

Records Management and Job Performance of Non-Academic Staff in Osun State Tertiary Institutions

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ABSTRACT

This study investigated the influence of records management on job performance of Non-academic staff in Osun State Tertiary Institution. The study adopted a descriptive and cross-sectional survey design. The population of the study was 2,861 non-academic staff of Osun State tertiary institutions. The sample size for this study was 338 non-academic staff of the institutions. The sample size was determined by Krejcie and Morgan sampling technique. The study adopted a structured questionnaire. Validity of the instrument was done by the supervisor and other experts in the field. The reliability test of the questionnaire yielded Cronbach's Alpha value of 0.710. 338 questionnaires was administered and 252 was recovered which represent 75% response rate. Data were analysed using frequency counts and percentages to answer research questions and hypotheses were tested using correlation statistics of SPSS package at 0.05 level of significance. The study found significant correlation ($R=0.657, p<0.05$) between records management and job performance of non-academic staff. This study concluded that RM significantly influences JP of non-academic staff. The study recommended that the management of the institutions should consistently invest more on modern office equipment to enhance job performance of the non-academic staff.

Keywords: Records Management, Job Performance, Tertiary Institutions

Introduction

Job performance refers to an organization's real outcome or results as measured against its stated goals and objectives. It is the overall expected value of an arrangement of discrete behavioural episodes carried out by an individual over a given time period (Motowidlo, 2003). The relevance of work performance can be seen in the formation of value for an institution's employees, which may be equal to or greater than the expected value by those who provide the assets, allowing the organization to continue to exist. Individual job performance is essential for both institutions and individuals. Job performance is defined as the Behaviours displayed or something done by an employee. It is worth noting that individual job performance is sometimes linked to work habits that are important for accomplishing institutional goals and are controlled by the respective job holder.

Performance management in the workplace has become a crucial indicator of job performance because of this everyday awareness. Job performance is measured in a variety of ways. First and foremost, as a means of achieving an objective or a series of objectives within a profession, function, or institute, rather than as the actual outcomes of job actions (Conway & Huffcutt, 2017). Organizations have long strived to improve their productivity and efficiency in order to achieve higher levels of performance. For a corporation to attain high levels of performance progress, it must have a happy workforce. Worker satisfaction motivates employees to put up a greater effort in their employment, resulting in their working harder and better. As a result, in order to maintain the company's well-being, every organization strives to create a happy workforce. Individual employee efficiency and effectiveness, on the other hand, are vital to the overall effectiveness of the company. As a result, every corporation places a premium on individual employee performance in order to achieve high organizational productivity.

Job performance refers to the total expected value derived from employees' actions during a specified time period. Non-academic staff of tertiary institutions in Osun state are not creative in executing their job and this has resulted in decline in job performance.

Motivation is a set of energetic focus that originates both within as well as beyond an employee's being to initiate work-related behaviour. As a non-academic staff or administrative, it's important to understand how long it takes one to complete specific tasks, and if there are any roadblocks or distractions along the way that you could devise another method to overcome it. In a case where employees are creative and motivated to work, it will be easy for such employee to use all available innovative and creative methods to arrive at a positive result so as to be productive while working with time. This is lacking among non-academic staff of tertiary institutions in Osun state.

Literature Review

Theory and Hypotheses Development

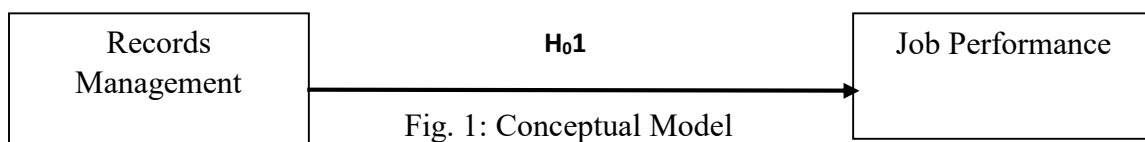
The Ability Motivation Opportunity model arose out of a long-running scientific debate between industrial psychologists, who believe that hiring and training determine performance, and social psychologists, who acknowledge that motivation is required to achieve performance (Gaby, *et al.* 2018). Vroom's works contain the seeds of Ability Motivation Opportunity, since he believes that performance is a role of both strength and motivation (Zhao, *et al.* 2019). This strategy, on the other hand, ignores the impact of the external environment and focuses only on internal (individual) characteristics. The opportunity component was introduced to this model by a scholar,

who took into account working circumstances, equipment, resources, leader Behaviours, processes, and time. Individual performance, according to these authors, is a result of capacity (C, i.e. talents), willingness (W, i.e. motivation), and opportunity (O) (Cortez, *et al.* 2015). Suppose we suppose that $P = f$, all three factors are required for performance (P) ($O \times C \times W$). Furthermore, a low level of these dimensions would have a significant, detrimental impact on individual performance. Bailey offered the Ability Motivation Opportunity framework for eleven (11) years after Blumberg and Pringle's work was published, and Applebaum later urbanized it.

More recently, a researcher argued that tertiary institutions should focus on investing in modern office equipment, which will eventually lead to improved capability and ease of workers job while producing opportunities by giving them the required sovereignty, tools, and authority to make decisions (Bigliardi, 2013). According to a researcher, these three steps aid in translating employee innovation and creative thinking into improved job performance (Antokonis, *et al.* 2013). There are also different perspectives on non-academic employee handling of office equipment in enhancing their record keeping and cycling process.

A scholar proposed the ability-motivation-opportunity (AMO) hypothesis, which focuses on assisting in selecting human resource management methods that enhance organizational performance. Worker capabilities (i.e. variety, employment, and training), incentive (for example, performance-related pay), and opportunities to act must all be consciously shaped via the use of novel record management procedures (emphasizing teamwork or suggestion systems) (Fayol, 1949). Human resource practices that improve employees' knowledge, ability, and skill levels are intended at helping employees to execute their jobs properly (Schermerhorn, 2015). This study therefore tested the following hypothesis.

H₀₁: Records management will have no significant impact on the job performance of Osun State tertiary institution non-academic staff.



Record Management and Job Performance

According to the findings of a study on the investigation of records organization and administrative performance in a polytechnic in Nigeria, records management in the institution is complete, as there are records management plans and manuals in place that are used. This necessitates proper record-keeping procedures (Wang, *et al.* 2019). Another study on Student Records Maintenance at Koforidua Polytechnic observed that there is no such policy regulating the management of

student records. Polytechnics lack the mandate and direction for creating, using, and preserving records in the absence of such a policy (Child, 2016).

Empirical studies have found that an enriched and motivating job design allows employees to use a variety of skills and talents to complete tasks, to associate or identify them closely with the study concluded, to feel empowered in performing the job due to job autonomy, and to receive adequate feedback from the job completed. In other words, enriched and complex employment is linked to good attitudes. This status determines the incumbents' job performance. When taken collectively, job factors are thought to have a considerable and favourable impact on employee performance (David, 2014). Self and supervisory ratings linked moderately ($r = 0.35$), as were self and peer ratings ($r = 0.36$), but correlations between the peer and supervisory ratings were more significant ($r = 0.62$), according to another meta-analytic review (Dervin, 1992). When comparing the dependability of peer and supervisor ratings, researchers discovered that various supervisors' judgements of the same people have a stronger correlation than different peers' ratings of the same individual (Englewood & Drucker, 2000). The effect of the dimension (e.g., technical knowledge, integrity, and leadership) and rating source (e.g., peer, self, and supervisor) and the degree of measurement equivalence across sources are investigated.

According to the findings, the influence of the underlying performance factor appears to be equivalent across different rating sources (Engel *et al.* 2016). As a result, the conclusion was reached that ratings from various sources are comparable to some extent. There is, however, no perfect convergence of ratings across sources, and it is unclear whether this is due to systematic or random error components (Govindarajan, 2018). According to research on the impact of contextual performance on managerial evaluations, manager ratings should include contextual performance ratings in addition to task performance ratings, and the effects of contextual performance on organizational performance and success are at least as significant as task performance (Graham, 1971). Because it is not always possible to measure numerous performance dimensions in practice, it is helpful to know whether job performance assessments are based on a single aspect. The researchers used a meta-analytic methodology to investigate this question, and their findings imply that there is one significant general factor (Grover, *et al.* 2017).

Most institutions are constantly implementing integrated records management to improve decision-making and service delivery quality. It is also widely acknowledged that a lack of records management capacity is at the root of many complicated university issues (Haeckel, 2018). The basic objective of records management, according to a scholar, is to support the free movement of records across an organization, ensuring that information is available quickly where and when it is required (Hair, *et al.* 2017). This function necessitates the implementation of an efficient and effective records management program. The records manager benefits the firm by assisting users in performing their tasks more effectively and efficiently. A researcher referred to an organization's record management as both a "corporate hidden weapon" and a "winning strategy" that gives it a competitive advantage. Despite this, few businesses, including colleges, pay attention to corporate resource management (Hambrick & Mason, 2015). According to Holzner & Marx, J. (2017), competent records management aids universities in managing information, efficiently fulfilling their mandate, protecting themselves from litigation, preserving corporate memory, and fostering accountability and good governance. In order to improve the efficacy and efficiency of universities in carrying out their missions, the information included in university records must be managed in

an orderly manner. Almost all universities, when describing their objectives, emphasize their commitment to academic quality, research innovation, and critical engagement with society.

Methodology

This study used descriptive and cross-sectional survey research to examine a subset of the population at a specific point in time and analyse the impact of records management on the job performance of non-academic employees in Osun State's tertiary institutions. The design's benefit is its resilience in terms of data distribution; it's simple to compute the detailed information gathered from the test; it's utilized in studies where parametric assumptions can't be met, and its flexibility in the data processing. More so, researchers consider cross-sectional survey design ideal since it is cheaper and require less time compared to a longitudinal study (Hoppe, Van & Coenen, 2018).

The population of this study is made up of 2,861 non-academic staff from Osun State tertiary institutions, including Osun State University, Osun State Polytechnics, Ire, Osun State College of Education, Ila-Orangun, and Osun State School of Nursing and Midwifery. The respondents are these tertiary institutions' registrars, administrative officers, secretaries, admission officers, receptionists, and bursars involved in record administration. The rationale for this is to be able to obtain the required input to fulfil the objective of this research.

Table 1: Population of the Study

S/N	Name of Institution	Number in each Institution
1.	Osun State University	856
2.	Osun State Polytechnics, Ire	715
3.	Osun State College of Education	790
4.	Osun State School of Nursing and Midwifery	500
	Total	2861

The sample size for this study includes 338 people, all of whom are non-academic personnel from higher institutions in Osun State, Nigeria. The Stratified sampling approach was found to be valuable by this researcher because it is adaptable, cost-effective, and enables the researcher to split the general population into smaller groups or sample frames from which primary data may be gathered, analysed, and conclusions derived. A structured questionnaire in accordance with existent research was prepared and utilized as the instrument of data collection.

Data Estimation Technique

To test null hypothesis one, multiple linear regression analysis was used. In the analysis, the values of job performance were regressed on the values of records management sub-variables. The data for records management (independent variable) was generated by summing responses of all variable items respectively while that of job performance of non-academic employees (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 2a-c.

Tables 2a-c: Summary of Regression Analysis for the Influence of Record Management on Job Performance of Osun State Tertiary Institution Non-Academic Employees

a. Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.657 ^a	.431	.424	.31955		
a. Predictors: (Constant), Effectiveness, Efficiency, Storage Security of Record						
b. ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.196	3	6.399	62.664	.000 ^b
	Residual	25.323	248	.102		
	Total	44.519	251			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Effectiveness, Efficiency, Storage & Security of Record						

c. Coefficients^a

Model		Unstandardised Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	.987	.167			5.917	.000
	Storage Security of Record	.151	.051	.183		2.962	.003
	Efficiency	.316	.053	.360		5.978	.000
	Effectiveness	.222	.050	.252		4.422	.000

a. Dependent Variable: Job Performance

Source: Field Survey Data (2022)

From the results in Table 2a, records management has strong positive and statistically significant relationship with the job performance of non-academic employees in Osun State tertiary institutions. (R = 0.657). The coefficient of determination (Adj. R²) of 0.424 shows that records management explain 42.4% of the changes in job performance of non-academic employees in Osun State tertiary institutions, while the remaining 57.6% variation in job performance of non-academic employee is explained by external factors other than those examined. Table 2b presents the results of ANOVA (overall model significance) of regression test which revealed that records management has a significant influence on job performance of non-academic employees in Osun State tertiary institutions. This can be explained by the F-value (62.664) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that records management system in use in Osun State tertiary institutions significantly influenced the job performance of non-academic employees working therein.

Furthermore, the results of regression coefficients in table 2c, revealed that at 95% confidence level, a unit change in Storage and Security of Record will lead to a 0.151 increase in the job performance of non-academic employees in Osun State tertiary institutions, given that all other factors are held constant. Also, a unit change in Efficiency will lead to 0.316 increases in the job performance of non-academic employees in Osun State tertiary institutions, given that all other factors are held constant. Lastly, a unit change in Effectiveness will lead to 0.222 increases in the job performance of non-academic employees in Osun State tertiary institutions, given that all other factors are held constant.

Given the record management sub-variables examined, record management efficiency has the highest relative influence (Beta=0.316). In second position is record management effectiveness training (Beta=0.222) and followed by Storage and Security of Record (Beta=0.151). All the relative influence was positive and statistically significant at probability values less than 0.05. On the strength of this result (Adj. $R^2 = 0.424$, $F(3,248) = 62.664$, $p = 0.000$), this study rejects the null hypothesis one (H_01) which states that records management will have no significant impact on the job performance of Osun State tertiary institution non-academic employees.

Discussion

The findings of hypothesis one posited that records management system in use in Osun State tertiary institutions significantly influenced the job performance of non-academic employees working therein. Prior empirical studies backed up the conclusions of hypothesis one. For example, the outcomes of a study conducted on the analysis of records management and organizational performance in a polytechnic in Nigeria revealed that records management in the institution is thorough, as there are records management policies and manuals in place. This necessitates proper record-keeping procedures. The findings of another study on Student Records Maintenance at Koforidua Polytechnic found that there is no such policy regulating the management of student records. Polytechnics lack the mandate and direction for the creation, use, and preservation of records in the absence of such a policy (Omeluzor & Oyovwe-Tinuoye, 2016).

Empirical studies have found that an enriched and motivating job design allows employees to use a variety of skills and talents to complete tasks, to associate or identify them closely with the task completed, to feel empowered in performing the job due to job autonomy, and to receive adequate feedback from the job completed. In other words, enriched and complex employment is linked to good attitudes. The incumbents' job performance is determined by this status. When taken collectively, job qualities are thought to have a large and beneficial impact on employee performance (Oyedokun *et al.*, 2018).

Another meta-analytic study found that self and supervisory evaluations were marginally connected ($r = 0.35$) as were self and peer ratings ($r = 0.36$), but that peer and supervisory ratings were significantly correlated ($r = 0.62$) (Safahieh & Asemi, 2012). When comparing the reliability of peer and supervisor ratings, researchers discovered that various supervisors' judgement of the same individual have a stronger correlation than different peers' ratings of the same individual (Seena & Pillai, 2015). The effect of the performance dimension (e.g., technical knowledge, integrity, and leadership) and rating source (e.g., peer, self, and supervisor), as well as the degree of measurement equivalence across sources, are being investigated.

Conclusion

The influence of the underlying performance factor appears to be equivalent across different rating sources. As a result, the conclusion was reached that ratings from various sources are comparable to some extent. There is, however, no perfect convergence of ratings across sources, and it is unclear whether this is due to systematic or random error components (Siddiq, Scherer & Tondeur, 2017). According to research on the impact of contextual performance on managerial evaluations, manager ratings should include contextual performance ratings in addition to task performance ratings, and the effects of contextual performance on organizational performance and success are at least as great as task performance (Talab & Tajafari, 2012). Because it is not always possible to measure numerous performance dimensions in practice, it is useful to know if job performance assessments are based on a single aspect. The researchers used a meta-analytic methodology to investigate this question, and their findings imply that there is one significant universal factor (Bourgeois, 2017).

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