

Records Management Practices as Correlates of Job Performance of Registry Staff in some selected Tertiary Institutions in Oyo State, Nigeria

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Abstract

Job performance is important in achieving any institution's goals and objectives. Registry staff are faced with several challenge that hinder proper record management practices. The overall goal of this paper was to look into Record Management Practices as a predictor of Registry Staff Job Performance in Selected Tertiary Institutions in Oyo State, Nigeria. The study covered three oldest tertiary institutions in Oyo State. The study was conducted using a survey research design. The study's population consisted of 1800 registry employees. Using Krejcie and Morgan's sample size calculation, the sample size was determined to be 317. The questionnaire was utilized as a research tool, which was validated by professionals in the field of study. To evaluate the reliability of the research instrument, a pilot study was undertaken and the Cronbach's alpha reliability test was used to evaluate the data collected. The data acquired through the questionnaire was examined using the SPSS package's frequency distribution and basic correlation analysis. The major findings for the hypothesis revealed there is a significant relationship between record management practices and job performance of registry staff in tertiary institutions in Oyo State ($r=.357$, $n=313$ $p=0.000$ or < 0.05). The null hypothesis was rejected, and the alternative hypothesis was accepted. According to the findings of the research, job performance is critical to achieving the goals and objectives of any institution committed to maintaining high standards of records management practices. It was recommended amongst others that the management of tertiary institutions in Oyo State should upgrade facilities in the registry.

Keywords: Job Performance, Registry Staff, Records Management Practices

Introduction

Job 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 *et al.*, 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 organization 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 time period (Udomisor & Haruna 2010). Job performance refers to how a person executes his or her roles, tasks, and obligations in relation to a specific job. (Hose, 2012).. According to Bullock (2013), Job performance can be viewed in three aspects based on outcomes,

behavior, and personal characteristics. Additional research found a range of job performance characteristics, from general to specialized, as well as quantitative and qualitative aspects. Recent research has backed this up by defining job performance in terms of outcomes and behavior, which are easier to quantify and monitor than personal characteristics (Madukaoma, 2012).

Educational institutions serve as data generating and record-keeping hubs. Institutional record management practices included planning for the schools' information needs, implementing rules and regulations for record keeping. Records serve as an organization's recollection, they are an institution's resources that are generated, produced, utilized, stored, and recovered, and can be retained or destroyed. Any documented information or data in any physical format or media that an organization develops or receives throughout the course of its official business and preserves as evidence of policies, decisions, processes, functions, activities, and transactions is referred to as a record. In the primary, secondary, and tertiary phases, records allow a person to view what he or she has stored in the past, present, and future for easy retrieval and usage. (Atulomah, 2011). According to Audu (2014), the value of records, particularly to tertiary institutions is numerous. In Tertiary Institutions, good records management is the foundation for future planning. It helps the institution to benefit from their previous experiences and accurate records. Records management allows institutions to be responsible to their customers (Ibrahim, 2014). Records must be completed and made available when needed; but, if records are not kept properly, they will not provide the necessary support, and vital information may be lost, causing further destruction to the institution. Furthermore, records that have been mismanaged or are incomplete are deceptive, making employee performance difficult. (Popoola, 2017).

Tertiary institutions generate a large amount of records, both paper and electronic, with student records constituting the majority of these records. (Banerjee, 2015). In order to ensure that the records management system runs smoothly, Asuquo and Kalu, (2015) pointed that, it is critical that records are collected, utilized, and archived in a systematic manner to protect their integrity. This may be possible if registry staff is up to date on global technological trends. Registry staff needs records management skill to produce professional and quality documents (Bake, 2015). The registry department is a critical component of any system because it is in charge of creating and maintaining student records (manual and electronic). The registry is in charge of important activities including admitting new students, confirming results, maintaining archive reports, generating and distributing transcripts, conserving course forms, preparing graduate academic records, issuing certificates, notifying or stating outcomes, and so on. Registry employees are responsible for recording, keeping, and managing these records in accordance with best record-keeping procedures.

Educational institutions serve as general data generation and record-keeping centers. Preliminary investigation revealed that records becoming irretrievable when needed has become a recurring issue, particularly in Nigerian tertiary institutions, the reasons for this are difficult to comprehend. It was observed in tertiary institutions in Oyo State that student's records are sometimes poorly

stored, misplaced and irretrievable and this may be as a result of staff lackadaisical attitude to work, poor communication which affects their job performance. Previous studies established that tertiary institutions lack well established record management policy for records management practices. There is also the perception that some of the facilities needed for records management practices are unavailable for use by the registry staff in tertiary institutions in Oyo State and that registry staff face challenging situations such as training, inadequate funding, inadequate storage space, epileptic power supply and lack of ICT infrastructure to perform their job which may ultimately affect their job performance and the if not addressed may have a undesirable outcome on Records Management Practices in Tertiary Institutions. The objectives of the study are to:

1. Examine the level of job performance of registry staff in tertiary institutions in Oyo State
2. Examine records management practices in tertiary institutions in Oyo State.
3. Ascertain the availability of facilities for use in records management in the registries of tertiary institutions in Oyo State.
4. Identify the challenges faced by registry staff in their job performance in tertiary institutions in Oyo State.
5. Determine the relationship between records management practices and job performance of registry staff in tertiary institutions of Oyo State.

Research Questions

To guide this study, the following research questions were developed:

1. What is the level of job performance of registry staff in tertiary institutions in Oyo State?
2. What are the records management practices used in the registries of tertiary institutions in Oyo State?
3. What are the facilities available for records management in tertiary institution registries?
4. What are the challenges that registry staff face in their job performance in Oyo state tertiary institutions?

Hypothesis

H₀: There is no significant relationship between records management practice and job performance of registry staff in tertiary institutions in Oyo State.

Review of Related Literature

Concept of Job Performance

Tertiary institutions are rapidly changing as new innovations emerge. This transformation is attributed to people's dedication to achieving the goals and objectives for which their institutions were established. High job performance is always a top priority for any organization. As a result, organizations have a major impact on the people working for them, and some of these impacts are reflected in how people feel about their jobs. Job performance is a labor industry word that refers

to an individual's entire expected value to an organization based on discrete actions performed over a particular timeframe (Rowe and Heywood, 2012). Job performance is described as an employee's capacity to execute successfully in a job requirement that he possesses and understands, as well as the job performance criterion that he is required to meet. Based on these definitions, it was concluded that performance is defined by judgmental and evaluating procedures, rather than by the activity itself; hence, job performance is directed toward organizational goals that are relevant to the job. (Nagim, 2018). In order to attain their objectives, organizations hire qualified employees to carry out their day-to-day functions. Their ability to accomplish these tasks at a high level determines the overall performance of the organization and its continued survival to a large extent. In light of this, it is the management's responsibility in providing the essential facilities and environment for its staff to perform well on the job. Job performance is a crucial factor that deserves more attention because of the critical impact it plays in organizational results and success.

Concept of Records Management Practices

The technique of controlling, managing, and utilizing records in an organization is known as records management. It begins with the creation of the record and ends with the disposition of the record, encompassing the entire life-cycle of the record. Collecting, categorizing, prioritizing, storing, safeguarding, archiving, maintaining, retrieving, tracking, and destroying documents are all tasks that must be completed. This simply means that records management practices as listed above ought to be observed for an effective records management in an establishment. As a result, the Records Management Policy Framework places overall responsibility for the management of records generated by institutions' operations on the heads of institutions, schools, other units, and commercial functions within the institutions (Okoli and Onuigbo, 2014). In order to succeed in adhering to records management practices in institutional registries, Records management policies should be in place to act as a guide for personnel, as well as a records classification system to expedite sound retrieval and disposal of records, and training of records managers to equip them with the necessary skills to carry out their duties efficiently. In general, Organizations should create and retain records of any issues can affect more than one party, as well as identify and document every process that generates records, according to records management theory and practice researchers (Allison, 2017). This is what motivates tertiary institutions to create and maintain records so that designated users from within and outside the institution can access them when needed. The information obtained from these created records assists the institution in making quality and efficient decisions. Records management practices in tertiary institutions are critical for all record keepers (e.g., registry staff) and, when well maintained, will aid in the achievement of the institution's goals and objectives.

Theoretical Framework

The life circle theory has been widely accepted as a viable conceptual framework for managing records, particularly in paper management. According to this theory, records can only live once at each stage of their lives. It now clearly shows who is responsible for record management at each level. This theory divides records into three stages: (1) generation or receiving (born or adopted); (2) usage and preservation (that is, they exist actively); and (3) elimination or transfer to an archival institution (they die) (they are reincarnated). Because registries at tertiary institutions generate, use/maintain (actively and inactively), destroy or transfer records to archival collections, the life circle of records is relevant to this study. Frank Upward presented a paradigm-shifting variant of the records continuum model. It has four axes and four dimensions. The four dimensions are generate, acquire, organize, and pluralize, whereas the four axes are identification, transactional, recordkeeping, and evidential. Digital records are not the same as paper-based records in that they are not tangible objects. Because records rely on technology, the content is susceptible to transformation and conversion. The continuum model appears to be the most effective concept for handling digital records. The records continuum model is important for electronic records that are susceptible to transformation and conversion.

Campbell's work, which depicted job performance as a criterion at the individual basis, is one of the most widely accepted theories of job performance. That is, performance is an individual's behavior and something that is done by a single person. Results/outcomes are not the same as performance. The aftereffects of an individual's execution/performance are called results (Campbell, 1990). Campbell's idea of job performance has several critical components that help clarify what performance entails. To begin, according to Campbell, performance is defined as conduct and the worker is the one who completes the task and this differs from the outcomes. When describing a performance as behavior, Campbell allows for some exceptions, he emphasizes that performance does not have to be a directly visible actions of an individual that it can include mental creations such as responses or options. Whatever the case may be, performance should be under the person's control, regardless of whether the fascination is psychological or behavioral. The next important aspect of job performance is that it must be geared toward achieving corporate objectives that are significant to the job. As a result, it excludes tasks in which extra effort is expended to achieve secondary objectives, as a result, job performance can be considered as a multifaceted construct that encompasses a variety of behaviors. This concept is relevant to this research because the performance of tertiary institution registry staff is objective based, with a focus on fulfilling the institution's key goals, which include guaranteeing the accurate management of students' data.

Methodology

This study, which is also a correlation study, used a survey research design method. This is due to the fact that it is thought to be the most appropriate since it is a non-experimental descriptive study that might be useful when a researcher wishes to collect data on phenomena that cannot be studied, such as thoughts on records and information management procedures. The population of the study comprises of all registry staff in the three tertiary institutions under study which is 1800. The Registry staff are made up of Deputy Registrars, Assistant Registrars, Administrative staff, Secretaries and other categories of staff who manage students' records in the registry. Three hundred and seventeen (317) registry staff were based on Krejcie and Morgan's method of establishing sample size, a total population of 1800 was used to generate the sample size, which states that when a population is 1800, the required sample size is 317. For this study, it was decided to employ a proportionate stratified sampling strategy to select three categories of tertiary institutions in Oyo State. These are the University of Ibadan, The Polytechnic, Ibadan, and Emmanuel Alayande College of Education in Oyo. This was done to guarantee that the study used a representative sample of the population. To collect data from respondents, a structured questionnaire was used. The study used a four-point Likert-type scale, which allowed the researcher to list options (Strongly Agree (SA) – 4 points, Agree (A) – 3 points, Disagree (D) – 2 points, and Strongly Disagree (SD) – 1 point). Three hundred and seventeen questionnaires were distributed, four unreturned indicating 1%, and three hundred and thirteen retrieved showing 99%. Data was analyzed using SPSS. The demographic segment presented the descriptive statistics of tertiary institution, current position, age, marital status, gender, educational qualification and years of working in the institution. Four research questions were analysed based on the responses from the questionnaires distributed and one research hypothesis was tested.

Data Analysis

Table 1: Level of job performance of registry staff in tertiary institutions in Oyo State
Source: Field study 2021

S/N	Item	SA	A	D	SD	M	S.D
Effectiveness and Efficiency in Students Record Management							
1	I perform technical tasks (record creation, filing, storage etc.)	141 (45.0%)	165 (52.7%)	7 (2.2%)		3.4058	.61360
2	I am able to fulfil assigned responsibilities	137 (43.8%)	162 (52.4%)	12 (3.8%)		4.2620	5.1548
3	I am able to display initiatives, resourcefulness, creativity and productivity.	149 (47.6%)	138 (44.1%)	17 (5.4%)	9 (2.9%)	3.3642	.71719
4	I am able to adapt and implement new technology to provide improve services.	153 (48.9%)	136 (43.5%)	20 (6.4%)	4 (1.3%)	3.3994	.66766
Team Work							
5	I get along well with my coworkers who manage student records.	223 (38.7%)	180 (57.5%)	8 (2.6%)	4 (1.3%)	3.3482	.61769
6	I contribute Meaningfully among my colleagues	121 (38.7%)	159 (50.8%)	15 (4.8%)	18 (5.8%)	3.2236	.78517
7	I am capable of resolving issues with my coworkers.	125 (39.9%)	167 (53.4%)	17 (5.4%)	4 (1.3%)	3.3195	.63562
8	The registry's employees communicate effectively with one another.	102 (32.6%)	134 (42.8%)	68 (21.7%)	9 (2.9%)	3.0511	.81095

Table 1 reveal that 52.7% and 45.0% agree and strongly agree that their records management skills help me to perform technical tasks. The table shows that 52.4% and 43.8% agree and strongly agree that they are able to fulfill assigned responsibilities while 47.6% and 44.1% strongly agree and agree that are able to display initiatives, resourcefulness, creativity and productivity. Also 48.9% and 43.5% agree and strongly agree that they able to adapt and implement new technology to provide improve services, while 57.5% and 44.7% strongly agree and agree that the student's records are classified accordingly in the registry. The table also revealed that 48.6% and 38.7% agree and strongly agree that their knowledge of record management practices enables me to contribute meaningfully among my colleagues, respectively, and that 53.4% and 39.9% agree and strongly agree that they are able to solve problems by discussing with my colleagues who have knowledge of record management practices. In

addition, 42.8 % and 32.6 % agree and strongly agree that there is effective communication among all registry workers.

Table 2: Records Management Practices used in the Registries.

S/N	Item	SA	A	D	SD	M	S.D
1	Students record are created in the registry at registration point	168 (53.0%)	125 (39.4%)	13 (4.1%)	7 (2.2%)	3.4633	.70217
2	There is a written records management policy in the registry.	141 (45.0%)	155 (49.5 %)	17 (5.4%)		3.3962	.59073
3	Students records are properly stored in registry	136 (43.5 %)	169 (54.0 %)	8 (2.6%)		3.4089	.54200
4	There is proper security gadget to secure students records in the registry	113 (36.1%)	153 (48.9%)	39 (12.5 %)	8 (2.6 %)	3.1853	.74518
5	Students records are filed in a proper manner in the school	115 (36.3 %)	179 (57.2%)	19 (6.1 %)		3.3067	.57889
6	Students records are preserved in the registry until approved stipulated period by management	90 (28.8 %)	170 (54.3 %)	33 (10.5 %)	20 (6.4 %)	3.0543	.80479
7	Students records are easy to retrieve whenever it is needed	38 (12.1 %)	58 (18.5%)	101 (32.3%)	116 (37.1 %)	2.0575	1.0205'

Source: Field study 2021

Table 2 reveal that records management practices used for registries is in form of the following. The table shows that 53.0% and 39.4% strongly agree and agree that student's record is created in the registry at registration point. Also 49.5% and 45.0% agree and strongly agree there is a written records management policy in the registry. However 54.0% and 43.5% agree and strongly agree that student's records are properly stored in the registry while 48.9% and 36.1% agree and strongly agree that there is a proper security gadget to secure students records in the registry. The table also shows that 57.2% and 36.3% agree and strongly agree that student's records are filed in a proper manner in the school. Also 54.3% and 28.8% agree and strongly agree that student's records are preserved in the registry until approved stipulated period by management. However, 37.1% and 32.3% disagree and strongly disagree that student's records are easy to retrieve whenever it is needed. The responses showed that records management practices used in the registry of tertiary institutions in Oyo State is adequate.

Table 3: Facilities Used for Records Management

S/N	Item	VA	SA	NA	M	S.D
1	Computer	133 (42.5 %)	188 (52.4 %)	16 (5.1 %)	4.0639	5.05759
2	Printers	132 (42.2%)	181 (57.1 %)		3.3482	.61248
3	Photocopying Machine	92 (29.4 %)	221 (70.6 %)		3.1885	.60415
4	Internet	88 (28.1 %)	204 (65.2 %)	21 (6.7 %)	3.0032	.83397
5	Servers	40 (12.8%)	250 (79.8%)	23 (7.3 %)	2.6645	.79214
6	Laptops	105 (33.5%)	196 (62.6 %)	12 (3.8 %)	3.0224	.85268
7	Fireproof cabinet	62 (19.8%)	198 (63.3%)	53 (16.9 %)	2.5016	.99397
8	Scanner	21 (6.7%)	284 (90.7%)	8 (2.6 %)	2.5879	.65495
9	Shredder	40 (12.8%)	261 (83.4 %)	12 (3.8%)	2.5016	.76429

Source: Field study, 2021

Table 3 reveals that 42.5% and 52.4 % attest that desktop computer is very much available and sometimes available while 42.2% and 57.1 % agree that printers are very much available and sometimes available. The table also shows that 70.6 % and 29.4% agree that photocopiers are sometimes available and very much available while 65.2 % and 28.1% of the respondents indicate that internet connectivity is sometimes available and very much available. Also 79.8% confirm that servers are sometimes available while 62.6 % and 33.5% agree that laptops are sometimes available and very much available, While 63.3% confirm that fireproof cabinets are sometimes available. The table also shows that 90.7% agree that scanner is sometimes available while 83.4 % and 12.8% responds that shredder is sometimes available and very much available. The result of the responses shows that most of the facilities used for record management practices are sometimes available.

Table 4: Challenges Faced by Registry Staff.

S/N	Item	Yes	No	M	S. D
1	Lack of professionally trained records managers	251 (80.0%)	62 (19.8%)	2.8882	.75338
2	Inadequate funding	262 (83.7%)	51 (16.3%)	3.0863	.67622
3	Inaccurate capturing of student's information	267 (85.3%)	46 (14.7%)	3.0543	.70728
4	Record tracking and retrieval	286 (91.4%)	27 (8.6%)	3.0096	.48361
5	Inadequate storage space	264 (84.3%)	49 (15.7%)	3.0128	.57163
6	Inadequate security measure	283 (90.4%)	30 (9.6%)	3.0447	.61335
7	Lack of records retention and disposition schedule	292 (93.3%)	21 (6.7%)	3.1310	.54781
8	Epileptic power supply	286 (91.4%)	27 (8.6%)	3.1757	.56425

Source: Field Study, 2021

Table 4 reveals that 80.0% indicated yes that lack of professionally trained records managers constitute challenges faced by registry staff. while 81.8% confirmed yes that rigours of training of new staff is a major challenge facing registry staff. The table also shows that 83.7% accepted that inadequate funding is a major challenge facing registry staff. Also 85.3% consent that yes inaccurate capturing of student's information poses a challenge to registry staff. Further, 91.4% indicated yes that record tracking and retrieval serve as a serious challenge. Also 84.3% attest that yes inadequate storage space is among the challenges faced by registry staff while 90.4% confirmed that inadequate security measure is a major challenge facing registry staff. Furthermore, 93.3% agreed that the lack of a records retention and disposition schedule is a challenge, while 91.4% agreed that epileptic power supply is a challenge. According to the responses, the most common challenges faced by registry staff in Oyo State are epileptic power supply, inadequate storage facilities, a lack of records retention and disposition schedule, insufficient funding, records tracking and retrieval, and inadequate security measures.

Hypothesis:

Correlation between Record Management Practices and Job Performance

		Job Performance	Record Management Practices
Job Performance	Pearson Correlation	1	.357**
	Sig. (2-tailed)		.000
	N	313	313
Record management practices	Pearson Correlation	.357**	1
	Sig. (2-tailed)	.000	
	N	313	313

Source: Field work, 2021

According to the results in the table above, there is a significant relationship between records management practices and job performance ($r=.357$, $p=0.000$ $n=313$ or 0.05). The table revealed that records management practices have a positive relationship with the job performance of registrars in tertiary institutions. As a result, the null hypothesis is rejected and the alternative is accepted. This implies that if records management practices are improved, job performance will improve.

Discussion of Findings

The study examined records management practices as measures of job performance among registry staff at a few selected tertiary institutions in Oyo State, Nigeria. This study employed four research questions and one research hypothesis. The null hypothesis was found to be false. The study's findings revealed an improvement in the level of job performance of registry staff in Oyo State's tertiary institutions. This is in harmony of opinion with Kemoni *et al.*, (2006), who considered job performance as how workers execute tasks effectively and efficiently.

Another findings revealed that tertiary institutions in Oyo state employ records management practices for the eventual aim of handling students records and ensuring that they are accessible whenever they are required and this is in line with Adu (2014), that records management practices

in tertiary institutions are critical particularly for registry staff and when well-maintained would aid in the achievement of the institutions goals and objectives.

The findings also revealed that the needed facilities for records management practices in the registries of tertiary institutions of Oyo state which will enable the staff to improve on their performance and productivity is sometimes available. This findings is consistent with Dzifa (2015) that institutions are moving away from the manual system of handling records to the electronic system through the use of computers and the internet. The findings also revealed the challenges faced by registry staff in Oyo state such as epileptic power supply, inadequate storage facilities, security issues etc. this is consistent with the observations of Popoola (2013) who agreed that there are issues with creating records in tertiary institutions which if not effectively handled will make it difficult for institutions to achieve their purpose. Mwangi (2017) in supporting this revealed that managing records was a major challenge.

The hypothesis reveals there is a significant relationship between records management practices and job performance. Where $r=.357$, $p=0.000$ or < 0.05 , the table revealed that records management practices has a positive relationship with job performance of registry staff in tertiary institutions. The null hypothesis is rejected and the alternative accepted. This implies that when there is improvement in records management practices, job performance will improve and this is consistent with (Allison, 2017).

Conclusion

Job performance remains critical for any institution that is committed to maintaining high standards of records management practices. The study's findings has shown that records management practices plays significant part in the job performance of registry staff because when there is improvement in records management practices of registry staff in Oyo State's tertiary institutions, job performance will improve. It was also established that registry staff face challenges in managing student's records and that most of the facilities needed by them to perform effectively are sometimes available.

Recommendations

- i. Registry staff should improve on their job performance by ensuring that they follow proper record management practices because it has been established that if records management practices improve, job performance among registry staff will improve.
- ii. There should be proper records management policy in place in tertiary institutions in Oyo State to guide registry staff in records management practices.

- iii. Management of tertiary institutions should provide the needed facilities for record management practices in the registry which will enable the registry staff to improve on their performance and productivity.
- iv. Registry staff of tertiary institutions in Oyo State face challenges in their record management practices. It is therefore necessary for institutions to do the following to reduce these challenges: train their registry staff, adequate funding of the registry, providing alternative power supply, providing storage space and facilities for records use, proper records retention and disposition schedule.

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