Electronic Record Management and Office Manager's Job Effectiveness in State Universities of South West, Nigeria

IKUENOMORE Olubusayo Mosunmola

Tai Solarin University of Education, Ijagun, Ijebu Ode, Ogun state, Nigeria

ABSTRACT

Job effectiveness of office managers involves the ability to meet deadlines, take appropriate action, when necessary, and 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 outcome. However, it is worthy of note that office managers of State Universities in South West, Nigeria have been battling with problems of poor record management due to manual method of records management practices. This prompted this study to investigate Electronic Records Management influencing job effectiveness of office managers in State Universities in South West, Nigeria. The study adopted a descriptive and cross-sectional survey design. The population of the study was 276 office managers in State Universities in South West, Nigeria while the sample size of the study was 162 which was determined with Krejcie and Morgan Sample Size Determination Table. 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 was 0.904 Cronbach Alpha coefficient. 162 copies of questionnaires were administered and 162 was recovered which represent 100% response rate. Data were analyzed using descriptive and inferential statistics. Findings revealed that the electronic records management have positive and significant influence on job effectiveness of office managers in State Universities in South West, Nigeria (Adj R^2) of 0.138, (R = 0.405, p=0.000). This study concluded that Electronic Records Management influence job effectiveness of office managers in State Universities in South West, Nigeria. The study recommended that the management of the institutions should consistently provide investment in modern technological equipment for office managers to implement electronic record management to eventually enhance their effectiveness.

Keywords: Electronic Record Management, Office Manager's Job Effectiveness

INTRODUCTION

Job effectiveness of office managers involves the ability to meet deadlines, take appropriate action, when necessary, and 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 outcome. The ability to effectively manage the workflow and the relationship that exists in organizations is a parameter for measuring office managers' job effectiveness. The fast growing and developing world of technology has introduced a lot of change to the roles and functions of the office managers. The type of machines, equipment and other gadgets that were used to produce, duplicate and manage records has undergone a great transformation. It is not an exaggeration to say that the success of any contemporary organization depends largely on the office manager whose role though supportive but critical to the achievement of organizational goals and objectives (James, 2022).

The role of an office manager is crucial to the life and progress of any tertiary institution hence the need for some technological and human backing from the workplace. The introduction of modern machines such as printer, fax, pen drive, cell phones, photocopier, telex, internet and programmes has lessened the onerous tasks for the modern office managers to manage records electronically. The job effective of office managers depends upon the available office equipment, knowledge and skills. The skill level and functioning of the traditional office managers involve greater physical and mental ability. The introduction of modern technologies and programmes has lessened the onerous tasks of the modern office managers, ranging from the production,

reproduction, storage and retrieval of records among others (Odu, 2019). These requisite knowledge and skills make the position of the office managers rather challenging.

Better service could be delivered by office managers through proper record management practices which ensures that information is electronically accessible and routinely destroyed or archived when it is no longer needed, allowing universities 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 job effectiveness in the formation, upkeep, usage, and discarding of records during their life cycle. In the practice of records management in universities, certain documents are retained for much longer periods and, keeping or discarding these records is a question to the organization (James, 2022). 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, it is disposed. Records storage space is important in a tertiary institution such as universities because each document/records has its own value especially students' files. 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 (Osakede, 2017). As regards retention schedule and record management, there is need for proper guidelines for electronic archival and disposal.

Electronic records management program is designed to improve efficacy and budget in the administration of documents by incorporating the components of records management practices electronically, such as a proper filing system. 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 to be used for records management 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 office managers to make an inventory of the data processing and to have an overview of what office managers 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 research has been done with emphasizes on record management of office managers in Universities in South West, Nigeria as reported in (Link, 2009). This therefore create a gap in record management literature hence, this study examined the influence of electronic record management on office managers' job effectiveness in South West State Universities, Nigeria.

Statement of the Problem

Office managers of state universities in South West, Nigeria are involved in records management practices by processing of student's admission, students' results, and maintenance of staff information. They also take detailed study of financial incentive programmes of the institutions. When office managers' job effectiveness are ensured, records will be electronically processed, stored, retrieved and disseminated and archived appropriately without loss of student or staff records. Preliminary investigation, close observation and literature review indicated that the job of office managers in state universities in Southwest, Nigeria is not effective due to poor record processing, inability to disseminate records as and when due and poor record retrieval. Perhaps it would not be an overstatement to say that ineffective job among office managers are common to the different levels of the education sector. This therefore becomes an issue of great concern to government, parents, students, individuals and organizations. In the past, frantic efforts to improve the situation in many institutions of learning through the introduction of computers and internet services as well as development of database management system do not seem to have helped the situation much because the records management practices seem to be still conventionally paper-based and manual in operation; this and recruitment of unprofessional persons as office managers has rendered job ineffective among office managers. Information relating to the activities carried out at the different campuses seems not to be readily available when required.

It appears as if the practices for managing record in state universities in South West, Nigeria are lagging; and this could have adverse effects on the effectiveness of record management and reputation of the institutions. This prompted this study to fill in the gap to provide information on electronic record management as a factor that could be influencing office manager's job effectiveness in South West State Universities, Nigeria.

Objectives of the Study

The objectives of the study were:

1. identify the level of office managers' job effectiveness of State Universities in South West, Nigeria.
2. identify the level of electronic record management among office managers of State Universities in South West, Nigeria.
3. ascertain the influence of electronic record management practices on office managers' job effectiveness of State Universities in South West, Nigeria.

Research Questions

In order to achieve the aim and objectives of the study the following research questions guided the study.

1. What is the level of office managers' job effectiveness in state universities in South West, Nigeria?

2. What is the level of electronic records management among office managers in state universities in South West, Nigeria?

Hypothesis

The following were the research hypotheses that were tested:

H_01: There is significant influence of electronic record management on office managers' job effectiveness in State Universities in South West, Nigeria.
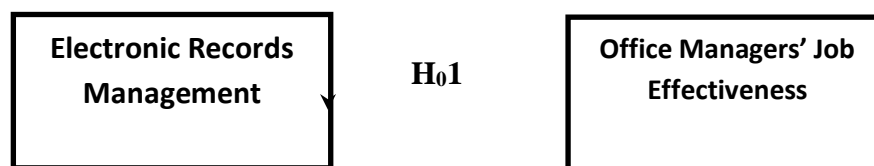

Figure 2.1 Conceptual Model Framework Illustrating the Influence of Electronic Records Management on Office Managers' Job Effectiveness in State Universities in South West, Nigeria.

Source: Researcher's Conceptual Framework, 2025

LITERATURE REVIEW

Office Managers' Job Effectiveness

The office manager is described by The Online Business Dictionary (2021) as an employee of a business or organization whose duties typically include allocating physical resources such as office space and supplies, scheduling internal events, overseeing operational staff such as accountants, technicians, and administrative personnel, and other details necessary to run an office in any industry or field. Office managers, also called administrative service managers, are business professionals who are responsible for a diverse set of administrative tasks. Whether calculating payroll or hiring new employees, office managers must perform their duties with decisiveness and accuracy for a business to perform well. Chigamik Community Health Centre (2023) describes the office manager as "an employee responsible for organizing and coordinating office operations and procedures in order to ensure organizational effectiveness and efficiency. The Office Manager reports to the Executive Director and has strong people skills, manages a wide variety of administrative and

clerical tasks, and proficient with computers and the use of Microsoft Office software, including Word, Excel, PowerPoint and Publisher. The Office Managers' job is to implement academic institution strategy in the most efficient way. Their duties include creating an effective working environment, administrating the work process, making sure it is compliant with organization's requirements, leading people and reporting to the highest level of management (Zhang, 2018).

Office managers' job effectiveness involves the ability to meet deadlines, take appropriate action, when necessary, and respond to feedback, deal with sensitive issues, gives guidance in support of daily tasks and recognition of good job effectiveness. According to Roth (2022), the ability to effectively manage the workflow and the relationship that exists in organizations is a parameter for measuring office managers' job effectiveness. No employee operates or performs assigned tasks alone; he/she needs the support of other employees while maintaining good work relationships with them. To achieve effective job for better job performance, office managers must respect the views of others and recognize their contributions. Job effectiveness is the worth and quantity of anticipated efforts put forth by employees to execute a specific task well (Wikipedia, 2022). Job effectiveness is a measure that determines whether or not an office manager is performing effectively at the workplace. It refers to the measure of job results and their predefined targets. Job effectiveness is critical in every organization since pleased employees will work better to increase their organization's performance and overall productivity in the long term. The office manager must be observed and assessed at all times because employees' job effectiveness are influenced by their abilities, leadership style, working conditions, incentive, training and development, personal and interpersonal skills and so on. Job effectiveness encompasses employees' behaviour, talents, skills, proficiency and technical know-how (Inayat & Khan, 2021). With office managers identified skills and competencies such as punctuality, meeting deadlines, giving clear guidance, and taking action promptly, employers assign duties and responsibilities to office managers where they would effectively demonstrate their skills, potential, talent and competencies to achieve high performance and also meet the organizational goals.

Electronic Record Management

Records management has to do with everything involving how records are controlled right from when they are created down to when they are finally disposed of. It involves how records are created, received, maintained, used and finally disposed of. It is very important for the success of any business organization. When we say a record, we are simply referring to a document that involves business transaction which has to be documented. This may be letters, memoranda, reports etc. that exist both in the paper form and electronic form. Records in paper form may be physically saved in cabinets, boxes or other means while records in digital form may be saved using electronic storage devices or cloud (Lyman, 2024). Many academic institutions have records that are confidential. Records management improves the security of those records. Many records management systems feature security protocols that protect these sensitive documents. This adds a measure of accountability for employees, ensuring that documents are handled as they should be. Records security covers the tools and processes that organizations use to protect records. This includes policy settings that prevent unauthorized people from accessing business or personal information. Ambira, Kemoni & Ngulube (2019) carried out a study and found that security of records ensures that records are protected from unauthorized activities, including inspection, modification, recording and any disruption or destruction. The consequences of security incidents include theft of private information, data tampering and data deletion. Security is one step in records management plan, but one of the most important. The creation and utilization of records in educational institutions including polytechnics in Edo State are some of the key factors that contribute to the strengthening of quality service delivery in such institutions. Reliable and timely information leads to effective management policies and planning. This improves the general records management of a country thus serving as a vital element for the overall growth and development of the institutions in managing and improving quality service delivery.

The role of Information and Communication Technologies (ICTs) in improving the general management of information cannot be downplayed. This is affirmed by the ability of ICTs to capture, store, retrieve, analyze and transmit large volumes of information across various locations. The adoption of ICTs in records management has not only been crowed generally as eminent in improving the reliability and effectiveness of records, but it has also been gloated for strengthening service delivery through its various tailor-made

innovative applications and programmes such as the electronic records (Yusuf, 2024). Records management has gone through series of advancements for a long time now as a result of the adoption of ICT. This has improved the way tasks are performed in organizations. Electronic Records Management (ERM) has become mandatory for government agencies in applying electronic records in administration to encourage E-government. Most organizations have huge allocation for ICT development. Mismanagement of records seems to be the main problem caused by poor records-keeping and lack of attention. Not all government departments possess electronic records management policy; some electronic records are far from complete, clear or easy to access. Many organizations are carrying out electronic records management without any policy in place (Umi & Zawiyah, 2019). There is a low support for records management that has led to a lack of training, tools and guidelines for all staff, as well as poor integration of records management and Information Technology (IT) disciplines.

Electronic Records Management and Office Managers' Job Effectiveness

There is no universally accepted definition of the term "electronic records management". This is an indication that the discipline of records management is dynamic. Electronic records management is the discipline and organizational function of managing records to meet operational business needs, accountability requirements and community expectations electronically with the aid of modern technological equipment. Electronic 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 electronic 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 with modern technological equipment. 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.

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 study, determines librarians' desire to use ICT.

Theoretical Framework

Theory of Job Effectiveness

McGregor (1960) advanced three ideas of job effectiveness. First, all managers have a theory of human work motivation. He noted, though, that whether a manager could explicate his/her theory was unimportant, because a manager's theory (attitudes) could be inferred from enacted work behaviors. Thus, managerial work behaviors (or practices) ultimately reflect a manager's fundamental assumptions about people which McGregor (1960) referred to as a cosmology. Second, McGregor (1960) asserted that there were two diametrically different views about the nature of people at work, which he called Theory X and Theory Y labels deliberately chosen to be unlike any prior concepts or theories. According to McGregor (1960), the more pessimistic view of human nature; Theory X which he claimed was the predominant perspective in the 1950s, was based on three assumptions: (a) people are naturally lazy and try to avoid work whenever possible; (b) people are inherently irresponsible and, thus, it is necessary to closely monitor work behavior; and (c) most workers have little to contribute intellectually to the operation of an enterprise. This latter incapacity necessitates providing detailed instructions and reducing the scope of work to match the limited abilities of "hired hands." McGregor (1960) argued that a more positive view of human nature was generally more accurate: (a) people can find work enjoyable, and under suitable conditions, experience motivation and fulfillment; (b) people are not inherently irresponsible; rather they are capable of self-direction and self-control; and (c) people have the potential to make important intellectual contributions to the work they perform. Based on McGregor's (1960) theorizing, managers possessing Y-type managerial X/Y attitudes will enact more Y-type managerial behaviors. More specifically, managers with a positive view of human nature will act in accordance with these beliefs, and will show higher levels of Y-type behaviors, providing higher levels of encouragement, delegation, autonomy, responsibility, and more general rather than close supervision. Per McGregor's (1960) cosmology, managers with more Y-type attitudes would enact behaviors which reflect these fundamental assumptions.

McGregor's (1960) third assertion was the most powerful one. In essence, he argued that a manager's cosmology (i.e., assumptions about people at work) was potentially a self-fulfilling prophecy. Thus, the manager who adopted practices consistent with Theory X would find that employees had little motivation or interest in the work performed caring only about their (typically meager) paychecks. The manager would then turn to a colleague and complain that "you cannot get good help nowadays" completely unaware that the lamented low level of employee motivation was engineered by the manager him/herself. This supreme irony made Theory X/Y intriguing, if not compelling. If a manager's cosmology is positive and rooted in assumptions that employees can enjoy work and make meaningful contributions, then employees would fulfill these assumptions.

Frank Upward Theory of Record Life Cycle Theory

Records, according to the Records Life Cycle Model, are analogous to biological organisms in that they are born, live, and die, and records are produced, upheld, and recycled for as long as they have on-going worth before being destroyed or archived. Because of the qualities of the records Life Cycle model, it is more valuable and suitable for businesses dealing with paper records management. Researchers have shown that the life cycle model is unsuitable for companies or studies involving electronic records administration. The records continuum hypothesis was created as a result of perceived flaws in the records life cycle theory. An Australian archival theorist, established and popularized the records continuum theory in the 1980s and 1990s in Australia (Frank, 1997).

Records are viewed as a continuous process in the continuum theory, from creation through disposition, with no apparent delineation between record phases. The records continuum approach combines records directors and archivists in an incorporated record management context with the same purpose in mind: to ensure the trustworthiness, genuineness, and entirety of records. The life cycle hypothesis is in opposition to a records continuum perspective. The Life Cycle idea asserts that record-keeping has multiple stages and distinguishes between current and historical records. In order word, the record continuum has given records directors and archivists a framework for considering how to integrate record-keeping and archiving activities. Except for the

'selected ones,' which are revived as records, records in the life cycle hypothesis move through stages until they inevitably 'die. Information life cycle stages have been established by other authors has shown in the figure below which described an example of life cycle of records from creation till disposition or death. The introduction of current technology appliances and technologies such as computers, video, audiotape, and film has simplified and made the act of records administration more efficient in recent years. These devices can handle massive volumes of data and have solved the previous bottlenecks that have plagued record-keeping procedures, allowing record establishment, processing, organization, and recovery to happen at light speed. Regardless of these improvements, most government establishments, including State Universities in South West, Nigeria, continue to employ paper record storage.
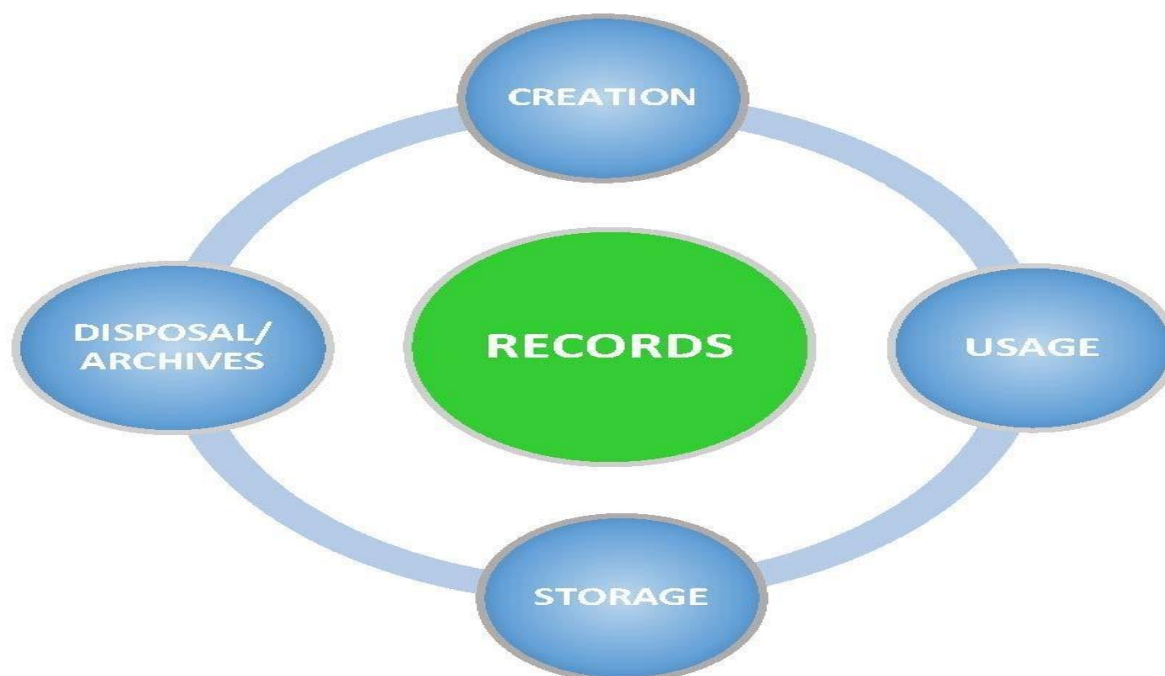

Figure 2.2: Records Life Cycle model by Frank Upward

Methodology

This study adopted a cross-sectional survey research design was used. 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 Electronic Records Management Office Managers' Job Effectiveness of State Universities in South West, Nigeria.

The population of this study consists of all the 276 Office Managers of the eight State Universities in South West, Nigeria: These are Ladoke Akintola, University of Technology, Ogbomosho (51), Osun State University, Osogbo (30), Lagos State University (39), Lagos State University of Science and Technology (33), Adekunle Ajasin University (29), Emmanuel Alayande University of Education (33), Ondo State Medical University (27) and Ekiti State University (34). The data collected for the study were analyzed using Statistical Package for Social Sciences (SPSS), version 29. The hypothesis in the study was tested at level of 0.05 significance.

Table 1: Table for determining sample size of a known population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	**280**	**162**	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341

20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie and Morgan (1970) Sample Size Determination Table

The sample of the study is 162 as shown on Krejcie and Morgan Sample Size Determination Table (Table) above. Hence, the 162 questionnaires were administered to the respondents.

Result of Test of Hypothesis

The only null hypothesis which states that there will be no significant influence of electronic records management on office managers' job effectiveness in State Universities in South West, Nigeria was tested using multiple regression analysis. In the analysis, the values of office managers' job effectiveness were regressed on the values of electronic records management. The data for electronic records management (independent variable) was generated by summing responses of all variable items respectively while that of office managers' job effectiveness in State Universities in South West, Nigeria (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables2a-c.

Table 2a: Model Summary of the Influence of Electronic Records Management on Office Managers' Job Effectiveness of State Universities in South West, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.405	0.164	0.138	0.31861

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.134	5	0.627	6.174	0.000b

Residual	15.937	157	0.102		
Total	19.071	162			

a. Dependent Variable: Office Managers' Job Effectiveness
b. Predictors: (Constant), Electronic Record Management

Coefficientsa

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	2.129	0.298		7.153	0
Electronic Record Management	0.027	0.063	0.036	0.435	0.664

a. Dependent Variable: Office Managers' Job Effectiveness

Source: Field Survey, 2024

Dependent Variable: Office Managers' Job Effectiveness

Table 2 presents the results of multiple regression analysis for the influence of electronic records management on office managers' job effectiveness of State Universities in South West, Nigeria. Table 2a 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, Electronic records management have positive relationship with office managers' job effectiveness of State Universities in South West, Nigeria (R = 0.405, p=0.000). The Adjusted coefficient of determination (Adj R^2) of 0.138 shows that electronic records management explained 13.8% of the variation in office managers' job effectiveness of State Universities in South West, Nigeria under study while the remaining 86.2% changes in job effectiveness is explained by other exogenous variable different from electronic records management. This result suggests that electronic records management influence 13.8% of office managers' job effectiveness of State Universities in South West, Nigeria.

DISCUSSION OF FINDINGS

The results of the hypothesis suggest that electronic records management significantly influenced office managers' job effectiveness of State Universities in South West, Nigeria. The connection between electronic records management and job effectiveness had been made earlier in the empirical study carried out in collaboration with the British Library Research and Development Department in 1995. This study set out to determine whether there was a correlation between electronic records management and office managers' job effectiveness (Curry and Moore, 2003). This result is in correlation with previous empirical studies, for instance; 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

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CONCLUSION

The research concluded that electronic records management influence office managers' job effectiveness of State Universities in South West, Nigeria. Accordingly, data gathered from the office managers in the investigated institutions revealed that, there is need to enhance office managers' job effectiveness which is critical because it is key to better academic activities that would increase other staff productivity to satisfy customers/clients, retains academics and eventually attain overall academic success. Proper electronic records management also helps in proper records recycling and recalling which ease their jobs and enhance their effectiveness.

RECOMMENDATIONS

The study recommended that management of the State Universities in South West, Nigeria need to make modern technological equipment more available to support the services of office managers on records management for effective and efficiency delivery of their services and particularly invest more on information communication technologies (ICT) to ensure an all-round innovative service on record collection, record processing, record storage, record delivery and archival.

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