2014).

This study, therefore, shall adapt the measures of Turnover Intention from Equity Theory. The measures for Equity theory are effort on work, reward for work as well as comparison level (Adams, 1965). This study will adapt effort on work and reward for work. Effort on work refers to the experience, skills, commitment and effort of an individual employee, while reward for work refers to fringe benefits, responsibilities and awards. One of the factors that influence employees' Turnover Intention is Leadership Style. With the right Leadership Style in place, there is a good chance that employees' Turnover Intention will be reduced.

Effective leaders have the ability to communicate well, motivate their team, handle and delegate responsibilities, listen to feedback, and have the flexibility to solve problems in an ever-changing workplace. Leadership therefore is an important element for the success of an organization, regardless of its nature of activities, profit or charity orientated, private or government linked organizations. The measures of Leadership Style are transformational and transactional Leadership Style adapted from the literature (Bass, & Avolio, 1993).

Transformational Leadership Style is a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Enacted in its authentic form, transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms.

Transactional leaders offer something employees want in exchange of what the leaders want. In other words, transactional leaders exchange resources with their employees or a leader's behaviour that provides rewards and punishments in return for the subordinate's effort. Transactional leadership involves motivating and directing followers primarily through attraction to their self-interest (Deichmann, & Stam, 2015).

Both the transformational and transactional styles of leadership focus on employee relationship with leaders. More so, leadership plays crucial role towards blending man and materials for effective organizational outcome. In this paper, the authors tested the hypothesis stated below:

➤ Leadership Style has no significant influence on turnover intention of non-teaching staff in the selected Public Polytechnics in Oyo State, Nigeria.

The rest of this paper is divided into four sections and is organized as follows: the literature review is presented in section 2; section 3 discusses the methodology; section 4 focuses on the presentation and discussion of results; and section 5 presents the conclusion and recommendations.

1. Literature Review

The behavioural intention of an employee to quit a job is referred to as turnover intention (Chin, 2018). Turnover Intentions are one of the organizational challenges that affect the organization's progress, and it has become a concern for managers who are constantly seeking ways to maintain, improve, and increase the productivity of their workforce (Molahosseini, Pourkiani, Abbasi, Salajeghe, & Tavakoli, 2020). A large number of employees who intend to quit is often seen as a negative indicator for an organisation since it incurs both obvious and hidden costs.

Public Polytechnics are operating in a highly competitive environment which requires retaining their employees in order to get competitive advantage (Srivastava, & Agrawal, 2020). The unique nature of polytechnics requires them to be a repository of the most specialized and skilled intellectuals. They serve as storehouses of knowledge for nurturing the manpower needs of the nation. The number and quality of non-teaching staff plays a germane role in polytechnic education. As a result, higher education institutions are more dependent on the intellectual and creative abilities and commitment of the non-teaching staff than most organizations. This makes it critically important to retain this cadre of staff (Tegegne, 2015). Although there is no single identifiable variable that can be identified as the primary cause of Turnover Intention, it has been positively correlated with age, years of employment, education, caseload complexity, self-esteem, organizational culture and job satisfaction (Ding, & Lin, 2006).

Leadership is an influence process between leaders and followers. Leaders must introduce activities to stimulate employees, and establish the roles for an individual or group towards goal achievement (Mujtaba, Afza, & Habib, 2011). Numerous styles are identifiable in various leaders, and every style possesses its own set of good and bad personalities (Mat, 2008). Differences in work setting which lead to different leadership style suggests that the definitions of leadership are still evolving and scholars are always seeking to simplify these definitions to make it more comprehensible and practical during the daily business usage (Heravi, Shahidi, & Mahmood, 2010; Huang, Iun, Liu, & Gong, 2010).

The organization's orientations rely on the style adopted by its leaders. Since leadership helps in planning the organization's orientations about the future, its leaders' behaviours and practices are the things that drive their followers to achieve the goals. Thus, followers usually follow their leaders' behaviours when performing their duties (Hamstra, Van Yperen, Wisse, & Sassenberg, 2011). A scholar identified two significant Leadership Styles (Erkutlu, 2008). In the first style, the employee's job level affects participative leadership behaviour perceptions and the second style the participative leadership influences performance which shall help practitioners in designing an adequate number of training and development programs to enhance the participative

management. Leadership Style is considered crucial in supporting work values to reduce employees' Turnover Intention (Kleinman, 2013).

Thus, employees' retention and performance in organizations can be improved by adopting the appropriate leadership and managerial styles which are consistent with the business strategies to improve the employees' motivation and morale. Today's institutions need effective and influential leaders who understand the challenges of the rapidly changing global educational environment. For employees to perform at their utmost best, organizations need leaders who can adapt to different situations and possess various leadership styles that fit in every situation and at any given point in time. The success and failure of any organisation depends on the leadership style practiced by the leaders of such organisation. There is not only one successful leadership style. The most effective leaders are able to switch their leadership styles in different situations in order to receive the best results. This complies with the theory of situational leadership (Odumeru, &Ifeanyi, 2013).

2. Methodology

The study employed a cross-sectional survey research design. This study has a total population of 986 non-teaching staff, with a sample size of 277 as determined from RaoSoft Sample size determinant. The instrument for data collection was a structured questionnaire which contains items on demographics and the research questions. The study also adopts the 4-point likert scale design which allows the researcher to list options where respondents can choose from. The collected data were analyzed using the descriptive and inferential statistics.

3. Results and Discussion of Findings

A total of two hundred and seventy-seven (277) copies of questionnaire were administered, and two hundred and fifty (250) copies were returned. Out of the total copies of questionnaires returned, two hundred and forty-five (245) copies were certified as dully filled and considered usable. The usable questionnaire accounts for 88.4% response rate. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent (%)
Returned and used	245	88.4
Not returned	27	9.7
Returned but not usable	5	1.8
Total of questionnaires distributed	277	100

Source: Field Survey, 2023

4.1 Presentation of Data

This section presents the results of the demographic profiles of the respondents. Table 4.2 reveals the gender, age, educational qualification and work experience of the respondents.

Table 4.2: Demographic Profiles of Respondents

Variables	Measurement	Frequency	Percentage

Gender	No response	2	0.8%
	Male	174	71.0%
	Female	69	28.2%
	Total	245	100.0%
Age	No response	3	1.2%
	< 25 years	11	4.5%
	25 – 35 years	115	46.9%
	36 – 50 years	102	41.6%
	51 years and above	14	5.7%
	Total	245	100.0%
Qualification	No response	4	1.6%
	HND	79	32.2%
	BSc	118	48.2%
	MSc	26	10.6%
	PhD	10	4.1%
	MBA	2	0.8%
	Others	6	2.4%
	Total	245	100.0%
Work experience	No response	11	4.5%
	1 – 10 years	107	43.7%
	11 – 20 years	100	40.8%
	21 years and above	27	11.0%
	Total	245	100.0%

Source: Field Survey, 2023

According to Table 4.2, the demographic profiles of respondents by gender show that 174 respondents representing 71.0% were male while 69 respondents representing 28.2% were female, indicating that most of the respondents were male. The gender profile also reveals that 2 respondents representing 0.8% did not disclose their gender. The demographic characteristics of respondents as shown by age in Table 4.2 shows that 115 respondents representing 46.9% were between 25 and 35 years; 102 respondents representing 41.6% were between 36 and 50 years; and 11 respondents representing 4.5% were less than 25 years. The age profile also shows that 3 respondents representing 1.2% did not disclose their age. Therefore, the age profile indicates that a lot of the respondents were between 25 and 35 years.

The demographic profiles by educational qualification reveals that 118 respondents representing 48.2% held BSc degree; 79 respondents representing 32.2% held HND; 26 respondents representing 10.6% held MSc; 10 respondents representing 4.1% held PhD; 2 respondents representing 0.8% held MBA; and 6 respondents representing 2.4% held other qualifications. The profile also shows that 4 respondents representing 1.6% refused to disclose their educational qualification. Therefore, the educational qualification profile suggests that most

of the respondents had BSc degree. The profile by years of work experience shows that 107 respondents representing 43.7% had between 1 and 10 years of work experience; 100 respondents representing 40.8% had between 11 and 20 years of work experience; and 27 respondents representing 11.0% had years of work experience of 21 and above. The profile also shows that 11 respondents representing 4.5% did not disclose their years of experience at work. Hence, the profile by years of experience reveals that most of the respondents had between 1 and 20 years of working experience.

4.2 Analysis of Research Questions

Research Question One: What is the level of turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria?

Table 4.3: Descriptive analysis of responses on level of turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria

Effort on work (Input)	Very high extent	High extent	Low extent	Very low extent	Mean
I really do my best to get my work done, regardless of potential difficulties	172 (70.2%)	68 (27.8%)	5 (2.0%)	0 (0.0%)	3.68
When I start an assignment, I pursue it to the end	169 (69.0%)	66 (26.9%)	10 (4.1%)	0 (0.0%)	3.65
I put a lot of energy into the tasks that I commence	132 (53.9%)	103 (42.0%)	10 (4.1%)	0 (0.0%)	3.50
I am trustworthy in the execution of the tasks that are assigned to me	131 (53.5%)	98 (40.0%)	16 (6.5%)	0 (0.0%)	3.47
I really do my best to achieve the objectives of the organization	152 (62.0%)	84 (34.3%)	9 (3.7%)	0 (0.0%)	3.58
Weighted Mean					3.58
Reward for work (Outcome)	Very high extent	High extent	Low extent	Very low extent	Mean
My current job satisfies personal needs	106 (43.3%)	90 (36.7%)	33 (13.5%)	16 (6.5%)	3.17
Undeniably frustrated when not given the opportunity at work to achieve my personal work-related goals	77 (31.4%)	132 (53.9%)	32 (13.1%)	4 (1.6%)	3.15
Dreaming about getting another job that will better suit my personal needs	98 (40.0%)	116 (47.3%)	28 (11.4%)	3 (1.2%)	3.26

Accepting another job at the same compensation level should it be offered to you	68 (27.8%)	116 (47.3%)	38 (15.5%)	23 (9.4%)	2.93
Looking forward to another day at work	117 (47.8%)	94 (38.4%)	25 (10.2%)	9 (3.7%)	3.30
Weighted Mean					3.16
Overall Weighted Mean					3.37

Decision rule for mean: < 2.5 = low; 2.5 = moderate; > 2.5 = high

Note: Very high extent (4), High extent (3), Low extent (2), Very low extent (1)

Source: Field Survey, 2023

According to Table 4.3, for effort on work (input), 70.2% of respondents accepted that they really do their best to get their work done, regardless of potential difficulties to a very high extent, 27.8% of respondents to a high extent, 2.0% of respondents to a low extent, and none of the respondents reported very low extent. On average, the responses on respondents who accepted that they really do their best to get their work done, regardless of potential difficulties have a mean of 3.68. For the next item, 69.0% of respondents reported, to a very high extent, that when they start an assignment, they pursue it to the end, 26.9% of respondents to a high extent, 4.1% of respondents to a low extent, and none to a very low extent. On average, the responses on respondents who reported that when they start an assignment, they pursue it to the end have a mean of 3.65.

More so, 53.9% of respondents reported that they put a lot of energy into the tasks that they commence to a very high extent, 42.0% of respondents to a high extent, 4.1% of respondents to a low extent, and none of the respondents to a very low extent. On average, the responses on respondents who reported that they put a lot of energy into the tasks that they commence have a mean of 3.50. Also, 53.5% of respondents reported that they are trustworthy in the execution of the tasks that are assigned to them to a very high extent, 40.0% of respondents to a high extent, 6.5% of respondents to a low extent, and no respondents reported very low extent. On average, the responses on respondents who reported that they are trustworthy in the execution of the tasks that are assigned to them have a mean of 3.47.

For the last item, 62.0% of respondents reported that they really do their best to achieve the objectives of the organization to a very high extent, 34.3% of respondents to a high extent, 3.7% of respondents to a low extent, and none of the respondents reported very low extent. On average, the responses on respondents who reported that they really do their best to achieve the objectives of the organization have a mean of 3.58. As shown in Table 4.3, the mean values for all items on effort on work are high. Also, the weighted mean for effort on work is 3.58. This result suggests that, overall, the effort on work (input) of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria is high.

For reward for work (outcome), Table 4.3 reveals that 43.3% of respondents reported that their current job satisfies personal needs to a very high extent, 36.7% of respondents to a high extent, 13.5% of respondents to a low extent, and 6.5% of respondents reported very low extent.

On average, the responses on respondents who reported that their current job satisfies personal needs have a mean of 3.17. For the next item, 53.9% of respondents reported they were undeniably frustrated when not given the opportunity at work to achieve their personal work-related goals to a high extent, 31.4% of respondents to a very high extent, 13.1% of respondents to a low extent, and 1.6% of respondents reported very low extent. On average, the responses on respondents who reported they were undeniably frustrated when not given the opportunity at work to achieve their personal work-related goals have a mean of 3.15.

In addition, 47.3% of respondents reported dreaming about getting another job that will better suit their personal needs to a high extent, 40.0% of respondents to a very high extent, 11.4% of respondents to a low extent, and 1.2% of respondents to a very low extent. On average, the responses on respondents who reported dreaming about getting another job that will better suit their personal needs have a mean of 3.26. Table 4.3 also indicates that 47.3% of respondents reported, to a high extent, that they would accept another job at the same compensation level should it be offered to them, 27.8% of respondents to a very high extent, 15.5% of respondents to a low extent, and 9.4% of respondents to very low extent. On average, the responses on respondents who reported to accept another job at the same compensation level should it be offered to them have a mean of 2.93. In addition, 47.8% of respondents reported looking forward to another day at work to a very high extent, 38.4% of respondents to a high extent, 10.2% of respondents to a low extent, and 3.7% of respondents reported very low extent. On average, the responses on respondents who reported looking forward to another day at work have a mean of 3.30.

As shown in Table 4.3, the mean values for all items on reward for work (outcome) are high. In addition, the weighted mean for reward for work (outcome) is 3.16 which suggests that the reward for work of Non-teaching Staff in the selected Public Polytechnics in Oyo State, Nigeria is high. The overall weighted mean for level of turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria is 3.37. This suggests that, based on this study, there is high level of turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria.

Research Question Two: What are the prevalent leadership styles among non-teaching staff in the selected public polytechnics in Oyo State, Nigeria?

Table 4.5: Analysis of responses on prevalent leadership styles among non-teaching staff in the selected public polytechnics in Oyo State, Nigeria

Transformational Style	Leadership	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Gives personal attention to members who seem neglected		143 (58.4%)	94 (38.4%)	8 (3.3%)	0 (0.0%)	3.55
Ensure members of staff get recognition when they achieve complex goals		122 (49.8%)	115 (46.9%)	8 (3.3%)	0 (0.0%)	3.47

Emphasizes the importance of having a collective sense of mission	109 (44.5%)	111 (45.3%)	25 (10.2%)	0 (0.0%)	3.34
Help other members of staff with their self-development	140 (57.1%)	87 (35.5%)	17 (6.9%)	1 (0.4%)	3.49
Treats each of us as individuals with different needs, abilities and aspirations	143 (58.4%)	90 (36.7%)	11 (4.5%)	1 (0.4%)	3.53
Weighted Mean					3.48
Transactional Leadership Style	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean
Ensure members of staff get rewards when they achieve difficult goals	96 (39.2%)	90 (36.7%)	38 (15.5%)	21 (8.6%)	3.07
Directs my attention toward failures to meet standards	95 (38.8%)	132 (53.9%)	17 (6.9%)	1 (0.4%)	3.31
Suggests new ways of looking at how to complete assignments	119 (48.6%)	106 (43.3%)	20 (8.2%)	0 (0.0%)	3.40
Makes clear what one can expect to receive when performance goals are achieved	118 (48.2%)	109 (44.5%)	17 (6.9%)	1 (0.4%)	3.40
Provides me with assistance in exchange for my efforts	113 (46.1%)	97 (39.6%)	18 (7.3%)	17 (6.9%)	3.25
Weighted Mean					3.29
Overall Weighted Mean					3.39

Decision rule: < 2.50 = low; 2.50 = moderate; >2.50 = high

Note: Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1)

Source: Field Survey, 2023

As shown in Table 4.5, for transformational Leadership Style, 58.4% of the respondents strongly agreed that they gave personal attention to members who were neglected; 38.4% of the respondents agreed; 3.3% of the respondents disagreed; and none of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.55. Also, 49.8% of the respondents strongly agreed that they ensured members of staff got recognition when they achieved complex goals; 46.9% of the respondents agreed; 3.3% of the respondents disagreed; and none of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.47.

Also, 45.3% of the respondents agreed that they emphasized the importance of having a collective sense of mission; 44.5% of the respondents strongly agreed; 10.2% of the respondents disagreed; and none of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.34. In addition, 57.1% of the respondents strongly agreed that they helped other members of staff with their self-development; 35.5% of the respondents agreed; 6.9% of the

respondents disagreed; and 0.4% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.49.

For the last item on transformational Leadership Style, 58.4% of the respondents strongly agreed that they were treated as individuals with different needs, abilities and aspirations; 36.7% of the respondents agreed; 4.5% of the respondents strongly disagreed; and 0.4% of the respondents disagreed. On the average, the responses indicate a mean value of 3.53. The weighted mean has a value of 3.48 which suggest that the respondents agreed to high transformational Leadership Style.

According to table 4.5, for transactional Leadership Style, 39.2% of the respondents strongly agreed that members of staff got rewards when they achieved difficult goals; 36.7% of the respondents agreed; 15.5% of the respondents disagreed; and 8.6% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.07. For the next item, 53.9% of the respondents agreed that leaders directed their attention toward failures to meet standards; 38.8% of the respondents strongly agreed; 6.9% of the respondents disagreed; and 0.4% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.31.

More so, 48.6% of the respondents strongly agreed that leaders suggest new ways of looking at how to complete assignments; 43.3% of the respondents agreed; 8.2% of the respondents disagreed; and none of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.40. Also, 48.2% of the respondents strongly agreed that leaders made clear what one can expect to receive when performance goals are achieved; 44.5% of the respondents agreed; 6.9% of the respondents disagreed; and 0.4% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.40.

According to Table 4.5, for the last item on transactional Leadership Style, 46.1% of the respondents strongly agreed leaders provided them with assistance in exchange for their efforts; 39.6% of the respondents agreed; 7.3% of the respondents disagreed; and 6.9% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.25. The weighted mean has a value of 3.29 which also suggest that the respondents agreed to high transactional leadership style. The overall weighted mean for prevalent leadership styles among non-teaching staff in the selected public polytechnics in Oyo State, Nigeria is 3.39. This result suggests that there is high transformational and transactional leadership style among non-teaching staff in the selected public polytechnics in Oyo State, Nigeria. However, transformational leadership style (weighted mean = 3.48) is more prevalent.

4.3 Test of Hypotheses

The null hypothesis was tested using simple linear regression analysis. Data measuring turnover intention of non-teaching staff were regressed on data measuring leadership style. The results of the regression analysis are presented in Tables 4.6 a, b and c below.

Table 4.6: Regression analysis for influence of Leadership Style on Turnover Intention of Non-teaching Staff in the selected Public Polytechnics in Oyo State, Nigeria

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.433a	.188	.184	.26685

a. Predictors: (Constant), Leadership Style

b. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.993	1	3.993	56.079	.000a
	Residual	17.303	243	.071		
	Total	21.296	244			

a. Predictors: (Constant), Leadership Style

b. Dependent Variable: Turnover Intention

c. Coefficients

Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	2.072	.174		11.897	.000
	Leadership Style	.384	.051	.433	7.489	.000

a. Dependent Variable: Turnover Intention

Source: Field Survey, 2023

Tables 4.6a shows that leadership style has a moderate and positive correlation ($R = 0.433$) with turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria. Also, the coefficient of determination ($\text{Adj. } R^2 = 0.184$) shows that leadership style explains 18.4% of the total variance in turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria. The remaining 81.6% variation in turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria is explained by other factors not investigated in this study. Table 4.6b shows that, overall, the model is significant ($F(1, 243) = 56.079$, $p < 0.05$). In addition, Table 4.6c shows that, if all other factor are constant, a unit change in leadership style will lead to 0.384 increase in turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria at 95% level of confidence ($B = 0.384$, $p <$

0.05). Hence, based on the result of the regression analysis, the null hypothesis one, which states that there will be no significant influence of leadership style on turnover intention of non-teaching staff in the selected public polytechnics in Oyo State, Nigeria is rejected.

4. Conclusion and Recommendations

This study investigated leadership style as a predictor of turnover intention of non-teaching staff in public polytechnics, Oyo State, Nigeria. Employee turnover is a critical and it is a serious challenge faced by organizations. This affects the direct and indirect costs of an organization. A variety of factors influence has been reviewed in literature as predictors of turnover Intention. This study has shown that one of these factors is the prevalent leadership style prevalent in an institution. Based on the empirical findings, this study concluded that there is a statistically significant influence of leadership style on turnover intention in the selected public polytechnics in Oyo State, Nigeria. The study recommends that:

1. Management of the selected public polytechnics should ensure several developmental programmes are in place for the non-teaching staff in other to minimize the staff turnover intention.
2. Also, management of the selected public polytechnics should endeavor to be more transformational and transactional in their style of leadership so as to ensure a high level of commitment from the non-teaching staff.

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Virtual Assistants Utilisation: Contemporary Tools for Job Efficiency of Office Managers in Public Universities, Lagos State, Nigeria

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Abstract

The study assessed the significant relationship between the utilisation of virtual assistants and job efficiency of office managers in public universities Lagos State, Nigeria. The study employed a descriptive survey design for a population of 373 office managers in four public universities. Taro Yamane formula [$n = N/1 + N(e)^2$] was used to determine the sample size of 193 and the stratified random sampling method was used to ascertain the number of respondents in each of the four universities. The data was sourced using a structured e-questionnaire and the instrument was subjected to a reliability test that produced a Cronbach's Alpha value of 0.717. Out of the expected 193 office managers, 135 completed and submitted the e-questionnaire. The obtained data were analysed with the use of both descriptive [distribution table, frequency, percentage, and mean] and inferential statistics [testing the null hypotheses using Pearson Correlation Analysis at 0.05 significance level] and the result [$n=135$, $r=0.809^{**}$, $p\text{-value}<0.00$] showed that virtual assistants have significantly relationship with job efficiency of office managers as they help them to improve task management, enhance communication, and streamline scheduling. In conclusion, virtual assistants are useful tools for increasing office managers' productivity, efficiency, and job performance in public universities. It was recommended that management of the tertiary institutions should make a concerted effort to invest extensively in the acquisition of these virtual assistance tools and to regularly train office managers on how to effectively and efficiently utilise them.

Keywords: Digital Environments, Job Efficiency, Office Administration and Management, Virtual Communication,

Introduction

Job efficiency is also referred to as work efficiency. It describes how an employee produces the greatest results with the least amount of time, effort, and resources and also ensures the results match with the management's expectations. Job efficiency is the capacity to manage and handle

multiple tasks promptly and accurately and produce a high-quality output as expected by the management. It can also be described as the maximum amount of work completed with the least amount of time and effort (Hughes, 2024). High levels of productivity can result from excellent job efficiency. Employers may frequently push staff members to increase their productivity since doing so can help the company succeed. Conversely, inefficiencies can be costly, leading to setbacks, subpar work, and compromising the standing and connections between employers and their employees (Hughes, 2024). It is crucial to increase productivity by streamlining procedures, more wisely allocating resources, and cutting waste if you want to produce more with less input. To boost workplace productivity, people must work smarter, not harder, and figure out how to function effectively in order to maximize output, growth, and profitability while using the same resources (Anderson, 2023). The job efficiency of employees promotes the overall performance of the organisation and helps to save cost, prevent wastages, strengthen employees' relationships, and enhance communication and collaboration.

In the management of educational institutions, office managers are office personnel who are saddled with the responsibilities of handling all office correspondences, keeping records and files, scheduling meetings, conferences, and workshops, and also trained to manage different individuals. Numerous studies show that a variety of variables, including an office manager's inexperience, lack of training, and lack of access to contemporary tools and resources, eventually affect how efficiently they perform their jobs (Akagba et al., 2023; Abiola, 2022; Ategwu et al., 2022; Birabil & Ogeh, 2020). Well-trained and seasoned office managers are more likely to do their duties efficiently, which will improve organisational overall performance. Thus, the availability, accessibility, and utilisation of contemporary office technological tools can streamline work procedures, cutting down on the amount of time and effort needed to execute the jobs, and will in turn greatly improve job efficiency.

In today's fast-paced administrative landscape, contemporary tools are intelligent software solutions that have not only streamlined administrative tasks but have also revolutionized communication, collaboration, and decision-making processes within office environments (Bejinaru & Balan, 2020). Contemporary tools have emerged as invaluable assets for office managers seeking to optimize efficiency and productivity. This newfound efficiency translates into increased productivity levels across the organization, enabling teams to accomplish more in less time. Gone are the days of drowning in a sea of paperwork and administrative duties.

Contemporary tools have revolutionized the way administrative tasks are handled, from data entry to document management. With the ability to categorize, prioritize, and process information swiftly, contemporary tools ensure that mundane tasks are completed with precision and accuracy thereby allowing office managers to focus on high-value initiatives that drive business growth. Contemporary tools are essential in modern professional settings as they effectively and efficiently boost administrative operations and activities (Ali, 2023). One of the key contemporary tools that drives this change is the integration of virtual assistants into daily operations and activities. By using these contemporary tools, productivity will be increased while also decreasing mistakes and inefficiencies that come with manual operations (Nwaiwu &

Nwokorie, 2023). In light of this, adoption of these contemporary tools is essential to boost productivity and enhance efficiency in today's hectic work environments. Examples of these tools are virtual assistants, cloud-based applications, communication and collaboration tools, sophisticated project management platforms, and many others. They streamline workflows to improve employee efficiency. Contemporary tools allow employees to operate in an environment where official responsibilities may be completed almost anywhere (Tran, 2023). These tools encourage remote working, which is becoming increasingly popular in today's workplace, by allowing easy access to critical data and documents. These tools help secretaries complete their responsibilities more efficiently and timelessly.

These days, administrative job efficiency is essential due to the rising workloads and complexity of duties involved in managing academic and administrative activities. However, despite the availability of virtual assistants, some office managers may not be able to access and utilise the tools, and they end up seeking and using the traditional methods. By providing real-time help through adequate training and automating repetitive activities, office managers can concentrate on more strategic responsibilities (Roberts et al., 2020). No doubt, virtual assistants have the potential to completely transform office administration. Nevertheless, the inability of management to procure these tools, or when they are available but office managers do not have access to them, or if they do, they cannot effectively and efficiently utilise them, will no doubt negatively influence office managers' efficiency in the institution (Oyewale, 2022).

Due to the availability of evolving technologies, organisations' operations and day-to-day business activities are changing quickly on a global scale (Nudurupati, Garengo, & Bititci, 2021). These cutting-edge technologies have completely changed the way that work is done and opened up new avenues for increased productivity. As a result of this change and in order to enhance productivity, optimise workflow, and streamline decision-making processes, the adoption and utilisation of virtual assistants become necessary. Artificial intelligence-driven virtual assistants handle repetitive activities like email management, appointment scheduling, and information retrieval, freeing up office managers' time to concentrate on more intricate and strategic duties. Virtual assistants are remote administrative tools that enable employees to frequently conduct research, arrange information, and perform other secretarial duties, such as filing documents or scheduling appointments, effectively and efficiently (Roberts et al., 2020; Lesi, 2020).

However, the level of utilisation of these tools varies across institutions in Lagos State. Several factors mar the utilisation of virtual assistants in public institutions. One of such instances is the non-availability of modern technological infrastructure (Ategwu et. al., 2022; Ogbemudia, 2021). The management of public institutions often requests government assistance with respect to technological infrastructure provision. The inadequate allocation budgeted for technological advancement in these institutions is very poor to support enhancement of technological infrastructure in public institutions (Jacob, Lawan, & Solomon, 2021; Birabil & Ogeh, 2020). Education has always received less attention in the government's annual budget. Another factor is the institutional policies. Office managers may have access to the newest virtual assistant technology in certain organisations, but owing to budget constraints, they may still use

conventional techniques in others. Organisations that make investments in contemporary technology typically have more effective administrative procedures since virtual assistants may drastically cut down on the time and effort needed to do regular duties (Coccia, 2023; Bejinaru & Balan, 2020).

The utilisation of virtual assistant software that is both user-friendly and of high quality may significantly improve office operations and activities (Katsarou et al., 2023). By utilising these technologies, office managers would be able to automate repetitive tasks like scheduling meetings and handling emails. The effective use of these tools can aid office managers' efficiency and also boost higher productivity and job satisfaction. Another factor could be that office managers in some organisations may not possess the necessary skills to manage virtual assistants, which emphasizes the urgent need for specialized training and professional development to close the skill gap. In affirmation, a study carried out in Ireland identified the unique training needs and professional development of office managers on how to handle technological advancements as their administrative roles are becoming more complex and highly demanding (Akagha et al., 2023).

Office managers who rely on virtual assistants must receive sufficient training and assistance in order to make efficient use of these resources (Lesi, 2020). Employees used to conventional administrative procedures could likewise be resistant to change. A comprehensive strategy is needed to address these issues, one that involves funding safe technology, offering ongoing training, and encouraging an innovative and adaptable culture at public institutions (Akagba et al., 2023; Abiola, 2022; Ategwu et al., 2022; Birabil & Ogeh, 2020). The deployment of virtual assistants in public institutions comes with a number of issues and problems, despite the many advantages. Hence, management needs to provide for her office managers adequate training programs on technological advancement, especially in the area of virtual assistants.

Objectives of the Study

The study aims at assessing the significant relationship between the utilisation of virtual assistants and job efficiency of office managers in public universities, Lagos State, Nigeria. The specific objectives are to:

- i. assess the level of job efficiency of office managers in public universities, Lagos State, Nigeria;
- ii. examine the level of utilisation of virtual assistants of office managers in public universities, Lagos State, Nigeria;
- iii. determine the level of effectiveness of virtual assistants of office managers in public universities, Lagos State, Nigeria;
- iv. establish the significant relationship between the utilisation of virtual assistants and job efficiency of office managers in public universities, Lagos State, Nigeria.

Research Questions

The study provided answers to the following questions:

- What is the level of job efficiency of office managers in public universities, Lagos State, Nigeria?
- What is the level of utilisation of virtual assistants of office managers in public universities, Lagos State, Nigeria?
- What is the level of effectiveness of virtual assistants of office managers in public universities, Lagos State, Nigeria?

Hypotheses

The null hypothesis was tested at 0.05 significance level:

Ho1: There is no significant relationship between the utilisation of virtual assistants and job efficiency of office managers in public universities, Lagos State, Nigeria.

Human Capital Theory

Gary Becker propounded the theory in 1974. The theory focused on the education, training, and skills development of employees to achieve organizational performance through optimizing the available resources to meet the expectations of the management (Eyikorogha & Agullah, 2021). Becker asserted that management investment in employees and personal development of employees are contributing factors to enhance job efficiency and effectiveness of employees at the workplace (Mekuri-Ndimele, 2022). The scholar posits that management should regularly train her employees, especially when new technologies are adopted to enhance service delivery and improve performance.

This theory is related to the discourse because it suggests that employees who are well and adequately trained will gain new skills and keep up with modern office technologies; thus, they will be more efficient on their jobs and perform excellently than others. Therefore, management investment in the provision of virtual assistant software to office managers will help to streamline administrative processes and procedures and enhance office workflow and reduce operational bottlenecks. Since public universities handle various complex issues, the well-equipped office managers with the use of virtual assistants will efficiently manage academic schedules and relieve themselves of stressful tasks to optimise better performance on a daily basis. By management investing in office managers' skills and professional development, the institutions will not only enhance the job efficiency of these office managers but will also boost the overall performance of their institutions.

Task-Technology Fit (TTF) Theory

The theory was introduced by Dale Goodhue and Ron Thompson in 1995. The theory opines that the technological effectiveness is an alignment of the functionality of the available technological tools with the tasks it is intended to support (Olaleye & Adusei, 2022). It evaluates the significant relationship between the adoption of emerging technologies and the administrative tasks. This means the technologies to be adopted by employees must match with the functionality provided by the technology used to perform the task (Robberts, Poll, & Engelbrecht, 2020) and enhance the

exact office personnel's job functions and responsibilities (Campagna & Bhada, 2024). TTF theory asserted that technologies are essential tools to boost performance and support the administrative activities and operations in every office. For instance, virtual assistants can enable office managers to promptly handle routine scheduling, responding to inquiries, and managing large amounts of data; thus, they will enhance office managers' performance in managing university affairs.

TTF theory is related to the study as it suggests that office managers who oversee and manage various office procedures and processes such as scheduling, communication, data management, and document preparation should ensure the technological tools to adopt must match with their job functions and responsibilities; hence, virtual assistants can. For instance, virtual assistants enable office managers to promptly handle routine scheduling, responding to inquiries, and managing large amounts of data and thus enhance office managers' performance in managing university affairs. Office managers must ensure that virtual assistants are well-suited to their specific administrative tasks and job functions in order to boost their job efficiency. It is also essential to note that office managers may maintain their effectiveness and efficiency in their jobs by conducting routine evaluations of the technology's suitability and making modifications in response to evolving needs because change is inevitable. Therefore, it is important to continuously match technologies with the changing responsibilities of office managers so as to preserve and improve job efficiency.

Virtual Assistants and Job Efficiency

The utilisation of virtual assistants during office procedures will not only boost the institution's overall operational efficiency but also enable office managers to carry out their duties more precisely and effectively (Campagna & Bhada, 2024). Job efficiency of office managers is expected to increase dramatically with the use of virtual assistants because the tools help office managers to streamline several office activities and operations and also help them to effectively manage their workload, assistants reduce mistakes and help office managers to finish important activities on time through automated repetitive jobs. such as email management, scheduling and organizing meetings, and creating reminders. Virtual assistants reduce mistakes and help office managers to finish important activities on time through automated repetitive jobs.

Virtual assistants are valuable tools to improve communication and information management in the institutions (Gubareva & Lopes, 2020). These tools make it simpler for office managers, staff members, and students to communicate seamlessly by offering them instant access to tools and information. The data update and accessibility to real-time information to meet deadlines and streamline procedures are facilitated by virtual assistants, which in turn enable office managers to easily react to questions and requests promptly (Almaiah et al., 2022; Usai, 2021). Thus, virtual assistants improve office managers' communication and responsiveness skills. Virtual assistants help office managers prioritize and organize their activities so they can better manage their time and stay away from the dangers of information overload. The capacity to handle information and communicate more effectively is essential to meeting the changing demands of public universities.

Virtual assistants also promote remote work and help office managers in public institutions. Since the emergence of the COVID-19 epidemic, numerous organizations have had to adjust to remote and hybrid work styles. Hence, virtual assistants make remote work easier and faster for office managers by giving them the resources require to carry out their duties efficiently from anywhere without being physically present in their various offices. These artificial intelligence (AI) solutions facilitate virtual cooperation, allow easy access to institutional systems and databases, and guarantee that administrative duties may be done remotely without sacrificing security or efficiency. This flexibility makes public universities more robust and capable of adjusting to new difficulties since it not only improves the work-life balance of office managers but also guarantees the continuation of administrative operations under all conditions. Office managers at public universities will be better prepared to manage an increasingly dynamic and complicated administrative landscape as new technologies advance, thereby enhancing the overall efficacy and performance of their institutions.

Methodology

The study employed a descriptive survey design for a population of three hundred and seventy-three (373) office managers in four (4) public universities in Lagos State. The Taro Yamane formula $[n = N/1 + N(e)^2]$ was used to determine the sample size of one hundred and ninety-three (193), and the stratified random sampling method was used to ascertain the number of respondents in each of the four universities. The data was sourced using a structured e-questionnaire, and the instrument was subjected to a reliability test that produced a Cronbach's Alpha value of 0.717. Out of the expected 193 office managers, 135 completed and submitted the e-questionnaire. The obtained data were analysed using both descriptive [distribution table, frequency, percentage, and mean] and inferential statistics [testing the null hypotheses using Pearson Correlation Analysis at 0.05 significance level].

Table 1: Population and Sample Size Analysis

Institutions	Population	Stratified Method	Sample Size
University of Lagos (UNILAG), Akoka	113	$113/193 \times 100 = 30.3\%$	58
Lagos State University (LASU), Ojo	108	$108/193 \times 100 = 28.9\%$	56
Lagos State University of Science and Technology (LASUSTECH), Ikorodu	64	$64/193 \times 100 = 17.2\%$	33
Lagos State University of Education (LASUED), Oto-Ijanikin	88	$88/193 \times 100 = 23.6\%$	46
Total	373	100	193

Source: Field survey, 2024

The population of office managers in each university was sourced through each of these targeted universities' websites by checking through the numbers of the principal offices, faculties/colleges, departments, and units/directorates. In this study, UNILAG has the highest numbers of office managers (113), representing 30.3%, and 58 were sampled. LASU has 108 office managers,

representing 28.9%, and 56 were sampled. LASUED is next, with 88 office managers representing 23.6%, and 46 were sampled. Finally, LASUSTECH, formerly Lagos State Polytechnic (LASPOTECH), has 64 office managers, representing 17.2%, and 33 were sampled. Out of the expected 193 respondents, feedback was gotten from 135 and their demographic data are illustrated in Table 2.

Table 2: Demographic Data Analysis

	Characteristics	Frequency	Percentage (%)
Gender	Male	16	11.9
	Female	119	88.1
Marital Status	Married	97	71.9
	Single	38	28.1
Age Range	Less than 20 years	6	4.4
	20 – 30	19	14.1
	30 – 40	39	28.9
	41 – 50	54	40.0
	51 years and above	17	12.6
Educational Qualification	NCE/ND	5	3.7
	HND/B.Sc.	111	82.2
	M.Sc./MBA	19	14.1
Years of Service Length	Less than 5 years	19	14.1
	6 – 10	47	34.8
	11 – 15	35	25.9
	16 – 20	21	15.6
	20 years plus	13	9.6
Institutions	University of Lagos (UNILAG)	41	30.4
	Lagos State University (LASU)	34	25.2
	Lagos State University of Science and Technology (LASUSTECH)	27	20.0
	Lagos State University of Education (LASUED)	33	24.4

Source: Field survey, 2024

In Table 2, the demographic data analysis shows that most respondents (119) were female (88.1%) and their male counterparts were 16 representing 11.9%. Most of the respondents (97) were married (71.9%), while 38 of them, representing 28.1%, were single. The age range shows that 40% of the respondents were between 41 and 50 years old, followed by 28.9% aged 30 to 40, with smaller groups in the 20-30 age range (14.1%) and those less than 20 years old (4.4%). The educational qualification shows that 111 respondents held HND/B.Sc. degrees (representing 82.2%), while 19 respondents representing 14.1% had M.Sc./MBA degrees; however, only 3.7% held NCE/ND qualifications. In terms of service length, 34.8% had worked for 6–10 years, followed by 25.9% with 11–15 years of experience. Most of the respondents (41) represented 30.4% from the University of Lagos (UNILAG), followed by 34 respondents from Lagos State University (LASU) representing 25.2%, 33 respondents were from Lagos State University of

Education (LASUED) representing 24.4%, and the least were 27 respondents from Lagos State University of Science and Technology (LASUSTECH) representing 20%.

Results

Table 3: What is the level of job efficiency of office managers in public universities, Lagos State, Nigeria?

S/N	Statements	Mean	StDev	Remark
1	I finish every assigned task on time and effectively meet deadlines.	3.34	0.87	Accepted
2	I regularly produce work that satisfies the high standards set of the university.	3.60	0.49	Accepted
3	I have the ability to successfully multitask and oversee several tasks at once.	2.89	0.94	Accepted
4	I frequently use contemporary office equipment to improve efficiency and streamline my work procedures.	3.05	0.79	Accepted
5	The university provides me with enough assistance to increase my productivity at work.	2.64	1.14	Accepted
Average mean and standard scores		3.10	0.85	

Source: Field survey, 2024

In Table 3 above, most respondents [with the highest mean score of 3.60] affirmed that they have a strong dedication to quality as seen by their consistent production of work that satisfies the high standards required by their institutions. This conclusion is further supported by the office managers' ability to fulfill deadlines, as indicated by a mean of 3.34, which indicates that they are proficient at time management and job completion. The capacity to multitask, on the other hand, has a lower mean score of 2.89, suggesting that although multitasking is acceptable, it can be more difficult for certain managers. The moderately graded utilisation of modern office equipment to increase efficiency (3.05) indicates that office managers are using technology in their job, but not always or consistently. Significantly, the lowest mean score of 2.64 for institutional support indicates that many office managers believe the university does not provide them with enough help to increase productivity. This might be a major obstacle to improving overall work efficiency. The wide range of answers, especially the institutional support standard deviation of 1.14, highlights the disparities in experiences, with some office managers getting sufficient assistance while others do not. Office managers covered in this study are doing a good job of keeping their jobs efficient, but there are several areas that need improvement, such as multitasking and institutional support.

Table 4: What is the level of utilisation of virtual assistants of office managers in public universities, Lagos State, Nigeria?

S/N	Statements	Mean	StDev	Remark
1	My institution supports the use of virtual assistants	3.10	0.83	Accepted
2	I have received adequate training on how to use virtual assistants effectively and efficiently at work.	3.03	0.91	Accepted

3	I have full access to virtual assistants during my daily business routines	3.17	1.00	Accepted
4	I utilised virtual assistants to perform some regular tasks such as email management and scheduling	3.43	0.79	Accepted
5	I result to using traditional techniques when I do not have access to virtual assistants	2.89	1.09	Accepted
Average mean and standard scores		3.12	0.92	

Source: Field survey, 2024

Table 4 shows that office managers at public universities in Lagos State have a generally good perception of the accessibility and use of virtual assistants. With the highest mean [3.43], it is an indication that office managers often use the virtual assistants daily during business operations, especially in the areas of scheduling and managing emails, and they are supported by their management. The mean score of 3.17 confirms that the majority of office managers in this study agreed to have full access to virtual assistants. While some office managers may experience constraints in these areas, others may have access to superior training, assistance, or infrastructure. As proved by the lower mean of 2.89, the dependence on traditional techniques in the absence of virtual assistants revealed that although virtual assistants are incorporated into work routines, there could still be a situation in which they will not be available and office managers will result in finding other alternative means. In all, the findings showed virtual assistants are increasingly being used in office administration; hence, management should continue to guarantee uniform access and sufficient training for all office managers for them to maximize their efficient use for better performance.

Table 5: What is the level of effectiveness of virtual assistants of office managers in public universities, Lagos State, Nigeria?

S/N	Statements	Mean	StDev	Remark
1	My productivity and work completion speed have increased by using virtual assistants.	3.52	0.71	Accepted
2	I can cut down on mistakes in repetitive tasks, such as scheduling and data input, with the use of virtual assistants	3.19	0.97	Accepted
3	I can concentrate on more intricate and strategic tasks as virtual assistants have helped to streamline my administrative procedures and processes.	3.35	0.72	Accepted
4	I am satisfied with how well the virtual assistants enhance my daily routines	3.61	0.57	Accepted
5	My work satisfaction has increased since the virtual assistants I work with are dependable and easy to utilise.	2.73	1.06	
Average mean and standard scores		3.28	0.81	

Source: Field survey, 2024

In Table 5, as proved by the highest mean [3.61], most respondents are very satisfied with how effectively virtual assistants improve their daily routines. This means office managers value virtual assistants in streamlining their work procedures and preventing waste. Judging by the mean score of 3.52 shows that virtual assistants have tremendously increased output and speed at which tasks are completed and helped to manage their time effectively. By the mean score of 3.35, it shows virtual assistants provide the opportunity for office managers to concentrate on more complicated activities resulting from the automation of ordinary duties. It reveals with a much lower mean of 3.19 that errors are reduced repeatedly, and that proves the effectiveness of virtual assistants in reducing errors; even though some improvement is still possible. The lowest mean of 2.73 revealed a range of experiences, which indicates that certain office managers are less happy with the dependability and use of virtual assistants. In most cases, virtual assistants are generally embraced, as proved by the average mean of 3.28 and standard deviation of 0.81; yet, more improvements in their dependability and usefulness may boost their total efficacy.

Hypothesis Testing

Table 6: There is no significant relationship between the utilisation of virtual assistants and job efficiency of office managers in public universities, Lagos State, Nigeria.

Statistics		(Je)	(CTP)
Virtual Assistants Utilisation (VAU)	Pearson Correlation	1	.809**
	Sig. (2-tailed)		.000
	n	135	135
Job Efficiency (JE)	Pearson Correlation	.809**	1
	Sig. (2-tailed)	.000	
	n	135	135

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

Table 6 revealed the outcome of the Pearson Correlation analysis that tested the relationship between virtual assistant utilisation (VAU) and job efficiency (JE) of office managers in public universities in Lagos State. The results show a strong positive correlation ($r = .809$) between VAU and JE, which is statistically significant at the 0.05 level ($p = .000$). This high correlation coefficient indicates that as the level of virtual assistants utilisation improves, the job efficiency of office managers will tremendously improve too. The significance level (p-value) being .000 further reinforces that the relationship observed is not due to random chance. Thus, the null hypothesis is rejected while the alternative is accepted that virtual assistants utilisation has a significant relationship with the job efficiency of office managers in public universities, Lagos State.

Discussion of Findings

RQ1: What is the level of job efficiency of office managers in public universities, Lagos State, Nigeria?

The average mean and standard deviation [3.10; 0.85] of RQ1 indicated that office managers in these four public universities in Lagos State generally exhibit a moderate level of job efficiency. This suggests that, while office managers perform their duties with a reasonable level of competence, there are notable areas that require improvement. Hughes (2024) reaffirmed that consistency in task completion and work quality is consistent with the idea that job efficiency is essential to sustaining organizational success and performance. While office managers are making use of technology, there is still opportunity for improvement, especially in terms of making these tools more broadly available and providing office managers with the training and resources they need to utilize them efficiently. This result is in line with research by Akagba et al. (2023), Abiola (2022), and Ategwu et al. (2022), which emphasize how outdated equipment and inadequate training could reduce productivity in office settings. The result also shows that some office managers do not get enough support to increase productivity, while others acknowledged getting adequate support from their institutions. Office managers will not be able to function effectively as expected with no access to modern technologies and gaining the required competencies to handle these technological tools. Oyewale (2022) emphasised that inadequate institutional support can have a substantial influence on job efficiency. Also in agreement, Roberts et al. (2020) asserted that lack of adequate training can affect the flow of administrative activities and processes. If these identified gaps are closed, office managers' efficiency will be greatly enhanced.

RQ2: What is the level of utilisation of virtual assistants of office managers in public universities, Lagos State, Nigeria?

The average mean and standard deviation [3.12; 0.92] of RQ2 provide insights into the level of utilization of virtual assistants by office managers in public universities in Lagos State, Nigeria. The result revealed that some office managers could have access to the virtual assistants while others could not. In affirmation, Ategwu et al. (2022) and Ogbemudia (2021) claim that while some institutions provide virtual assistants for their staff members, others are not able due to some obstacles such as inadequate funding and poor infrastructure. The result also showed that office managers' ability to do their jobs efficiently could be as a result of insufficient training they receive, and Akagha et al. (2023) acknowledged this fact too. Birabil and Ogeh (2020) observed that certain office managers are compelled to utilize antiquated techniques due to unequal access in certain institutions. The outcome also revealed that as long as staff members can access and utilize virtual assistants to perform regular administrative tasks, productivity will increase and efficiency will be enhanced. Roberts et al. (2020) and Lesi (2020) views are in line with these outcomes. There are still differences in access that are caused by institutional rules and financing (Coccia, 2023). Nudurupati et al. (2021) and Katsarou et al. (2023) also emphasised that filling up infrastructural shortages and enhancing training will increase utilization, job efficiency, and productivity.

RQ3: What is the level of effectiveness of virtual assistants of office managers in public universities, Lagos State, Nigeria?

The average mean and standard deviation [3.28; 0.81] of RQ2 indicated a generally positive perception of the effectiveness of virtual assistants, though there are varying levels of satisfaction

across different functionalities. The result shows that some of the office managers believe the use of virtual assistants can increase their productivity and job efficiency. It is in line with the view of Campagna & Bhada (2024), who point out that automating repetitive work increases efficiency. They increase overall productivity by decreasing physical labour and freeing up managers to concentrate on strategic duties. Although virtual assistants reduce mistakes, Lesi (2020) highlights the need for appropriate training and suggests that variations in experiences might be caused by variations in software quality or training. Additionally, Gubareva & Lopes (2020) emphasize their function in enhancing communication and simplifying procedures.

Hypothesis testing result [$n = 135$, $r = 0.809^{**}$, $p\text{-value} < 0.00$] indicated that virtual assistants positively impact and correlate with job efficiency of office managers in public universities. Consistent with Campagna & Bhada (2024), the results imply that efficient usage of virtual assistants greatly increases job efficiency for office managers by simplifying processes and minimizing mistakes. Virtual assistants improve overall performance by automating repetitive tasks like scheduling and email management and enabling office managers to concentrate on other strategic responsibilities. Gubareva & Lopes (2020) asserted virtual assistants improve information management and communication, which aids office managers in meeting deadlines and completing work more quickly. These results are corroborated by Almaiah et al. (2022) and Usai (2021), who observe that virtual assistants enhance responsiveness and time management. Additionally, virtual assistants promote remote work as it enables office managers to supervise operations from any place without losing efficiency. As noted by Birabil & Ogeh (2020) and Akagba et al. (2023), the results emphasize the necessity of ongoing investment in virtual assistant technology to improve job efficiency and institutional performance. The robust relationship between the utilization of virtual assistants and job efficiency highlights their important roles in promoting office managers' productivity in public institutions.

Conclusion

The study provided more insight on the utilisation of virtual assistants for job efficiency of office managers in public universities, Lagos State, Nigeria. The study discussed the importance of utilising the virtual assistants for job efficiency of office managers in public universities, Lagos State, Nigeria. The results of the study showed that by automating repetitive duties and simplifying administrative tasks, virtual assistants improved office managers' job productivity. According to the survey, office managers would be happier in their jobs as they will have less work to do and be able to complete daily activities on time and with more insight into other routines thanks to the simple accessibility of virtual assistants. Meanwhile, the inability of the management to provide institutional support, adequate training, and easy accessibility to this technology infrastructure can prevent office managers from gaining the required knowledge and acquiring the basic skills of virtual assistants in streamlining their administrative tasks. As a few office managers embrace the use of virtual assistants, some who could not access or use these tools continue to adopt the traditional techniques they have been used to. Virtual assistants, no doubt, enhance office routines, streamline administrative procedures, and optimise productivity at all levels. The overall outcome

revealed that contemporary technology resources are essential tools to boost organisational service delivery, office managers' efficiency and effectiveness, and the overall job performance of the organisation.

Recommendations

Based on the findings and conclusion of this study, it was recommended that:

Management of the institution should:

1. invest adequately in technological infrastructures such as procuring modern technological tools and upgrading the existing ones to ensure office managers have access to these tools
2. adequately train office managers on how well to utilisation these tools to streamline their daily business operations and activities
3. make adequate provision for technical support to prevent any form of technological hitch office managers may encounter while utilising these tools during work hour.
4. ascertain that office managers have access to these technological resources, including robust gear, quick internet, and trustworthy software.
5. promote cooperation between office managers and IT personnel to guarantee that the technical solutions fulfill the real-world requirements.

Office managers should:

6. engage in continuous learning to improve their technology proficiency and make use of virtual assistants for scheduling, document handling, and task management.
7. use virtual assistants to automate everyday professional tasks like email organization, meeting scheduling, and calendar management.
8. acquire troubleshooting skills so as to attend to minimal technological problems from their end.
9. often collaborate with the IT staff on any technical problems they cannot solve.

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ORGANISATION CULTURE AND EMPLOYEES' BEHAVIOUR IN THE POLYTECHNIC, IBADAN

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Abstract

Organizational culture plays a vital role in shaping employee behavior in tertiary institutions, serving as a framework that guides norms and behavioral patterns. However, limited research has explored the influence of organizational culture on employee behavior. This study delves into the organizational culture of The Polytechnic, Ibadan, examining its impact on the behavior of non-teaching staff. The study utilizes a correlational research design, employing stratified and simple random sampling techniques to select 323 respondents from the non-teaching staff population. Data is collected through Likert scale questionnaires, and statistical analyses including chi-square tests and reliability measures are employed. Findings reveal a strong positive correlation ($r = 0.419$, $p < 0.01$) between organizational culture and employee behavior, suggesting that a positive organizational culture is associated with desirable employee behavior. Furthermore, the study identifies specific areas of organizational culture, such as vision alignment, communication practices, and leadership styles, influencing employee behavior. Challenges in organizational culture are highlighted, including discrepancies between organizational values and individual values, communication gaps, and decision-making processes. Recommendations are provided to address these challenges, emphasizing the need for corrective measures, collaborative culture assessment, and training initiatives. In conclusion, the study underscores the significant influence of organizational culture on employee behavior in The Polytechnic, Ibadan. It advocates for proactive measures to enhance organizational culture, promote positive employee behavior, and ultimately contribute to the institution's success.

Keywords: Relationship, Organisation Culture, Employees' Behaviour

Introduction

Organizational culture functions as a meaningful framework through which employees interpret and understand their surroundings. In this capacity, organizational culture acts as a conduit for the organization's impact on an individual's identity and conduct. It accomplishes this by orienting individuals towards specific norms and behavioral patterns, fostering a shared understanding that

enhances predictability in the organizational setting. Despite the importance of organizational culture in shaping employee behavior, only a limited number of studies have explored its influence on behavioral patterns. Culture encompasses aspects within an organization, including artifacts, values, and symbols, that permeate the organizational environment, offering guidelines for employees regarding expectations in their work setting. Assumptions and values play a significant role in organizational culture, contributing to its largely unconscious nature. It can be conceptualized as a system, where inputs from society, professions, laws, stories, heroes, and values on competition or service shape the organizational culture. The process is driven by the organization's assumptions, values, and norms, leading to various outputs or effects such as employee behaviors, technologies, strategies, image, products, services, and appearance.

The Polytechnic, Ibadan, with the mission 'To be a top-class technologically advanced institution through hands-on research and training of future transformative leaders' and the vision emphasizing technological and managerial excellence, research integrity, and hard work, the organizational culture may prioritize technological advancement, hands-on research, and the cultivation of transformative leaders. This resonates with The Polytechnic, Ibadan motto 'Ise Loogun Ise' ('Work is the antidote of wretchedness'), emphasizing the transformative power of diligent work in overcoming challenges.

In essence, the alignment of organizational culture with the visions, missions, and mottos of the institution underscores its commitment to academic excellence, societal relevance, technological advancement, and the holistic development of individuals with sound judgment and a strong work ethic. Kokila and Ramalingam (2015) and Nigussie (2018) explained that employees form the fundamental pillars of an organization, as a result of this, the success and growth of the organization are directly linked to the effectiveness and efficiency of its employees. Employees may utilize culture as a yardstick to discern what is deemed appropriate or unacceptable in an organization, based on prevailing values and standards. Organizational culture exists across businesses of all sizes, providing a framework within which employees can operate individually and collectively within various communication contexts, whether open, closed, or autonomous. Organizations can also reinforce their achievements through acknowledgment (Nigussie, 2018). This study would focus on communication styles, leadership patterns, teamwork and flexible work arrangement which are core observable operational culture in The Polytechnic, Ibadan.

Statement of the Problem

The Polytechnic, Ibadan, known for its innovative contributions to technology, faces specific challenges in providing timely results and other compounded issues. The motivation for this study arises from personal observation of lackadaisical attitude of some staff, poor attention to issues and other defect ethical standards. All these problems of unethical employees' behaviour may be as a result of defects in The Polytechnic, Ibadan organizational culture. Therefore, the identified vacuum underscores the necessity for research that investigates the correlation between organizational culture and employee behavior in The Polytechnic, Ibadan.

Objectives of the Study

The aim of this work is to examine the influence of Organisation Culture on Behaviour of Non-Teaching Staff in The Polytechnic, Ibadan. Other objectives are:

1. To identify the level of employee behaviour in The Polytechnic, Ibadan
2. To identify the organizational culture in operation in The Polytechnic, Ibadan
3. To identify the challenges of Organisation Culture in The Polytechnic, Ibadan

Research Questions

1. What is the level of employee behaviour in The Polytechnic, Ibadan
2. What are the organizational culture practices in The Polytechnic, Ibadan
3. What are the challenges of organisation culture in The Polytechnic, Ibadan
4. What is the influence organization culture on employees' behaviour in The Polytechnic, Ibadan.

Research Hypothesis

1. **H₀₁:** There will be no significant influence of Organizational Culture on Employees' Behaviour
2. **H₀₂:** There will be no area of organizational culture of The Polytechnic, Ibadan that needs modification

Review of Related Literature

Employees' Behaviour

Employee Behaviour refers to the way in which employees respond to specific circumstances or situations in the workplace. While many elements determine an individual's behavior in the workplace, employees are shaped by their culture and by the organization's culture (Sujatha M. et al, 2018). Judge, T. A. et. al (2001) is also of the opinion that employees' behavior is a critical aspect of organizational dynamics, influencing productivity, job satisfaction, and overall workplace effectiveness. Understanding the factors that shape and impact employee behavior is essential for creating a positive and productive work environment.

Employees' behavior refers to how individuals respond to situations in their workplace (Hussain et al., 2018). In various professional settings and workplaces, the tasks assigned to employees or the prevailing conditions can elicit different behaviors. These behaviors, whether positive or negative, are typically formal in nature and can be influenced by job requirements, poor job design, or work conditions. When faced with such situations, employees may exhibit either positive work behaviors, also known as Organizational Citizenship Behavior (OCB), or Counter-Productive Work (CWB) behaviors (Enyina, I. G. et al. 2023).

While research in management has predominantly focused on negative work behaviors, such as CWB, it is recognized that positive work behaviors inherently contribute to organizational

performance (Galperin, 2002). Consequently, this study primarily examines the negative aspect of employee work behavior. Employees' work behaviours could be assessed using absenteeism, disloyalty and embezzlement of public funds (Tiwari, 2014). Dele and Ayodeji (2015) emphasize that absenteeism refers to any failure of an employee to report for or remain at work as scheduled, regardless of the reason (Cascio, 2003). It typically involves a habitual pattern of absence from work duties or obligations. In some cases, employees may exhibit a "no call, no show" behavior, where they fail to show up for work without prior notification, which can be perceived as unprofessional and inconsiderate by employers. Enyina, I. G. et al. (2023) further explained that levels of absenteeism in the workplace may indicate underlying psychological, medical, or social issues affecting employees' ability to fulfill their work obligations. The psychological model, known as the "withdrawal model," suggests that absenteeism reflects individual withdrawal from unsatisfactory working conditions. Moreover, research suggests that absenteeism is generally considered a form of mild workplace deviance.

Concept of Organization Culture

According to Chatman and Eunyong, (2003) and Kerr and Slocum Jr., (2005) "Organizational Culture encompasses a set of commonly held assumptions, values, and beliefs that guide employees in determining acceptable and unacceptable behavior". Organizational culture is also explained by Merin (2023) to be the collective values, beliefs, traditions, procedures, and interpersonal dynamics within a company. It defines the customary practices and unwritten norms, incorporating the implicit rules and anticipated behaviors. The organizational culture is shaped by the mission, vision, and values of the organization, contributing to the overall atmosphere in it. The culture of an organization can be influenced by multiple elements, encompassing its historical background, the personalities of its leaders, and the values and expectations of its workforce. Additionally, external factors like the industry context, company size, and geographical location can play a role in shaping organizational culture.

The Polytechnic, Ibadan culture is laid on the pedestal of their motto: "Ise Loogun Ise" (Work is the antidote of Penury). Hardworking is a one of the emphasized words at The Polytechnic, Ibadan and always encourage her staff to be diligent.

The organizational culture can be discerned by examining its mission statement, addressing fundamental queries like 'who are we?' 'What do we do?' and 'where are we headed?' This process reveals the corporate culture, encompassing the company's philosophy, ethical guidelines, strategic pathway, and ultimate objectives (Hofstede, Hofstede, & Minkov, 2010).

According to Martin (1992), social scientists employ three perspectives—integration, differentiation, and fragmentation—to study organizational culture. The integration perspective views the organization as a unified entity without delving into its subcultures, maintaining consistency in manifestations like office layouts, symbols, and practices while excluding uncertainty. The differentiation perspective, on the other hand, lacks consistency in manifestations, allowing for some degree of ambiguity. In contrast, the fragmentation perspective revolves around ambiguity as its core, exhibiting no clear consistency or inconsistency in manifestations and

showing no distinct focus on sub- or main cultures (Martin, 1992). Merin (2023) highlighted following factors that shape Organization Culture: Leadership, History and Tradition, Industry & Market, Size and Structure, Location, Demographics, Communication

Theoretical Review

Hofstede Model of Organization Culture

The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks.

Hofstede also known as Geert Hofstede proposed that national and regional factors contribute to the culture of the organization and eventually influence the behaviour of employees in the organization. According to Hofstede, there are majorly five factors which influence the culture of the workplace.

Power Distance

In Organization A, power was evenly distributed regardless of one's position. Every individual, irrespective of hierarchy, enjoyed equal benefits and rights. Conversely, in Organization B, superiors received preferential treatment from management, with team leaders bearing more responsibility than team members. The concept of power distance index denotes the variance in organizational culture based on power allocation. Some organizations appoint team leaders or managers responsible for their teams, tasked with maximizing member potential. Conversely, other organizations hold each employee accountable for their performance, without specific leadership roles. Here, employees receive equal treatment and are self-accountable.

Masculinity vs. Feminity

This concept pertains to how male and female values influence organizational culture. Organizations where male dominance prevails may adopt different policies compared to those where females have significant decision-making roles. Male employees might exhibit more assertiveness, while females may demonstrate nurturing qualities. Job responsibilities can also differ based on gender, with females often not assigned tasks requiring late hours or frequent travel.

Individualism

Some organizations emphasize teamwork, where individuals with shared interests collaborate as a cohesive unit. They believe collective idea exchange fosters innovation, promoting healthy relationships among employees who assist one another when needed. Conversely, other organizations prioritize individual efforts over collective work.

Uncertainty Avoidance Index

This index reflects a culture's ability to navigate unexpected situations. It measures employees' tolerance levels in both favorable and unfavorable conditions. Organizations strive to prevent such situations and prepare employees to adapt in various circumstances.

Long-Term Orientation

Certain organizations prioritize long-term relationships with employees. Here, individuals exhibit commitment and endeavor to meet management expectations, fostering strong organizational bonds. Other hand, other organizations prioritize short-term gains, with employees focused on personal gains and leaving for better opportunities without much emphasis on retention or long-term goals. This theory is in alignment with this study because all the factors highlighted by Hofstede are applicable and demonstrated in this study.

Methodology

The researchers use correlational research design. The design will establish relationship between independent variable (Organisation Culture) and Dependent variable (Employees' Behaviour). The researchers also adopted stratified and simple random sampling technique. Stratified sampling technique to categorize non-teaching staff in The Polytechnic, Ibadan according to their cadres (Administrative Officers, Executive Officers, Secretarial Cadre and Clerical Cadre). Simple random is used to select in such a way that each of the member of the stratum would have probability of being selected. Therefore, 323 respondents of 2000 target population were determined using Taro Yamane's formula and were selected as the sample. The study will use questionnaire of 4 scale of Likert (Very High Extent – 4, High Extent -3, Low Extent-2, Very Low Extent -1) to elicit data and then chi-square to investigate and correlation and to delineate the relationships between Organisation Culture on the measured outcomes.

Presentation of Data and Data Analysis

Table 4.1

S/N	Organisation Culture	Mean
1	To what extent does your institution values, mission and vision align with your personal values	3.96
2	How extensively is communication encouraged and practiced in your institution	3.96
3	To what degree does the current leadership style in your institution enhance employee engagement and job satisfaction	
4	To what extent does organizational values impact decision-making processes in your institution	3.97
5	To what extent does the subculture foster collaboration and teamwork among employees in your institution	3.97
6	To what has the motto of your institution influences your life philosophy and service discharge	3.94
7	The task culture of institution influences me towards diligence and sound judgement	3.96
8	To what extent does your Institution Culture give you freedom to innovation and creativity	3.96
9	To what extent does your institution make decisions by keeping in mind the good of the employees and society.	3.96

10	Do you think that there should be an improvement in the culture of your institution in order to enhance the employer employee relationship?	3.96
	Total	3.96
	Employees' Behaviour	
1	To what extent does your tribal/affiliation affect your relationship with your co-workers and students	3.96
2	To what extent do you consistently meet the key performance indicators established for your position	3.97
3	To what extent do you make an effort to ensure the needs of your students are met during your interactions	3.97
4	To what extent do you find joy and fulfillment in the tasks and responsibilities associated with your role	3.97
5	To what extent do you actively contribute to the achievement of the organization's mission and objectives	3.94
6	To what extent do you transfer aggression to your co-staff/students	3.94
7	How often do you proactively engage with students and fellow staff to address their concerns or questions?	3.97
8	To what extent does your job align with your professional interests and career goals?	3.94
9	Organizational culture provides means for understanding the interpersonal relationships among employees in our institution	3.97
10	To what extent would you describe your understanding of your institution culture	3.97
	Total	3.96

Reliability Statistics

Table 4.2 Cronbach Alpha

Cronbach's Alpha	N of Items
.888	20

The table 4.2 above presents the results of Cronbach's alpha reliability analysis, which is a measure of internal consistency reliability for a scale or a set of items within a questionnaire or test. In this case, the Cronbach's alpha coefficient is reported as 0.888, indicating a high level of internal consistency among the items in the scale.

Table 4.3

Descriptive Statistics

	Mean	Std. Deviation	N

Organisation Culture	3.9576	.20100	323
Employees Behaviour	3.9594	.13785	323

Table 4.4

Correlations

		Organisation Culture	Employees Behaviour
Organisation Culture	Pearson Correlation	1	.419**
	Sig. (2-tailed)		.000
	N	323	323
Employees' Behaviour	Pearson Correlation	.419**	1
	Sig. (2-tailed)	.000	
	N	323	323

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

Table 4.4 above shows correlation coefficient of 0.419** indicates that as scores for organizational culture increase, scores for employees' behavior also tend to increase, suggesting a positive association between the two variables.

Table 4.5

Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organisation Culture * Employees' Behaviour	323	100.0%	0	0.0%	323	100.0%

Organisation Culture * Employees' Behaviour Crosstabulation

Table 4.6

Count

		Employees' Behaviour										Total
		3.0	3.1	3.2	3.4	3.5	3.6	3.7	3.8	3.9	4.0	
Organisation Culture	2.2	1	0	0	0	0	0	0	0	0	0	1
	2.4	0	0	0	0	0	0	0	1	0	0	1

2.6	0	0	0	0	0	0	0	2	0	0	2
3.2	0	0	0	0	0	0	0	0	1	0	1
3.3	0	0	0	0	0	0	0	0	5	0	5
3.6	0	0	2	0	0	0	0	0	0	0	2
3.7	0	0	0	0	0	1	1	0	0	0	2
3.8	0	0	0	0	0	3	0	0	0	2	5
3.9	0	0	0	0	0	0	3	0	0	5	8
4.0	0	1	0	3	1	3	5	3	0	280	296
Total	1	1	2	3	1	7	9	6	6	287	323

Organisation Culture * Employees' Behaviour Cross tabulation: This part of the table displays the frequency distribution of organizational culture and employees' behavior. The cells show the count of cases corresponding to different combinations of organizational culture and employees' behavior scores. For example, there was 1 case where the organizational culture score was 2.2 and the employees' behavior score was 3.0. The totals at the end of each row and column provide the sum of cases for each level of organizational culture and employees' behavior.

These tests assess the association between organizational culture and employees' behavior. The **Chi-Square Tests**

Table 4.7

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1285.981 ^a	81	.000
Likelihood Ratio	167.232	81	.000
Linear-by-Linear Association	56.414	1	.000
N of Valid Cases	323		

a. 94 cells (94.0%) have expected count less than 5. The minimum expected count is .00.

Pearson Chi-Square, Likelihood Ratio, and Linear-by-Linear Association tests all produced statistically significant results ($p < 0.001$), indicating a significant association between organizational culture and employees' behavior. However, it's noted that 94 cells (94.0%) had expected counts less than 5, indicating potential issues with the reliability of the chi-square test results

Table 4.8

Symmetric Measures

	Value	Asymptotic Standardized Error ^a	Approximate T ^b	Approximate Significance

Interval by Interval	Pearson's R	.419	.117	8.257	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.602	.074	13.505	.000 ^c
N of Valid Cases		323			

- a. Not assuming the null hypothesis.
- b. Using the asymptotic standard error assuming the null hypothesis.
- c. Based on normal approximation.

Table-4.8 provides measures of association between the two variables. Pearson's R and Spearman Correlation coefficients indicate the strength and direction of the relationship between organizational culture and employees' behavior. Both coefficients suggest a moderate to strong positive correlation between the two variables (Pearson's R = 0.419, Spearman Correlation = 0.602), with p-values indicating statistical significance.

Discussion of Findings

Research Question One: What is the level of employee behaviour in The Polytechnic, Ibadan?

The mean score for employee behavior is 3.9576, indicating that, on average, employees exhibit positive behavior in the organization. Additionally, the standard deviation of 0.20100 suggests that there is relatively little variability in behavior among employees which means some non-academic staff possess unethical behaviour. The correlation coefficient between organizational culture and employee behavior is 0.419, which is statistically significant at the 0.01 level ($p < 0.01$). This indicates a moderate to strong positive correlation between organizational culture and employee behavior. In other words, a positive organizational culture in The Polytechnic, Ibadan is associated with higher levels of desirable employee behaviour.

Research Question Two: What are the organizational culture practices in The Polytechnic, Ibadan?

Organizational cultures could be determined by examining the distribution of scores in the "Organization Culture" variable across the different levels. From the crosstabulation table, we can see the frequencies of each score for organizational culture. The mean score for organizational culture is approximately 3.958, with a standard deviation of 0.201. This indicates that, on average, the organizational culture tends to be around 3.958. meaning that The Polytechnic, Ibadan emphasized the following: Institution vision alignment, communication styles, leadership patterns, teamwork and flexible work arrangement.

Research Question Three: What are the challenges of organisation culture in The Polytechnic, Ibadan

To identify the challenges and specific aspects of organizational culture that may need modification, in-depth examination of the frequencies in the crosstabulation table is done, particularly in the lower scores for organizational culture. Areas with lower frequencies

(Alignment of Vision of the institution with individual employees' vision, communication, and decision making etc. indicate aspects of organizational culture that may require improvement or modification. For example, in the provided table, there are lower frequencies in certain cells corresponding to lower levels of organizational culture (e.g., scores 2.2, 2.4, 2.6), suggesting potential areas for modification or improvement.

Research Question Four: What is the influence of organizational culture on employees' behaviour in The Polytechnic, Ibadan?

The relationship between organizational culture and employees' behavior can be assessed using the chi-square test and symmetric measures provided in the table. The chi-square test results indicate a significant relationship between organizational culture and employees' behavior, with p-values less than 0.05 across all tests (Pearson Chi-Square, Likelihood Ratio, and Linear-by-Linear Association). Additionally, the symmetric measures (Pearson's R and Spearman Correlation) also show positive correlations between organizational culture and employees' behavior. This suggests that as organizational culture scores increase, employees' behavior scores tend to increase as well, indicating a positive relationship between the two variables

Hypotheses Testing

Hypothesis One

There is no relationship between organization and employees' behavior of Non-teaching Staff in the The Polytechnic, Ibadan.

The Pearson Chi-Square value is 1285.981 with 81 degrees of freedom, resulting in a p-value of .000, which is less than the significance level of .05.

The Likelihood Ratio and Linear-by-Linear Association tests also yield p-values of .000.

Since the p-values are less than .05, we reject the null hypothesis. Therefore, there is evidence to suggest that there is a relationship between organizational culture and employees' behavior of Non-teaching Staff in The Polytechnic, Ibadan. This finding is in line with the study of Lunenburg (2011) who investigated the relationship between organizational culture and performance and submitted that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace. It also aligns with the study of Bola-Hassan O. A. (2019) where he conducted a survey on Influence of Organizational Culture on Employees' Performance (Study of Bid Nigeria Limited Opebi, Lagos State) using 158 respondents. His findings revealed that Organizational culture is no doubt an efficacious tool that is very important in an employees' performance.

These findings are also in tandem with the findings of Hai Li et al. (2011) who investigated on the two functions of organizational culture link to organizational productivity, centering on human resource capability as a mediator and environmental uncertainty as a moderator. The study tested the hypotheses with data collected from representatives of 362 firms the average number of employees was 5,430 (SD=16,999) in China. The findings showed that the two functions of organizational culture, that is, internal integration and external adaptation, play a joint effect on employee's productivity or performance. This study also correlated with the findings of

Igberaharh, C. O. (2018) which demonstrated a significant relationship between organizational culture and employee behavior, indicating a high level of influence on behavior within the SMEs in Delta State. Similarly, the study revealed a notable correlation between organizational culture and employee productivity, suggesting a considerable impact on productivity levels within these enterprises.

Hypothesis Two

There are no areas of organizational culture in The Polytechnic, Ibadan that need modification. From the table provided, we observe that there are several cells with low frequencies, especially in the lower organizational culture scores (e.g., 2.2, 2.4, 2.6) and employees' behavior scores (e.g., 3.0, 3.1, 3.2). These low frequencies suggest areas where organizational culture may need improvement.

Therefore, based on the provided data, we reject Hypothesis One. There are indeed areas of organizational culture (Alignment of Vision of the institution with individual employees' vision, communication, inclusive decision making etc.) in The Polytechnic, Ibadan that may need modification, especially in promoting desired employee behaviors. This finding is in line with Noel M. J. (2021) who discovered in his study that employees of the organisation have a feeling that the existing organizational culture is flexible enough and would be helpful but at the same time also want that there should be an improvement in the organizational culture in order to enhance the employer employee relationship. It is also in line with the findings of Awadh and Saad (2013) that there is a need for management that its employees to own and live with organizational culture as this will enable the employee to get familiar with the organizational system.

Recommendation

Based on the findings of this study, following recommendations are made:

1. The management of The Polytechnic, Ibadan should focus holistically on unethical behaviour inculcated by some members of staff and put in place appropriate corrective measures to curb it.
2. The management of The Polytechnic should liaise with the staff to revisit, assess and evaluate their culture (communication styles, leadership patterns, teamwork and flexible work arrangement among others) to create sense of belongingness so as to have a unified culture across sections and departments
3. The management of The Polytechnic, Ibadan should put in appropriate mechanisms such as training and seminar on organization culture, reconciliation of the institution's objectives with the individual staff to some extents, embrace more open communication and democratic leadership styles and most importantly capitalize on strict adherence to the institution's policies by all.

Conclusion

Our study highlights the significance of organizational culture in shaping employees' behavior in The Polytechnic, Ibadan. It was discovered that a positive organizational culture in The

Polytechnic, Ibadan is associated with higher levels of desirable employee behavior. From the analysis it was discovered that as organizational culture scores increase, employees' behavior scores tend to increase as well, indicating a positive relationship between the two variables. Therefore, the study concluded that Organisation Culture has a significant influence on Employees' Behaviour in The Polytechnic, Ibadan.

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Interpersonal Relationship and Job Performance of Office Managers in Selected Banks in Ibadan South-West Local Government Area of Oyo State

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Abstract

This study investigated the interpersonal relationship and job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. Descriptive survey design was adopted for this study and the population consisted of all 53 office managers in banks in Ibadan Southwest local government area of Oyo State. The sample size comprised one hundred and fifty- three (153) using total enumeration technique. Questionnaire was instrument used for data collection. The data was analysed using descriptive statistics of frequency counts, simple percentages, mean and standard deviation while inferential statistics of multiple regression analysis was used to test the hypotheses at 0.05 level of significance. The level of job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State was moderate (2.75). The level of interpersonal relationship of office managers in selected bank was moderate (2.72). There was a significant relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers. There was a significant combined influence of interpersonal relationship (effective communication and team building) on job performance of office managers ($F_{(2, 50)} = 5.885$; $p < 0.05$). It was concluded that good interpersonal relationship influenced job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. It was recommended that bank staff should be given opportunity to express their ideas, opinions and feelings with the management, while they should always be consulted and involved in the decision making of the bank operations as and when due, since these will improve trust between the management and the office managers.

Keywords: Interpersonal relationship, Job performance, Banks, Bankers.

Introduction

Psychologically, interpersonal relationships stand as a cornerstone, where two individuals become intricately interdependent, each influencing the outcomes and experiences of the other. These relationships are dynamic, characterized by a series of interconnected interactions that continuously shape and reshape the bond between individuals. Interpersonal skills are traits needed

to interact and communicate with others. Interpersonal skills address how an individual interacts effectively with other employees within and outside the organization. Interpersonal skills are individuals' abilities that enable them to interact efficiently and effectively with others (Bryce, 2022). Interpersonal relationship facilitates interaction between or among employees within or outside the organization. Interpersonal skills include the ability to share information with others, build strong relationships, seek feedback, recognize the accomplishment of others, listen to the views of others, create an atmosphere of trust, network with professional associates, seek counsel from others, and work well with others. The main goal of human relations skills development is to align workplace relationships with organizational expected goals to establish a favourable work atmosphere and minimize miscommunication while supporting individual and organizational performance (Hartati, 2020). Ineffective human relations skills negatively influence job performance in organizations. Human relation skills are essential for creating and sustaining a pleasant work environment that enhances efficiency at work.

Human relations are the employees' ability to interact with people within and outside the organization for mutual and lasting relationships (Dias, 2012). Human relations employability skills focus on personal and interpersonal skills. Personal skills are soft skills that help an office manager interact with people. An office manager's poor relationship with others (boss, colleagues and customers,) might make a business to fail. Their ability to effectively manage the relationship that exists in an organization determines the level of job performance. Job performance has always been a key factor in determining the success of any organization (Inuwa, 2016). Organizational results and success are heavily reliant on office managers' performance. Office managers' job performance refers to how they execute their roles concerning personal and people relationships. Office managers' job performance involves the ability to meet deadlines, take appropriate action, when necessary, respond to feedback, deal with sensitive issues, gives guidance in support of daily tasks and recognition of good performance and many other indices of job performance. Job performance is the worth and quantity of anticipated efforts put forth by employees to execute a specific task well (Wikipedia, 2022).

One of the key issues that most organizations face nowadays is the need to improve job performance. Performance is a concept commonly defined as the relationship between output and input, which has been practical in diverse circumstances on various levels for over two centuries. The International Labour Organization has defined performance as the ratio connecting the output and input of resources used up in the production process (Kato, 2016).

Globally, job performance has gained the attention of scholars and others all over the world (Cooke, Schuler & Varma, 2020). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. Job performance could be described as achievement of targets of the tasks assigned to employees within particular period of time. Performance is not only related to the action but also involves judgment and evaluation process. Also, performance is the measure of output from input resulting from enhanced welfare packages. It results with the interaction of three types of resources, which are physical, financial, and human it is a measure of how well resources are combined and utilized to accomplish specific

desirable result (Bellor & Godwin, 2017). In other words, job performance refers to a worker's job-related tasks and how successfully those activities are carried out. The success of the bank is dependent on the output of its employees (Riman, Amah & Okocha, 2022). The performance of a bank depends heavily on its employees. The bank becomes productive when it can grow and make better use of the bankers it already has. This translates into better customer service and interaction, which has an impact on all aspects of the business. The performance of a banker in their place of employment is determined by or is the result of a certain mix of that banker's abilities, efforts and opportunities. As a result, banks could devise a set of policies to accomplish this goal (Thevanes & Mangaleswaran, 2018).

This study aims to bridge this gap by examining the interpersonal relationship and job performance of office managers in selected banks in Ibadan South-West Local Government Area of Oyo State. By identifying the key interpersonal relationship skills that contribute to effective job performance, this research will provide valuable insights for office managers, employers, and policymakers seeking to improve organizational outcomes through enhanced interpersonal interactions.

Literature Review

Overview of Job Performance

One of the key issues that most organizations face nowadays is the need to improve job performance. Performance is a concept commonly defined as the relation between output and input, which has been practical in diverse circumstances on various levels for over two centuries. The International Labour Organization has defined performance as the ratio connecting the output and input of resources used up in the production process Kato, (2016). Performance is the total output/total amount of input, which shows the link between the unit of labor input and output. From a business perspective, performance is viewed in terms of individual industries or firms and the extent to which employees apply the performance concept to their jobs, while some see the concept as a measure of the efficiency level achieved in production (Etekpe, 2012). According to an author employee performance is defined as the effective use of people and material resources to achieve an organization's goals (Onuoha, Samuel & Ojo, 2014).

Employee performance is very important for the success of a bank in today's globally competitive market. The ability of an employee in a firm to maximize available resources to produce cost-effective goods or services has many advantages. These involve timeliness, discipline, coordination, analysis, and highly skilled manpower. Employee performance helps banks to grow faster in the market (both local and global) and face cutthroat competition without worrying about failure. It can either build a bank or bring it to its downfall. Employee performance determines the revenues and profits of the organization because profits are the end result of employees' efficiency as well as effectiveness in business policies and processes (Weer & Greenhaus, 2020). A bank can increase its employee performance by enabling suitable changes in its business processes and

policies in order to invest and take advantage of strengths (strong areas) for betterment. The success of a business can be traced to its diligent employees for their excellent performance. There is always a big difference in a firm's profit and output when each employee puts extra effort into their activities. It is necessary for employees to be motivated in order to reach their full potential and maximal level of performance. Banks that recognize and encourage employee performance are more likely to be successful than their counterparts that do not. The firm with the most productive employees will have zero effect of adverse market conditions because they are proactive (Shane, 2017).

Similarly, at the level of employees, performance is seen mainly in relation to accomplished tasks. Authors adopted a very generic definition of performance: "the work accomplished in a given time period with a given set of resources". In addition to assessing the input of effort (time) accumulated in performing the tasks, they further suggested that the resources used in the process must be considered. This way, an employee with X tasks accomplished in Y days and Z resources would be more productive than an employee with X tasks accomplished in Y days and Z+1 resources (Rennecker & Godwin, 2017). Due to the variety of workplace tasks, the ratio of outputs to inputs is often indicated by perceptual measures (Tarafdar, Tu and Ragu-Nathan, 2007). Efficiency is a key component of employee performance that explains the ratio of inputs to outputs. In the conceptual model, efficiency indicated the accomplishment of tasks over a unit of time.

Many studies have focused on one or two ways to measure performance and since many different approaches are taken, it can be challenging to compare the results (Nollman, 2013). Overall, there is a lack of an effective and standardized way to assess performance. Employee performance is based on the amount of time that an employee is physically present at his/ her job, besides the extent to which he/ she is "mentally present" or efficiently working during the presence at the job. should address such issues in order to ensure high worker performance. Performance can be evaluated in terms of the time spent by an employee actively executing the job he or she was hired to do, in order to produce the desired outcomes expected from an employee's job description. Previous literature has clearly discussed the advantages of employee performance which would lead to organizational success (Sharma & Sharma, 2014).

Previous research demonstrated that efficiency was a key component of performance to explain the value gained in the course of using resources. These include effectiveness, training and development, motivation among others. Effectiveness was assessed to ensure tasks accomplished met their pre-set criteria (Vuolle *et al*, 2018). Thus, effectiveness is defined as a comparison of the work completed against pre-set criteria. Worker's performance is typically taken a gander at as far as results. Be that as it may, it can likewise be taken a gander at regarding behaviour. It is expressed that worker's performance is estimated against the performance guidelines set by the corporation. There are various estimates that can be mulled over when estimating performance for instance "efficiency, effectiveness, quality and profitability measures" as quickly clarified in the future. Performance is the capacity to gain benefits reliably over some undefined time frame (Ahuja, 2016). Another measure of employee performance is team integration. Team integration refers to the process of incorporating new or existing employees into a cohesive and productive

team environment. It involves fostering a sense of belonging, establishing effective communication channels, and promoting shared goals and values. Research highlights that successful team integration leads to increased job satisfaction, improved performance, and reduced turnover rates. Effective team integration plays a vital role in organizational success.

When employees are integrated seamlessly into teams, it enhances collaboration, communication, and productivity. Some of the team integration Strategies include; on-boarding and orientation programs which are crucial for integrating new employees into teams. Research suggests that structured on-boarding processes, including socialization activities, goal-setting, and mentorship, positively impact team integration (Farmer, Van Ryne & Kamdar, 2015). By implementing strategies such as on-boarding programs, leadership support, team building activities, and promoting diversity and inclusion, organizations can create a cohesive and collaborative team environment. Overcoming challenges through effective communication, change management, and conflict resolution is essential for successful team integration. Regular evaluation and feedback ensure continuous improvement and sustained integration efforts (Chen, 2018)

Overview of Interpersonal Relationship

Bankers are believed to be one of the organization's crucial resources and as most valuable assets involving the maintenance of a work environment that satisfies each individual and management's needs. Interpersonal relationship is an important aspect in every organization, and it is one of the vital components in human relationship. In today's fast competitive business world, it is very difficult to hire people and retain them for a long period of time. Hence, organizations including the Nigerian banking firms are trying to maintain the workforce and to get the best out of them in that process. Interpersonal relationships is seen as mutual readiness of people to communicate in a certain way, accompanied by emotions (positive or negative) in the context of communication and other shared activities. Interpersonal relationship at work constitutes the day today interaction between co-workers or managers and bankers. These relations are a natural part of work environment and are usually pleasant and creative, but sometime, the source of tension and frustration (Kleptsova & Balabanov, 2016). Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop. Previous studies conducted in interpersonal relationship have indicated that workplace relationships directly affect a worker's ability to work and be productive which also impacts on customer satisfaction (Kleptsova & Balabanov, 2016).

It is opined that interpersonal relationship refers to a strong association among individuals working together in the same organization. Bankers working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for a healthy interpersonal relationship and eventually positive ambience at the workplace. Relationships are necessary for existing systems and are the hub of organizations. It is through relationships that organizations maintain stability (Prachi, 2018). The greater the density of

relationships within the organization, the greater is the impact on organizational efficiency and productivity (Kumar, 2014). The importance of workplace interpersonal relationship in influencing organizational productivity in Nigerian organizations especially deposits money banks cannot be over-emphasized. Research has demonstrated that friendships at work can improve individual banker attitudes to work, job commitment and ultimately impact on the level of productivity. When bankers positively interrelate in an organization, it fosters love and team work, increases level of cooperation, banker morale and motivation, job satisfaction and engagement and overall level of productivity. Remarkably, there are divergent opinions and conceptualizations as to what constitute the dimensions of workplace interpersonal relationship (Omunakwe, Nwinyokpugi & Adiele, 2018).

Conceptual Model

The conceptual model for this study was adapted and modified by the researchers based on extensive reviewing and in-depth search of literature. The conceptual model is anchored on Goal setting theory, social exchange relationship theory, Herzbergs two-factor theory uncertainty reductions theory. Goal setting theory was used to explain employee productivity. The theory affirmed that when goals are well set in the organisation and employees are well-motivated, they tend to work assiduously in achieving such goals for the organisation. Bankers who are well motivated tend to be committed to the organisation and high productivity is ascertained. Social exchange theory was used to anchor interpersonal relationship which is the independent variable. According to the theory, human beings are used to building relationships based on the perceived benefits or advantages that are hoped to be gained. The theory maintained that the peoples resolutions are determined most often by the benefits and costs accrued on them resulting from the actual decisions.

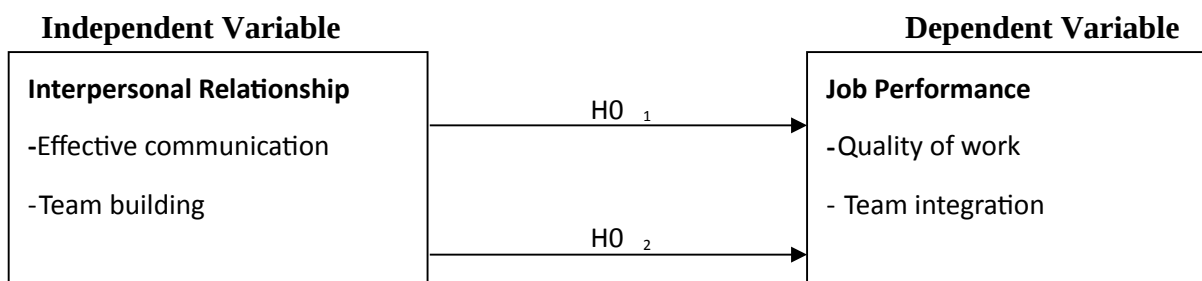


Fig. 2.3 Conceptual model on interpersonal relationship and job performance
Source: Researcher (2023).

It is pertinent to explain the conceptual model adopted for this study so as to ensure a crystal and a precise reading that will lead to a consequent deeper comprehension of the utility of the research under study. Conceptual model is a set of interrelated constructs that present a schematic relationship between the interpersonal relationship and employee productivity. The model

proposed links the interactions between the independent and dependent variables of the study. Interpersonal relationship is the independent variable; while job performance is the dependent variable. Interpersonal relationship is measured by effective communication and team building; while job performance is measured by quality of work and team integration. The conceptual model that this study will be anchored on would be adapted and modified by the researcher based on extensive reviewing and indepth search of literature. The conceptual model is tied on goal setting theory.

Methodology

The research design employed for this study is the descriptive survey. This is considered useful for this study as it aims to accurately and systematically describe a population, or phenomenon (Oguchi & Olayinka, 2021). A descriptive survey is a non-experimental research method and it is perhaps the most widely used method for educational research. Descriptive survey critically examines events, opinions, objects, attitudes, subjects or ideas with the aim of providing accurate information about the phenomena being studied. A descriptive survey is a method used in studying a segment of a population for the purpose of making estimated assertions about the nature of the total population from which the sample has been selected (McCombes, 2019). Descriptive survey research design specifies types and volume of data to be collected, methods of data collections, sampling methods to be used and statistical tools of analysis to be adopted and generalize the findings on the population (Tonja, 2012). The descriptive research design was considered suitable in carrying out the study as it tends to examine interpersonal relationship and job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State.

The population of this study comprised all the 53 office managers in the five selected banks in Ibadan Southwest local government area of Oyo State. This included both male and female who are newly employed and those who have been in the service for years. Table 3.1 shows the total number of banker in the five selected banks in Ibadan Southwest local government area of Oyo State.

Table 3.1: Population of Office Managers in Banks in Ibadan Southwest Local Government

s/n	Name of Banks	Number of Office Managers
1	First Bank of Nigeria Plc.,	13
2	Guaranty Trust Bank Plc	12
3	Access Bank Plc,	11
4	Zenith Bank Plc.,	9
5	United Bank for Africa Plc.,	8
TOTAL		53

Sources: Field Work, 2022

Sample and Sampling Technique

Since the population is moderate in size, the total enumeration approach was used in the study. For this study all the 53 office managers in banks in Ibadan Southwest local government area of Oyo State were used. Since the survey contains all members of the population, one of the main benefits of this method is that it allows the researcher to prevent sampling errors. When the sample population is not too large, the complete enumeration or census method is used, which helps the researcher to conduct a thorough population study, collect data with high precision, and eradicate errors and bias in sampling (Oguchi & Olayinka, 2021). The simple random technique was adopted in this study. Since there is no stratum, then the respondents for the study were randomly selected for the administration of the questionnaire.

Method of Data Collection

An introductory letter was collected from the Head of Department of Information Management, Lead City University, which was addressed to the authorities of the banks where the managers are working by introducing the survey and the researcher. The letter also described the reasons for the survey and soliciting the office managers' help in promptly filling and returning the questionnaire. The promise of anonymity of the respondents and confidentiality of the results was the content of the questionnaire cover page. The office managers were made to know the essence of the study, as the data to be collected from them would only be used for academic purpose. The copies of the questionnaire were administered by the researchers and with the help of two trained research assistants to the office managers in the five banks in Ibadan Southwest local government area of Oyo State that were selected for the study. The office managers were given ample time to complete the questionnaire, after which the completed copies were retrieved and collated for analysis.

Method of Data Analysis

The data collected for this study was analyzed using Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics which included frequency counts and percentages were used to analyse the demographic information of respondents. Frequency counts, percentages, mean and standard deviation was used to analyse data to answer research questions 1-2. For the testing of the null hypotheses, inferential statistics of multiple regression analysis was used at $p < 0.05$ level of significance.

Discussion of Findings

Test of Hypotheses

H0₁: There is no significant relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State.

Table 4.1: Relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.619	2.409		6.484	.000
	Communication	-.437	.220	.298	1.983	.053
	Team building	.832	.243	.515	3.426	.001

a. Dependent Variable: Job performance

Table.1 reveals the significant relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. It was revealed that the most potent measure was team building (Beta = .515, $t = 3.426$, $p < 0.05$) followed by communication (Beta = .298, $t = 1.983$, $p < 0.05$). Interpersonal relationship (effective communication and team building) is a good indices to the prediction of job performance of office managers in selected banks in Ibadan Southwest local government area of Oyo State. It could be inferred that there is a significant relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. Therefore, H_{01} is rejected.

H0₂: There is no significant combined influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State.

Table 4.2a: Combined influence of interpersonal relationship (effective communication and team building) on job performance of office managers

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.158	3.55635

a. Predictors: (Constant), Team building, effective communication

Table 4.2b: Combined influence of interpersonal relationship (effective communication and team building) on job performance of office managers

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	148.866	2	74.433	5.885	.005 ^b
	Residual	632.380	50	12.648		
	Total	781.245	52			

a. Dependent Variable: Job performance

b. Predictors: (Constant), Team building, effective communication

Table 4.2a and 4.2b reveals the significant relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. The result yielded a coefficient of multiple regressions $R = 0.437$ and multiple R-square = 0.191. This suggests that interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State factors combined has positive correlation with job performance accounted for 15.8% ($\text{Adj.}R^2 = .158$) variance in the prediction of job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. The other factors accounting for the remaining variance are beyond the scope of this study. The result from the regression analysis shows that there was a significant combined influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State ($F_{(2, 50)} = 5.885$; $p < 0.05$). Hence, hypothesis two is rejected.

Result of research question one showed that the level of job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State was moderate. This means that level of job performance is good but not satisfactory because more still has to be done by office managers to ensure that their service to customers is at its acme. This moderate level could be as a result of some factors in the organisation such as poor remuneration, unconducive work environment and delay in salary. The finding corroborates a study that examined interpersonal relationships and organizational performance. Thus, to stimulate high organizational and workers performances, cordial interpersonal relationships in the workplace should be encouraged but this should be combined with proven performance drivers (PPDs) emphasised by the EFQM model of Excellence and the balanced score and model. This means performance is a multidisciplinary concept involving highly interrelated processes, activities and management actions (Agba, 2018).

The study also revealed that the level of interpersonal relationship of employees was moderate. The finding also supports a study that examined the role of individual interpersonal relationships on job performance in the South African retail sector using the descriptive survey.

Result from hypothesis one showed that there is a significant relative influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State. This means that good interpersonal relationship among office managers to other employees and customers could foster their job performance.

Result from hypothesis two revealed that there was a significant combined influence of interpersonal relationship (effective communication and team building) on job performance of office managers in selected banks in Ibadan South-west local government area of Oyo State ($F_{(2, 50)} = 5.885$; $p < 0.05$).

Hence, hypothesis two is rejected.

Conclusion

This research has shown that interpersonal relationship within the organization provides the employee with the right atmosphere to communicate and contribute to their own quota to the development of the organization. It also showed that effective communication like employees opinion are valued and appreciated within the organization, team building in organizational work. The study revealed that high quality interpersonal relationship improves the performance of the employee through improved communication, motivation, teamwork, assisting each other aids the improvement in the performance of the employee while destructive relationship within the organization creates friction and unhealthy rivalry within the organization and tends to dampen the performance of the employee instead of improving it. Based on the findings of this study, it was concluded that good interpersonal relationship influenced job performance of office managers in selected banks in Ibadan South-west Local Government Area of Oyo State.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. The management of banks should equally ensure improved effective communication between the management and the entire workforce; the superiors and those who are under them; and co-staff so as not to only minimize clashes or dispute, but to as well reduce any misunderstanding that may arise in the future.
2. All bank staff should be given opportunity to interchange ideas, opinions and feelings with the management, while they should always be consulted and involved in the decision making of the banks as and when due.
3. For continuous sustenance of employee relations practice, and to strengthen this, the management of banks should endeavour to conduct effective training and re-training exercise for the staff on regular basis.

4. Management of banks should adopt the dimensions of interpersonal relationship used for the study (effective communication and team building) as strategies for improving their level of performance.

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**The
Postgraduate
College**



Department of Information Management

Obtain a **Postgraduate
Degree** in the Following
Areas:

- Library and Information Science
- Archive and Records Management
- Office and Information Management
- Information Resource Management - with specialisations in:
 - Business Information Management
 - Information and Communication Technology
 - Knowledge Management

Entry Requirements

- O'Level Results
- Official Transcript
- First/Second Degree Certificate

Career prospects

- Information Systems Manager
- Business Intelligence Analyst
- Cybersecurity Specialist
- Project Manager in IT
- Information Governance Manager
- Data Analyst

Contact Us



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Lead City University, Ibadan

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COME STUDY WITH US

Admission is on

Pre-Degree

Pre-Degree Unit of Lead City University offers a One Year JUPEB Preliminary Courses leading to Direct Entry Admission into 200 Level in Lead City University and other Nigerian & Overseas Universities.

Undergraduate

Faculty of Arts

1. BA

- English
- English & Literary Studies **
- English & French
- French
- Fine Arts
- History & Diplomacy
- Performing Arts, Music & Film Studies **
- Religious & Intercultural Studies
- Yoruba (African Languages)

Faculty of Communication & Info. Sciences

B.Sc

1. Information Resource Management
2. Library and Information Science (B.LIS) **
3. Mass Communication & Media Tech.
 - Public Relations - Journalism
 - Advertising - Media Studies
 - Printing and Publishing
4. Office and Information Management **

Faculty of Education

1. B.Sc (Ed)

- Biology
- Chemistry
- Computer Science
- Mathematics
- Physics

2. BA (Ed)

- English Language

3. B. Ed

- Business Education
- Early Childhood Education
- Economics
- Educational Mgt.
- Educational Mgt. with options in Economics, Accounting, and English Lang.
- Guidance & Counselling
- Kinesiology / Physical and Health Education
- Social Studies

Faculty of Engineering

B Eng.

1. Automobile Engineering
2. Biomedical Engineering
3. Civil Engineering
4. Electrical & Electronics Engineering
5. Mechanical Engineering
6. Mechatronics Engineering
7. Wood Products Engineering

Faculty of Environmental Design & Mgt

B.Sc

1. Architecture
2. Building
3. Estate Management
4. Fine and Applied Arts & Design
5. Geographic Information System
6. Surveying and Geoinformatics
7. Urban and Regional Planning

Faculty of Law

1. Bachelor of Laws (LLB)
2. Law & Diplomacy (BLD)

Faculty of Management & Social Sciences

B.Sc

1. Accounting **
2. Banking & Finance
3. Business Administration **
4. Criminology & Security Studies
5. Economics & Development Studies **
6. Entrepreneurship
7. Industrial Rel. & Human Resource/Personnel Mgt.
8. Marketing
9. Politics & International Relations **
10. Politics & Law
11. Psychology **
12. Public Administration **
13. Social Work
14. Sociology **
15. Tourism & Hospitality Management

Faculty of Natural & Applied Sciences

B.Sc

1. Biochemistry
2. Biology
3. Biotechnology
4. Chemistry
5. Computer & Information Science **
6. Computer Science with Economics **
7. Computer Science with Electronics **
8. Cyber Security
9. Environmental Management & Toxicology
10. Forensic Science
11. Geology
12. Information Systems
13. Information Technology
14. Microbiology and Parasitology
15. Physics
16. Physics with Electronics
17. Science Laboratory Technology
18. Software Engineering

Faculty of Pharmacy

1. Doctor of Pharmacy (Pharm. D.)

College of Medicine & Health Sciences

1. Medicine and Surgery (MBBS)
2. Dentistry (Bachelor of Dental Surgery, BDS)
3. Dental Therapy (BDT)
4. Dental Technology (B.Sc)
5. Nursing (B.NSc.)
6. Physiotherapy (Doctor of Physiotherapy, DPT)
7. Medical Laboratory Science (B.MLS)
8. Radiography (B.RAD)
9. Community Health Sciences (BCHS)
10. Environmental Health Sciences (B.EHS)
11. Health Information Management (B.HIM)
12. Human Anatomy (B.Sc)
13. Human Nutrition & Dietetics (B.Sc)
14. Physiology (B.Sc)
15. Public Health (B.Sc)

NB: Some of the courses are also available on Part-Time and Sandwich (Vacation period) Modes

Post UTME Screening: Monday to Friday 10am - 4pm

★ ★ Also available on Part-time basis

Entry Requirements

The minimum entry requirement for admission into Lead City University is GCE O/L, SSCE, NABTEB, NECO or equivalent credit level pass in five (5) subjects including English Language obtained at not more than two sittings. Those with additional (Direct Entry) qualification such as NCE, UMB, JUPEB, OND, GCE 'A' Level or equivalent professional qualifications etc are to proceed from 200L. Conversion programme (two sessions) for holders of university degrees, HND, ACA, or equivalents are also available. However, candidates awaiting result may apply provided evidence of results would be available before resumption. Candidates who did not choose Lead City University initially in their JAMB application are also eligible to apply.

Mode of Application:

Admission forms can be downloaded from our website: www.lcu.edu.ng or procured from the admissions office on campus, Lead City University, Toll gate Area, Ibadan. Tel: 08153318708, 08153318709, 08061633228 | E-mail: admissions@lcu.edu.ng, registrar@lcu.edu.ng or apply online at admissions.lcu.edu.ng. The forms can also be procured from any of our Liaison offices below:

Lagos Liaison Office: Shop E10, Adeniran Ogunsanya Shopping Mall (Same mall as Shoprite, 1st floor), Surulere, Lagos. | Tel: 07044043322, 01-2912629, 09077422233

Abuja Liaison Office: Suite 308B, The Capital Hub, 272 Ahmadu Bello Way, Abuja Tel: 09123212605

Port Harcourt Liaison Office: 3 East West Road, Rumukwurushili Tanki, Port Harcourt Tel: 08030500006

Signed:
Dr. Oyebola Ayeni - Registrar



COME STUDY WITH US

Applications are invited from qualified candidates for entry into Postgraduate programmes of Lead City University. Applicants shall be graduates of Lead City University or other Nigerian or Overseas Institutions recognized by the Senate of the University.

Postgraduate PGD, Master, MPhil, PhD

1. **Biological Sciences**
 - a). **Biology**
Specialisation:
- Biology
- Cytology and Plant Genetics
- Entomology
- Environmental Biology
- Environmental Biology and Fisheries
- Hydrobiology and Fisheries
- Molecular Biology and Genomics
- Parasitology
- Plant Pathology
 - b). **Environmental Management & Toxicology**
Specialisation:
- Environmental Management
- Environmental Toxicology
 - c). **Microbiology**
Specialisation:
- Environmental Microbiology
- Food Microbiology
- Industrial Microbiology and Biotechnology
- Medical Microbiology
- Microbiology
- Pathogenic Microbiology
2. **Chemical Sciences**
 - a). **Biochemistry**
Specialisation:
- Clinical Biochemistry and Drug Metabolism
- Phytochemistry, Drug Discovery & Dev.
- Nutritional and Industrial Biochemistry
- Molecular Toxicology and Genetics
- Environmental Biochemistry & Toxicology
- Membrane Biochemistry and Biotechnology
- Cancer Research and Molecular Biology
 - b). **Chemistry**
Specialisation:
- Environmental & Analytical Chemistry
- Industrial Chemistry
- Organic Chemistry
3. **College of Medicine**
Human Anatomy (PGD, MSc, PhD)
Specialisation:
- Gross Anatomy
- Biological Anthropology
- Embryology
- Entrepreneurial Anatomy
- Histology and Cell Biology
Human Nutrition & Dietetics (PGD, MSc, MPhil/PhD, PhD)
Human Physiology (PGD, MSc, PhD)
Medical Laboratory Science (PGD, MSc, MPhil/PhD, PhD)
Public Health
Specialisation:
- Biostatistics
- Environmental Health Sciences
- Epidemiology
- Health Education & Promotion
- Health Information Management
- Health Policy & Management
- Maternal & Child Health
- Occupational & Environmental Health
- Preventive Medicine & Primary Care
- Public Health
- Public Health Nutrition
- Sexual & Reproductive Health
4. **Computer Science**
- Computer Science (PGD, Prof. Master, MSc, PhD)
- Computer & Information Science (Prof. Master, MSc, PhD)
- Cybersecurity (PGD, Prof. Master, MSc, PhD)
- Information Systems (PGD)
- Information Technology (PGD, Prof. Master, MSc, PhD)
- Software Engineering (PGD, Prof. Master, MSc, PhD)
5. **Economics and Development Studies**
 - a). **Economics**
 - b). **Education - Postgraduate Diploma in Education (PGDE)**
 - c). **Education (Arts & Social Science) (MEd, MPhil, MPhil/PhD, PhD)**
Specialisation:
- Early Childhood Education
- Economics
- Education Management
6. **English Education**
- English Education
- Guidance & Counselling
- Measurement & Evaluation
- Social Studies Education
- School Administration (Professional Master)
7. **Education (Science) (MSc Ed, MPhil, MPhil/PhD, PhD)**
- Biology Education
- Chemistry Education
- Computer Science Education
- Mathematics Education
- Physics Education
8. **English & Literary Studies (MA, MPhil, MPhil/PhD, PhD)**
9. **Engineering and Technology (PGD, MEng, MPhil/PhD, PhD)**
- Civil Engineering
- Electrical and Electronics Engineering
- Mechanical Engineering
10. **Environmental Design & Management**
 - a). **Academic Master (MSc, MPhil, PhD)**
- Architecture (MSc, MPhil, PhD)
- Built Environment (MPhil, PhD)
- Environmental Management (PGD, MSc, MPhil, PhD)
- Environmental Governance and Sustainable Development (Msc, MPhil, PhD)
- Estate Management (PGD, MSc, MPhil, PhD)
- Facility Management (MSc, MPhil, PhD)
- Land Administration and Development (MSc, MPhil, PhD)
- Geographic Information System (PGD, MSc, PhD)
- Surveying and Geoinformatics (PGD, MSc, MPhil, PhD)
- Urban and Regional Planning (Msc)
 - b). **Professional Master**
- Property Development (M.POM)
- Real Estate Marketing & Auctioneering (M.RMA)
- Facility Management (M.FM)
11. **Kinesiology, Sports Science & Health Education**
- Exercise Physiology
- Health Education
- Sociology & Psychology of Sports
- Sports Administration
12. **Information Management**
- Library and Information Science
- Office and Information Management
- Archives and Records Management
- Information Resources Management
Specialisation:
- Business Information Management
- Information and Communication Technology
- Knowledge Management
13. **Law**
- Law (LLM, MPhil and PhD)
- Law & Diplomacy (MLD)
14. **Management & Accounting (PGD, MSc, MPhil, MPhil/PhD, PhD)**
- Accounting
- Business Administration
- Corporate Communication Mgt.
- Entrepreneurship
- Finance
- Human Resource Management
- Industrial Relations & Personnel Management
- Insurance & Risk Mgt.
- International Business
- Marketing
- Multidisciplinary Master of Business
- Taxation
- Tourism, Event & Hospitality Management (PGD, MSc, PhD)
15. **Administration (MBA)**
- Procurement & Supply Chain Management
- Production & Operations Management
16. **Mass Communication & Media Tech.**
 - a). **Postgraduate Diploma (PGD)**
 - b). **Academic (MSc, MPhil, PhD)**
- Broadcasting
- Development Comm. Studies
- Film & Multimedia Studies
- Information and Media Studies
- Journalism & Media Studies
- Mass Communication
- Public Relations & Advertising
- Publishing
 - c). **Professional (MMC)**
- Broadcasting
- Development Comm. Studies
- Film & Multimedia Studies
- Information and Media Studies
- Journalism & Media Studies
- Public Relations & Advertising
- Publishing
17. **Performing Arts & Film Studies**
18. **Physics**
- Solid Earth Physics (Geophysics)
- Radiation & Health Physics
- Nuclear Physics
- Solid State Physics
- Ionospheric, Space & Radio Propagation Research
- Theoretical Physics
- Physics with Electronics
19. **Nursing Science (MA, MPhil, MPhil/PhD, PhD)**
Specialisation:
- Adult Health/Medical-Surgical Nursing
- Community Health/Public Health Nursing
- Maternal and Child Health Nursing
- Mental/Psychiatric Health Nursing
20. **Politics & International Relations**
- Corporate Governance
- Diplomatic Studies
- Governance & Public Sector Mgt.
- Hospital Administration
- Intergovernmental Relations
- International Law & Diplomacy
- International Politics & Diplomacy
- International Relations (MPhil)
- International Relations (Msc)
- Law, Politics and Gender Studies
- Local Government Administration
- Peace & Conflict Studies
- Political Communication
- Political Philosophy
- Political Science
- Public Administration (MPA)
- Public Administration (DPA)
- Philosophy, Health and Hospital Administration (PhD, HHA)
- Strategic & War Studies
21. **Radiography and Radiation Sciences**
 - a). **Radiography - Postgraduate Diploma (PGD)**
Specialisation: (MSc, MPhil, MPhil/PhD, PhD)
- Film Reporting & Radiological Anatomy
- Medical and Radiation Physics
- Medical Imaging
- Radiation and Environmental Protection
- Radiological Education
- Radiological Health Management
- Radiotherapy
22. **Religious and Intercultural Studies**
Specialisation:
- African Ancestral Studies
- African Traditional Religion
- Biblical Studies Old and New Testament
- Philosophy of Religions
- Church History
- Comparative Study of Religions
- Christian Theology
23. **Sociology, Psychology, Criminology, & Social Work**
- Clinical Psychology
- Criminology & Security Studies
- Developmental Sociology
- Environmental Psychology
- Gender Sociology
- Industrial Psychology
- Intercultural Leadership & Administration
- Intercultural Studies
- Medical Sociology
- Personality & Social Psychology
- Psychology
- Social Work
- Sociology (PGD, MSc, MPhil, MPhil/PhD, PhD)
24. **Degrees combined with Professional Qualifications**
- MBA/ACT/ACIB
- MSc. Accounting/ACT/ACIB
- MSc. Business Admin. /ACIB
- MSc. Finance/ACT/ACIB
- MSc. Taxation/ACT

Mode of Application:

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Postgraduate College: 08153318763

Signed:
Dr. Oyebola Ayeni - Registrar

2/10/2023