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Rebranding practitioners for greater recognition, respect and
excellence

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To promote knowledge, skills and experiences of members by
organizing seminars, workshops, conferences and conducting
qualifying examinations to rebrand practitioners in the field of
Office Management and Information Management.

The Editor-in-Chief

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- c. Full paper should not be more than 20 pages including abstract and references. 1.5-line spacing, font style - Times New Roman, font size - 12.
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**Employee Engagement and Academic Staff
Commitment in Tertiary Institutions
in Delta State, Nigeria**

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Social exchange theory captures the commitment, feelings of loyalty, dedication, and discretionary effort and all sorts of reciprocal exchange of duties, services on the part of workers, and responsibility of care, engagement, incentives, favour, and privileges on the part of the employer. This study therefore examines the interactions between employee engagement and staff commitment focusing on the tertiary institutions in Delta State, Nigeria A cross-sectional survey design approach to research with 1208 academic staff of six tertiary institutions in Delta State, Nigeria was studied. The sample size was gotten from Krejcie and Morgan sample size determination table. The result showed employee engagement significantly influence academic staff commitment in tertiary institution in Delta State, Nigeria. The study therefore recommended that management should explore every opportunity to achieve higher level of academic performance among academic staff of tertiary institutions in Delta State, Nigeria. This study offers significant contribution to literature conceptually, theoretically, and empirical.

Keywords: Academic Performance, Employee Engagement, Employee Loyalty, Organizational Commitment

Introduction

Job performance is one of the major driving forces of an organisation and it is critical for the survival of every organisation especially tertiary institutions. Academic staff in Delta State are involved in teaching, conducting examination, carrying out research, attending conferences and workshops that are meant to enhance their teaching and research capacity. When a well-trained academic staff of Delta State tertiary institutions deliver value, it will potentially improve academic output and give due recognition for the institution (Robert, et al., 2020). However, it is perceived from preliminary investigation that academic staff of tertiary institutions in Delta State are not performing at an optimum level required in terms of their creativity with teaching, commitment to work, teaching quality, and productivity in terms of publication output. This poor performance is corroborated by the position occupied by the best school in Delta on the global and national university rankings which is 9213 and 49 respectively (Tavan, et al., 2017). This only reinforce the notion of poor institutional performance of tertiary institutions in Delta State, Nigeria.

These perceived challenges identified may be traced to poor training, bad work relationship, and severe leader to staff relationship. Nevertheless, if care is not taken, these challenges will negatively affect the institution in the area of student academic performance, quality of teaching and technology to advance research. By extension, it may affect the Nigeria economy by producing incompetent graduate to handle the nation's economy and administrative affairs. Moreover, sustained employee engagement and training and development, has been identified as the potential factor contributing to the challenges experienced in job performance of academic staff in tertiary institutions in Delta State (Salau, Falola, et al., 2020). Academic staff of Delta State tertiary institutions were perceived not to undergo adequate training after gaining employment, it is also perceived that the relationship the academic staff and the governing body of the institutions is not cordial which often led to disruption of academic activities. It is therefore imperative to address all these challenges in the light of providing a system and structure that produce students and graduates that can compete globally and attain excellence.

Though several studies exist on employee engagement and how they influence staff commitment. However, empirical studies that combined the two variables within the context of academic staff performance in tertiary institutions in Delta State seem scarce. The few studies done have focused on other contexts hence

reinforcing the narrative that there is need for a study that would substantiate the interaction between employee engagement, training and development, and performance of academic staff of tertiary institutions in Delta State, Nigeria ((Salau, Falola, et al., 2020). In line with the above statement, this study intends to investigate the influence of employee engagement, and training & development on performance of academic staff of tertiary institutions in Delta State, Nigeria.

Literature Review

Theory and Hypothesis Development

The idea of employee engagement is better explained by social exchange theory, which provides a more rational foundation (MacLeod & Clarke 2019). Scholars consider Social Exchange Theory (SET) to be one of the oldest and most popular theories of social behavior because it best describes the social exchange and relationship between management and workers. Interactions between or among stakeholders who are in a position to offer tangible or intangible resources in exchange for a return of what they expect from each other generate responsibilities that are voluntarily agreed upon, entered into, and created through social exchanges between or among social actors. Social Exchange Theory comprises of devotion, commitment, feelings of loyalty, and discretionary effort and all types of mutual exchange of obligations, services on the part of employees, and duty of care, rewards, involvement, favors, and privileges on the part of the employer. Employees respond positively to favorable events and adversely to unfavorable situations (Kompaso, & Sridevi, 2020). This idea lays the groundwork for understanding why workers choose to participate more or less. If an employee is not treated well, they will respond in kind. As a result, less engaged employees engage in behaviors that may jeopardize their career and the business.

Employee Engagement and Academic Staff Performance

Several studies looked at the impact of organizational commitment on employee performance in the Nigerian hospitality business. The study investigates the impact of emotional commitment, continuation commitment, and normative commitment on job performance among Nigerian hospitality sector personnel (Bagale, 2017). This study used descriptive survey research, with data collected from 75 respondents in selected hotels and restaurants in Osun State, Nigeria, using a structured questionnaire and personal interview. Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression were used to analyze the data. The study found that Affective commitment and continuance commitment

have a positive but insignificant impact on job performance. The findings also show that normative commitment has a negative but minor impact on work performance. According to the findings, affective and continuous commitment have a negative impact on work performance, however normative commitment has a positive impact. Following that, the study suggests that management shoulder its responsibilities by encouraging employees through motivational elements that have a major impact on employee job performance.

Based on leasing firms in Sri Lanka, a study was conducted to examine the impact of employee commitment on work performance. A total of 115 employees were polled, with personnel from licensed financing companies (LFCs) and specialized leasing businesses (SLCs) represented (Bakker & Demerouti 2011). A method for assessing employee commitment in terms of affective commitment, normative commitment, and continuation commitment, as well as a tool for assessing work performance, has been created (Bandura, 2007). The data was analyzed with the SPSS software program, and the results of the study, which include main and secondary research findings, were shown. The main conclusion was that there was a link between employee commitment and work performance. The correlation test showed that employee commitment had an impact on employee work performance. It was thus proven that employee commitment is highly connected with job performance. In addition, the data analysis shows that employee dedication has a considerable influence on work performance. Furthermore, in this study, employee commitment to work performance is most impacted by continuity commitment. Finally, the findings of this study show that employee commitment has a major influence on job performance and that there is a positive correlation between employee commitment and job performance.

In a study carried out in Nigeria Brewery PLC on the influence of organizational commitment on employee productivity (Chiaburu & Tekleab, 2017), the study employed a descriptive research design and a survey approach. with a two-point Likert scale of "YES" and "NO." The sample size was determined using a stratified random sampling procedure. The study's participants are 200 Nigeria Brewery Plc employees who work at the company's headquarters. For the objective of this study, a total of 200 participants were chosen, which included senior employees and supervisors. The study's data was gathered mostly from primary sources. The percentages of those who answered "Yes" and "No" were obtained by first collecting the frequencies of those who responded "Yes" and "No" while evaluating the data. Chi-square inferential statistics were employed to test the hypotheses.

The hypotheses investigated revealed that an organization's dedication to its employees has a considerable influence on employee performance. The importance of employee devotion to the organization's productivity cannot be overstated. Because it will increase employee morale, organizational motivating measures will have a substantial impact on staff productivity.

Based on a case study of the Kenya Civil Aviation Authority (KCAA), the study assessed the impact of organizational factors on employee commitment (Chiaburu & Tekleab 2017). A descriptive study approach was used. A total of 168 people from various organizational roles or divisions made up the study population. A sample size of 92 respondents was drawn using a stratified random sampling procedure. A custom-made structured questionnaire was developed as the data collection tool. Data was analyzed using descriptive, standard deviation, covariance, and correlation methods. The study found that organizational factors have significant impact on employee commitment. Organizational dependability, the efficacy of the organization's social processes, and the organizational environment are among these aspects. Organizational factors like the strong work ethic, demand for perfection, organization's dependability, organization's promotion of top-down social interactions, organization's encouragement of the formation of self-managing teams, employee interaction with the organization, organization's strong management style, organization's promotion of teamwork, and organization's encouragement of employee retention all had significant impact on the employee commitment. Out of these factors, the strong management style had a strong influence most. The study suggested that in the context of a customer service, the organizational factors that should be emphasized are organization's strong management style and demand for perfection while individual factors that should be emphasized include older staff, their positions and years of work experience.

A study on Employee Commitment and Performance of Manufacturing Firms was carried out by Jusoff in 2019. The study's primary data was gathered from respondents using questionnaires. Dangote Flour Mills' 79 responders were chosen at random. The information was presented using tables and percentages. The study's hypotheses were tested using Pearson correlation analysis and multiple regression. The study revealed that 57.2 percent of respondents have a strong connection to their company. Correlation analyses showed that work satisfaction and employee organizational commitment have a positive connection (+0.445). Employee commitment is influenced by income and job advancement,

according to multiple regression analysis. It is suggested that manufacturing companies place a premium on salary and career advancement in order to increase employee loyalty and productivity.

Employee engagement has been investigated in connection to other characteristics such as contextual performance and task performance by a number of studies. Organizational Citizenship Behaviour, although there has been little study on the link between involvement and organizational citizenship behavior. This research was carried out in poor nations like Pakistan to see if there was a relationship between professors' employee engagement and organizational citizenship behavior. Employees who are highly engaged are less likely to participate in counterproductive job conduct, whereas disengaged employees are more likely to engage in such activity. From the perspective of Social Exchange Theory, the link between employee engagement and organizational citizenship behavior may be better understood (SET).

Internal connections, which overlap to some extent with company culture and strategy, are antecedents of employee engagement. Employees continually receive aid from their leaders, managers, and coworkers, which is the connections and interactions among members of the company, through "internal relationships" or "psychological environment" contributing to employee engagement. Furthermore, the influence of social exchange connections on innovative work behavior was investigated, and it was discovered that POS and leader-member exchange were positively connected with work engagement. Furthermore, among 291 Malaysian employees, psychosocial safety atmosphere was linked to employment resources that were supportive of employee engagement (Kuijpers, Schyns, & Scheerens, 2016). Other research that demonstrated the favorable association between the psychological environment and employee engagement included.

A report based on a survey of 433 workers from Indian travel agencies. According on a survey of 283 employees in six US sectors and a conceptual article by Bakker et al. (Bakker et al., 2011). The importance of leadership was underlined in both corporate culture and strategy, as well as internal relationships. According to a systematic research analysis of 285 articles, servant leadership via mediators such as job resources, psychological empowerment, or trust atmosphere resulted in follower attitudinal outcomes of engagement at the individual and group levels. Furthermore, there was moderation in the link between servant leadership and follower engagement, such as leader-follower social contacts and goal congruence,

as well as the leader's hierarchical dominance and action-oriented leadership style. Engagement was a mediator between servant leadership and performance outcomes like inventive activity and follower behavioral outcomes like workplace deviant conduct.

The impact of organizational commitment on employee work performance in the Nigerian hotel sector was studied. The study included 75 participants, with data analyzed using Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. According to the findings, emotional and continuous commitment have no effect on JP, however normative commitment has both a negative and minor effect on JP (Lipsitz, et al., 2019). Employee performance and commitment to continuity were investigated at the University of Eastern Africa, Baraton Kenya. Stratified sample and basic random sampling procedures were used to recruit 106 employees for the research. The data was analyzed using inferential statistics. Employee performance was found to have a modest negative association with continued commitments, according to the study. Empirical evidence from academic staff of Oyo state-owned tertiary institutions in Nigeria was used by several researchers to explore the influence of organizational commitment aspects on employee performance (Lugo-Ocando, & Malaolu 2020). Purposive and random sampling techniques were employed to recruit 197 workers, and data analysis included Pearson product moment correlation coefficients and multiple regression analysis. Employee performance is influenced by organizational commitment aspects both together and separately, according to the study. In Iran, a professor investigated the influence of OC on the JP. OC has three dimensions: affective, continuous, and normative. SEM (structural equations modeling) is a data analysis approach. According to the findings, all three aspects of OC had a good and substantial impact on JP.

Methodology

This study used a cross-sectional survey design with a population of 1,288 academic staff from Delta State University, Abraka, Delta State Polytechnic, Ogwashi-Uku, Federal College of Education Technical, Asaba, Petroleum Training Institute, Effurun, and Nigerian Maritime University, Okerenkoko, Warri. To provide a representative representation of tertiary institutions in Delta State, Nigeria, the tertiary institutions mentioned cut across federal, state, and private sectors. The academic staff of the Federal University of Petroleum Resources, Effurun, Delta State University, Abraka, Delta State Polytechnic, Ogwashi-Uku,

Federal College of Education Technical, Asaba, Petroleum Training Institute, Effurun, and Nigerian Maritime University, Okerenkoko, Warri, make up the sample size of this study, which is 297. The sample size was calculated using the sample size table by Krejcie and Morgan (1970).

Each institution received 297 copies of the questionnaire, which were distributed via random sampling, which ensured that all respondents had an equal chance of being utilized in the study. Previous empirical investigations were used to create a structured questionnaire. The instrument's items were acquired from a survey of related literature and adaptations of questionnaires used by other researchers. The supervisor and other specialists in the field of information management were consulted for both face and content product validity. Corrections were integrated into the final questionnaire, which was distributed to the research participants.

Results

Validity and Reliability Test

The questionnaire was put through a reliability test to ensure that all of the items assessing each variable in the study were consistent. The instrument's reliability was tested in a pilot research with 30 copies of the questionnaire sent to Delta State School of Nursing academic personnel who were not part of the study. The split approach was used to produce two samples of the questionnaire for Cronbach Alpha analysis to determine the reliability coefficient. A structured questionnaire was used to collect primary data to address the study's goals in accordance with current research.

The Department of Information Administration, Lead City University, provided a letter of introduction and a project attestation form, which were used to get authorization to conduct the survey from the management of all higher institutions in Delta State. Five (5) research assistants were given a two-day training to make the administration, retrieval, and initial sorting of questionnaire copies easier. The academic staff of tertiary institutions in Delta State, Nigeria, would get 291 copies of the questionnaires. The Statistical Package for Social Sciences (SPSS), Version 24 was used to examine the data.

Table 4.1 Demographic Characteristics of Respondents

Variables	Category	Frequency	Percentage
Gender	Male	101	36.6%
	Female	175	63.4%
Age	25-35 years	109	39.5%
	36-50 years	143	51.8%
	51 years and above	24	8.7%
Academic Qualification	HND	75	27.2%
	BSc	23	8.3%
	MSc	101	36.6%
	PhD	52	18.8%
	MBA	23	8.3%
	Others	2	0.7%
Work Experience	1-10 years	118	42.8%
	11-20 years	116	42.0%
	21 years and above	42	15.2%

Source: Researcher's Result via SPSS Version 24 (2021)

This part contains background and respondent information, which includes basic information such as the respondent's gender, age, academic qualifications, and job experience. Table 4.1 summarizes the findings in this regard.

The demographic and personal profile of respondents utilized in this study is shown in Table 4.1. Table 4.1 shows the demographic and personal characteristics of responders. The gender profile revealed that 101 respondents (36.6%) were males, while 175 respondents (63.4%) were females, showing that the majority of the respondents were females. According to the demographic and personal profile of respondents shown in table 4.1 by age, 109 respondents (39.5%) were between the ages of 25 and 35, 143 respondents (51.8%) were between the ages of 36 and 50, and 24 respondents (8.7%) were between the ages of 51 and above, indicating that

there were more respondents between the ages of 36 and 50. Furthermore, 75 respondents (27.2%) said that they had an HND, 23 respondents (8.3%) had a BSc, 101 respondents (36.6%) had an MSc, 52 respondents (18.8%) had a PhD, 23 respondents (8.3%) had an MBA, and 2 respondents (0.7%) had other credentials. In terms of job experience, 118 respondents (42.8%) were between the ages of 1 and 10, 116 respondents (42.0%) were between the ages of 11 and 20, and 42 respondents (15.2%) were between the ages of 21 and beyond. This result suggests that those who have worked for 1-10 years have worked more than those in other groups.

Hypothesis: There will be no significant influence of employee engagement (job security, work relationship, career development and leadership) on commitment of academic staff of tertiary institutions in Delta State, Nigeria.

To test the null hypothesis one, Partial Least Square-Structural Equation Modelling (PLS-SEM) was adopted using the SmartPLS statistical platform version 3.3.3. The study used the PLS-algorithm's command which is appropriate for predicting impact, ran the bootstrapping to ascertain the level of significant of the prediction, and ran blindfolding to confirm the predictive relevance of the model. The choice of PLS-SEM (via SmartPLS) is because it is a more advanced multivariate analytical technique which offers more strict and robust analysis compared with the outcomes of SPSS².

The independent variable employee engagement includes sub-measures such as job security, work relationship, career development and leadership while commitment of academic staff constitutes the dependent variable. Data from two hundred and seventy-six (276) respondents were collated for the analysis. The result of the PLS-SEM is presented in three models and in table. Figure 2 shows the path analysis, figure 2 shows the t value which confirm the significance of the path analysis and figure 4 shows the Q² which established the predictive relevance of the structural model. The table 4.2 provides a tabular summary of the information.

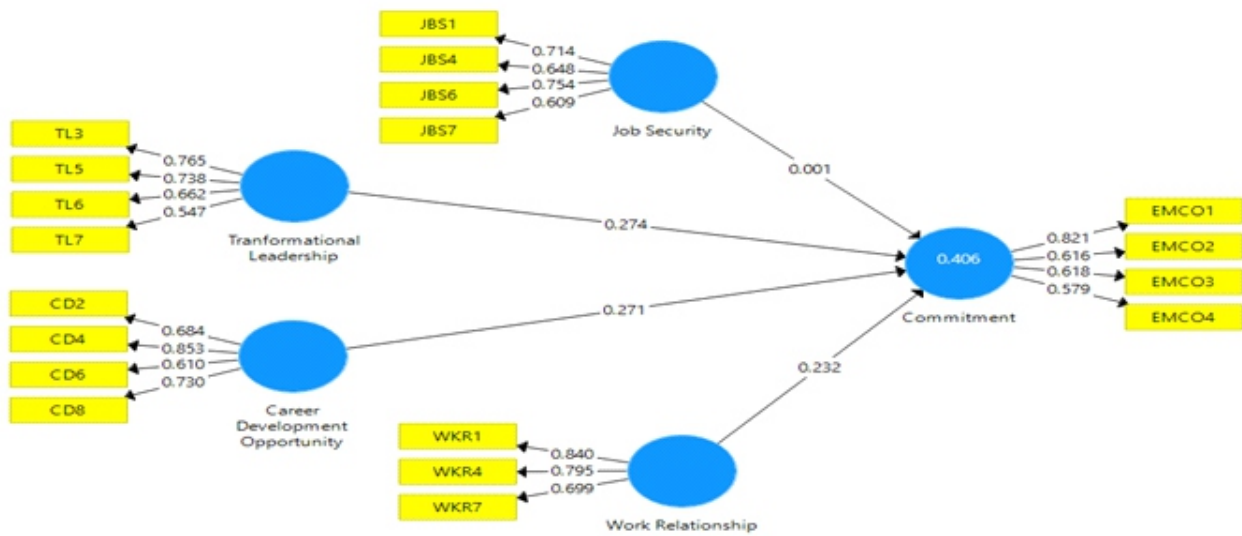


Figure 2. Path Analysis for Hypothesis One
 Source: Researcher's Computation via SmartPLS V3.3.3

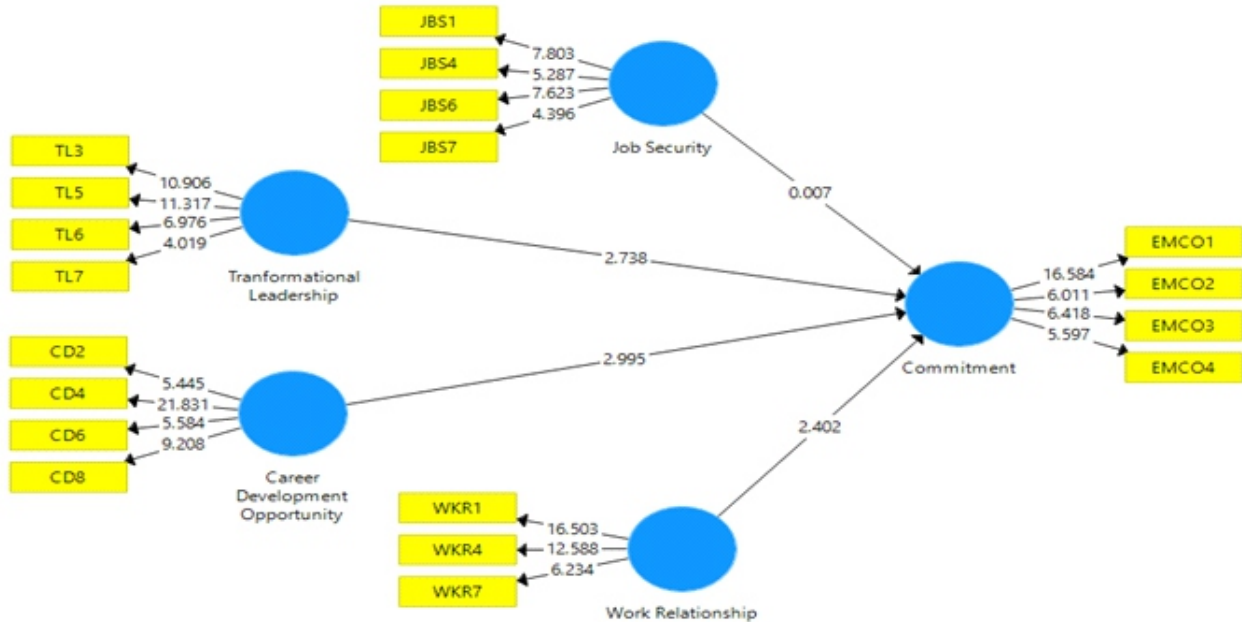


Figure 3. T-Statistics for Hypothesis One
 Source: Researcher's Computation via SmartPLS V3.3.3

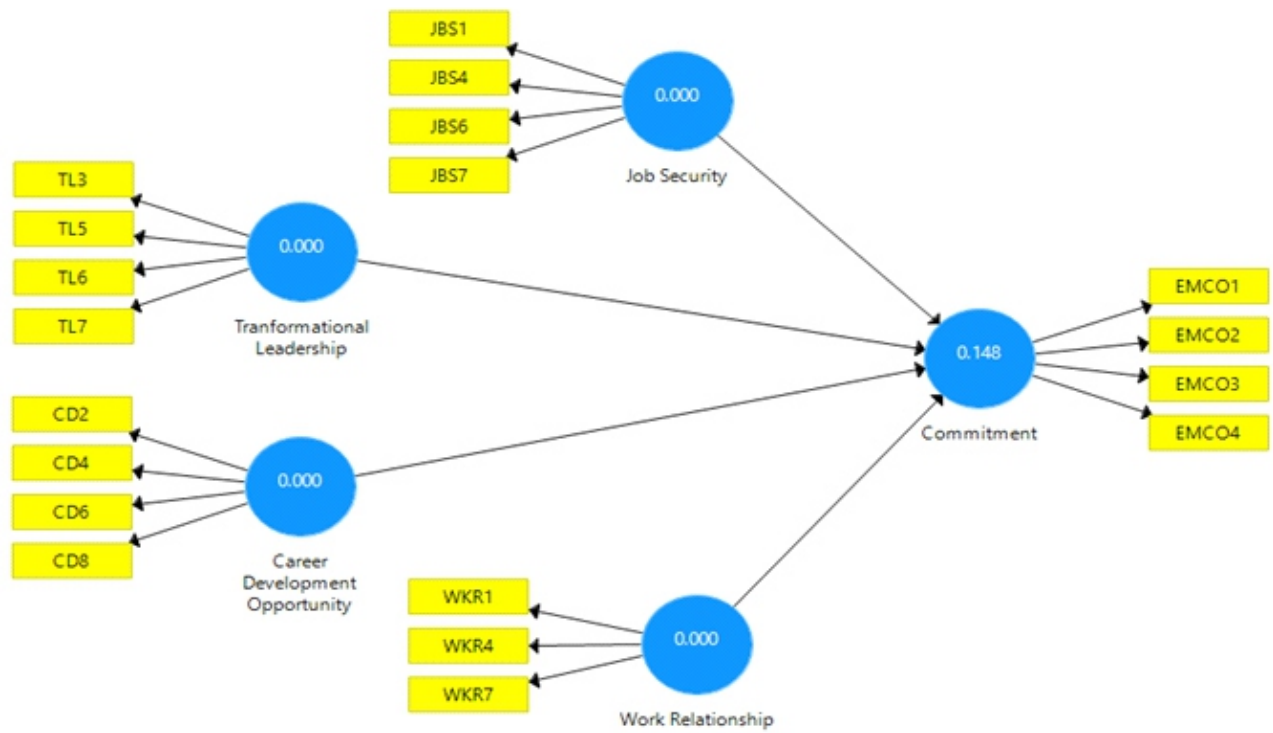


Figure 4. Q² Statistics for Hypothesis One
Source: Researcher's Computation via SmartPLS V3.3.3

Tables 4.2: Summary of the influence of employee engagement on commitment of academic staff of tertiary institutions in Delta State, Nigeria using PLS-SEM

Path Description	Original sample t (o)	Sig.	R ²	Adj. R ²	Sig.	Q ²
	Unstandardized Beta					
Career development → Commitment	0.271	2.891	0.004			
Job security → Commitment	0.001	0.007	0.995	0.406	0.380	0.000
Transformational leadership → Commitment	0.274	2,584	0.010			
Work relationship → Commitment	0.232	2.527	0.012			
Dependent Variable: Commitment, Predictors: Job security, work relationship, career development and transformational leadership.						

Source: Researcher's Result via SmartPLS Version 3.33 (2021)

Figure 2, 3, and 4 presents the results of PLS-SEM analysis for the influence of influence of employee engagement on commitment of academic staff of tertiary institutions in Delta State, Nigeria using PLS-SEM. The Adjusted R² was used to establish the predictive power of the study's model. From the results, the adjusted coefficient of determination (*Adj R²*) of 0.380 shows that employee engagement explained 38% of the changes experienced in commitment of academic staff of tertiary institutions in Delta State while the remaining 62% variation in academic staff's commitment is attributable to other exogenous factors different from employee engagement measures considered in this study and the influence is statistically significant at 95% confidence interval.

The path coefficient of each employee engagement measures (Job security, work relationship, career development and transformational leadership) represents the

coefficient of determination (β) which shows the relative influence of each employee engagement measures on commitment of academic staff of tertiary institutions in Delta State. The PLS-SEM results in fig. 2, 3, and 4 revealed that at 95% confidence level, career development ($\beta = 0.271$, $t = 2.891$), transformational leadership ($\beta = 0.274$, $t = 2.584$), and Work relationship ($\beta = 0.232$, $t = 2.527$) are significant however, Job security ($\beta = 0.001$, $t = 0.00$) is statistically insignificant. This result shows that while the relative influence of career development, transformational leadership, and work relationship and its corresponding t-value are greater than the threshold of 1.96 suggesting a statistically significant relative influence. However, the relative influence of Job security has t-values below the acceptable threshold of 1.96 to suggest that the relative influence is statistically insignificant.

The results also show that if all other independent variables are set to zero, a unit change in career development will result in a 0.271 rise in academic staff commitment in Delta State if all other factors remain constant. Also, if all other independent variables are kept constant, a unit change in transformational leadership will result in a 0.274 rise in academic staff commitment at tertiary institutions in Delta State. The result also shows that if all other independent variables are set to zero, a unit change in work relationship will result in a 0.232 increase in academic staff commitment in Delta State if all other factors remain constant. Overall, transformational leadership ($\beta = 0.274$) has the highest relative influence, followed by career development $\beta = 0.271$ and lastly work relationship $\beta = 0.232$.

Given the PLS-SEM predictive results in table 4.6 ($Adj R^2 = 0.380$; $p = 0.000$, $Q^2 = 0.148$), this study can conclude that employee engagement has positive and significant influence on commitment of academic staff of tertiary institutions in Delta State, Nigeria. Hence, the study rejects the null hypothesis one (H_{01}) There will be no significant influence of employee engagement (job security, work relationship, career development and leadership) on commitment of academic staff of tertiary institutions in Delta State, Nigeria.

The findings of hypothesis (H_{01}) revealed that employee engagement had significant influence on creativity of academic staff of tertiary institutions in Delta State, Nigeria. Hence, the study rejects the null hypothesis (H_{01}). The findings found support in previous studies; Employee engagement has been investigated in connection to other characteristics such as contextual performance and task

performance by a number of studies. Organizational Citizenship Behaviour, although there has been little study on the link between involvement and organizational citizenship behavior. This research was carried out in poor nations like Pakistan to see if there was a relationship between professors' employee engagement and organizational citizenship behavior. Employees who are highly engaged are less likely to participate in counterproductive job conduct, whereas disengaged employees are more likely to engage in such activity. From the perspective of Social Exchange Theory, the link between employee engagement and organizational citizenship behavior may be better understood (SET). Employees respond positively to favorable events and adversely to unfavorable situations (William, 2018). This idea lays the groundwork for understanding why workers choose to participate more or less. If an employee is not treated well, they will respond in kind. As a result, less engaged employees engage in behaviors that may jeopardize their career and the business.

Internal connections, which overlap to some extent with company culture and strategy, are antecedents of employee engagement. Employees continually receive aid from their leaders, managers, and coworkers, which is the connections and interactions among members of the company, through "internal relationships" or "psychological environment" contributing to employee engagement. Furthermore, the influence of social exchange connections on innovative work behavior was investigated, and it was discovered that creativity and leader-member exchange were favorably connected with job engagement. Furthermore, among 291 Malaysian employees, psychosocial safety atmosphere was linked to employment resources that were supportive of employee engagement (Aboyade, 2021).

Discussion, Conclusion, and Recommendations

Management should explore every opportunity to achieve higher level of academic performance among academic staff of tertiary institutions in Delta State, Nigeria. This study offers significant contribution to literature conceptually, theoretically, and empirical. Conceptually, the study focused on identifying gaps in literature pertaining to employee engagement and academic staff commitment. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher while analyzing gaps identified in literature. The model combined independent variables (employee engagement) and dependent variable (academic staff commitment). The model also can be adapted to suite future studies.

Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the management of tertiary institutions in Delta state, Nigeria. The present study was carried out in the six tertiary institutions in Delta state, further studies in the area of employee engagement, training and development and academic staff performance can as well be carried out in other tertiary institutions so as to be able to extend the knowledge gained from this work to all tertiary institutions in the region. This study investigated employee engagement academic staff commitment in tertiary institutions in Delta state, Nigeria, a comparative study with tertiary institutions in other tertiary institutions in the country such as Osun, Kano, and Lagos may be considered in the nearest future.

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**Human Resources Management Practices and Employee's
Productivity of Globacom and MTN Telecommunication
Company in Ibadan, Oyo State, Nigeria**

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Abstract

The study on human resources and the employee's productivity in an organization have taken different faces of attention amidst various scholars and professionals in recent past, but this study dwells on the effectiveness of human resources in achieving a better employee productivity. Based on this premise, the study examined the effectiveness of human resource management in achieving employee's productivity in Telecommunications industry using Ibadan, Oyo State as a case study. Telecommunications in Nigeria include radio, television, fixed and mobile telephones, and the Internet. Three-hundred and forty questionnaires (340) were administered using the simple random sampling technique in the proportion of two-hundred and four (204) and one-hundred and thirty-six (136) to staff respectively. The total number of questionnaires returned for the analysis were three-hundred and twelve (312), representing 91.8% response. The survey method was adopted in gathering data and the data collected were carefully analyzed using descriptive statistics such as frequency distribution, percentages, mean, standard deviation, relative importance index and chi-square in testing of the research hypotheses. The statistical result of the Chi square test; to test the significant effect of effective training and development on employee skills, knowledge and attitude. The statistical results show that the estimated Chi-square

statistical value of 86.238 is significant at the 95% level (i.e. Significant value, $p = 0.004 < 0.05$). The study shows that there is a significant relationship between human resource management and employee productivity as all tends to have a significant effect on each other. The study concludes that training and development of staff should be a routine activity irrespective of the cadre, and promotion exercise is free from biased. The study therefore recommends that effective training and development, and promotion exercise truly enhance employee productivity.

Keywords: Employee Productivity, Human Resource Management, Labour Turnover, Training and Development, Promotion Exercise.

Introduction

Productivity is achieving quality results that contribute to the organization's purpose. Employee productivity depends on various influencing factors which improves the capabilities, abilities as well as effectiveness of employees. Employees who have more years of experience have greater tendency of performing better because there are increased skills and competencies which results from past experiences in on the job.

Human Resource Management is an essential function and a life blood for both the private and public sector organizations. Through laws created by the concerned state and country where the organization is located, the process deals with several operational practice objectives such as recruitment of employees, providing proper training to the employee, selection of the employee, assessment of the employee, motivating and maintaining a proper relationship with the employee, and maintaining the welfare and health of the employees in the organization.

Human resource management is a process through which an organization makes the most effective use of its limited skilled personnel. The objective is to exploit the firm's existing human resources to fullest as far potential is concerned. Human resource management is also involved in a variety of tasks such as job administration, planning staff needs and recruitment of employees, payment and salary determination, dispute resolution, and establishing a better working condition and a safe environment for employees. The achievement of organizational stated objectives and goals is solely dependent on the productivity strength of its human resources, thus the need for effective management of this essential resources.

The information and communication sector in Nigeria is dominated by the telecommunications sector. Nigeria has one of Africa's largest telecom marketplaces. Over time, the Nigerian telecommunications sector has developed into an oligopolistic market structure (a small number of firms have the majority of market share). There is a considerable global presence in this industry.

MTN, a South African multinational with a market share of 37.21 percent, and Glo are the market leaders (a Nigerian multinational company). MTN Group Limited, formerly M-CELL, is a multinational telecommunications company with operations in a number of African and Asian nations. The company's headquarters are in Johannesburg. It has 280 million members and is the world's eighth largest mobile network operator. It is engaged in over 20 countries, and Nigeria accounts for one-third of the company's income and 35 percent of market share. (Aniym, Humphrey, "How Old MTN Ads Blew Up Naija Twitter Yesterday Night," *The Net*, Aug 9, 2019).

Globacom telecom was established by Dr. Mike Adenuga Jr, who is today one of Africa's most successful businessmen in Africa as a continent, he established Globacom telecoms on August 29, 2003. At the age of 26, Adenuga emerged from low beginnings to become a millionaire. The corporation, which has its headquarters in Lagos, Nigeria, operates in Gambia, Senegal, Ivory Coast, Ghana, Republic of Benin, and Nigeria, Africa's largest consumer market. (Archived copy from the original on 28 February, 2019) IT News Africa "Glo One Submarine Cable Debuts in Lagos" 8 September, 2009, 21 August, 2015). The Nigerian telecommunications market has experienced rapid growth in recent years and is predicted to continue to grow until 2025. The industry's growth is primarily attributable to the country's growing urban population and the widespread adoption of mobile phones that support 3G, 4G, and 5G services. With the increasing usage of the Internet of Things (IoT) in the sector that links with wired and wireless internet, the Telecom sector is predicted to grow strongly over the projection period.

Over the years, the sector has made significant contributions to Nigeria's economy and the lives of Nigerians. The sector has experienced rapid growth and helps in e.g. easier banking services (bank mobile apps) and access to e-learning platforms for Nigerians especially during and post covid-19 era where virtual meeting are the only options for organizational communication.

However, during the second half of 2016, the Nigerian telecommunications sector slowed, resulting in delays or cancellations of network expansions and improvements, and this trend has continued into Q2'17. The telecommunications sector shrank by 1.92 percent in Q2'17, according to the GDP report. Low consumer purchasing power, currency fluctuations, and the recent loss of global investors are the key issues that the industry faces. Nigeria's poor macroeconomic conditions have resulted in bad labor market dynamics (high unemployment and underemployment), lower discretionary income, and low corporate productivity.

These will create new streams of income for operators and mitigate the decline in their traditional revenues, as a result of rising technology changes and complexity in various companies, as well as social aspects, it becomes vital for organizations to train and develop their staff to cope with the ever-increasing job needs posed by rapid technological and social changes. In addition, the hiring of unskilled workers frequently results in minimal turnover. Productivity studies and promotion exercises in increasing employee productivity are not new in the field of human resource management, but despite the attention, employee productivity continues to be a source of significant challenges to organizations.

Human resource management is used by the organizations to make the best use of its resources.

Alternatively, it aids in the development of employees' professional skills and expertise. Human resource management ensures that employees have a good working environment. A great number of businesses have developed a human resource management department, and they recognize the importance of it in today's economic climate. Thus, the overarching goal of human resources management is to create a high-productive employee culture in which individuals and teams take ownership of the ongoing improvement of business processes, as well as their own abilities and contributions, within a framework given by successful leadership.

The COVID-19 pandemic, unlike other sectors of the economy has less or negligible impact on the Nigeria telecom industry, though, the telecom sector plans to delay its upcoming spectrum auctions due to the Covid-19 pandemic. In March 2020, business hours broadband consumption has increased, as the country adjusted to life with Covid-19. The telecom sector has witnessed growth in weekday viewership, movie rentals, and purchases. Live viewing has increased by

15% and free video-on-demand has increased by 25% during the week as more people are in lockdown staying indoor. As expected, sports viewing is decreased due to events being on hold or delayed world- wide. However, telecommunication has become the new norm after the covid-19 era. It has exposed the world to virtual ways of doing things. Hence, a new investigation into how productive the workers of this telecommunication companies can be becoming necessary.

It is hard to get dedicated and productive workers when the company is known for terminating employees whenever there is a problem. Many telecommunication companies are becoming degenerating as many telecommunication organizations have not been able to get the best out of their employees. Limited studies have been carried out regarding the effectiveness of human resource management in achieving employee productivity in the telecommunication sector. More so, a gap exists in the literature regarding human resources management and employee productivity in the telecommunication industry which this study wants to fill. Therefore, this study examined human resources management and employee productivity in the MTN telecommunication industry, Ibadan, Oyo State.

Objective of the study

The main objective of this study is to examine the Influence of Human Resources management practices on employee productivity of Globacom and MTN Telecommunication specifically, the study seeks to:

- i. examine employee's productivity of Globacom telecommunication company, in Ibadan, Oyo State.
- ii. examine Human Resources Management practices in MTN and GLO telecommunication company, Ibadan, Oyo State.
- iii. determine the influence of HRM practices on employee productivity in MTN and GLO telecommunication company, Ibadan, Oyo State.

The study borders on Human Resources Management and Employee Productivity in MTN and Globacom as a Telecommunication company in Ibadan, Oyo State. It is a generally accepted fact that human resources management is very essential to the growth and increased productivity of any organization. The focal point of this study will be restricted to Globacom telecommunications and MTN (Mobile Telephone Network), staff productivity and development, training of workers or employees in the organization of South West Zone (Challenge branch Ibadan), and Oluyole Local Government (Mobil Ring Road). Globacom and MTN Telecommunications Companies comprises of Chairman, Board of Trustees,

Regional Managers, Human Resources, Departmental Heads, and other workers. Workers are employed mainly to carry out duties towards achieving the organizational objective and goals; adequate provision has been made to ensure that the main staffs are productive to fit the appropriate sections. They are often sponsored by conferences, seminars, and fellowships by organizations or international organizations.

Literature Review

Productivity can be termed as the contributions towards the achievement of the results of an organization in terms of resources (Bain, 1982). Economists use the meanings of productivity at different levels of the industry which allows them to verify the health of the economy. There are many different definitions of the term human resource management from experts in the HRM practice field. For example, in some public enterprises, it may be referred to as personnel administration, employee relations, or manpower. Labor-management, labor administration, 'labor-management relations, personnel administration, personnel management, human capital management, "human asset management," and other terms are used to describe human resource management (Human Resource management, (Adeniji & Osibanjo, 2012). According to Daniel (2018) citing Northcott defines human resource management as an extension of general management, the act of promoting and stimulating every employee to make his/her fullest contribution to the achievement of the general organization goal. It is a major constituent of the wider managerial functions; it is believed to a sub-set of the general organization management that is designed to provide for and coordinate the employees in the organization. Human resource management therefore may be defined as the effective and efficient coordination as well as utilization of productive human resources at work. (Adeniji & Osibanjo, 2012).

Lynton and Pareek (2011) opined that training and development is an inevitable part of organization growth that is closely related to the development of its human resources; when employees fail to grow and develop in their work, it will result in a stagnant organization. A robust personnel training and development program, on the other hand, does not ensure organizational success, but it is generally proven to be effective. In most firms, on-the-job and off- the-job activities that teaches employees new skills and talents are at the heart of the development process. The cost of employee education is at an all-time high, however, thanks to modern managers' recognition of the value of the training and development process. The expanding professionalism in the training industry, as well as the demand for

knowledgeable, quality trainers, has accompanied the rise in employee education or training. The correct staff training, development, and education at the right time can result in significant increases in productivity, knowledge, loyalty, and value for the company. In addition, training and development is a process that aims to provide personnel with information, skills, and an awareness of the organization's objectives. According to Okoye & Eziofor, (2013) As a result, behavioral training strategies were found to have a considerable impact on staff productivity. Individual or employee development, as well as the organization's overall growth.

Recently, providing training to workers and employees has become the most important demand of the business in order to improve employee productivity and adapt to technological developments. Employee training is always found to be effective in the following areas: Training increases the skill of employees and performs the job better than before. It improves the quality of work. Training also helps in increasing productivity. There is an increase in quality and quantity of output.

According Business Insight (2020) Trained employees does not make mistakes, knows the job well, his work, and therefore requires less supervision. The supervisor can devote his time to more urgent work. A trained employee is self-reliant and self -confident. Economical in the use of material and equipment trained employees make better and economic use of materials and machines. Wastages are evaded. Trained employees do not cause any damage to machines and equipment because they can handle them. The wastage of material and damage to the machines and equipment are low. This helps in reducing the per-unit cost of production.

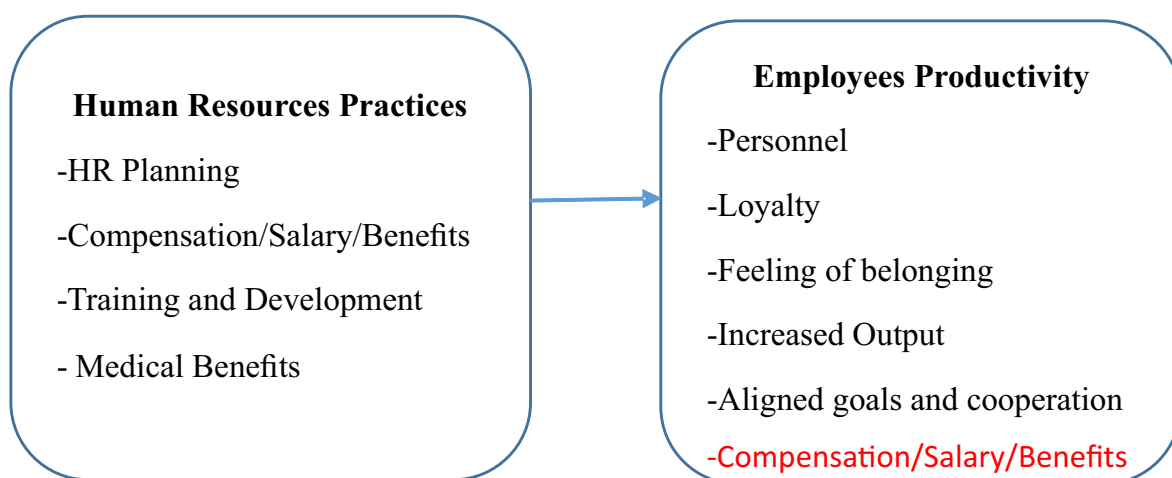
High morale the objective of the training is to change the attitude and outlook of the employees besides increase in knowledge and skills. Falola & Osibanjo (2014) A trained employee's morale increases because of the support and encouragement he gets from his superiors at the workplace, opinion is respected and allows cooperation between Supervisor and worker. This makes workers more loyal to the organization. Standardization: a well -trained personnel fosters standard of production and services as laid down by the organization. This minimizes the possibility of mistakes of the workers because they work with great care and understanding. Everything can be re-engineered with the help of a trained workforce and the quality of the product can be substantially increased.

Little time to learn: a well-planned and systematically organized employee training program reduces the learning span. Quality and productive time is consumed when workers learn through the unsystematic and unplanned method of trial and error.

Falola & Osibanjo (2014) Effective and Efficient management: to a well -trained staff, supervisors can easily delegate their powers for the better managerial control and responsibilities. Fulfilling Human Resource requirements: employees training increases their skill, knowledge, and talent. This will make themselves capable of occupying higher positions with greater responsibilities. Managers identify the capabilities of the current human resources and can promote them to higher positions. In this way, the needs for human resources can be fulfilled within the organization.

Summarily, customers and employees can be more effective and productive when receiving and providing service thanks to technology. Customers can now serve themselves more effectively thanks to self-service technologies. Customers can access their accounts, check balances, apply for loans, and take care of just about any financial need they could have via internet banking, for example, without the assistance of the bank's employees. Employees can benefit greatly from technology because it can help them be more effective and efficient in their service delivery.

Conceptual framework Anjali Ganesh



Theoretical Framework

The resource- based theory of the firm was propounded by Wernerfelt, (1984) is regarded as one of the theories of strategic management that is widely referenced particularly because of its practical relevance to contemporary management practices. The resource-based view is applied as a theoretical foundation in HRM that is based on the assumptions that firm resource distributed heterogeneously and remained stable over time. A firm's resources include materials, skills, organizational processes and systems, plus information and data of the organization. This theory ties HRM with competitive advantage generation through focusing on fostering the internal resources that the organization owns which most probably are unique and special to the firm, in different words no two organizations have the same exact resources, either tangible or intangible. "If resources and capabilities of a firm are mixed and deployed in a proper way, they can create competitive advantage for the firm. Eventually, only companies themselves can achieve and sustain competitive advantage by innovation and strategically positioning in the market". However, theorists argue that effective human resource practices can easily be copied by other competitors while the type human capital an organization has cannot be copied which ultimately turns into competitive advantage for the firm. Theorists distinguish between resources and capabilities arguing that sources are the inputs in the production process that are the fundamentals of analysis.

Methodology

The study was carried out in selected telecommunication companies in Oyo State, Nigeria between the Senior and junior staff. The method used in this study is the survey type which involves the selection and studying the sample chosen from the population in order to examine the effectiveness of human resource management in achieving employee performance in the selected Globacom and MTN Telecommunications Challenge branch Ibadan. The sample size was 340 members of staff which was selected from the total population of 2,191 from both the Senior and junior staff based on a simplified formula of determining sample size for research activity. A proportion of 60% to 40% was used in selecting the respondents using the purposive sampling technique since the junior staff are more than the senior staff. Questionnaires was used as research instrument for the study tagged Human Resource Management and Employee's Productivity in Globacom and MTN Telecommunications Questionnaire (HREPCMQ). In addition, the questions were divided into three sections; the first section contains demographic information of the respondents, such as Age, Sex, Marital status,

Educational Status among others. Second session investigated questions on effect of promotion exercise on labour turnover, customers level of satisfaction and profit, for productivity. while the last section as well find out questions pertaining to effectiveness of training and development in enhancing employee skills, knowledge and attitude to work showing the practices of HRM; Analysis of data was done using the descriptive statistics and inferential. The formal includes frequency distribution, percentages and relative importance index, mean and standard deviation while the later include Chi-Square which was used in testing of hypotheses.

Results and Discussion

This section presents the results and discussion of the study on the effectiveness of human resource management practice and employee Productivity with reference to Senior and junior staff of Globacom and MTN Telecommunication, Three-hundred and forty questionnaire (340) were administered for the purpose of the study using simple random sampling technique in the proportion of two-hundred and four (204) and one-hundred and thirty six (136) to both teaching staff and non-teaching staff respectively. The total number of questionnaires returned for the analysis were three-hundred and twelve (312), representing 91.8% response.

Table 1: Respondents Demographic Characteristic

Respondent's Gender	Frequency	Percentage
Male	210	67.3
Female	102	32.7
Total	312	100.0
Ages of Respondents		
18-25 Years	2	0.6
26-35 Years	139	44.6
36-45 Years	119	38.1
46 and above	52	16.7
Total	312	100.0

Marital Status

Single	56	17.95
Married	256	82.05
Total	312	100.0

Educational Qualification	Frequency	Percentage
SSCE	3	1.0
OND/NCE	36	11.5
B.Sc/B.A/B.Tech/HND	95	30.4
Post Graduate	178	57.1
Total	312	100.0

Work Experience

Less than 10 years	148	47.4
10 – 15 years	67	21.5
16 – 20 years	41	13.1
21 – 25 years	34	10.9
Above 25 years	22	7.1
Total	312	100.0

Categories of Staff

Junior Staff	183	58.7
Senior Staff	129	41.3
Total	312	100.0

Mode of Employment

Permanent	295	94.55
Contract	17	5.45
Temporary	-	-
Total	312	100.0

Source: Field Survey, 2022

The results of the study as presented in table 1 shows that the male respondents accounted for the largest population of respondents used for this research, representing 67.3% of the total sample used for the study, while female can only account for only 32.7%. This implies that there are more male Staff of Globacom and MTN Telecommunication Company in Ibadan, Oyo State than female staff. Age distribution indicates that the larger number of respondents belong to the age bracket of 26 - 35 years which accounted for 44.6%. Further, it is evident that significant percentage of the respondents are married at the time of this survey, which represents 82.05%, while insignificant percentage are single, representing 17.95% of the respondents. In addition, respondents with Post Graduate qualification accounted for highest frequency (178) with 57.1%, followed by B.Sc/B.A/B.Tech/HND (95) with 30.4%, OND/NCE and SSCE (36 and 3) with 11.5% and 1.0% respectively. Another demographic characteristic is the respondents work experience which indicates that majority of the respondents with a frequency of 148 (47.4%) have been a staff of the institution for a period less than 10 years whilst 67 (21.5%) of them have spent 10 - 15 years as a staff of Globacom and MTN Telecommunication Companies Ibadan, In Oyo State. Moreover, 41 (13.1%) of the respondents have been for a period between 16 - 20 years while 34 (10.9%) and 22 (7.1%) have spent 21 - 25 years and above 25 years respectively. Category of staff indicate that 58.7% of the respondents were senior staff while the remaining 41.3% accounted for the junior staff. Also, from the grade level of respondents, Lastly, majority of the respondents which accounted for 94.55% are permanent staff of Selected Globacom and MTN Ibadan in Oyo State while the remaining 5.45% are contract staff. Research question one: To examine employee's productivity of Globacom and MTN Telecommunication Companies in Ibadan, Oyo State, Nigeria.

Employee's Productivity**Table 5: Effectiveness of Labour Turnover**

Effect of Labour turnover on productivity of staff of selected telecommunication companies in Ibadan, Oyo state

Option	Frequency	Percentage
Yes	252	80.8
No	60	19.2
Total	312	100.0

Table 6: Assessment of Level of Profit Globacom and MTN Telecommunication Companies, Ibadan In Oyo State

Option	Frequency	Percentage
Very Good	91	36.1
Good	126	50.0
Fair	28	11.1
Poor	5	2.0
Very Poor	2	0.8
Total	252	100.0

Table 7: Level of customers' Satisfaction affects employee's productivity

Option	Frequency	Percentage
Strongly Agree	141	56.0
Agree	78	31.0
Undecided	13	5.1
Disagree	12	4.8
Strongly Disagree	8	3.1
Total	252	100.0

Table 5 explain the effect of promotion exercise on labour turnover and it reveals that 80.8% of the respondents have been promoted from one level to another, while the remaining 19.2% of the respondent have not benefitted from any promotion exercise. The result indicate that majority of the staff have been promoted from one level to another. Meanwhile, 36.1% of the respondents concur that Improvement-labor exercise is very good while a larger proportion of the respondents (50%) also concluded that the exercise is good. 11.1% of the respondents sees the exercise within the Staff of Selected Globacom and MTN Telecommunication Companies in Ibadan Oyo State has been fair while a cumulative percentage of 2.8% concluded that the promotion exercises within the staff of Selected Globacom and MTN Telecommunication Companies, Ibadan in Oyo State is poor and very poor respectively. Furthermore, one hundred and forty-one respondents (141) representing 56% strongly agreed that the Level of profit was relevant in enhancing their job productivity within the Staff of Globacom and MTN Telecommunication Companies, Ibadan In Oyo State. Seventy-eight (78) respondents agreed that Level of profit enhances their job productivity, 13 respondents remained undecided as whether it has a positive effect on their job productive. Moreover, 12 respondents disagree with Level of profit being a job productive enhancement strategy and 8 respondents also strongly disagreed likewise.

The findings indicate that truly level of customer's satisfaction enhance Productivity in their organization. Also, majority of the respondents (47.2%) agreed to the effectiveness of Level of customer's satisfaction, while 35.3% of the respondent strongly agreed as well. Meanwhile, 4% were undecided as whether level of customer's satisfaction has a significant effect on productivity while a cumulative percentage of 13.5% disagreed and strongly disagreed respectively. These results indicate that level of customer's satisfaction has a strong significant effect on Productivity that is when there is higher level of customers' satisfaction is received as at when due, there are basically four clearly defined levels of customer satisfaction. Each level is based on the degree to which Globacom and MTN Telecommunication business is meeting customer expectations. The higher the level that Globacom and MTN Telecommunication business is able to achieve then the more they will build customer loyalty which will support greater success and greater productivity workers would find it difficult to leave their present organization for another organization. The findings also supported the view of a scholar on their study Modelling the Relationship between Labour turnover; Organizational Profit; and customer's Satisfaction in the Globacom and MTN

Telecommunication Companies in which the main objective of the study was to examine the correlation between promotion and fringe benefits towards the retention of staff in Glo

Significant Effect of Promotion Exercise on Workers Turnover within the Staff of Selected Telecommunication Companies in Ibadan, Oyo State

Option	Frequency	Percentage
Strongly Agree	89	35.3
Agree	119	47.2
Undecided	10	4.0
Disagree	23	9.1
Strongly Disagree	11	4.4
Total	252	100.0

Table 8: Mean and Standard Deviation of Effect of Promotion Exercise on Labour Turnover

Items	Mean	Standard Deviation
Responses on the Effect of between Labour turnover Within Staff of Selected Globacom and MTN Telecommunication Companies, in Ibadan, Oyo State.	1.19	1.495783
Assessment between; Organizational Profit; and Within the Staff of Selected Globacom and MTN Telecommunication Companies, Ibadan, in Oyo State	4.19	0.160935
Positive Effect of between customer's Satisfaction on Job Productivity on Staff of Selected Telecommunication Companies in Ibadan, Oyo State	4.32	1.722179
The Significant Effect of influence of HRM practice on employee's productivity Within	4.00	1.679891

4.6 Test of Research Hypotheses Two

Table 7 presents the hypothesis testing for the second hypothesis which is to ascertain the significant effect of promotion exercise on labour turnover or whether the effect should be disregarded. The Chi-square test of 9.315 is significant at 95% level (i.e. Significant value, $p = 0.001 < 0.05$), in view of this, the null hypothesis:

- H0: effect of promotion exercise has no significant effect on labour turnover, is rejected while the alternate hypothesis,
- H1: labour turnover have a significant effect on HRM practices, is accepted.

This study is in accordance with the opinion of who assert that as one would have expected, promotion tends to serve as a motivating factor for employees to remain on their jobs for a long period of time and the absence of promotion exercise would cause talented employees to quit the organization and if there is a high ratio of labour turnover the growth of such organization tends to decreased.

Therefore, the hypothesis that labour turnover have a significant effect on HRM practice, is accepted.

Table 7: Chi Square Test Statistics

labour turnover have a significant effect on HRM practice	
Pearson Chi-Square	9.315
Df	1
Sig. value (p)	.001

Research question: To find out Human Resources Management practice in Globacom and MTN Telecommunication Companies in Ibadan, Oyo State, Nigeria.

Table 2. Effectiveness of Training and Development on Employee Skills, knowledge and Attitude

Beneficiary of Medical Benefit	Option	Frequency	Percentage
	Yes	137	43.9
	No	175	56.1
Total		31	100.0
		2	

Mode of Selection of T&D		
On joining the organization	58	42.3
Head of Unit/Department Recommendation	35	25.5
Compulsory for all staff	6	4.4
Upon staff request	13	9.5
Based on Performance	25	18.2
Total	137	100.0
Training Received		
Quarterly	2	1.5
Bi-annual	7	5.1
Annually	12	8.8
2- years interval or more	70	51.1
No specific period	46	33.5
Total	137	100.0

Effect of T & D on Job Performance		
Very Effective	48	35.0
Effective	80	58.4
Not sure	6	4.4
Not effective	3	2.2
Total	137	100.0

Direct Impact of T & D on Skills, Knowledge and Attitude of Employee	Frequency	Percentage
Strongly Agree	48	35.0
Agree	63	46.0
Undecided	16	11.6
Disagree	7	5.2
Strongly Disagree	3	2.2
Total	137	100.0

Effectiveness of Training and Development and Employee Productivity.

The results of the study as presented in table 2 shows that 56.1% of the respondents have not benefitted from training and development from the Selected Telecommunication Companies In Oyo State while the remaining 43.9% have benefitted immensely from the Selected Telecommunication Companies In Oyo State in terms of training and development. Meanwhile majority of the respondent 42.3% were selected for training and development upon joining the institution. Furthermore, 51.1%, submitted that they are trained at an interval of 2-years or more while 58.4% of sampled respondents agreed that the level of training/development acquired on their job performance Of Selected Telecommunication Companies in Oyo State was effective. 35% of the respondent strongly agree that it has a direct positive impact, 46.0% agreed with the assertion. Training is a very important part of the human resource development activity of human resource management practice and the finding reveals that it has more impact on the skills, knowledge and attitude of staffs towards work in Selected Telecommunication Companies in Oyo State.

The implication of the results confirms that training adversely impacts on employee's work performance. The findings as well supported the study of which concluded that behavioural training techniques has a significant effect on employee performance and organizational effectiveness and by so doing employee skills, knowledge and attitude will be harnessed. Also, the findings supported a framework carried out by Agbogbo which explain that there is a direct relationship between employee development and employee productivity. This study concludes that development of an employee will result to an employee productivity and which will automatically lead to an employee gaining more skills, knowledge in discharging of duties in an organization. The mean and standard deviation of the first research objectives is being explained in table 3.

Table 3: Mean and Standard Deviation of effectiveness of Training and Development in enhancing Employee Skills, Knowledge and Attitude

4.4 Test of Research Hypotheses One

Table 4 presents the statistical result of the Chi square test; to test the significant effect of effective training and development on employee skills, knowledge and attitude. The statistical results show that the estimated Chi-square statistical value of 86.238 is significant at the 95% level (i.e. Significant value, $p = 0.004 < 0.05$), in view of this, the null hypothesis, H_0 : Effective training and development has no

significant effect on employee skills, knowledge and attitude, is rejected while the alternate hypothesis H1: Effective training and development have significant effect on employee skills, knowledge and attitude is accepted. These findings are in consonance with [17] who concur that the right employee training, development and education at the right time, provides big payoffs for the organization in increase productivity, knowledge, loyalty and contribution. Also training and development is a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Additionally, training and development aids an employee to continue to make the necessary positive contribution to the success of employing organization in terms of his / her good performance on the job.

Hence the hypothesis that effective training and development have significant effect on employee skills, knowledge and attitude is accepted.

Table 4: Test of Research Hypotheses

Chi Square Test Statistics

Effective training and development have no significant effect on employee skills, knowledge and attitude.

Pearson Chi-Square	86.238
Df	1
Sig. value (p)	.004

Conclusion

The study examines the effectiveness of human resource management in achieving employee productivity within the Staff of Selected Globacom and MTN Telecommunication Companies, in Ibadan, Oyo State. It found out that human resources unit as a pivotal unit in facilitating competitive advantage should laid more emphasis on training and development of staffs, also training and development should be a kind of routine activities for staffs irrespective of their cadre be it a junior staff or a senior staff and as a result, the best potential (skills, knowledge and attitude) in them would be identify to achieve better productivity. The study also concludes that Labour turnover; Organizational Profit; and customer's Satisfaction of staffs is free from biased and it goes a long way in

bringing out the best out of them. When a staff is being promoted as at when due better performance would be achieved and this drastically reduce labour turnover.

Recommendations

From the result of the study conducted, it was discovered that human resource department has a lot of impact on the employee and the organisation at large. This is because it regulates the activities of the organisation in order to implement an effective policy on the employees. Based on the findings, the study recommends that management should put more effort in training of staff by sending them for workshops and conferences so that the largest percentage (56.1%) who have not benefitted any training from the organization may benefit as well and as a result, their skill, knowledge and attitude would be harnessed. Also, management should ensure that staff are promoted as at when due so that the remaining (7.9%) Staff training and development must be given utmost priority to improve employee interest in their job and essential element in improving turnover and curbing dubious acts. Training of senior and junior staff should be given opportunity to acquire higher degrees for greater responsibility.

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Improving Surveillance of Infectious Diseases in Developing Countries with Digital Media for Digital Health Records Management Systems

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Abstract

Prevention and control of infectious diseases outbreaks are of utmost concern at both national and international stages. Usage of disease surveillance systems has been recognized as an effective strategy for the prevention and control of infectious diseases. The World Health Organisation supports developing countries like Nigeria as well as developed countries across the world, to control the outbreaks by working with concerned national agencies to strengthen infectious diseases surveillance and response systems. But, the success or failure of all initiatives to prevent and/or control infectious diseases outbreaks depends on the real-time availability of reliable health data. This study reviews the readiness of Nigerians to embrace timely reporting of any observed symptoms of infectious diseases in their communities through digital media, using their preferred digital medium, towards improving the timeliness and availability of digital health records to manage infectious diseases in Nigeria. Investigations carried out with quantitative research method using both online and physical survey questionnaires as tools, and percentage frequency distribution as a method of analysis, show that large majority of the respondents are willing to report observed symptoms of infectious diseases in their communities via their preferred digital medium - like Whatsapp, SMS, Facebook, Twitter, among others, - thereby

providing real-time data feeds into digital health records management systems for improved infectious diseases surveillance. Most respondents cited the ease of access of digital media via their mobile phones as the reason why they will embrace this mode of reporting.

Keywords: infectious diseases, surveillance, health records management, digital media, developing countries

Introduction

The historical and recent occurrences of infectious diseases like Ebola (EVD), Meningitis, Lassa fever and COVID-19 in developing countries like Nigeria are calling for improvement on the existing event-based surveillance systems being used in the country. Unlike the traditional paper-based health information processing system, advancements made on automation of health information processes have altered the approaches of gathering and processing data for event-based surveillance systems of infectious diseases.

The more there are sources of data for Digital Health Records Management Systems (DHRMS) about occurrence and spread of infectious diseases in a community, the better for medical professionals and policy makers to be equipped with reports to prevent further spread and control infectious diseases outbreaks. Sharareh, Bahaadinbeigy, Deldar, Gholamzadeh, Hajesmaeel-Gohari, and Ayyoubzadeh (2021) concluded that DHRMS with advance intelligence and capability is yet to be employed for the management of health-related crises, and real-time data supply is crucial to achieve such an improvement. Hence there is need to examine if there are more possibilities of sourcing infectious diseases related data for DHRMS to provide well managed information for healthcare workers and policy makers for prevention and control of infectious diseases.

In sourcing additional infectious diseases related data, mobile/ web app among other digital platforms/ media are taking central stages. Rodriguez, Sanz, Llano, Navarro, Parra-Lara, Krystosik, Rosso (2020) in its study in Colombia used a specially built mobile application, FeverDX, and concluded that the mobile application is helpful in detection and surveillance of diseases. Subair, et al. (2019) identified WhatsApp, Facebook, Instagram and YouTube as digital platforms/ media mostly used by Nigerian students. Talaue, Alsaad, AlRushaidan, AlHagail (2018) discovered that students of developing countries spend between 1 to 3 hours daily on their preferred digital platform/ medium. All these insights point to

the necessity to study the possibilities of sourcing more infectious diseases related data via digital platforms/ media.

Objectives of this study

The main objective is to examine the usage preferences of digital platforms/media (e.g. WhatsApp, Facebook, Instagram, customized mobile/web app, etc.) among the people of developing countries, as well as their willingness to use their preferred digital medium/platform to provide real-time data for DHRMS as a way of creating an improved version of event-based infectious diseases surveillance system for developing countries, using Nigeria as a case study.

Literature Review

Digital Health Records Management System (DHRMS) in Nigeria

“Prior to the Electronic Health Record (EHR), a patient's medical records consisted of handwritten notes, typed reports, and test results stored in a paper file system.” (Ikonne, Madukoma, & Ogundele, 2021, p. 152). The challenges of using traditional paper record system in Nigerian health facilities necessitate the introduction of Digital Health Records Management System (DHRMS) in the country's healthcare sector. DHRMS has been referred to with different names in different literatures, for example: Kiri and Ojule (2020) referred to it as electronic medical record system, Elikwu, Igbokwe and Emokhare (2020) named it electronic health information system, Ibrahim, Kani and Ahmed (2019) mentioned it as Electronic Health Record System, and Luz, Mussi, Dutra and Chaves (2021) made reference to it as health information systems. DHRMS is an application of computing and associated technologies to automate and manage processes and activities of medical services delivery for efficient and effective healthcare delivery.

In its work on the Nigerian health sector, Kiri and Ojule (2020) emphasized that the adoption of DHRMS is important across all medical facilities in the Nigerian health sector. Nwankwo and Sambo (2018) confirmed the importance of DHRMS when it explained that the delivery of medical services is gravitating towards data-driven preventive healthcare system across the world, as against curative/ reactive healthcare system. According to Elikwu, et al. (2020), DHRMS supports improved healthcare delivery services with prompt processing of medical information to generate reports which medical practitioners use for clinical decision making. Adegboyega and Musa (2019: 7) stated that “efficient management of health records will enhance the efficiency of medical practitioners, as well as welfare of

patients.” Ibrahim, et al. (2019) confirmed that there is a consensus among Nigerian healthcare professionals about the efficacy of adopting DHRMS as a tool for improving healthcare service delivery. Hence, DHRMS is of importance in all areas of Nigeria healthcare delivery.

Infectious Diseases, Epidemic and Nigeria

“An infectious disease can be defined as an illness due to a pathogen or its toxic product, which arises through transmission from an infected person, an infected animal, or a contaminated inanimate object to a susceptible host” (van Seventer and Hochberg, 2017, p. 22). According to the World Health Organisation (2018), a prevalent infectious disease is categorized as epidemic if it is actively spreading in a community at a particular time. At different periods of history, Nigeria has been in the eyes of the storm of infectious diseases outbreaks. From Monkey-pox, Lassa Fever, Meningococcal Meningitis, Ebola Virus Disease, to Corona Virus (COVID-19) among other infectious diseases outbreaks, Nigerians and other citizens of the world have been plagued with health fears each time. The reality of the health fear forms the basis why the World Health Organisation (2018) believed that infectious diseases outbreaks deserve to be tackled with plans that would yield a long-lasting solution. One of such plans is how to source real-time data for monitoring transmission and progression of an infectious disease.

Importance of Real-time Data in the prevention and control of epidemics

Alwashmi (2020) explained that if the awareness about infectious diseases outbreaks in an affected community is delayed, the health of all members of the community and the world at large is at risk because infectious diseases outbreaks do not recognize national and international boundaries. Therefore, it is important for the Nigerian community to adopt DHRMS as a tool to prevent and control infectious diseases. Ojo (2018), using observations and past studies of different scholars, mentioned that the state of DHRMS in Nigeria is poor. Adegboyega and Musa (2019: 7) stated that the importance of “...accurate, comprehensive and objective management of health records cannot be over-emphasized”. Hence, it is safe to mention that there is need for improvement of DHRMS in Nigeria. The adoption of DHRMS is not enough a tool to prevent and control an infectious disease outbreak if there are no reliable real-time data to determine the transmission process of the infectious disease and the rate at which it is spreading. Availability of reliable real-time data for DHRMS of an infectious disease is important to plan how to forecast its spread, and how to stop its spread. Mohanty, et al. (2019) affirmed that the basic method to control epidemics is to detect an

infectious disease outbreak early with an appropriate surveillance method. Digital platforms and applications such as mobile apps, social media applications, web crawlers, and so on, offer a wide range of possible ways to gather real-time data for DHRMS, which will in turn generate reports for healthcare practitioners and healthcare policy makers to make crucial medical decisions. The real-time availability and management of digital health data about infectious diseases is pivotal to their prevention and control. With reliable real-time digital health data about infectious diseases symptoms observations gotten from people as part of surveillance effort, DHRMS efficiency can be improved, and swift important decisions on how to control and/ or prevent a spread of infectious diseases can be made at all levels of healthcare delivery in Nigeria.

Methodology

The study adopted a quantitative research method. An investigative design survey approach with a questionnaire was used for gathering data about the perception of respondents with regards to reporting of possible symptoms of infectious diseases in their communities with their preferred digital platform/ medium for improved surveillance. The questionnaire consists of both open-ended and close-ended questions. The questionnaire was administered in both online format and physically printed format. The respondents were those who completed the online questionnaire posted randomly among various fora of Nigerians on digital media, and those who completed the physical questionnaire at various training sessions of a business school held all the six geo-political zones of Nigeria. A total of 212 respondents completed the questionnaire. The data were extracted, mostly in quantitative terms, into a spreadsheet; and subsequently analysed using the percentage frequency distribution.

Results

Demographic Data of Respondents

Table-1 contains the summary of the respondents' attributes. The age of the respondents ranges between 20 and 64 years. The age cluster with the highest frequency among respondents was 35 – 39 years, it constitutes 35.85%. Most of the respondents, 37.26 % of them, have Bachelor's degree as their highest educational qualification. With regards to living modes, most respondents (56.13%) live with 2 – 5 people. Gainfully employed respondents account for 46.70% of the total number of respondents.

Table-1: Demographic data of the respondents

		Number of Respondents	Percentage (%) in 2 decimal places
Age (Years)	20 - 24	21	9.91
	25 - 29	21	9.91
	30 - 34	28	13.21
	35 - 39	76	35.85
	40 - 44	29	13.68
	45 - 49	21	9.91
	50 - 54	6	2.83
	55 - 59	7	3.30
	60 - 64	3	1.42
Education	Secondary School and Below	17	8.02
	Ordinary National Diploma	11	5.19
	National Certificate in Education	9	4.25
	Higher National Diploma	13	6.13
	Bachelor's Degree	79	37.26
	Master's Degree	58	27.36
	PhD	16	7.55
	Others	9	4.25
Living Modes	Alone	22	10.38

(Persons)	With only 1	35	16.51
	With only 2 - 5	119	56.13
	With more than 5	26	12.26
	Others	10	4.72
Employment	Student	25	11.79
	Unemployed	32	15.09
	Under-employed	42	19.81
	Gainfully employed	99	46.70
	Retired	3	1.42
	Others	11	5.19

Presentation and Discussion

Below in Table-2 is the presentation of responses to questions on the usage preferences of digital platforms/media among the respondents and their willingness to use their preferred digital medium/platform to provide real-time data for DHRMS whenever any infectious disease symptom is observed in a community. This is to help improve event-based infectious diseases surveillance system for developing countries:

Table-2: Responses on digital media/platforms preferences and use to report infectious disease symptoms

		Number of Responde nts	Percentage (%) in 2 decimal places
Have you ever reported any observed infect ious disease incidence in your community via any means?	Yes	23	10.85
	No	189	89.15
How likely are you to report	Very likely	59	27.83

observed infectious disease in your community via a website?	Likely	37	17.45
	Not sure	65	30.66
	Unlikely	22	10.38
	Very unlikely	29	13.68
How likely are you to report observed infectious disease in your community via a mobile app?	Very likely	85	40.09
	Likely	37	17.45
	Not sure	48	22.64
	Unlikely	20	9.43
Which technological application/medium will you prefer to use in reporting observed infectious diseases in your community?	Very unlikely	22	10.38
	SMS	47	22.17
	Email	12	5.66
	WhatsApp	99	46.70
	Twitter	18	8.49
	Facebook	21	9.91
	Instagram	6	2.83
	Telegram	6	2.83
	Others	3	1.42

With the current rage of COVID-19 and several previous outbreaks of Ebola (EVD), Lassa fever, Meningitis, etc.; in Nigeria, only 10.85% of the respondents has ever reported symptoms of infectious diseases via any means before this survey, 89.15% has never reported anything related to infectious diseases and their symptoms. However, a large majority of the respondents are willing to provide data about any observed infectious disease symptoms via a digital medium/platform. 27.83% and 17.45% are likely to report observed infectious disease in their community via a website, giving a total of 45.28%. 30.66% are not sure if they would report observed infectious disease in their community via a website. 40.09% and 17.45% are likely to report observed infectious disease in their

community via a mobile app, giving a total of 57.54%. 22.64% are not sure if they would report observed infectious disease in their community via a mobile app. On the digital medium/ platform preferences of the respondents to provide real-time data for DHRMS about observed infectious disease symptoms, the top three preferred options are WhatsApp, SMS, and Facebook, with 46.70%, 22.17%, and 9.91% of the total responses respectively. Other preferred digital media/ platforms are Twitter (8.49%), Email (5.66%), Instagram (2.83%) and Telegram (2.83%). 1.42% mentioned that they would prefer a customized mobile app specifically built for the purpose of reporting any observed infectious disease symptoms.

Conclusion

This study examines the willingness of people in developing countries to report observed symptoms of infectious diseases in their communities via a digital medium/ platform. In addition, it studies the preferences of digital medium/ platform among the respondents, and the particular medium/ platform that each of them would prefer to use to report observed symptoms of infectious diseases in their communities. It is safe to conclude from the results presented and discussed above that a large majority of the respondents are willing to report observed symptoms of infectious diseases in their communities via a digital medium/ platform, thereby providing a real-time data for DHRMS for improved infectious disease surveillance. Among the digital media/ platforms available in the developing countries, the descending order of preference in using them to report observed symptoms of infectious diseases in the communities is WhatsApp, SMS, Facebook, Twitter, Email, Instagram / Telegram (both have the same figure), and customized mobile app for reporting.

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**INFORMATION LITERACY AND KNOWLEDGE
MANAGEMENT AS DETERMINANTS OF
ORGANISATIONAL GROWTH IN SELECTED
ORGANISATIONS IN EKITI STATE**

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Abstract

The study examined information literacy and knowledge management as determinants of organisational growth in selected organisations in Ekiti State. The study adopted descriptive survey research design. The participants comprising 60 office managers which included (male = 19, female = 41) were randomly selected using stratified random sampling technique. Questionnaire was the instrument used in data collection. Descriptive statistics of frequency counts and simple percentages, mean and standard deviations and Inferential statistics of Pearson's product moment correlation and multiple regression were used to analyse the data at 0.05 level of significance. The result revealed that the level of information literacy among information managers was high =x(1.64). It could be inferred that knowledge management influenced organizational growth to a great extent (1.79). Positive significant relationship was found between information literacy and organisational growth ($r = 7.20$; $p < 0.05$), positive significant relationship was also found between knowledge management and organisational growth ($r = 0.82$ $p < 0.05$). It was also revealed that information literacy and knowledge management

jointly contributed 59.3% to the prediction of organisational growth. It was recommended that Organizations should note that they will benefit more from orchestrating and mindfully managing knowledge acquisition activities in order to tap different kinds of knowledge because acquisition of knowledge goes beyond just acquiring more knowledge.

Word Count: 201

Keywords: Information literacy, Knowledge management, Organisational growth, Information Managers, Ekiti State

Introduction

Overtime, organisations are concerned with their growth and development as this makes them to survive in the very dynamic business environment. Progress is what most organisations aimed at becoming, either big or small. Small organisations desire to be big while large organisations want to get bigger. In order to sustain organisational life and continuous growth, organisations face many changes and pressures in today's world. They get the desired results if they put innovation into their growth processes and accommodate the efficient changes.

Organisational growth can be defined as a process by which the structure of a multigent system organisation raises the number of its functions and connections. In other words, organisational growth is the growing progress, ongoing improvement of asset of an organisation (Adeyeye, Aina & Ige, 2012). Of course, in order to succeed, most organisations want progress, not just to survive which most of the responsibilities are in the hands of office managers. Office manager is someone who is responsible for organising all of the administrative, financial and managerial activities that ensure the efficient functioning of an office.

Organisational growth means different things to various organisations. Indeed, organisations can select several parameters to measure their progress. The most important indicator is one that indicates success with respect to the specified objectives of an organisation. Profit is the ultimate objective of most organisations, so, financial data such as sales and net profit are often used as 'bottom-line' indicators of organizational growth. However, to judge organisational growth, other organisations can use physical expansion, number of

employees, sales figures, or other metrics. For the growth of organisation, it depends on information literacy and knowledge management of information managers.

Information literacy can be defined as a set of abilities which enable individuals to be aware when useful information is needed and capable of locating, evaluating, and using the needed information effectively. Anunobi & Udem (2016) defined information literacy as “the ability to use techniques and skills for the wide range of information tools as well as primary sources in molding information solution to solve organisational challenges”. Information literacy aids critical information analysis and balanced decision making which paves way for knowledge creation, learning and innovation as well as organizational growth (Forster, 2017). One of the importance of information literacy in organisations is that it enhances reflective thought and awareness of potential information sources and stakeholders in an information environment which could enhance organizational growth because information is needed to plan for the growth of the organization (Cheuk, 2017). Information literacy is experienced differently underlining the importance of context such as works tasks, social aspects and learning experiences which could in turn enhance the growth of organizations (Widén, 2018).

Knowledge management is the process of creating, manipulating, storing and using knowledge to facilitate the growth of an organisation. Omotayo (2015) identified 'knowledge management as a framework for designing an organisation's strategy, structures and processes so that the organisation can use what it knows to learn and to create economic and social value for its customers and community'. It is creation of new skills, capabilities, competencies and sharing the use of this knowledge by information managers for the growth of the organisation. Knowledge is not just facts and numbers that organizations have on spreadsheets or in maps but rather it concerns the whole human experience acquired through education and working skills and experience (Chawla & Joshi, 2015).

Ability of information managers to generate and use skills in the organization would enhance organizational growth (Mansou & Abuarqoub, 2020). Some of the components of knowledge management include: knowledge acquisition/creation, application of knowledge and knowledge sharing. Knowledge creation begins with collecting facts and data taken from both internal and external sources, researches, primary and secondary sources and networks. Knowledge storage and

retrieval involves organizing and filtering general information to meet the requirements of a certain group of users and thus, producing contextual information. A stage where knowledge becomes behavior or action is referred to as Knowledge use or knowledge application. (Martensson, 2018).

Despite the fact that studies have been done on factors that could enhance organisational growth, there are not many studies combining information literacy and knowledge management and organisation growth among information managers. This is the gap to be filled in this study as it provides empirical evidence on information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State.

Statement of the Problem

Overtime, the major concern of most organisations is how to enhance their growth. Unfortunately, most of these organisations do not perform up to their expectations due to poor information literacy skills from the managers and also inability of its employees to generate, accumulate, share and use knowledge to improve and /or meet with the goals of the organisation. When this happens, the output of the organisation will be affected as its profit margin would drop drastically. The problem that could stem from this is that such organisations could go into moribund. This could lead to organisational restructuring which could breed retrenchment, sack among others. The task of determining the impact of this crucial activity on the success of such organisations is also faced by information managers. Today, many information managers operate their task without a keen interest ways of retrieving, using and evaluating information; and the degree to which they collect facts and data taken from internal and external sources to make decision for the organisation. All these could consequently inhibit the growth of such organisations. It is against this backdrop that the study examined information literacy and knowledge management as determinants of organisational growth among information managers in selected organisations in Ekiti State.

organisational growth

Objectives of the Study

The study's main objective was to investigate information literacy and knowledge management as determinants of organisational growth among information managers in selected organisations in Ekiti State. The specific objectives of the study were to;

- i. examine the level of information literacy among information managers in selected organisations in Ekiti State;
- ii. ascertain the extent to which knowledge management influence organisational growth;
- iii. examine the relationship between information literacy and organisational growth among information managers in selected organisations in Ekiti State;
- iv. examine the relationship between knowledge management and organisational growth among information managers in selected organisations in Ekiti State; and
- v. ascertain the joint influence of information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State.

Research Questions

The research questions that guided this study were:

- i. What is the level of information literacy among information managers in selected organisations in Ekiti State?
- ii. To what extent does knowledge management influence organisational growth?
- iii. What is the relationship between information literacy and organisational growth among information managers in selected organisations in Ekiti State;
- iv. examine the relationship between knowledge management and organisational growth among information managers in selected organisations in Ekiti State; and
- v. ascertain the joint influence of information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State.

Hypotheses

H₀₁: There is no significant relationship between information literacy and organisational growth among information managers in selected organisations in Ekiti State.

H₀₂: There is no significant relationship between knowledge management and organisational growth among information managers in selected organisations in Ekiti State.

H₀₃: There is no significant joint influence of information literacy and knowledge management on organisational growth among information managers in selected organisations in Ekiti State

Literature Review

Every organisation is mostly concerned about its growth and development. Growth is not extemporaneous, it is a result of choices: decision to employ or not to shoot, choices to raise production in response to demand, choices to boost demand and so on. Thus, organisational growth will only take place if the increased size is positively related to the accomplishment of individual members of the organisation's goals or objectives. Information literacy is a set of abilities requiring individuals to "recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information.

The business environment is highly competitive these days therefore the dynamism of business environment has brought the Information literate office managers to the lime light. Office managers due to the nature of their work know what information is required and are capable of retrieving the relevant information useful for decision making. They play key roles of information management. They have access to modern technologies like internet, fax, computer and phones which facilitate their work. They have the skill for managing technology and tools, so as to access pertinent information. Thus, quality production is enhanced and achieved which consequently promotes organizational growth (Kahiro, Muhammad & Nor, 2017)

Alan (2012) posited that 'knowledge management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical and strategic requirements; it consists of the initiatives, process, strategies and systems that sustain and enhance the storage, assessment, sharing,

retirement, and creation of knowledge'. Knowledge management in organizations is believed to be an integrated process that can help enhance and expand innovation process and also enhance organizational growth (Parikh, 2016).

In a study conducted by Ahmad and Widen (2018) on the impact of information literacy on organizational growth among 85 employees in selected organization in Sweden using the survey design and simple random sampling technique. Result revealed that there was significant relationship between information literacy and organizational growth. The author concluded that as organizational leadership defines policies, shapes culture and determines goals, its role in employees' information literacy development and practices are quite important for its growth. De Meulemeester, Buysse, & Peleman, 2018) examined the influence of information literacy on organizational growth among employees in US adopting the survey design and purposive sampling. The authors found that the more information literate, the higher the self-efficacy and confidence in task accomplishments and goal achievement and consequently enhance organisational growth. The authors concluded that it can improve information managers' confidence by allowing them to make sense of complex information situations that would enhance organizational growth.

In another study conducted by Somerville and Bruce (2017) on the level of information competency among employees in selected organization in US and found that the level of information literacy among employee is high. The authors affirmed that being information literate could allow employees to use information to learn within the workplace ecosystem.

Faleye, Kovacs and Venkateswaran (2014) show that the competence of information managers in accessing relevant information in organisation supports the development of highly innovative patents "by helping to evaluate and exploit innovative ideas" and by making the right resource allocation decisions in an organisation. In another study conducted by Nnabuike, Onwuka and Ojukwu (2015) examined the influence of knowledge management on organizational growth among commercial banks in Akwa using descriptive research design. The findings reveal that there is a positive relationship between knowledge identification and organizational growth. It also reveals that acquisition of knowledge has a positive impact on organizational growth. The author concluded 'that knowledge is the key resource needed if an organization intends to operate at a level that is equal to no other'.

Mohamad, Mehrdad, Salman and Noruzy (2013) in their study used structural equation modeling (SEM) to investigate the influence of the practices of knowledge management on organizational growth in small and medium enterprises (SMEs) in Iran. A number of 282 senior managers from these enterprises were chosen, using simple random sampling. The finding showed that acquisition, storage, creation and implementation of knowledge has a significant factor loading on knowledge management; and also productivity, financial performance, staff performance, innovation, work relationships, and customer satisfaction have significant factor loading on organizational growth. The results of the study suggest that knowledge management practices directly influence the organizational performance of SMEs. Abdel, Gawater and Mohamed (2012) investigated the role of knowledge management in enhancing organizational growth in some Egyptian organizations, using questionnaire to collect the required information. The result shows that all elements of knowledge management capabilities have a positive significant relationship with organizational growth at 1% level of significance; it means that there is a great correlation between knowledge management capabilities and organizational performance.

Methodology

This study adopted the descriptive research design of survey type. The study comprised of information managers selected from 15 organizations which included banks, telecommunication companies, SMEs and hotels in Ekiti State. The 60 information managers were selected using stratified random sampling technique based on the size of the information managers in the organization. The use of total enumeration technique is in line with the position of Byrman (2003) rule of thumb who posits that, the use of this technique arises when the respondents for the study is not too numerous.

Self-developed questionnaire was used as instrument for the study. This was titled "Information Literacy Knowledge Management Organizational Growth Questionnaire" (ILKMOGO). The face and content validity of the instrument was done by experts in test and measurement. Their suggestions and corrections validated the instrument. The test of reliability of instrument was done using Cronbach Alpha method with reliability coefficients of 0.82 which indicated that the instrument is reliable for the study.

The data collected for the study were analyzed using frequency counts, simple percentages and mean for research questions while Pearson's correlation and regression were used to test the hypotheses at 0.05 level of significance.

Results

Research Question 1: What is the level of information literacy among information managers in selected organizations in Ekiti State?

Table 1: Level of information literacy among information managers

S/N	Items	Agree (%)	Disagree (%)	$\bar{x}$
1	I can easily lay my hands -on right information when needed	42 (70%)	18 (30%)	1.70
2	I can easily identify the right information sources whenever the need arises (e.g. company employees, intranet, online sources and clients	34 (56.7%)	26 (43.3%)	1.57
3	I can easily detect inaccuracy, errors, etc. in information acquired from different sources	39 (65.0%)	21 (35.0%)	1.65
4	I am good at using information for positive changes in work practices	41 (68.3%)	19 (31.7%)	1.68
5	I easily put information into action (problem solving, inform of decisions etc.).	35 (58.3%)	25 (41.7%)	1.58
	Weighted Average Mean (WAM)			1.64

WAM: 1.50 - 2.00 (High); 1.00 - 1.49 (Moderate); 0.00 - 0.99 (Low)

Table 1 shows the level of information literacy among information managers. The mean values for statements in item 1-5 ranges between 1.57 - 1.70. The weighted average mean (1.64) also falls within the range 1.50 - 2.00. This indicated that majority of the respondents indicated that the level of information literacy among information managers is high.

Research question 2: To what extent does knowledge management influence organizational growth?

Table 2: Extent to which knowledge management influence organizational growth

S/N	Items	Agree (%)	Disagree (%)	$\bar{x}$
1	This organization knows about knowledge management	50 (83.3%)	10 (16.7%)	1.83
2	This organization is experienced in knowledge management	49 (81.7%)	11 (18.3%)	1.82
3	Identification of knowledge within this organization is very important	45 (75.0%)	15 (25.0%)	1.75
4	This organization puts-in so much effort in identifying existing knowledge	52 (86.7%)	8 (13.3%)	1.87
5	Internal knowledge within this organization is becoming known	40 (66.7%)	20 (33.3%)	1.67
Weighted Average Mean (WAM)				1.79

WAM: 1.50 - 2.00 (High); 1.00 - 1.49 (Moderate); 0.00 - 0.99 (Low)

Table 2 shows the extent to which knowledge management influence organizational growth. The mean values for statements in item 1-5 ranges between 1.67 - 1.87. The weighted average mean (1.79) also falls within the range 1.50 - 2.00. This indicated that majority of the respondents indicated that the extent to which knowledge management influence organizational growth is high.

Hypotheses

H₀₁: There is no significant relationship between information literacy and organizational growth among information managers in selected organizations in Ekiti State.

Table 3: Pearson Correlation showing significant relationship between information literacy and organizational growth

Variable	Mean	Std. Dev.	N	df	R	P	Remark
Information literacy	1.64	0.42	60	58	0.720**	.000	Sig.
Organizational growth	1.80	0.50					

*Sig. at .05 level

Table 3 shows the result testing the relationship between information literacy and organizational growth. It was revealed that information literacy has positive significant relationship with organizational growth ($r = .720^{**}$, $N = 60$, $p < .05$). It can be deduced that ability of information managers to effectively search and evaluate information related to a particular need of the organization enhance organizational growth.

H_{02} : There is no significant relationship between knowledge management and organizational growth among information managers in selected organizations in Ekiti State.

Table 4: Pearson Correlation Showing the significant relationship between knowledge management and organizational growth

Variable	Mean	Std. Dev.	N	Df	R	P	Remark
Knowledge management	1.79	0.61	60	58	0.82**	.000	Sig.
Organizational growth	1.80	0.50					

*Sig. at .05 level

Table 4 shows the result testing the relationship between knowledge management and organizational growth. It revealed that knowledge management has positive significant relationship with organizational growth ($r = 0.82^{**}$, $N = 60$, $p < .05$). It can be deduced that ability of information managers to create and manage information could enhance organizational growth.

H_{03} : There is no significant joint influence of information literacy and knowledge management on organisational growth among information managers in selected

organizations in Ekiti State

Table 5: Summary of regression for the joint influence of information literacy and knowledge management on organizational growth

R		R-square		Adjusted R-Square		Std. Error of the Estimate	
0.718 ^a		0.599		0.593		6.72750	
ANOVA							
Source of Variation	Sum of Square	Df	Mean square	F	Sig.		
Regression	7394.620	2	3697.310	17.641	.000 ^b		
Residual	11946.455	57	209.587				
Total	19341.075	59					

*Significant at $p < 0.05$

Result from Table 5 reveals the significant joint influence of the independent variables (information literacy and knowledge management) to the prediction of organizational growth among information managers in selected organization in Ekiti State. The coefficient of multiple regressions of the result was; $R = 0.718$ and multiple $R\text{-square} = 0.599$. This means that the two variables taken together amounted to 59.3% ($\text{Adj.}R^2 = 0.593$) change in predicting organizational growth.

Discussion

The finding of the study from research question one revealed that the level of information literacy among information manager was high. The finding is in line with Somerville and Bruce (2017) who carried out a study on the level of information competency among employees in selected organization in US and found that the level of information literacy among employee is high. The authors affirmed that being information literate could allow employees to use information to learn within the workplace ecosystem.

The finding of the study from research question two showed that the extent to which knowledge management influences organizational growth is to a great extent. The finding corroborates with Onwuka and Ojukwu (2015) who investigated the influence of knowledge management on organizational growth among commercial banks in Akwa and reported that a high information knowledge acquisition has effect on organizational growth to a great extent.

The finding of the study from hypothesis one revealed a significant relationship between knowledge management and information literacy. The finding supports that of Ahmad and Widen (2018) who conducted a study on the effect of information literacy on organizational growth among 85 employees in selected organization in Sweden and reported that there was significant relationship between information literacy and organizational growth. The author concluded that 'as organizational leadership defines policies, shapes culture and determines goals, its role in employees' information literacy development and practices are quite important for its growth'

The finding of the study from hypothesis two revealed that there was significant relationship between information knowledge management and organizational growth. The finding corroborates that of Abdel, Gawater and Mohamed (2012) who investigated the role of knowledge management in enhancing organizational growth in some Egyptian organizations and reported that all elements of knowledge management capabilities have a positive significant relationship with organizational growth.

Result from hypothesis three revealed that there was significant joint influence of information literacy and knowledge management on organizational growth. The finding lends credence with that of De Meulemeester, Buysse, & Peleman, (2018) who examined the influence of information literacy on organizational growth among employees in US and reported that the more information literate, the higher the self-efficacy and confidence in task accomplishments and goal achievement and consequently enhance organisational growth. The finding also supported that of Mohamad, Mehrdad, Salman and Noruzy (2013) investigated the influence of knowledge management practices on organizational growth in small and medium enterprises (SMEs) in Iran who reported that knowledge acquisition, storage, creation and implementation have a significant factor loading on knowledge management; and also productivity, financial performance, staff performance, innovation, work relationships, and customer satisfaction have significant factor loading on organizational growth.

Conclusion and Recommendations

We can now conclude that having high information literacy skills could make information managers to use, evaluate and apply the right information that would make organization to achieve its goals and objectives. Meanwhile, it is impossible to practice an effective knowledge management system in organizations, if the

organization does not have the knowledge that exists within the organization and know where it (knowledge) resides. It is also important to note that it is only when organizations have identified the relevant knowledge that they can talk about the acquisition of the identified relevant knowledge. The author recommended that:

- Office managers should be trained on how to access, evaluate, retrieve and use information that would be useful to the growth of the organization.
- Information managers should be able to identify various information resources, manipulate computer data and retrieve same in required format, understand visual symbols and image, be perfect in search strategies to become information literate which could enhance organizational growth.
- Organizations should note that they will benefit more from orchestrating and mindfully managing knowledge acquisition activities in order to tap different kinds of knowledge because acquisition of knowledge goes beyond just acquiring more knowledge.
- Organizations that desire to remain competitive in business would need to incorporate knowledge identification into their knowledge management strategy. It is observed that organizations do practice knowledge identification, but it is not done as extensively as it should be. They need to put in place an effective system that will ensure that relevant knowledge that can enhance performance is recognized.

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**Challenges and Prospects of Information and
Communication Technology
in Job Performance of Information Managers in
Public Organisations in Ogun State, Nigeria**

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Abstract

The study examined Information and Communications Technology (ICT) in Job Performance of Information Managers with its challenges and prospects with a view to meet global trend for higher productivity, speed, networking, excellent and effective delivery of services. In carrying out the study, three research questions were raised from which a structured questionnaire adapted was used to gather data. The study is a survey of an ex post facto design and the population comprised of all secretaries in the services of Public Organisations in Ogun State, Nigeria. Simple random sampling technique was adopted to select 150 Secretaries from the study population as the sample. The data obtained were analysed using simple percentage and mean method. Findings revealed that due to advancement in technology, Information Managers are faced with certain distinctive challenges of Information and Communication Technology in carrying out their jobs. Some of these challenges are inadequate or lack of ICT facilities, constant power failure, lack of training and retraining, information theft among others. The study concluded that Information Managers need to be capacitated mainly, because the rapidly expanding technology requires training and retraining of workers to perform new and changed tasks. It was recommended among others that Information Managers should also improve on themselves by engaging in non-public investment of applicable trainings, procurement of positive new technology together with utility

software, shopping of applicable books and taking part in expert social networks activities.

Keywords: *Information and Communications Technology, Job Performance and Public Organisations Secretaries/Information Managers*

Introduction

Information and Communication Technology (ICT) for extra than a decade has performed a key position in each financial growths and the enhancement of professions of which secretarial career isn't left out. Information and Communication Technology as a device used in the 21st century, has been revolutionizing the approaches in which Information Managers perform their day-to-day functions of their within both the public and individual owned sectors. Information and Communication Technology (ICT) covers any device as a way to receive, store, retrieve, control or disseminate records electronically in a virtual form. It includes hardware, software, networks and media for collection, storage, processing, transmission and presentation of records; voice, data, texts and images (World Bank, 2002).

Ezenwafor (2010) opined that technology is the procedure through which machines and other gadgets are used to facilitate administrative processes. The process is aimed at removing bureaucracy and unnecessary delay of the office functions. He went further to say that technology is the use of scientific knowledge to produce goods and deliver services useful to man. Odesanya, Glory, Mohammed and Uche (2014) deduced technology as a way of the dealing with and processing records by using digital computer systems and computer software to convert, store, protect, transmit and retrieve records.

Information and Communication Technology is therefore, the managing and processing of records to be used by digital and communication devices consisting of computer systems, cameras, telephone, and network among others.

In our nation today, the adoption of Information and Communication Technology is much more noticeable in the public sectors as ICT gadgets have been acquired and mounted in a number of those public organizations. The advent of Information and Communication Technology gadgets coupled with the control strategies had modified Information Managers' old work behavior thereby ensuing in general task re-designation for them in their workplace.

Job performance has been identified as an essential factor for businesses to gain competitive advantage and advanced productivity. Though competitive advantage is more applicable to private sector, it can be extended to public sector via way of rendering services to the public' because it is the ultimate objective of the public establishments. Job performance includes the observable behaviors that humans display in their jobs that are relevant to the achievement of the organizational goals.

In general, job performance is described as attitude or behaviours which are applicable to organizational goals, which incorporates each efficient and counterproductive worker behaviour that makes contributions to or detract from organizational goals. Job overall performance refers back to the effectiveness of individual personnel behaviours that make contributions to achievements of organizational goals and encompass overall performance and contextual overall performance.

A good number of Researchers agree that overall performance needs to be taken into consideration as a multi-dimensional idea. On the maximum simple degree you can actually distinguish among a system factor (i.e., behavioral) and a final results factor of overall performance. The behavioral factor refers to what humans do whilst at work, the movement itself. Performance encompasses unique conduct (e.g., income conversations with customers, programming personal computer software, assembling elements of a product). This overall performance idea explicitly describes conduct that's goal-oriented, i.e. conduct which the organisation hires the worker to do nicely as overall task performance.

The public organizations are the part of the economy composed of both [public services](#) and [public enterprises](#) (Wikipedia). Simply put, general public agencies include governments and all publicly managed or publicly funded agencies, enterprises, and different entities that supply public programs, goods, or services.

Information Manager is described professionally, according to Gambari (2013), as an assistant who has mastery of workplace skills, demonstrates the potential to expect obligation without direct supervision, physical activities initiative and judgment and makes decision within the bound of his assigned authority. The level of acceptability and embrace of the application of information and communication technologies by virtually every member of the society, especially among the information managers, can best be described as overwhelming and astronomical.

This, perhaps, may not be surprising, considering man's insatiable quest for information and communication and of course what the twin items stand for mankind. The fact Information Managers continue to be the life-twine of any organization cannot be overemphasized.

However, with the advent of new technology, secretarial profession is career is turning into more extra state-of-the-art as the common conventional roles of a secretary are progressively being faced out. Information Managers' capabilities anywhere in the whole world have passed through technical changes, therefore many ICT facilities give the secretary the possibility of acquiring and improving her efficiency, however the demanding situations that come with it are also numerous. Information Managers in Public organizations who are not properly geared up in phrases of emerging skills and competencies, know-how and talents required for today's workplaces may be embarrassed as their insufficient skills will render them redundant or thrown out of the job. This is due to the fact their contributions and effectiveness relies upon on how they are able to address the emerging technologies. This study therefore investigated the challenges and prospects of Information and Communication Technology in Job Performance of Information Managers in Public Organizations in Ogun State.

Statement of the Problem

The reliance on technology continues to expand in enlarge in workplace capabilities and the obligations of Information managers have significantly evolved. Information Managers roles are important in every organization. Information Managers are the vehicle through upon which the activities of the workplace move. Information passes across them always, as a result it becomes necessary for them to acquire the skills and competences needed for modern information processing by taking the advantages of which technology has provided.

In spite of the huge contributions and opportunities presented by technology, which has to do with the utilization of computer systems and software and other internet facilities in job performance, the technology seems to have also presented some huge challenges to the information managers in public organizations. It was against this the study examined the Challenges and Prospects of Information and Communication Technology in Job Performance of Information Managers in Public Organizations in Ogun State.

Objectives of the Study

1. To investigate the Information and Communication Technology facilities available for Information Managers in Public Organizations in Ogun State.
2. To establish the challenges experienced by Information Managers in utilizing ICT facilities in Public Organizations in Ogun State.
3. To ascertain the extent of perceived benefits derivable from utilizing Information and Communication Technology in job performance of Information Managers in Public Organizations in Ogun State.

Research Questions

1. What are the Information and Communication Technology facilities available for Secretaries/Information Managers in Public Organizations in Ogun State?
2. What are the challenges faced by Secretaries/Information Managers in utilizing ICT facilities in Public Organizations in Ogun State?
3. What are the perceived prospects of utilizing Information and Communication Technology in job performance of Secretaries/Information Managers in Public Organizations in Ogun State?

Methodology

A survey design was adopted for the study and all secretaries/information managers in selected public organizations in Ogun State constituted the population. Structured questionnaire was the main instrument used to elicit information from 150 information managers in selected public organizations in Ogun State which include the Federal Polytechnic Ilaro, Federal University, Abeokuta and Ogun State Property Investment Corporation. The study employed simple random sampling technique to select 150 secretaries/information managers in selected public organizations as sample. A structured questionnaire tagged as Challenges and Prospects of Information and Communication Technology in Job Performance of Information Managers in Public Organizations in Ogun State was the major instrument used. 124 of the administered questionnaires were completely filled, returned and formed the basis for data analysis. The data obtained were analyzed using mean method.

Results and Discussions

Table 1: ICT Facilities available to Information Managers in Public Organizations

S/N	Statement	Total	SA	A	D	SD	Mean
1	Computers are available for Secretaries in your organization.	124	63	29	21	11	3.08
2	Printers are available for Secretaries in your organization.	124	35	56	25	8	2.95
3	Scanners are available for Secretaries in your organization.	124	22	41	33	28	2.45
4	There is internet connection for Secretaries in your organization.	124	29	44	28	19	2.6
5	Photocopier is one of the ICT facilities available for Secretaries in your organization.	124	38	54	24	8	2.98
6	Intercom devices are available	124	18	35	44	27	2.35
7	Wireless Network is available	124	22	28	50	26	2.40
8	Secretaries are provided with backup devices for easy storage.	124	20	44	39	21	2.5
Grand Mean							2.66

Source: Field Survey 2021

The above table showed the responses obtained from Information Managers on availability of Information and Communication Technology facilities in public organizations. The respondents agreed positively that equipment such as computers, printers, internet connectivity, photocopier, and backup devices were made available to them with mean of 3.08, 2.95, 2.6 and 2.98 respectively. However, negative responses were gotten on availability of scanners, intercom devices and wireless network as the mean of 2.45, 2.35 and 2.40 were obtained respectively.

Table 2: Challenges faced by Information Managers in utilizing ICT facilities

S/N	Statement	Total	SA	A	D	SD	Mean
9	Poor internet connections	124	49	43	18	14	3.02
10	Lack of good computers	124	29	21	56	8	2.35
11	Lack of background knowledge of ICT.	124	52	54	16	2	3.25
12	Inability to adapt to changes.	124	38	44	32	10	2.88
13	Epileptic power supply	124	54	38	24	8	3.11
14	Lack of modern ICT facilities.	124	48	45	24	7	3.08
15	Theft of ICT facilities.	124	42	28	36	18	2.75
16	Poor knowledge of new technologies.	124	65	34	16	9	3.25
17	Lack of training and retraining.	124	52	60	12	-	3.32
18	Poor maintenance habit.	124	19	37	40	28	2.37
19	High cost of modern ICT equipment.	124	44	39	31	10	2.94
20	Virus attacks	124	54	56	14	-	3.32
Grand Mean							2.97

Source: Field Survey 2021

Okwuanaso and Obayi (2003), were of the opinion that ICT has posed challenges to information managers as they communicate in the present day workplace. Before now, the duties of Information Managers were performed manually in a way that documents and records were maintained on papers, kept in files and cabinets. The effect of global improvement in the contemporary information and communication technology, requires for corresponding acquisition of emerging skills in workplace communication by all information managers.

Ojohwoh (2014) also argued that unreliable internet connection and high cost of new technologies posited some challenges to the secretaries. The findings also corroborate Adomi, Omodeko and Otolu (2015] who asserted that as a developing country also, epileptic electricity supply has been continual challenge militating against the application and usage of Information and Communication Technology in Nigeria.

Table 3: Perceived prospects of utilizing Information and Communication Technology in job performance of Information Managers

S/N o	Statement	Total	SA	A	D	SD	Mean
21	ICT will expand the frontiers of awareness in the nearest future.	124	21	61	29	13	2.72
22	ICT will enable secretaries to enhance their skills constantly.	124	43	57	24	-	3.15
23	Exposure to wider usage of new technologies.	124	66	28	25	5	3.25
24	Quick assessment and evaluation of performance.	124	50	41	33	-	3.13
25	Sharing of ideas and thoughts with colleagues in no time.	124	38	44	29	9	2.83
26	Possibility of individualized guidance.	124	48	37	31	8	3.0
27	More efficient and effective ways of performing secretarial duties.	124	48	47	19	10	3.07
Grand Mean							

Source: Field Survey 2021

The results revealed that ICT has favourable prospects in job performance of Information Managers in the nearest future, as the majority of respondents agreed that ICT will help them to be more efficient and effective in performing their duties, quick assessment and evaluation of performance extending frontier of knowledge in the nearest future and constant enhancements of skills. The findings are in tandem with the submission of Kompf (2005).

Conclusion

ICT has been making substantial contribution to the globally in several ways. Most of these contributions are closely evident in public organizations particularly in job performance of Information Managers. Information Managers are the vehicle through upon which the activities of the workplace move. Information passes across them always, as a result it becomes necessary for them to acquire the skills and competences needed for modern information processing by taking the advantages of which technology has brought.

In conclusion, in spite of the huge opportunities presented by technology, Information Managers in public organizations are still facing the challenges of lack of modern equipment, epileptic power supply, unreliable internet connections among others.

Recommendations

Based on findings, it was therefore recommended that:

1. Information managers should always make effort to add value to themselves via non-public or non-organization funding of relevant trainings, acquisition of certain emerging technologies such as application software, purchasing of relevant books and taking part in professional activities.
2. Organizations should ensure procurement of modern equipment to the office of the secretaries for their usage.
3. Management should make provision for training and retraining of Information Managers on emerging technologies or new equipment.
4. Information Managers on their own part should be self-encouraged and make efforts to acquire knowledge required for the application or utilization of emerging technologies.
5. Alternative power supply should be provided by management to enable secretaries utilize modern equipment as at when needed.

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Office Management and Information Communication Technology (ICT) in the COVID-19 Era

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Abstract

A well-organized and managed office is a necessary component of a successful business. In the early 2020, the world was struck by a health disaster: the Coronavirus pandemic, better known as COVID-19. This epidemic had an influence on everyone on the planet. In nearly every country, lockdown and other social distancing measures were proclaimed, effectively shutting down the globe. Every country's economic, financial, and physical health suffered due to these policies. It also ushered in a paradigm shift in office management culture in businesses. The rising ICT role in office administration in the COVID-19 period was investigated in this study. ICTs have continued playing an increasingly important and crucial role in modern office management systems. To work from home has become the norm, thanks to advances in information technology. To comply with all relevant safety regulations, some firms have turned to working remotely while also being lucrative and viable. Even without lockdown, the workplace atmosphere has altered. Working from home is here to stay. As a result, ICTs importance for corporate survival cannot be overstated. To achieve defined objectives successfully and efficiently, office management in organizations must take this into account and build their structures appropriately

Keywords: ICT, COVID-19, Office management, Office operations, Operations management

Introduction

The focus of office management is on the effective and successful completion of office responsibilities. It is defined as a distinct process of planning, organizing, staffing, directing, coordinating, and regulating an office in order to promote the achievement of a corporate organization's specified goals. An office is a crucial and required part of every business, no matter how big or small. A company's office's efficiency and effectiveness are vital to its success. The office is where a company organization's various functions are carried out. It is the organization's central nervous system (Upadhyay, Ladhe, Bhatkar Rai, & Upadhyay, 2015). Administrative duties include planning, policy development and execution, coordinating, organization, and directing, as well as clerical functions such as information gathering, record analysis, and information dissemination and distribution. As a result, it serves as the nervous system for all corporate operations. ICT may be described as the electronic methods of creating, storing, managing, and disseminating information. These are the technologies that enable data to be processed and various sorts of communication to be facilitated. ICT is critical to every organization's existence since it promotes performance, capacity, learning processes, process connectivity, and communication. Coronavirus Illness (COVID-19) is an infectious illness caused by the SARS-CoV-2 virus. COVID-19 was a global and international health risk. By June 2020, the epidemic had spread to over 200 nations, infecting over seven million individuals and resulting in a worldwide health disaster with catastrophic consequences (Shengnan Yang et al, 2020), Not just did the crisis put each country's public health system to the test, but it also threw the social order into disarray.

The COVID-19 pandemic had a significant influence on health, the economy, and society, bringing hardship and uncertainty for many individuals in many parts of the world. Keeping a safe distance, washing or sanitizing hands, wearing masks, and being vaccinated against the virus were among the security measures put in place by governments to control the spread of the virus and protect the health of their citizens as much as possible. People were bombarded with both accurate and false information, and their daily lives were drastically affected as a result of these policies. The stay-at-home mandate and encouragement to maintain social distance in order to prevent the COVID-19 epidemic had a profound influence on how work is done in both private and public enterprises. As firms fought to stay

afloat and accomplish their objectives, it had an influence on office management principles. Office management must seek other options for personnel to achieve their job obligations and commitments. They didn't have an option but to rely on ICT for telework and remote work (Diane Jackson, et al, 2020; Ragu-Nathan, et al, 2008). The number of people who had to work from home increased considerably, as did their reliance on information and communication technology to fulfill duties.

Furthermore, communication, engagement, and employee help methods have all changed significantly. This research investigates the influence of ICT on office administration in businesses and governments throughout the world in response to the COVID-19 outbreak.

Review of Related Literature

Concept of Office and Office Management

Any organization's focal point is its office. It is a necessary component of every organization or institution, and it is equally important in the public and private sectors. Any organization's ability to function efficiently, an office is important. Office management is concerned with the efficient and successful execution of office work and encompasses the skill of planning, organizing, coordinating, and directing office operations to fulfill company objectives. A company's office effectiveness determines its success. This involves creating a focused work atmosphere, as well as organizing and leading staff actions to meet organizational objectives. Work activities are examined and altered to keep employees happy while also increasing effectiveness, efficiency, and productivity. Control over office activities, cost savings, happy workers, and synchronization of organizational activities are all benefits of good management (Katherine Boyarsky, 2022). Office management is significant because it aids in the attainment of organizational goals, the most efficient use of resources, the reduction of operational expenses, the smooth flow of work, talent retention and loyalty instillation, enhanced profit and survival, efficiency, and growth.

Key Office Management Functions

Planning. This is about taking care of the things that need to be done ahead of time. It's the first and most crucial step toward more efficient operations and simpler management. It is the process of building a framework of responsibilities that will enable the company to achieve its goals and objectives. Short and long-term

organizational goals are determined, and plans are developed to achieve them.

Organizing. It is the process of integrating the efforts of individuals or groups of people in order to accomplish the desired results. Organizing and planning go hand in hand in accomplishing organizational objectives. It entails organizing and allocating work for suitable staff and keep these resources on track so as to meet their objectives.

Staffing. The process of hiring qualified people for various work roles using their credentials, abilities and skills as yardsticks. Employee selection, recruiting, salary, training, development, promotion, compensation, and retirement are all aspects of staffing.

Directing. This is the styles and techniques in which employers give direction to the employees. Their aim is to guide employees in the proper direction. Leadership, supervision, and communication are all part of it.

ICT and Communication: Effective communication is essential in every well-functioning company. Communication is the process of passing information from one person to another. There are options for oral, written, and technical communication. Communication includes speaking, listening, and reacting. The organization's needs must be effectively articulated, conveyed, and understood by its employees in order to achieve optimal efficiency. In business, ICTs are being more frequently used. In day-to-day tasks, software is used, and other technologies are used to guarantee that workers' daily activities go well.

Motivating: This is the act of inspiring someone to perform, work, and act in order to attain a certain objective. Employee motivation is a challenging part of office administration that can take two forms: extrinsic incentive and self-motivation. Employees that are not self-motivated require external motivation. Employee motivation should meet their requirements while also being thorough, productive and competitive. It will boost staff morale and most likely increase performance.

Coordinating: It comprises ensuring the right assignment of responsibilities and labor to various members depending on their abilities and competencies in order to keep the team together. In this profession, it's also vital to make sure that duties are accomplished with the members' involvement. Employees should be able to communicate with one another within a company.

Information and Communication Technology (ICT)

ICT is described as information technology that includes the generation, manipulation, storage, and exchange of data, as well as related methodologies, management, and applications (Amaewhule & Appah, 2019). ICT refers to the use of technological tools to record, store, process, retrieve, and transfer data (Dambo & Wokocha, 2020). The collecting, processing, storage, and transmission of audio, visual, textual, and numerical data utilizing a microelectronics-based computing and telecommunications system is also known as data collection (Shaibu, Oshiogwe & Mbaegbu, 2014). As a result, information and communication technology (ICT) is a phrase that refers to technologies that are used to collect, store, change, and transfer data in a variety of formats. The above notion divides distinct ICT fields while simultaneously linking them to work as a single unit (Kundishora, 2017).

ICT is generally described as the networks, internet, platforms, phones, applications and databases, and their underlying infrastructures, and is seen as a critical component of the society, which became even more essential to maintain during the global pandemic of COVID19 (Wilson & Jumbert, 2018). ICT may also refer to any electronic system that is used for broadcasting, telecommunications, or any other type of computer-mediated communication. Its components are the elements or sections of information technology that, when combined, comprise the system's functioning or efficacy. That is, they are components that make up the whole system. Computer gear, software, telecommunications, databases and data warehouses, processes and human resources, are among these components (Gregersen, 2021).

Coronavirus Disease (COVID-19)

Coronavirus disease (COVID-19) is an infectious illness caused by the severe acute respiratory syndrome coronavirus 2, a recently identified coronavirus (SARS-CoV-2). According to the World Health Organization, Corona Viruses are a large family of viruses that are common in animals and can cause illness in them, including humans (WHO, 2020). Human respiratory infections have been related to a number of corona viruses, ranging from the common cold to more serious disorders such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS) (SARS). COVID-19 has a large and unequal economic impact on some parts of a community, leading in a sense of inequality among society members (International Labour Organization, 2020). Employees with underlying medical conditions, young adults who are already facing higher levels of

unemployment, older employees who may be at a higher risk of having significant health issues, women who are over in occupations have been on the front lines of having dealt with the pandemic, unprotected workers, and migrant workers are among some of the groups of the labor force that the ILO economically promotes.

Individuals should maintain good hygiene practices, practice physical/social distancing, use personal protective equipment (PPE), regularly clean surfaces, and take vaccinations, in respect to WHO and ILO recommendations to COVID-19 prevention. This has had a significant influence on people's daily lives throughout the world. The COVID-19 outbreak not only put each country's public health system to the test, but it also threw the social order into disarray, affecting nearly every element of human life and activity.

Theoretical Review

Structuration Theory of Information Technology

According to Structuration Theory, social phenomena are shaped by both human activities and social structure (Veenstra, Melin, & Axelsson, 2014). Giddens (1976) proposed the first theory of organizational structuration, which said that structures that serve as the fabric of society organize people's daily behaviors. These structures, which are embodied by rules, are formed and perpetuated by entities who operate within them, since actors' inclination for conforming to norms typically leads to rule-based conduct (Giddens, 1976). It claims that interaction patterns inside organizations generate a duality of structure in which individuals who follow organizational standards transmit significance and authority to other members of the organization through their interactions. This notion underpins the current research. Making decisions gets simpler when an organization implements an information technology system because the decision support system is based on the competency of the office management and the important information technology infrastructure that is available and used efficiently (Jackson, Young, and Sander, 2020).

Empirical Review

The Integration of New Office Technologies in Rivers State Public Service Administration was researched by Dambo and Wokocha (2020). The study looked at how contemporary office technology was integrated into the Rivers State Public Service's administration. A descriptive survey research technique was used to perform the study. The findings revealed a moderate level of Senior

Administrators' comprehension of new office technologies and a low level of Senior Administrators' use of new office technologies in the Rivers State Public Service administration. According to the research, the government should ensure that staff from Ministries and Agencies are taught and retrained on cutting-edge office technology to improve service delivery and raise their knowledge on how to utilize it effectively.

Békés and Katie Aafjes-van Doorn (2020) researched psychotherapists' perceptions about internet treatment during the COVID-19 epidemic. During the pandemic's dramatic change from face-to-face to online psychotherapy, the study looked at how psychotherapists' attitudes towards online psychotherapy are influenced by their personal and professional attributes. According to the study, psychotherapists' opinions regarding online psychotherapy are impacted by their past experiences, such as psychotherapy modality, clinical experience, and previous online psychotherapy experience, as well as their pandemic transition experience and geographic location. The researchers discovered that the forced transition to online therapy caused by the COVID-19 outbreak may have certain advantages.

During the Coronavirus and COVID-19 epidemics, Farkas and Romaniuk (2020) looked at ethics, social work, and vulnerable groups. The study analyzed the difficulties and innovations for each essential value of social work and provided current-day solutions for innovation and adaptation. The study uncovered the challenges and innovations by looking at two community organisations that give help to homeless and addicted people. According to the findings, social workers must continue to advocate for policies and programs that will meet growing needs and help society prepare for the next natural disaster or pandemic that affects vulnerable people.

Olwill, Nally, and Douglas (2020) investigated psychiatrists' experiences using remote consultations via phone in an outpatient psychiatric department during the COVID-19 outbreak. The research investigated the experiences of a group of Irish psychiatrists who had remote consultations. A survey research technique was employed in this study. Many psychiatrists reported more difficulty completing assessments and less faith in diagnosis, according to the study, which has implications for the expansion of our clinical site's services. According to the study, a unique combination of face-to-face and telephone consultation will be necessary to prevent the spread of COVID-19 while providing proper patient treatment and evaluation.

Yang, Fichman, Zhu, Sanfilippo, Li, and Fleischmann (2020) studied the use of ICT at COVID-19. The study looked at how ICTs were utilized by a variety of parties throughout the world to respond to the COVID scenario, including individuals, non-profit organizations, and governments. The report addressed three major issues about ICTs and the global crisis. First and foremost, what role do ICTs play in times of global crisis? Second, how may ICTs affect social order when tensions between control, autonomy, and power change? Third, what are the theoretical and practical implications of utilizing ICTs in the face of a global health crisis? The study analyzed recent research in social informatics or health informatics as it applies to the panel subject and core issues in order to give a comprehensive assessment of the role of ICTs during this time period.

Amaewhule and Appah (2019) studied the use of ICT for job delivery by business instructors at tertiary institutions in Rivers State. The study looked into how a business educator in Rivers State used ICT to give job training. In this study, a descriptive survey design was adopted. According to the report, business school teachers have yet to fully integrate ICT into all aspects of business education delivery due to distinct obstacles. As a consequence of the study, a number of recommendations were made to improve lecturers' use of ICT in providing business education in Rivers State's tertiary institutions.

The development of 21st-century abilities in business school programs was explored by Omidiji and Ogwu (2019). The study looked at the main factors influencing the development of required practical skills in business school in order to reduce the number of jobless graduates roaming the streets searching for white-collar jobs. The research presented the concept of skill acquisition, which said that the number of repetitions was the most influential aspect in the learning process. According to the paper, skill acquisition in business education may be a mirage until the aforementioned issues are addressed, and business school students should adopt vocational mindsets to improve labor dignity via the application of previously taught information and abilities.

Wilson and Jumbert (2018) looked into the new informatics of pandemic response, including humanitarian technology, efficiency, and the covert withdrawal of a national agency. The study looked at how the introduction of new communication technologies in pandemic response is typically accompanied by the entry of new participants and the fusion of previously separate activities inside single technology platforms or institutional procedures. The study looked at how digital

technology has been utilized to respond to pandemics. According to the study, prominent humanitarian coordination bodies with extensive experience interacting with novel actors introduced by digital communication technologies should support structured interaction between these actors and members of national authorities so as to identify industry standards for strengthening national agencies in digitally-driven informatics.

Upadhyay, Ladhe, Rai, Bhatkar, and Upadhyay (2015) investigated the Office Management System of an Educational Institute, using Shri Dadaji Institute of Technology & Science, Khandwa (MP) as a case study. The study's goal was to automate an educational institute's office management system in order to improve staff productivity and workflow in an ineffective manner. The study discovered that by using an education institution management information system, an office's job will be automated, and all of the office's data will be organized properly. The study indicated that the firm will be able to identify the qualitative benefits of using an office management system.

The Conceptual Development and Empirical Validation of the Consequences of Technostress for End Users in Organizations was investigated by Ragu-Nathan, Tarafdar, Ragu-Nathan, and Tu (2008). The study looked at the idea of technostress, or stress experienced by end-users of information and communication technologies, and how it affects job satisfaction, organizational commitment, and willingness to stay. According to the study, technostress generators reduce work satisfaction, which leads to reduced organizational and continuance commitment, whereas technostress inhibitors increase job satisfaction, organizational, and continuance commitment. Technostress is a significant side consequence of ICTs' inescapable acceptance in enterprises, according to the study, revealing the dual nature of their organizational influence.

Methodology

This study takes a conceptual research approach, focusing on examining existing data accumulated by experienced scholars on the subject. The documents assessed include books, journals, papers, articles, and websites from both Nigeria and elsewhere. The documents review technique is used to evaluate the use of books, journals, papers, and websites in Nigeria and abroad. This allows for the gathering of relevant information on the subject area based on current literature.

Discussion of Findings

Office Management and ICT in the COVID-19 Era

COVID-19 epidemic, at the early stage, governments were compelled to take drastic steps to stop the COVID-19 transmission and preserve their inhabitants' health. These tactics included absolute lockdown and social isolation. Washing hands, wearing masks, and using sanitizers were among the other steps announced. These limits and controls necessitated major adjustments in how most businesses operate (Galea et al. 2020). It ordinarily impacted the 9-5 pm work culture that is widely practiced across the world. To tackle the spread of COVID-19, the government of Ontario, Canada, announced the forced shutdown of all non-essential workplaces on March 24, 2020. (Office of the Premier, 2020).

All organizations, including government parastatals, regulatory agencies and licensing boards, and private firms, have had to devise new ways for their employees to carry out their duties while keeping the company afloat. They had to rely on ICTs in conjunction with office cooperation to keep operations running, accomplish organizational objectives, and withstand the pandemic's challenges (Wallace et al. 2020). Members of the Ontario College of Social Workers and Social Service Workers (OCSWSSW, 2020) were instructed to consider giving services through any electronic device (e.g., a computer, tablet, smartphone, or landline) or electronic format (e.g., social media, Internet, email, chat, video, text).

Employees were pushed to convert from face-to-face services to utilizing ICT in all customer conversations with little warning (Békés & Doorn, 2020; Olwill, McNally & Douglas, 2020; Razai et al., 2020; Walter-McCabe, 2020). Employers have expressed concerns about how they will be able to properly employ these technologies to bridge the gap created by COVID-19 restrictions if they do not receive adequate training or help (Békés & Doorn, 2020; Wright and Caudill, 2020). Every organization's office management had to rise to the challenge, offer the required support, such as training, hardware, and software, and rethink their core tasks in order to continue managing their businesses efficiently and effectively toward attaining defined objectives. Employees have also demonstrated a high degree of inventiveness in their use of ICTs to provide services and maintain client relationships, as well as to ensure the company's profitability and survival (Boahen, 2020; Farkas & Romaniuk, 2020; Galea et al. 2020).

Because its apparatuses were relied upon throughout the epidemic, ICT became increasingly vital for the continuing delivery of services and the survival of organizations. The importance of information and communication technology (ICT) was later recognized to extend beyond identifying, tracking, analyzing, managing, treating, and perceiving pandemics (Wilson & Jumbert, 2018). As the pandemic advanced, it gave groups the best hope of sustaining societal order and survival. Office administration has evolved to accommodate the fact that work must still be completed, albeit mostly from home. To do this, new strategies and designs were devised. In order to better remote working, ICT professionals were engaged and assigned the task of doing research, developing new software and applications, and upgrading current ones. The concept of office administration changed to accommodate remote working and collaboration via the phone and the internet for the effective and profitable running of commercial enterprises. To increase these organizational performances, laptops, internet, meeting platforms and subscriptions, high-quality mobile phones, and other essential apps, software, and hardware were acquired.

On the bright side, as a consequence of widespread acceptance and use of ICTs, office administration practices improved, allowing for greater flexibility and creativity in the workplace. According to a study of over 15,000 professionals from 80 countries conducted by International Workplace Group (IPG), a flexible workspace provider, companies recognize the value of workplace flexibility for employees. Simultaneously, ICT adoption facilitated larger-scale partnerships and engagement across state and national borders, allowing for faster responses. Including new entities in existing humanitarian collaboration networks (e.g., volunteer and technical groups that assist during disasters, including pandemics); enabling diversified civic participation (e.g., digital archives of deleted postings to challenge censorship, initiatives to counter disinformation campaigns); and facilitating new types of disaster assistance (e.g., digital humanitarians, online self-support groups).

Employees, employers, and organizations all profited in the long term from growing reliance on ICTs. Simply said, it gives both sides a win-win situation. Employees were able to save travel time and expenditures while also spending more time with their families, resulting in a better work-life balance. Businesses benefited from the flexibility to work around the clock, the ease with which skilled people could be hired, and the inexpensive cost of infrastructure, among other factors. On the negative side, there is a lack of understanding for sound decision-

making, an inability to appropriately supervise and manage workers, and the incapacity to continue providing some services that need physical interactions.

Conclusion and Recommendations

It may be stated that during the COVID-19 worldwide pandemic, dependency on ICT expanded rapidly. ICT has influenced the future of office administration in organizations and played a crucial role in sustaining social order. During the COVID-19 epidemic, the architecture and direction of office administration in every organization altered dramatically. There was a paradigm change in how organizations functioned all throughout the world. The office has to start thinking about its surroundings and grasp new trends like working remotely and from home. Office management must now be adaptable and willing to handle change effectively and efficiently in order for their company to survive the impending crisis and continue to operate as a thriving, lucrative business.

Additionally, office management will have to design new employment standards to match the new norm, which is a higher reliance on ICT to fulfill activities. These laws would have an influence on things like a new letter of intent with new terms and conditions, modified vacations and travel allowances, working hours policy, data protection, employee engagement and motivation, and, finally, incentive and bonus distribution. Businesses must establish and embrace new norms and processes to make this paradigm shift a success. The office administration of any company must be knowledgeable of the company's critical operations and commercial activities. They must plan and coordinate the execution of processes and plans. Inside the office, all jobs, operations, and activities should be carried out in line with the organization's goals and the workforce's demands.

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Employers' Expectations of Office Managers' ICT Skills and Competencies in a Business Driven Environment

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Abstract

*Employers hire only competent and skillful individuals who can effectively demonstrate their excellent Information and Communication Technology (ICT) skills for the growth and development of their organizations. This study focused on the employers' expectations of office managers' ICT competencies in a business-driven environment. The study adopted a descriptive survey research design and was carried out in some selected private organizations in Lagos state. A purposive sampling technique was used to select 35 employers of office managers. The result proved that there was a significant relationship between employers' expectations of office managers' ICT skills and office managers' performance, $r(35) = .435^{**}$, p -value < 0.05 . It concluded that ICT and digital skills competencies are inevitable attributes that office managers must possess if they indeed want to retain their jobs and grow in their chosen career. It was therefore recommended that employers of office managers should continually train and retraining office managers as new*

ICT tools are being invented regularly therefore office managers should be ready to learn and acquire new ICT and digital skills for them to be relevant in the world of ICT environment.

Abstract: Office Management, Information Management, Digital Technology

Introduction

The traditional office tools such as manual typewriters, IBM machine, Grammar-phones, and other stereotyped office devices have been replaced with the modern electronic information communication systems such as computers/laptops, the Internet, phones, tablets and other modern technological tools. Most offices are now viable on the Internet due to the emergence of COVID-19 pandemic that lead to the lockdown of many offices and forced offices to operate via the Internet. New technology such as computers, scanners, printers, shredder machines, the internet, intranet, teleconferencing device, iPad, multimedia projectors, and other technological tools are needed to encourage employees for better performance at workplace (Aina, 2019). The corporate world is expanding and rapidly changing as a result of new developments in information and communication technologies workspaces, and change is happening at a dramatic rate.

Information and Communication Technology (ICT) workplaces may be thought of as a modern office with modern technological equipment. ICT is seen as all electronic devices, network infrastructure, software products, and applications that work together to enable individuals and organizations (such as governments, nonprofit organizations, small and medium enterprises, and criminal enterprises) to connect in the digital environment. An office manager is that office personnel who oversees all office resources (materials, money, machines, people, information and so on) and ensure smooth running of daily business activities. Office managers' responsibilities in an organization are basically performed with the use of various office technological tools such as computer systems, giant photocopiers, iPhone, tablets, printers, and many more. With the advancement of technology, the use of the computer and software programmes facilitate the work of the professional office manager which include the use of machines such as printer, cell phones, pen drive, photocopier, fax, telex and internet (James, 2013). Office managers' requisite skills, competences and knowledge will make their job functions easier and faster to perform without any hindrance. Modern offices are technological driven therefore, they require office managers who can handle these ICT tools effectively and efficiently to achieve organizational set goals.

Employers' expectation of office manager means the management assessment of office managers on professionalism, effectiveness and efficiency in handling their official duties. With regards to the employers' expectations of office managers, the office managers therefore have been surrounded with challenges of varying degrees and dimensions. Igbiniedion (2010) opines that office managers are overwhelmed with varied challenges especially when they lack the knowledge of ICT which is an umbrella term for any communication application or device such as hardware and software, computer and network, television, radio, mobile phone, tablet, and so on. ICT comprises many technological tools that make up the computers, telecommunication and microelectronic which help to enhance office managers' daily business activities and operations. Office managers are expected to gain and acquire ICT skills and competencies in order to surpass modern offices' challenges and heavy workloads. Office managers' inability to demonstrate ICT skills and competencies in today's business environment will jeopardize their chances of being promoted and secured lucrative jobs in the long run.

Globally, the handling of business activities and operations have been mostly observed through the use of Information and Communication Technology (ICT) tools. Employees are expected to possess the required ICT skills and competencies to be able to thrive in today's modern business driven environment. Office managers who are the blood wire of every organization are not exempted from acquiring these basic ICT skills and competencies since most organizations are currently visible on the Internet (Aina, 2019). Office managers, therefore, cannot afford to lose out; it is evidence that those office managers who cannot effectively and efficiently demonstrate these required ICT skills in modern business driven environment are faced with several challenges since the introduction of ICT. Their inability to meet these ICT high standards has instilled dread in them and they lost several profitable positions and opportunities within the constraints of ICT. It is as a result of these critical issues that the researcher intends to find out the employers' expectations of office managers' ICT skills and competencies in modern business driven environment.

Purpose of the Study

The study mainly focused on the employers' expectations of office managers' ICT skills and competencies in modern business driven environment. The specific objectives were to:

- 1 examine the employers' expectations of office managers' skills and competencies in 21st Century business driven environment
- 2 assess the effect of employers' expectations of office managers' ICT skills on their performance in modern business driven environment
- 3 determine the ICT skills training needed by office managers in meeting their employers' expectations in modern business driven environment
- 4 ascertain the benefits of ICT machines/equipment to office managers' in realizing their employers' expectations in today's modern business driven environment

Research Questions

The following research questions were formulated to guide this study:

- 1 What are the employers' expectations of office managers' skills and competencies in 21st Century business driven environment?
- 2 How can the employers' expectations of office managers' ICT skills enhance their performance in modern business driven environment?
- 3 What are the ICT skills training needed by office managers in meeting their employers' expectations in modern business driven environment?
- 4 What are the benefits of ICT machines/equipment to office managers' in realizing their employers' expectations in modern business driven environment?

Hypothesis

Ho: There is no significant relationship between employers' expectations of office managers' ICT skills and their performance in modern business driven environment

Review of Related Literature

Information and Communication Technology (ICT)

The amount of economic growth in any emerging country is linked to the level of technology available. Technology refers to the ability to enhance machines to perform some duties in order to increase performance, and it is only through the use of relevant technologies that skilled but unemployed graduates can be made

functional and contribute meaningfully to the growth of their country. There is little question that the world's technologically and economically powerful nations trace their success directly to investments in information and communication technology (ICT).

Esene and Mgbonyebi (2015) opine that today's world of work, which is ruled by information and communication technology (ICT), is complex, which necessitates the individual obtaining the type of education that will equip him with knowledge, understanding, and skills in order for him to be highly functional in society. Furthermore, changes in labor market characteristics have raised the complexity of skills required by today's workforce. Thus, in order to tackle the 21st century difficulties of greater competitiveness in the world of work, one must be prepared with basic ICT abilities, since most businesses nowadays require candidates to have some ICT skills. Chigbuson (2014) states that serious companies are less demanding of academic excellence and technical abilities since they consider them trainable provided candidates can display positive traits and soft skills. As a result, labor employers' expectations have risen, with a desire for work-ready graduates who have intellectual ability as well as ICT abilities.

ICT refers to any mechanical equipment used to create, process, store, print, and exchange information from one person to another or from one group of persons to another. It might be personal information, information used in a commercial transaction, information used to deliver educational services, news, marketing, and notifications, and so on. TechProject (2015) describes ICT as the scientific studies and techniques for handling telecommunications, media management, and broadcast; intelligent systems, data handling, processing, storage, and transmission, network-based solutions, and audio-visual monitoring processes. Okoro and Ekpo (2016) explain that in a short period of time, ICTs have become one of the fundamental building blocks of modern society, and many countries now consider understanding ICT and mastering the fundamental skills and concepts of ICT to be part of the core of education, alongside reading, writing, and numeracy.

ICT has significantly altered the ways businesses are done, how people interact with one another, and how security services combat criminals and terrorists. ICTs enable individuals to connect with one another in a variety of modern methods rather than the conventional face-to-face communication (Deb, 2014), and computers have mostly supplanted the traditional typewriter (Senin, 2011). The

usage of cellphones, laptops, and desktop computers with internet access has simplified and accelerated communication. Chen and Schulz (2016) conducted study on how ICT might alleviate social isolation in the elderly; they argue that ICT would help to overcome the social and spatial barriers of social isolation by facilitating easy interaction between the elderly and affordable communication through various mediums at any time and in any place, such as text messages, phone calls, the ZOOM App, video calls, Skype, Facebook chat, and other means. According to Sepehrdoust and Khodaei (2013), the Association of African Universities (2000) defines ICT as a shorthand for computers, software, networks, satellite links, and related systems that enable various individuals to access, analyze, create, exchange, and use data, information, and knowledge in previously unimaginable ways.

ICTs have also facilitated the smooth operation of businesses in Nigeria, such as the sale and purchase of goods and services through platforms such as Jumia, Konga, Olx, and several online trading firms; payment of utility bills such as PHCN, Water Supply, Waste Bills, and so on; payment of school fees, as seen in most tertiary institutions like Yaba College of Technology, University of Benin and so on, where school fees are paid online; applying for and filling out job vacancy forms online; and several other means. Senin (2011) contends that the emergence of the internet has provided commercial organizations with a new business channel in the fields of e-commerce. Lawal and Ogbu (2015) assert that providing services through e-commerce and newly emerging ICT technologies is a potential tool for economic development and growth because it allows millions of people all over the world to connect with one another and transact business in a short period of time.

ICTs have the capacity to innovate, enhance, accelerate, and deepen the capabilities of students for a sustainable economy (Omotayo and Umoru, 2015). Work can be continued after the closing hour thanks to advances in information and communication technology. Employees may work on their phones, tablets, or mini-laptops while on the road or when they return home after work. Casey (2012) opines that, with the aid of ICT, work is no more something that must be done at a specific time or location; it can be done anywhere and at any time. Okoye (2018) asserts that ICT includes hardware and software, networks, and a variety of other devices (video, audio, photographic camera, and so on) that may transform information, pictures, and sound into a common ICT format. It encompasses electronic data in processing technologies like as computers and the internet, as well as fixed-line communications networks.

Currently, most sectors throughout the globe have adopted ICTs, and most Nigerian businesses are not excluded. They want all of their staff to be computer literate, not simply competent, because it is one of the requirements for hiring. As computers are so frequently utilized, understanding how to use them to successfully manage knowledge is a basic competence in office technology and management programs. It has been demonstrated that the development of computer skills should begin within the first stages of the undergraduate program.

Office Managers' ICT Skills Enhancement

Doyle (2020) explored various ways on how office managers can improve their ICT skills and competences for a sustainable economy. According to him, **it is usually a good idea to practice using technology from time to time. What one practices sticks in the brain, and one will unconsciously continue to learn and improve one's ICT abilities. The more practice one gets, the more confident one becomes.** He affirmed that office managers can improve their ICT abilities by learning from identified and ICT-skilled peers. This form of instruction may be provided without charge if the trainer happens to be a colleague at workplace. Many free online tutorials on how to improve one's ICT skills and technology usage are available. YouTube and Google search are common examples of online tools that will provide access to free online tutorials, while one can also view via the company's websites. A free physical class may be taken at their location. **This will allow office managers to utilize the center's laptops, desktop computers, printers, and other ICT-related equipment.** Oluwatofunmi and Amietsenwu (2019) assert that social media marketing, website marketing, and search engine marketing were among the most popular and efficient ICT marketing tactics employed by estate agents in real estate marketing. And they recommended that government should step in to assist citizens in acquiring the 21st century ICT skills required for sustainable growth.

Organizational ICT Facilities and Resources

Okoye (2018) believes that in this ICT age, officer managers should acquire and possess the ICT skills indicated by Omotayo and Umor (2015) as installing computer software, word processing skills, electronic presentation, spreadsheets, database, e-mail management, ICT cameras, video conferencing, scanner knowledge, file management and windows explorer, and computer related storage devices. According to Sokari, Gama, Haliru, Olayemi, and Yemi-Peters (2017), ICT facilities include computers/laptops, monitors, mice, keyboards, printers, phones,

barcodes, internet modems, Uninterrupted Power Supply (UPS), and a variety of software applications that enable online interaction and communication. Tertiary universities must give these facilities and resources so that students may better comprehend and use them to increase commercial activities and operations. According to Arinola, Adigun, and Oladeji (2012), many tertiary institutions have been equipped with advanced ICT facilities and resources to improve undergraduates' ICT skills and competences for fostering sustainability.

Office Managers' Expected Skills and Competencies in 21st Century Business-Driven Environment

Reddy (2016) explains various 21st century abilities and qualities that managers possess. According to Reddy, a 21st Century office manager must possess a variety of abilities; in the past, the manager was responsible for supervising the team and projects allocated to him. Today, an office manager is responsible for the desired outcomes as well as employee pleasure at the workplace. According to Reddy, in order for an office manager to be successful and flourish in his or her line of work, he or she must be able to learn from mistakes, research changes in trends and technology and develop strategies and plans that will benefit the organization; interact with influential figures in society to project their products and services online for sales; display great presenting abilities as well as be smart enough to deal with significant situations; work with diverse cultures, religions, tribes, beliefs, and values; provide creative approaches for the benefit of the organization; demonstrate excellent ICT and technological skills; maintain a good connection with senior and junior colleagues; manage people and resources effectively; deal with the psychological adjustment that comes with other types of organizational changes; pay attention to detail and think creatively; exhibit love and empathy to all workers, whether they are senior or junior. They should feel empathy and kindness towards others. This is covered in the OTM curriculum's Social Psychology course.

Office managers are in charge of a variety of office operations, including meetings with both internal and external clients (as this is part of the trainings receive and skills acquire in OTM department). Eze, Mba, and Ozemena (2011) affirm that formal ICT training be provided, together with relevant ICT skills, knowledge, and attitudes, in order to recognize and overcome these perceived barriers to ICT access. The ability to handle several jobs while maintaining effectiveness and efficiency justifies Office Managers' flexibility. OTM students are taught and groomed in a variety of technical skills courses such as Microsoft Word,

PowerPoint, Excel, and Access, among others. Office Managers are taught how to utilize the Excel application software to create fundamental accounting concepts such as Sales/Purchase Journals, Trading and Profit/Loss Accounts, Two and Three Column Cash Books, and so on. Mikre (2011) established that ICTs have an impact on all aspects of life; they stimulate changes in working circumstances, information management and exchange, and so on.

Oviawe and Ojo (2010) opine that the demonstration of ICT skills and competencies are essential for workplace as most business transactions and activities today rely on them for survival, and this applies to all industries, including education, banking, oil and gas, government agencies and parastatals, and so on. It was established training was deficient due to a lack of learning skills necessary to match the standards of modern-day labour market. The enhance ICT skills and competencies, government should provide the necessary ICT infrastructure in schools; there should be a defined vision for the plan of ICT in education. As ICT age is not going away anytime soon, office managers must continually develop themselves in this specialized area.

Methods

In this study, the research design adopted was a descriptive research design while a purposive sampling technique was used to carefully select thirty-five (35) employers of office managers within Yaba and Surulere axis of Lagos State. A purposive sampling technique was adopted because it is a form of non-probability sampling that enables researchers to rely on their own judgement when selecting participants for the survey. The method used to source data was primary and the instrument used was a structured-questionnaire. Data, from the answered questionnaires, were organized and analyzed using the frequency and percentage in Section A (Demographic Data) while mean and standard deviation were used to analyze the statements in Section B (Technical Data). The analysis of the questionnaire was based on four Points Likert the Likert Scale of four categories of responses ranging from Strongly Agree (SA) - 4 points; Agree (A) - 3 points; Disagree (D) - 2 points; to Strongly Disagree (SD) - 1 point was used. These were used to weigh the level of respondents' views to each of the questionnaire statements. For this analysis, a mean value of 3.00 and above showed that the respondents agreed while below 3.00 indicated that they disagreement. The Pearson Product correlation was used to test the null hypothesis at the significance level of 0.05.

Result and Discussion

Demographic Data Respondents

Variables		Frequency	%
Gender	Male	21	60
	Female	14	40
Age	Below 35 years	1	2.8
	36 - 40 years	3	8.6
	41 - 45 years	13	37.1
	46 - 50 years	14	40.0
	50 and above years	4	11.4
Marital Status	Married	29	82.9
	Single	6	17.1
Years of work experience	Below 5 years	5	14.3
	6 - 10 years	10	28.6
	11 - 15 years	12	34.3
	15 years and above	8	22.8
Kind of Business	Logistics	3	8.6
	Bakery and Confectionery	4	11.4
	Fashion	6	17.1
	Entertainment	3	8.6
	Travelling Agency	4	11.4
	Supplier	6	17.1
	Others	9	25.8

Table 1.1:

Survey field (2021)

In Table 1.1, the gender analysis shows 21 respondents representing 41.2% were male while 14 respondents representing 58.8% were female. The male respondents were more than their female counterparts. The Age analysis shows that most respondents were between the age of 41 and 45 (37.1%) or 46 and 50 (40%) respectively. The study has more married ones than the singles as 29 respondents representing 82.9% were married while 6 respondents representing 17.1% were singles. The years of work experience of the respondents shows that 5 respondents representing 14.3 had 5 or less years of work experience; 10 respondents representing 28.6% had between 6 and 10 years; 12 respondents representing 34.3% had between 11 and 15 years; while 8 respondents representing 22.8%. The kind of business analysis is as follows - Logistics (3; 8.6%); Bakery and Confectionery (4; 11.4%); Fashion (6; 17.1%); Entertainment (3; 8.6%); Travelling Agency (4; 11.4%); Supplier (6; 17.1%); and those in other business not listed (9; 25.8%).

Technical Data Analysis

RQ1: Employers' expectations of office managers' skills and competencies in 21st Century				
S/N	Statements	Mean	Std.	Remark
1	Ability to work with different people in a work setting	3.29	1.81	Agreed
2	Ability to learn from their mistakes and improve on their strengths	3.54	2.41	Agreed
3	Ability to develop strategies and plans that will enhance the growth and development of the organization	3.66	2.67	Agreed
4	Ability to demonstrate effective analytical skills	3.17	1.55	Agreed
5	Ability to provide a creative approach to solve intending issues	3.57	2.47	Agreed
6	Ability to manage office resources effectively and efficiently	3.71	2.80	Agreed
7	A good listener and creative thinker	3.83	3.07	Agreed
Average		3.54	2.40	

Table 1.2:

Survey field (2021)

The above Table 1.2 indicated that 31 respondents with a mean score of $3.29 > 2.50$ agreed that they expect office managers to work with different people in their work settings. However, 4 respondents disagreed. 19 and 16 respondents strongly agreed and agreed respectively that they expect office managers to learn from their mistakes and improve on their strengths with a mean score of $3.54 > 2.50$. 23 and 12 respondents strongly agreed and agreed respectively that they expect office managers to develop strategies and plans that will enhance the growth and development of their organizations and the mean score was $3.66 > 2.50$. Sixteen and twelve respondents strongly agreed and agreed that they expect office managers to demonstrate effective analytical skills; but 7 respondents disagreed and the mean score was $3.17 > 2.50$. 21 and 13 respondents strongly agreed and agreed that they expect office managers to provide a creative approach to solve intending issues; however, one respondents disagreed. The mean score was $3.57 > 2.50$. 25 and 10 respondents strongly agreed and agreed that they expect office managers to manage office resources effectively and efficiently and there was no that disagreed. The mean score was $3.71 > 2.50$. 29 and 6 respondents strongly agreed and agreed that they expect office managers to demonstrate good listening and creative thinking skills; there was none that disagreed and the mean score was $3.83 > 2.50$. The sum up of this analysis above revealed that employers of office managers demand more from the office managers towards uplifting their organizations. The average standard deviation of this RQ1 was 2.40 which was lower than the mean average score of 3.54.

RQ2:Employers' expectations of office managers' ICT skills and their performance				
S/ N	Statements	Mea n	Std.	Remar k
1	Prepare professional documents using word processor	3.29	1.81	Agree d
2	Win customers into buying through the online business techniques	3.26	1.75	Agree d
3	Handle modern office machines for job efficiency and effectiveness	3.31	1.88	Agree d
4	Effective manipulation of computer keyboard for multiple projects	3.06	1.29	Agree d
5	Project the company's products/services through online applications	3.37	2.01	Agree d
Average		3.26	1.75	

Table 1.3:

Survey field (2021)

The above Table 4.3 indicated that 32 respondents with a mean score of $3.29 > 2.50$ agreed that office managers should prepare professional documents using word processor. However, 3 respondents disagreed. 30 respondents agreed that they office managers should win more customers into buying through the online business techniques but 5 respondents disagreed. The mean score was $3.26 > 2.50$. 30 respondents agreed that office managers handling of modern office machines should enhance job efficiency and effectiveness; 5 respondents disagreed. The mean score was $3.31 > 2.50$. Twenty-six (26) respondents agreed that office managers' effective manipulation of computer keyboard should handle multiple projects; however, 9 respondents disagreed. The mean score was $3.06 > 2.50$. 32 respondents agreed that office managers should project the company's products and services through the online applications; but 3 respondents disagreed. The mean score was $3.37 > 2.50$. The sum up of this analysis above revealed that the

effect of employers of office managers' expectations should further boost office managers to contribute to the success growth and development of the organizations. All the mean scores were greater than 2.50. The average standard deviation of this RQ2 was 1.75 which was lower than the mean average score of 3.26.

RQ3: ICT skills training needed by office managers in meeting their employers' expectations				
S/N	Statements	Mean	Std.	Remark
1	Online marketing training	3.34	1.95	Agreed
2	Professional conversation on phone	3.60	2.54	Agreed
3	Creative writing on digital facilities	3.54	2.41	Agreed
4	New Microsoft package training especially Ms word 2019	3.57	2.47	Agreed
5	Data analysis and analytical skills using Database software	3.71	2.80	Agreed
6	Sales report skills using Microsoft Excel	3.60	2.54	Agreed
Average		3.56	2.45	

Table 1.4:

Survey field (2021)

The above Table 4.4 indicated that 33 respondents agreed that office managers need to be trained on how to market their businesses online. Though 2 respondents disagreed. The mean score was $3.34 > 2.50$. 21 and 14 respondents strongly agreed and agreed that office managers are to be trained on professional conversation through the phone. The mean score was $3.60 > 2.50$. 19 and 16 respondents strongly agreed and agreed that office managers need to be trained on how to creatively write on digital facilities. The mean score was $3.54 > 2.50$. The thirty-five respondents agreed that office managers need to learn the new Microsoft package especially Ms Word 2019 (mean score $3.57 > 2.50$); how to analyze data and present them analytically using database software (mean score $3.57 > 2.50$); and to be trained on sales report skills with the use of Microsoft Excel (mean score $3.60 > 2.50$). The average standard deviation of this RQ3 was 2.45 which was lower than the mean average score of 3.56.

It is obvious that office managers are to be equipped with modern digital skills and online marketing sales report for better performance at their workplaces.

RQ4: Benefits of ICT machines/equipment to office managers' in realizing their employers' expectations				
S/N	Statements	Mean	Std.	Remark
1	Help to boost business activities and operations	2.97	1.09	Agreed
2	Aid multiple digital communication	3.11	1.42	Agreed
3	Increase efficiency and effectiveness	3.40	2.08	Agreed
4	Accelerate the process of execution time	3.49	2.28	Agreed
5	Help to monitor subordinates' job tasks and performances	2.97	1.09	Disagreed
Average		3.19	1.59	

Table 1.5:

Survey field (2021)

In Table 4.5, 25 respondents agreed that ICT machines and equipment help office managers to boost business activities and operations; though, 10 respondents disagreed (mean score $2.97 > 2.50$). 27 respondents agreed that ICT machines and equipment aid office managers' multiple digital communication; however, 8 respondents disagreed (mean score $3.11 > 2.50$). 33 respondents agreed that ICT machines and equipment increase office managers' efficiency and effectiveness at workplace; however, 2 respondents disagreed (mean score $3.40 > 2.50$). 33 respondents agreed that ICT machines and equipment accelerate office managers' work process execution time; however, 2 respondents disagreed (mean score $3.49 > 2.50$). 25 respondents agreed that ICT machines and equipment enable them and office managers to monitor their subordinates job tasks and performances; however, 2 respondents disagreed (mean score $2.97 > 2.50$). The average standard deviation of this RQ4 was 1.59 which was lower than the mean average score of 3.19.

Hypothesis

There is no significant relationship between employers' expectations of office managers' ICT skills and their performance in modern business driven environment

Statistics		(EEOIS)	(OMP)
Employers' Expectations of Office ICT skills (EEOIS)	Pearson	1	.0435*
	Correlation		*
	Sig. (2-tailed)		.000
	n	35	35
Office Managers' Performance (OMP)	Pearson	.0435**	1
	Correlation		
	Sig. (2-tailed)	.000	
	n	35	35

Table 1.6 ***Correlation is significant at the 0.05 level (2-tailed)*

In determining the relationship between employers' expectations of office managers' ICT skills and office managers' performance, a Pearson product-moment correlation was conducted. The outcome according to Table 1.6 shows that there is a significant relationship between employers' expectations of office managers' ICT skills and office managers' performance, $r(35) = .435^{**}$, $p\text{-value} < 0.05$. With this outcome, the null hypothesis is rejected and alternative accepted.

Discussion of Findings

The average mean of RQ1 in Table 1.2 was $3.54 > 2.50$ and it revealed that employers of office managers do not expect nothing less than office managers who have possessed required 21st Century office skills and competencies and can effectively demonstrate them for the betterment of their organizations. Reddy (2016) states that office managers in 21st century must possess a variety of abilities and be able to supervise subordinates and projects allocated to them. The era of typing, preparing tea and coffee for the boss has dramatically changed. Office

managers are now part of the management team. They contribute to the growth and development of the organization and much is expected from them.

The average mean of RQ2 in Table 1.3 was $3.26 > 2.50$ and it revealed that office managers who possess required ICT skills were able to win customers into buying/patronizing the company's products and services online, prepare professional documents with word processor, handle modern office machines and thus increasing job efficiency, effectiveness and profitability of the organization. Ifijeh, Iwu-James and Adebayo (2016) opine that the purpose of acquiring ICT literacy skills is to tailor them towards organizational growth and development. Demonstration of professionalism, loyalty, hard-working, commitment, zeal to succeed and dedication to work are few attributes to earn for job efficiency and effectiveness.

The average mean of RQ3 in Table 1.4 was $3.56 > 2.50$ and it revealed that some office managers lack the required ICT skills especially in managing and operating the newly invented ones. In technologies, new innovation is setting basically every quarter of the year. Igbiniedion (2010) opines that office managers are overwhelmed with varied challenges especially when they lack the knowledge of ICT which is an umbrella term for any communication application or device such as hardware and software, computer and network, television, radio, mobile phone, tablet, and so on. Office managers need to acquire the online marketing skills, telephone etiquette skills, creative writing skills, how to make presentation to the management team using database and presentation softwares; how to prepare sales report in Microsoft Excel and many others.

Also, the average mean of RQ4 in Table 1.5 was $3.19 > 2.50$ and it revealed several benefits of ICT machines and equipment towards office managers' realization of their employers' expectations. Aina (2019) affirms that new technologies such as computers, scanners, shredder machines, printers, the internet, intranet, teleconferencing device, iPad, multimedia projectors, and other technological tools are needed to encourage employees for better performance at workplace. The introduction of ICT machines in office works is to boost business activities and operations and enhance multiple digital communication among members of the team. It helps to accelerate the process of handling various tasks as deadlines will be tactically fixed on each task.

Conclusion

Based on the research findings, it was concluded that professional, ICT and digital skills and competencies are inevitable attributes that office managers must possess and demonstrate effectively and efficiently if they want to continue keeping their jobs and be relevant in today's business world. Employers of office managers do not expect anything less than effective demonstration of ICT proficiency and professionalism at all levels and the ability to channel their skills to enhancing and promoting their performances at workplace. Training and retraining are imperative for ICT and digital skills acquisition because of the constant and dynamic business environment and the continuous invention of new and modern office tools and equipment. The great benefits of office ICT tools and equipment should not be ignored as they help to boost organizational performance and productivity.

Recommendations

Based on the findings and conclusion, the following recommendations were made:

- i. Employers of office managers should continue to train and retrain office managers in order to gain the expected ICT and digital skills for 21st century.
- ii. Office managers should be expose to online marketing of their companies' products and services rather than limiting their duties to only administrative duties.
- iii. Employers of office managers should equip their offices with new and modern ICT tools and equipment that will improve their job efficiency and effectiveness
- iv. Office managers should be ready to learn and acquire new ICT and digital skills for them to be relevant in today's ICT and digital business world
- v. Office managers should utilize all knowledge and talents that they have acquired through the use of ICT tools over time to boost the organizational productivity and performance

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**Information Security and Corporate Performance of
Public Organisations in Ogun West Senatorial District,
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Abstract

Public service is designed with the intent of rendering essential services to the public. Yet, the aptness of public servants in delivering services to the public set enhanced public service corporate performance. This study investigates information security as a veritable tool in enhancing public service corporate performance. It adopts a descriptive survey design using structured questionnaire administered on public servants selected randomly in Ogun West Senatorial District, Ogun State, Nigeria. One hundred and fifty (150) copies of the questionnaire were administered, filled, returned and used as sample for the study. Data gathered was analyzed using frequency, percentage and mean methods. Findings revealed that 3.23 overall grand mean for the two research questions is greater than 2.50 acceptance level. This result showed information security at higher level among public organizations in the district. Hence, influences public service corporate performance. The study concluded that information security is a veritable tool in enhancing public service corporate performance. It was recommended that information security should be encouraged to prevent unauthorized access into the public service database. Also, operational strength and information security activities with current information security mechanisms for an uninterrupted public service corporate performance in Ogun State, Nigeria should be energized.

Keywords: Corporate Performance; Information Security; Public Service; Veritable Tool

Word Count: 198

Introduction

Prompt service delivery depicts public service corporate performance. Public service intent purposefully accomplishes developed government objectives and these objectives convey the entire government activity that emphasized anticipated yield expected at a point in time (Drucker, 2021). Public service make nations have impact of government through infrastructural development which engenders concrete linkage between government and her citizens while standard projects are executed to enhance peoples well-being (Van de Walle & Scott, 2009). Public organizations ensure speedy delivery of accessible; affordable and open to all valuable services; renders non-profit oriented; standard and high quality services (Grzegorzek, 2021). It is the public servants who are vital managers of government ability in making policies which hasten admirable corporate performance and competitive advantage maintenance (Austin, 2021; Zhu, Liu & Chen, 2018).

Corporate performance requires objective setting as organizational device to assess how successful management directs the affairs of a system in drawing-out set goals for organizational survival (Drucker, 2021). The activity brings about accomplishing organizational aims and objectives with remarkable breakthroughs, economic growth and employees' performance attainable through information distribution, resourceful error and innovative efficiency (Mendez, 2016). Also, it shows employees' intellect of maintaining organizational good standing sustenance compared to the set objective. Thus, implementing corporate performance blueprint guarantees conveyance of organizational aims and objectives to set attainable standards for development (Mendez, 2016). In this regard, a study on work systems and corporate performance found information delivery, performance oversight and performance effectiveness (business coordination) to positively influence corporate performance. In effect, organizations corporate performance ethics prominence come to grip with competitive advantage to increase corporate performance through operative information security (Zhu, Liu & Chen, 2018).

Information is the structural slab for objectives sustenance (Okoye, 2017). It produces valuable facts that human ideas used in pooling calculated data, appreciated facts, and facts with relevance that becomes knowledge (Terra & Angeloni, 2019). Information influences how the workforce perform their duties and enable organizations become successful in acquiring skill to handle and use in expenditure reduction, expanding service delivery, reducing threats and become approachable by clients (Rao, 2014). It assists in making decisions, preparing plans, taking actions, controlling activities to innovate, strategize, industrialize, and render services. Also, it is used in enabling continuity and accomplishment of corporate objectives observed as valuable resource of an organization (Juneja, 2018). Information as a resource, advances high-class definite organizational essential capabilities that permit outperforming rivals. As a result, Resource-Advantage Theory (RAT) identified as Resource-Based View (RBV) with Value-Based View (VBV) underpin the study (Hunt & Morgan, 1995).

Resource-based view provides policymakers with means of appraising employees' prospective features that can be used in directing a competitive edge. The theory, advocates the formation of blueprints that best describes an organization's internal resources and competences in relation to external prospects. Possession of uncommon resources in the midst of competitors enhance comparative advantage that enable organizations have higher value and make yields at a reasonable cost and as well enhance competitive advantage amongst equals. On the other hand, value-based view makes available other means of creating contacts between management and employees as regard their worth with principles that centered on fundamental values, design management practices to reflect and express values in building basic expertise for the organization. Also, it invents a strategy consistent with the values, using the competences in competing with the new and uncommon methods in implementing a high-ranking executive tasks. This alternate theory, observes the blueprints which provide a technique of concentrating on employees' value rather than a resourced-based approach (O'Reilly III, 2000).

Kong, Jung, Lee & Yeon (2015) researched and the findings revealed information safety activities as influencing stability in transactions to improve organizational performance which assist organizations in devising policies for information securities to enhance corporate performance. An analysis of effects of information security investments found venturing into information security as

very important in accomplishing organizations' undertakings (Kong, Kim & Kim, 2012). Also, Urban, Sultan & Qualls (2000) established that confidentiality, integrity, and availability are information security values necessary in enhancing service delivery (corporate performance). Information security is therefore aimed and applied to guard organizational principles; computerized and secretive plans, complex and peculiar facts from free access. It is the exercise that protects information from unjustified contact and alteration in the course of sharing. Its usage guards against misuse, disclosure, destruction, modification and disruption of evidences (Roohparvar, 2020).

Information security has been developing significantly in the past years to strengthen organizations in obtaining deep knowledge of networking safeguard and concomitant structures; uses and database; security analysis; appraising information systems, and strategizing for corporate stability. This drive is not restricting unsuitable dealings alone, but is not allowing free access to information uses, exposure, interference, reform, crosschecking, copying and damaging of facts (Garg, 2021). Yet, understanding the procedure of information security is imperative to an organization as it advances organizational performance and develops information security device such as controlling of IT, individual expertise in IT and IT structure (Tewemba, Kamdjoug, Bell & Wamba, 2019). Also, information security enjoys value in confidentiality, integrity and availability. Confidentiality disallows revelation of information to unofficial persons, bodies and procedures. Integrity maintains data accuracy and completeness because information cannot be edited illegally. And, availability assured obtaining information when required (Casetto, 2019; Roohparvar, 2020 & Garg, 2021). A study titled "placing trust at the centre of your internet strategy" found confidentiality, integrity, and availability of information security to be ethics that must be assured while handling corporate performance (Urban, Sultan & Qualls, 2000). Thus, corporate performance is perceived as prompt public service delivery through execution of strategic plans, efficient process, product fairness, threat control and human capital management.

Accomplishing public service corporate performance intensifies continuous prompt service delivery. Public organization corporate performance is attained when any information required is made available (Dane, 2021). It eradicates poverty, stimulate self-sufficiency, reduce revenue variations, develop work engagements, remove inequalities within districts, boost economic plans and economic power de-emphasizing. It ensures industrial development and

profitable progress; make sure there is fairness in the collection of taxes and wealth sharing. Also, it eliminates impartiality in the provision of structural amenities, fortified information security networks as the main and significant public service corporate performance device.

Information security decreases inner and outside threats on organizational information data base and safeguard delicate information, shield organizations from cyber-attacks, guarantee corporate stability, and ensure investors interest is well secured without security threats (National Institute of Standards and Technology, 2021). Information is imperative to public service corporate performance and it prompts service delivery as the public service corporate performance tool that need to be fortified (Dane, 2021). Thus, public establishments must poise for durable security of facts and data that cannot be accessed illegally as unfortified information create avenues for incessant competitive advantage over organizational confidential facts and data (Dane, 2021). Investing in information security is an essential factor because every organization need to keep confidential information safe from cyber-attacks and safety oppressions (National Institute of Standards and Technology, 2021). As a result, this study perceived information security as a veritable tool in enhancing public service corporate performance.

Statement of the Problem

Appropriate delivery of quality service is the intents of government in establishing public service while public servants are implementers of public service strategies. However, aptness in delivering public service corporate objective seem to be a mirage rather than reality as every vibrant resolutions of government are unsecured. Regrettably, crucial statistics in the public service get lost or stolen for the reason that public servants' attitude poise for syndrome of "government work is no man's business". Hence, securing very vital information is imperative. This study therefore examined how information security enhances corporate performance in public service with focus on public organizations in the Western District of Ogun State, Nigeria.

Objective of the Study

Objectively, this study examines information security as a tool in enhancing public service corporate performance. It specifically determines the structure of information security in enhancing public service corporate performance and as well investigates information security mechanism in enhancing public service corporate performance.

In line with these objectives, the following research questions were raised:

1. What are information security structures that serve as tool in enhancing public service corporate performance?
2. What are information security mechanisms that enhance public service corporate performance?

Methodology

This study is a descriptive survey carried out amongst five local governments in the district (i.e. Ado Odo/Ota, Imeko/Afon, Ipokia, Yewa North and Yewa South). Population consists of public servants in the district. A total number of one hundred and fifty (150) respondents were randomly selected for the study. Thirty (30) respondents were selected from each of the five local governments in the District and used as sample for the study.

The instrument for data collection consists of a twelve-question item questionnaire validated by Information Managers. However, four options were suggested in the instrument as: Strongly Agree - 4; Agree - 3; Disagree - 2, and Strongly Disagree - 1 where the respondents were to choose one. One hundred and fifty (150) copies of the questionnaire were prepared and sampled on the selected respondents. Every copy was retrieved by the researcher and the collected data were analyzed with frequency counts, percentage and mean methods. The standard for acceptability was set at 2.50 while any research question that scored below the set standard was rejected.

Results

Table I: Descriptive Analysis of Responses on Information Security Structure

Items	SA	A	D	SD	Mean
Firewalls	96	54	0	0	
	64	36	0	0	3.36
%					
Security occurrence control	42	78	17	13	
	28	52	11	09	2.99
Avoiding data loss	63	87	0	0	
	42	58	0	0	3.42
%					
Interference discovery structure	53	97	0	0	
	35	65	0	0	3.35
%					
Interference avoidance device	55	95	0	0	
	37	63	0	0	3.37
%					
Grand Mean	= 3.33				

Source: Field Survey Data (2021)

Table I revealed 3.33 as grand mean to show that the level of information security structures was high among public organizations.

Table 2: Descriptive Analysis on Information Security Mechanisms

Items	SA	A	D	SD	Mean
Password enable information access	67	83	0	0	
	45	55	0	0	3.45
	27	123	0	0	
%	18	82	0	0	3.18
Verification and resistance device	53	97	0	0	
	35	65	0	0	3.35
%	69	81	0	0	
Data alteration forbidden	46	54	0	0	3.46
	58	62	21	09	
%	39	41	14	06	3.13
Systems and network well coordinated	- 51	99	0	0	
	34	66	0	0	2.23
%					
Safeguarding of data specified					
%					
Information security certifications					
%					
Grand Mean	=	3.13			

Source: Field Survey Data (2021)

Table 2 showed a grand mean of 3.13 revealing that information security mechanisms' use level was high amongst public organizations.

The overall grand mean for the two research questions is:

$$\frac{3.33 + 3.13}{2} = \frac{6.46}{2}$$

$$= 3.23$$

With the overall grand mean of 3.23 greater than 2.50, the result revealed that the level of information security structures and information security mechanisms were high amongst public organizations and in consequence, enhanced public service corporate performance in the district.

Discussion of Findings

The first six questionnaire items gathered data on research question one. Result showed mean responses of 3.36, 2.99, 3.42, 3.35, 3.37 and 3.47 with corresponding combined agreed and strongly agreed percentages as 100%, 80%, 100%, 100%, 100% and 100% respectively; while the grand mean was 3.33. The findings showed that research question one which sought to know the information security structures that serve as tool in enhancing public service corporate performance was accepted. This result is in tandem with Cassetto (2019) assertion that firewalls; security occurrence control, avoiding data loss, interference discovery structure, interference avoidance device, operations logics, etc. are information security structures used in safeguarding information. Also, information security permits organizations to guard numerical and correspondence facts. Likewise, National Institute of Standards and Technology (2021) corroborates that safeguarding of organizational information and that of the client is essential in enabling organizational strength and growth towards enhanced corporate performance. Organizations' essential corporate integrity with customers' interest protection are life-threatening; yet, secured information as a priority maintains government position and worth. Therefore, investment against cyber-attacks and security threats is imperative to organizational data protection.

Items seven to twelve were used in gathering data on research question two. The result showed mean responses of 3.45, 3.18, 3.35, 3.46, 3.13 and 2.23 while combined agreed and strongly agreed responses revealed 100%, 100%, 100%, 100%, 80% and 100% respectively. Yet, the grand mean was 3.13. This result is in line with Urban, Sultan and Qualls (2000), Roohparvar (2020) and Garg (2021) positions that confidentiality, integrity and availability are ethics of information security. They posited that confidentiality makes sure there is limitation to information accessibility, integrity guarantees curbing of data editing and modification, while availability verifies accessibility procedures, backup, and coordination of hardware and system networks unabatedly. Also, the result corroborates National Institute of Standards and Technology (2021) position that significance of information security in organizations is very high because organizations require information security mechanisms to guide against information loss, data cracks,

unofficial access, and other threats to information. On the other hand, item twelve of the research question which sought responses on information security certification had a mean of 2.23 lesser than the set acceptability standard of 2.50. This result was in tandem with Cassetto (2019) assertion that information managers must be appropriately trained and certified because certification in information security enhances information managers' proficiency towards organizational corporate performance.

The findings of this study also revealed 3.23 as overall grand mean and presenting information security as a tool capable in enhancing public service corporate performance. This result was in tandem Kong, Jung, Lee and Yeon (2015) assertion that information security advances operational strength to enhance organizational performance. The finding shows that operational strength and information security activities outcome in organizations deserve information security mechanisms toward public service corporate performance enhancement.

Conclusion

Public service delivers amenities to enhance peoples living standard in a nation with the intention of influencing her citizens' day-to-day activities. It reflects positive service delivery as the aftermath of engagements for organizational corporate performance sustenance. The study concluded information security structure enhances corporate performance in the public service; while effective use of information security mechanisms enhances public service corporate performance. Yet, information managers' need certification for their proficiency in having optimal corporate performance of public organizations.

Recommendations

This study therefore recommends that:

- Government should make adequate budget for continuous knowledge enhancement of information security managers so as to keep abreast of new happenings in fortifying their database.
- Information security should be encouraged to forestall unauthorized access into the public service database to safeguard strategies toward enhanced public service corporate performance.
- Continuous knowledge enrichment in information security with certification should be a must for information security managers.
- Management should ensure information security strategies are integrated into the system to prompt realistic corporate performance.

- Management should procure current information security gadgets to rid-off obsolesce in the practice of information security.
- Staff development and training on information security should be encouraged for continuous update on information managers' understanding.
- Operational strength and information security activities be energized with current information security mechanisms for uninterrupted public service corporate performance.

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Academic Library Support in a Blended Learning Environment: The Place of Embedded Librarianship

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Abstract

Technology advancement has led to significant paradigm changes in education. The tradition face-to-face learning is now being supplemented, or in some case, replaced by virtual learning leveraging on modern information technology tools. This practice of mixing traditional and technology in teaching and learning is referred to as blended learning. Academic libraries as designated support institutions for academic activities are also expected to come up with strategies to ensure that both teachers and learners have the necessary support to effectively carry out their teaching, learning and research activities as usual. One of the strategies that have been suggested by scholars is embedded librarianship. This paper explores the strategies that can be adopted by librarians in Nigerian academic libraries to ensure that relevant library information resources and services to both students and lecturers, are embedded into the evolving learning environment for both lecturers and students in tertiary institutions.

Keywords: Academic libraries, Blended Learning, Embedded librarianship, Information Technology, Library Technology.

Introduction

The environment in which academic libraries operate is a dynamic one which requires that librarians must be constantly on their toes anticipating new trends and devising strategies to deal with them in order to ensure that library's set goals are consistently met. The advancement in technology is driving real revolution in the educational sector to which academic libraries belong, just as is been witnessed in other sectors. Today, technology has made it easy to overcome challenges such as rising students' population, demand for distance-learning and even lockdowns caused by unforeseen pandemics (Amponsah, Ussher, and Benjamin, 2021). The availability of various technological tools has led to the emergence of a teaching and learning strategy called blended learning.

Blended learning (BL) is a learning structure in which physical, face-to-face learning goes hand in hand with virtual learning which is delivered remotely through various digital applications. It is a pedagogical approach which combines several learning methods and styles especially with the aid of ICT tools to promote efficiency and effectiveness in teaching and learning (Adebayo et al., 2019). Blended learning has become essential, especially for institutions in developing countries as a way boost the quality of education and prepare graduates capable of competing favourably in a globalized world dominated by the application of information and communication technology (Yamada, 2015).

Blended learning has personalised the learning experience by allowing students to access educational contents at their own pace irrespective of where they are and when they choose to study. It also has the advantage of enriching the learning content by providing the opportunity to integrate multimedia resources into the course material. It has also enhanced the relationship between learners and tutors by facilitating unrestricted interaction which can extend beyond the scheduled learning period (Amponsah, Ussher, and Benjamin, 2021)

Nigerian universities, like several others around the world have embraced blended learning where students and lecturers, in addition to regular physical classes, are also connected through learning management applications such as Moodle, Blackboard, Edmodo and Google classroom (Nicholas-Omoregbe, Azeta, Chiazor, and Omoregbe, 2017; Oguguo, et al., 2021); communication applications such as Zoom, Google Meet, Hangout (Adewole-Odeshi, 2014), and social media applications such as Telegram, WhatsApp and YouTube (Okereke, 2014; Musa, 2015). Using these tools allow lecturers to conduct real time, face-to-face lectures

and also pass lecturer notes in textual, graphic and audio formats to student who are able to access them at their own convenience. Logically, these significant changes will have an effect on the relationship between students and the library.

The Role of the Academic Library in a Blended Learning Environment

The common assumption is that the emergence of technology and its subsequent infusion into teaching, learning and research has diminished the dependence of academic institutions on academic libraries. This is a misconception that can deny students and tutors alike the opportunity to enjoy the maximum benefits of educational technology and reach the level of academic quality demanded in the information age (Boyer and Kelly, 2014). This is because, librarians have anticipated the development of technology and they have been developing capacity to operate in a blended learning environment for decades. The idea of blended librarianship emerged about two decades ago. Blended librarianship is defined by Bell and Shanks (2004) as the combination of the traditional skill set of librarianship with the modern digital literacy skills, and the instructional or educational designer's ability to apply technology appropriately in the teaching-learning process.

Traditionally, librarians and information professionals have been trained to meticulously select information resources with the users in mind. They are also trained to produce information products such as abstracts, indexes, bibliographies and others designed to help various categories of users navigate the available ocean of information and easily select the most appropriate ones for the task at hand. All these skills have been enhanced with the integration of information technology in library operations (Soleymani, Mojiri, and Zadeh, 2017). Librarians and information professional have had to adapt to various technologies in the course of their daily activities. Therefore, they have developed an appreciable level of digital literacy skills which place them in a vantage position to play a significant role in a blended learning environment (Boyer and Kelly, 2014).

The success and effectiveness of blended learning as an emerging practice in education depends greatly on the level of information and digital literacy skills of students. Smith and Hill (2019) reported that even educators need to be trained in order to make effective use of learning management systems. This is the same for students who may feel helpless when trying to access the system remotely without the necessary technical support.

Librarians and information professionals are also essential in providing the necessary information resources to support all the academic programmes. There is ample evidence to show that the common belief that everything a students need to succeed is available on the internet is a myth. It is not uncommon for students to report that they cannot find the right materials for an assignment which often lead to multiple students submitting the same write-up. This is because not everything available online is free and easily accessible. Even the easily accessible resources are often misused due to lack of information literacy skills.

Various studies and anecdotal evidence show that students are more likely to just make use of the first article that comes up on the screen for assignment or class works. Most of the time these resources are of questionable origin and may contain more misinformation than real information. Indiscriminate consumption of biased, distorted and one-sided information is an antithesis to the principle of critical thinking that academic institutions are expected to inculcate in learners.

Another key issue in the technology rich learning environment is plagiarism. It is an act frowned upon by academic institutions which is nonetheless highly prevalent despite various steps taken to curb it. Studies have shown that majority of plagiarism committed by students arise out of ignorance due to lack of proper information literacy skills training. Majority of students have been shown to lack basic knowledge on referencing and the philosophy behind citing consulted sources to acknowledge the authors whose ideas have been incorporated into their own works. All these and other issues can impact on the effectiveness of the learning process and affect the overall quality of academic output of any institutions. However, this can be avoided through the practice of embedded librarianship.

Embedded Librarianship

Embedded librarianship is a strategy in which the library is immersed into the whole teaching and learning process, not only at campus-wide level, but at the granular level such as individual courses, programme and departments. It is characterized by the active participation of librarians and information professional in the design and implementation of learning strategies. According to Gray (2021), embedded librarians are information professionals who provide more direct research support to lecturers and students apart from the usual one-time instruction session, frequently over the course of a whole semester.

Embedded librarianship as a strategy was introduced to enable librarians as information specialists used their skills to in such a way as to directly impact on the quality of learning and academic output in the institutions (Jantz, 2017). The strategy makes it possible for librarians to transition from a supportive role to one of collaboration with their customers, allowing for the establishment of deeper working relationships and connections. This is what is regarded as moving from passive, reactionary service orientation to active, pre-emptive and innovative service orientation.

Embedded librarianship in academic institutions can operate on three levels, that is, physical, organisational, and virtual embedding (Corrall and Jolly, 2019). The focus of this paper is on virtual embedding which is application to virtual learning aspect of the blended learning. In this case, embedded librarianship refers to the provision of library services in a virtual environment to meet the learning needs of a particular group of learners (Makhafola, 2018). According to Boyer and Kelly (2015), embedded librarianship requires that the librarian become part of the academic activities in their institutions. Specifically, it requires that librarians developed customized services and products relevant to particular courses and learning objectives instead of the usual generic services which attempts to provide for all possible scenarios.

Crowther (2022) reported that librarians embedded in courses or departments work with lecturers to develop the most appropriate and accessible reading lists for the course so that learning is more robust. These librarians are expected to provide course materials in various formats such as video, audio, graphics and simulations.

Librarians who are verse in information retrieval, information evaluation and ethical use of information resources can be embedded into research methodology and other research related courses. Adequate information retrieval skills and information literacy is essential, because active researcher would agree that acquiring relevant research materials can often be a great challenge.

Services Rendered by the Embedded Librarian

Embedded librarians work collaboratively with instructors to provide students with access to information resources. To do this, librarians are granted access to all learning management systems in the institutions as well as individual courses and programmes being run in the university. In addition to have a section for

information resources on the platform, the librarian is also a part of specific courses with the opportunity to make strategic inputs in areas such as finding relevant information resources, citations, using the digital learning platforms etc. Librarians cooperate with teachers to assist students with assignments that incorporate library resources and to answer students' queries about library materials (Boyer and Kelly, 2015).

In outlining how embedded librarianship operates Gray (2021) explained that the librarian is included in each course platform and is expected to post announcements from time-to-time regarding information literacy sessions and providing relevant library resources. The librarian can also create a custom reading list consisting of books, journals and internet sources to help students with assignments and course works. In addition, the librarian will provide assistance for the lecturer and students in the following areas:

1. Searching the library information system and databases
2. Understanding the research process
3. Narrowing (or expanding) research topics
4. Providing relevant library content
5. Linking to electronic resources
6. Moving beyond Google and Wikipedia to scholarly, academic sources
7. Choosing keywords, search strategies, and tips
8. Creating how-to digital tutorials
9. Citing sources correctly according to the referencing style accepted in the institutions

Strategies for Effective Embedded Services

Even in institutions with properly articulated policies of blended learning, the role of the librarian is often overlooked. So, the initiative of establishing effective embedded service has to come from the librarians themselves. Strasz (2021) outlined the following strategies that have been found useful by librarians in other climes;

Get in from the beginning. Librarian, especially subject specialists, have to be proactive scrutinizing locating communication intensive courses or courses with a research component in their subject areas at the start of each semester. Librarians should then make contact with lecturers teaching these courses and request that they be included as embedded librarians. Strasz (2021) warned that librarians should not expect immediate positive response, or any response at all. However,

with persistence and proper presentation of the scope and benefits of the proposed services, lecturers have been known to become open to embedded librarians in their courses.

Collaborate with lecturers to review and determine the scope of services to be rendered. It is important for the librarian to understand the extent to which the lecturer want the librarians to be involved in the course. There should be an agreement regard the format and level of information resources to be provided for the learners. The librarian then adds the link to the relevant information resources on the learning management system. It is advised that the librarians identify themselves properly and provide detailed contact so that students can easily reach them for further consultation.

Be aware of course milestones and due dates. Once embedded, it is important for librarians to be aware of all assignments and course works as well as their due dates. This is important for two reasons; it enable the librarian to provide a customized guide to relevant resources and, to know when to offer the necessary guides to students in term of how to obtain the necessary information resources.

Reach out and engage with students regularly. It is a good idea for the librarian to send an email to the students introducing themselves and describing what they may anticipate from an embedded librarian. Communication such as this create more awareness for the library and its services.

Knowledge and skills Required for Successful Embedded services in a Blended Learning Environment

In order for librarians to succeed in the provision of embedded library services, Soleymani, Mojiri, and Zadeh (2017) opined that they must possess certain skills that will enable them to deliver all the necessary services and overcome various challenges that may arise in the course of discharging their duties. These skills include the following;

Digital Literacy Skills

Librarians who would engage in embedded librarianship are expected to have skills in web page design, familiarity with various file extensions, data storage and backup, file management (compression, sharing, etc.), ability to install and use software applications, and familiarity with data security in information networks. These skills are non-negotiable for effective embedded librarianship in a virtual

environment because the information and services required are usually in the digital format accessed through various digital platforms some of which are expected to be created by the librarians themselves.

Knowledge of Learning Management Systems

Librarians must familiarize themselves with all the learning applications in use in their institutions and others. In addition to this, they must be familiar with content management methods, testing and evaluation methods, as well as communication and interaction methods used in virtual learning. Most importantly, they are expected to be familiar with technical and nontechnical support requirements for the learning management system. This is important as they are often expected to help educate the students on how to make effective use of the platforms.

Digital Reference Service Skills

Digital reference services are the information services and assistance provided by librarians to library users through the use of online digital devices. Effective digital reference service includes information search and retrieval, providing synchronous and asynchronous services, digitizing information sources, creating electronic learning aids, conducting online reference interviews, being familiar with virtual tours, and being familiar with electronic informatics services.

Information Literacy Skills

It is assumed that librarians, by the virtue of their training, possess some level of information literacy skills. These skills enable the librarians to accurately identify users' information needs, the relevant sources from where to get the required information and how to repackage the information in a way most suitable to the ability and needs of the users. The librarian is also expected to train the students on these skills. Librarians already have the responsibility to develop the students' information literacy to equip them with the knowledge of online databases and web resources, the ability to evaluate electronic resources, familiarity with reference management software such as EndNote and Mendeley; the knowledge of how to properly cite information sources, the ability to publish articles in professional scientific journals, and familiarity with examples of plagiarism.

Interpersonal Skills

The success of embedded librarians revolved around skills such as collaboration skill, negotiation skills, communication skills, listening skills. All these are needed in dealing with both the students and the lecturers. Lecturers may be reluctant to

allow what they see as intrusion into their courses. It therefore depends on the negotiation and interpersonal skills to convince the lecturers to create room for customized information services in their courses and to collaborate with the librarian to enrich the learning experience. These skills are also need in dealing with students who often overate their information search and retrieval abilities.

Conclusion

It is obvious that technological advancement will continue to impact on the nature and practice of librarianship. For academic librarians, the rise in the acceptance and popularity of blended learning is another opportunity for librarians to demonstrate their competencies by embedding themselves into the virtual environment into which modern day teaching and learning has expanded. This is not expected to be difficult to do as librarians are already embedded physical into departmental and faculty libraries in their institution in order to provide more customized services to various categories of information users.

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CHALLENGES AND PROSPECTS OF EDUCATIONAL TECHNOLOGIES AS TEACHING MEDIUM

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Abstract

Educational technologies are ICT-enabled gadgets that give instruction to students in order to aid their academic performance. As a result of instructional delivery, students' knowledge, attitudes, and abilities should change in a systematic and well-organized manner. For today's creative, inventive, and highly curious learners and workers/professionals, traditional face-to-face classroom training with an instructor appears to lack the same level of flexibility as Educational Technology (ET). Using educational technologies to match worldwide best practices in instructional delivery in Nigeria, as a developing country, will be fraught with difficulties. This article addresses the underlying difficulties, challenges, and opportunities in the application of Educational Communication Technologies in order to achieve global competitiveness. Basic issues surrounding the use of Educational Technology, such as digital culture and literacy, ICT and teacher professional development, efficacy, resource constraints, cost, equity, and sustainability, were examined in order to give it credibility. Infrastructure, capacity development, and financial concerns were all investigated. The use of Educational Technologies, in line with Nigerian educational philosophy, allows for more flexibility in instructional delivery, encourages self-study, creativity, and imaginative thinking, and increases learners' self-sufficiency.

Keywords: Educational Technologies (ET), Instructional Delivery (ID), Challenges, Prospects.

Introduction

In many aspects of life, the digital revolution has increased demand for information and communication technology (ICT) applications. In truth, technology has pervaded every element of human life, including education. In the classroom, modern technology is rapidly being utilised. The traditional instructor-learner approach (face-to-face) in the classroom is gradually giving way to an e-learning environment, in which students interact with learning materials, instructors, and other students from around the world via network technologies at various times in an online environment.

Use of Educational Technologies for instructional delivery is a revolutionary concept in the twenty-first century Information Age. To assist learning and improve performance, appropriate teaching facilities should be used. In the classroom, teachers can use these technologies to present students with a variety of new learning possibilities, allowing them to learn more successfully. According to Adaka (2020), educational technologies provide assistive technology and conjure up visions of high-tech devices whose employment in the classroom helps satisfy the needs of a diverse range of students.

Tertiary institutions' main goals are to "intensify and diversify their programs for the development of multi-level manpower in the context of the nation's needs," as well as to "instill physical and intellectual skills in learners to enable them to become self-reliant and useful members of society." Based on the foregoing, it is anticipated that the use of ICT in higher institutions will result in a professional workforce and self-reliant citizens in the twenty-first century who are knowledgeable in the use of new technologies.

Information and media literacy is a key indicator in 21st-century educational management because it ensures that students can recognize when information is needed, locate, evaluate, and use it effectively; critically explore the media as a major source of information; and produce representations in a variety of formats efficiently and creatively (Emeke, 2018). Students learning 21st-century skills through the use of Educational Technology should be able to engage in global

concerns, learn from, and collaborate with people from a variety of cultures, groups, religions, beliefs, and lifestyles in an open and mutually respectful environment.

Educational Technology (ET) is utilized in instructional delivery to improve teaching and learning, according to studies in media and ICT in education, notably on the integration of digital media in education (Condle and Munro, 2017). Accordingly, research has traditionally focused on the audio-visual medium, but ET's influence has grown as other technologies have advanced, particularly the integration of computers into classroom learning. In order to establish a global footing in the usage of Educational Technology, Nigeria, as a developing country, must solve challenges and obstructions in education (ET). Barriers to effective educational technology utilization in instructional delivery must be taken into account. As a result, it's vital to look into the difficulties and challenges surrounding the usage of Educational Technologies for instructional delivery in Nigeria's 21st-century tertiary education management. In order to reach this goal, this essay looked into the concept of educational technology, as well as the challenges and opportunities associated with its usage in instructional delivery.

Educational Technology as a Concept

Educational technology is the use of electronic media to aid teaching and learning. It can also be characterized as the use of technical tools to investigate data, improve learning through construction, and improve teaching and learning efficacy (Januszewski, 2021). People, procedures, ideas, equipment, and organization all play a role in understanding issues, planning, executing, and assessing teaching and learning. It has many facets, including a cyclical process using a collection learning tools (both physical and conceptual), as well as a multiple-node relationship between learners and instructional facilitators, as well as between learners themselves.

The goal of utilizing Educational Technology is to provide valuable assistance in the teaching-learning process so that the best possible results can be achieved with the available human and non-human resources while remaining cost-effective. There are also special needs programs that allow students with disabilities to use educational technologies to better their learning by integrating technology into education, where teachers make pedagogical improvements and overcome basic difficulties that special needs students confront. Furthermore, Educational Technology helps learners of all levels attain their maximum educational potential

by offering new and innovative tactics that motivate and engage them. It also enhances access to a variety of learning resources, stimulates collaboration, employs a multimedia teaching method, and facilitates distance learning.

Instructional Delivery Concept

A teacher's involvement in promoting or directing teaching and learning in a certain subject at a school is referred to as instructional delivery. According to Mgbodile (2021), this is accomplished by the instructor producing lesson notes, acquiring teaching aids, implementing teaching tactics, and employing equipment in a timely manner to supplement the curriculum. According to Paulias and Young (2021), instructional delivery is a method of assisting learners in obtaining the quantity and quality of experience required to reach their maximum human potential. Instruction delivery and teaching are synonymous because both require a teacher to obtain all of the necessary materials in order to make teaching and learning more meaningful.

The instructor makes certain that all classrooms have appropriate learning opportunities and that education is delivered in a way that students can comprehend and enjoy. According to Haruna (2018), the primary and most important responsibility of a school teacher is to deliver instruction. The ability to lead in instructional supervision is the cardinal index of a school administrator's performance review, according to Carter (2019). According to Chika and Ebeke (2017), of the various elements influencing students' academic success, the most important intervening factor appears to be instructors' instructional delivery. Students should be able to learn as a result of how instruction is delivered. This is a long-term behavioral change in the learner. This is because, as teaching continues, the instructor instructs, indoctrinates, trains, and initiates the learner into something new at times, and at other times, he is involved in the adaption process and makes the student participate in it through the socializing process. Educating, indoctrinating, training, initiating, and adapting are all educational tactics that are included into the teaching and learning process with the purpose of influencing the learner's behavior. It indicates that good instructional design strives to organize and gradually improve and/or transform the learner's knowledge, attitude, and abilities.

Teachers strive for high standards by recognizing individual differences, emphasizing learners' responsibilities, employing a variety of pedagogies, fostering positive connections in all aspects of school and public life, monitoring

and offering feedback, and monitoring and offering feedback. The teacher must be creative and possess appropriate pedagogical skills in order to achieve efficacy in instructional delivery. Content knowledge, instructional design skills, instructional delivery skills, instructional assessment skills, and course administration abilities are listed as five fundamental teaching talents by Arreola, Theall, and Aleamoni (2020).

In order to ensure efficient delivery, subject knowledge demands a solid mastery of the subject matter or course. This is crucial for efficient instructional delivery since it provides the teacher complete control over the distribution of ideas and concepts for the learners' comprehension and appreciation. Instructional design skills are required to balance objectives in a way that embraces the learner's culture, personality, freedom, Subject knowledge necessitates a thorough understanding of the subject matter or course in order to ensure efficient delivery. This is critical for effective educational delivery since it gives the teacher complete control over the distribution of ideas and concepts for the students' understanding and appreciation. To balance objectives in a way that supports the learner's culture, personality, independence, and life-long education, instructional design skills are required. As a result, both the instructor and the learner will be at the center of the goals. The teacher's ability to provide instruction allows him or her to make the best choices and use the most relevant material for each topic in order to explain complex issues.

Rather of believing that certain children are doomed to fail, teachers should use these characteristics to motivate and engage all pupils. They believe that if teachers utilize suitable pedagogical methods, any child may succeed in school, and that teachers will go to great lengths to ensure that each student succeeds in the teaching and learning process. It also means that, as stated in the National Policy on Education (2014), "all teachers in tertiary institutions must undergo training in methods and techniques of teaching," and that proper acquisition and application of these skills in instructional delivery will improve higher education management in Nigeria.

Issues in the use of ET for Instructional Delivery

To communicate, generate, transport, save, and manage information, schools use a number of ICT tools. Educational technologies have become an intrinsic part of the teaching-learning process as a component of ICT. While chalkboards are being phased out in favor of interactive digital whiteboards and other learning tools in the classroom, students are viewing lectures on their laptops at home and using

class time for more active involvement. Some challenges must be considered when incorporating modern technology into instructional delivery, especially in a developing country like Nigeria. According to Tinio (2021), some of the factors to consider when implementing Educational Technologies are:

1. **Efficacy:** The instructional efficacy of Instructional Communication Technologies is determined by how and for what purpose they are employed. Educational Communication Technologies, like any other instructional tool, do not work for everyone, in every situation, or in the same way. The effectiveness of a program can be measured in two ways: increased access and enhanced quality.
2. **Accessibility:** This is defined as the number of students who can easily access and use various media technologies in the learning process on an individual basis, allowing them to comprehend and apply knowledge acquired in similar situations. The digital divide that occurs among kids during their school years has an impact on their employment prospects and exacerbates society's socioeconomic disparities.
3. **Improving quality:** In Nigeria, the impact of Educational Communication Technologies on classroom instruction has resulted in a greater standard of education. Increased results on standardized examinations and greater attendance in the use of ICT technology in the classroom, according to data from a study done by the author, give significant evidence of effectiveness in increasing education quality. In contrast to Fouls' findings, distant learning's use of computers, the internet, and related technology has garnered mixed evaluations. The focus is on how to employ Educational Communication Technologies to improve instructional delivery and achieve outstanding outcomes in Nigerian Higher Education.
4. **Long-term viability:** One of the most difficult aspects of implementing ICT-enabled educational projects or programs is ensuring their long-term viability. It is critical to be able to maintain and use technical facilities for an extended period of time. When planning for the usage of technology facilities, higher education institutions must consider the long-term viability of those facilities. Third-world countries have seen a major drop in the adoption of new technologies as a result of high maintenance costs and

the hiring of mostly foreign employees. Although cost and financing are limiting issues in the long-term viability of educational technology in Nigeria, other problems were raised, including technological, social, economic, and political concerns.

5. Long-term technical viability: This refers to the selection of technology that will be effective throughout time. Planners must be mindful about the risk of technical obsolescence in a quickly evolving technology world. The learning objectives, on the other hand, impact the decision to use a certain technology in order to accomplish the desired educational outcomes. Additionally, when making technological decisions, planners should consider the availability of spare parts and expert help to guarantee that the technology is maintained. It's never a good idea to find yourself in a situation where you can't acquire the assistance, parts, or power you need.
6. Social sustainability: This entails establishing a sense of belonging in the local community to the new venture. The school does not operate in a vacuum, and for an ICT-enabled initiative to succeed, all stakeholders, including parents, government officials, and corporate leaders, must have a sense of ownership and belonging. Stakeholders can provide technical assistance at a low cost to some extent. New technology advances can be sustained if everyone who is impacted by them, whether directly or indirectly, understands why they are being introduced, the ramifications for their life, and what role they can play in ensuring their success. Educational Communication Technologies (ECT) and other ICT-enabled initiatives must eventually meet community needs.
7. Policy and leadership sustainability: This refers to the issues of policy and leadership. Change resistance is a severe threat to ICT-enabled projects. If teachers, for example, refuse to adopt Educational Communication Technologies in their classrooms, such ICTs will struggle to gain momentum, much less sustain it over time. Due to the inventive nature of ICT, leaders must have a deep understanding of the innovation process as well as the ability to arrange plans and actions efficiently to assure the project's success in the school.

Education Technology Challenges

The efficient utilization of ICT-enabled programs in Nigerian higher education is hampered by numerous obstacles. According to Albert (2016), these difficulties are divided into three categories: infrastructure, capacity building, and financial concerns.

1. Issues with infrastructure: Educational technology is heavily reliant on a country's national telecommunications and information infrastructure. Policymakers and planners must carefully assess structures to house available ICT equipment, electricity availability, and ambiguity concerning ICT forms before commencing any ICT-enabled activity. In older school buildings, considerable modification would be required to provide correct electrical wiring, heating/cooling, ventilation, safety, and security.
1. 2.Capacity-building difficulties: Teachers' technical abilities, educational administrators' abilities, technical support professionals' abilities, and content creators' abilities are all included in this list.
2. Issues with infrastructure: Educational technology is strongly reliant on a country's national telecommunications and information infrastructure. Policymakers and planners must carefully assess structures to house available ICT equipment, electricity availability, and ambiguity concerning ICT forms before commencing any ICT-enabled activity. In older school buildings, considerable modification would be required to provide correct electrical wiring, heating/cooling, ventilation, safety, and security.
3. Teachers must be able to master individual apps, integrate them into current curriculum, make curricular changes related to technology use (including changes in instructional design), adapt their roles, and grasp educational philosophies. Pre-service teacher preparation should address these skills, which should subsequently be built upon and reinforced in the classroom. Even the most seasoned ICT instructors must update their skills to keep up with the latest innovations and best practices. This is done to make teachers more effective in their classroom tasks as the learning process becomes more learner-centered.
4. Financial stumbling blocks: Integration of ICT-based education programs in higher education demands significant capital investments, and developing countries like Nigeria must be cautious when determining which model to utilize when considering economies of scale. "When it comes to incorporating information technology into education, particularly for instructional delivery," says the author.

Prospects of ET for Instructional Delivery

Educational Technology in Nigerian tertiary institutions will increase instructional delivery and educational quality. Some of the benefits of using ICT-based technologies include:

1. Empowers students: The employment of Educational Communication Technology will assist in the development of individuals who are self-reliant and important to themselves, their society, and the country's overall growth.
2. Encourages creativity and innovative teaching and learning: Using Educational Communication Technology, curriculum content teaching and learning can become more creative and inventive in the twenty-first century, as learners remember 80% of what they see and do.
3. Flexibility: Educational Communication Technology would enable the transmission of a wide range of curricular content to learners, allowing the Nigerian educational conceptual framework to be formed on the basis of equity. To that degree, it will assist teachers and students in simplifying and concretizing teaching-learning.
4. Increases instructional quality and scale economics: By merging Educational Communication Technology with other teaching approaches, lecturers in higher education and other teachers could create new ways of deploying their resources.
5. Produces a well-educated workforce and happy citizens: The use of ICT-based instructional delivery technologies, such as Educational communication Technology, would help to create a workforce and satisfied citizens with knowledge and skills that would enhance knowledge transfer and contribute to the revolutionization of the educational system. Using Educational Communication Technology to offer curricular content in Nigerian institutions will not only help to make teaching and learning more dynamic, but it will also allow students to reap the benefits of a more effective teaching and learning style.
6. Increases self-study: Incorporating ICT-enhanced devices into the classroom, such as Educational Communication Technology, promotes intrinsic motivation, self-study, and the start of organized active learning.
7. It piques students' interest: To achieve the foundations of education, ICT-enabled instructional technologies, such as Educational Communication

Technology, will aid learners in creating a situation or atmosphere in which curiosity is aroused, imaginations are stimulated, interest is generated, viewpoints are enlarged, and attitudes are changed.

Conclusion

It is impossible to overestimate the importance of ICT-enabled technology in Nigerian tertiary institutions. In the twenty-first century, using Educational Technology to give instruction at Nigeria's higher institutions is a sure way of thinking about the future by providing knowledge-based education in line with international best practices for a competitive workforce. However, through ongoing professional development workshops, seminars, and course collaborations with national and international institutions, much more effort needs to be done to build teachers' human capital. While it is costly to provide these opportunities for teacher professional development, the rewards in terms of better teaching quality, institution reputation, and more effective learning far outweigh the costs.

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