



## Influence of Records Organisation on Job Performance of Record Officers in Local Government Councils in North-Central Nigeria

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### ABSTRACT

*The research examines the influence of records organisation on job performance of record officers in local government councils in North-central Nigeria. The study was guided by four objectives. Descriptive correlation survey design was used with the targeted population of five hundred and fifty five (559). Questionnaire was used as instrument of data collection. Two hundred and twenty six (226) questionnaires were administered out of which two hundred and eleven were filled, return and found usable representing 93% response rate. Descriptive statistics percentage, mean, standard deviation were used in data analysis while inferential statistics of Pearson Product Moment Correlation Coefficient (PPMC) was used to determine the relationship between the variables. The conclusion is that, for the effective of any organization records have to be properly managed. The recommendation is that, there should be proper supervision by management to enable records officers have a sound records management practice to improve their job performance in local government, the management of local government should develop a manual records methods and policies to implement and put them into practice, the study also recommended that the electronic records management system should be improved in the local government and proper training of ICT by records officers should be allowed.*

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### INTRODUCTION

Records organisation preserve aspects of institutional memory in determining how long to retain records; their capacity for re-use is important. Many records are kept as evidence of activities, transactions, and decisions. The purpose of records organisation is part of organisations broader function of governance, risk management and compliance and is primarily concerned with managing the evidence of an organisation's activities as well as the reduction or mitigation of risk associated with it. The importance of records especially in local government councils cannot be over emphasized, as they are invaluable to administration. Thus, in order to take advantage of past experiences, accurate records and good records keeping are

the bedrock of planning for the future in the local government system.

Organisations need to develop specific strategies to ensure that their activities are well documented. Record creation and record keeping must be part of the strong organisational culture and should be the collective responsibility of staff at different levels in an organisation. For example, record officers have a responsibility to ensure that copies of all records they generate in the course of business transactions are incorporated in the organisation record-keeping system. This usually means ensuring that all the documents they receive or generate in the course of their daily work are roundonely filed. Likewise, record officers are responsible for ensuring that the right records are available at the right time. Everyone

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involved with records care must have clearly defined responsibilities.

Whether paper-based or electronic or a mixture of both, record-keeping systems are in essence a set of procedures and controls to ensure that

1. Records are created
2. Records are captured
3. Records are full and accurate
4. Records can be identified and found when required
5. Records are accessible
6. Records are secure
7. Records are not destroyed when still required
8. Responsibilities for record-keeping functions are assigned.

With the paradigm shift in record management in the 21<sup>st</sup> century, it is pertinent that the job performances of record officers in local government councils are at poor with their counterparts at the federal levels.

## STATEMENT OF PROBLEMS

Observation in recent times shows that job performance of records officers seems to be low and people complain of poor services as there is misplacement and loss of vital records and slow pace in retrieval of needed records. This may be attributed to lack of proper records management practices knowledge which affects local government's council's job performance. Other organisations such as federal government employee who marry records management practices with their job performance seem to do better. Therefore, should records officers in local government in Nigeria apply the same; it is against this context that this research will examine the influence of records organisation on job performance of records officers in local government councils in northern Nigeria.

## Objectives of the Study

1. find out the influence of records organisation on record officers job performance.

2. ascertain the influence of manual records organisation on records officers job performance.
3. examine the influence of automated records organisation on record officers
4. what are the factors hindering records officers' job performance?

## Research Questions

1. What is the influence of records organisation on record officers' job performance?
2. What is the influence of manual records organisation on records officer job performance?
3. What is the influence of automated records organisation on record officers?
4. What are the factors affecting records officers' job performance?

## LITERATURE REVIEW

### Job Performance

Job performance has been identified as the significant key for organisations to gain competitive advantage and superior productivity. Although competitive advantage is more relevant to private sector, it can be extended to public sector by including 'serving the public' because it is the ultimate objective of the public sector. Study by Ismail *et al.*, (2019) has proved that work performance could help public organisation to improve service delivery. Realizing its importance, public organisations seem to pay attention on work performance in relation to formulating policies and enhance service delivery. This is because individual public employee's level of performance acts as a mirror for overall public performance at large. Hence, public employees must possess relevant knowledge, skills, and abilities to execute task-related responsibilities.

Public service employees also must be willing to "walk the extra miles" in striving to perform at a level beyond expectations (Raymond 2019). With respect to public service delivery, individual employee's performance is closely related to customer satisfaction (Atamba, 2019), because the service delivery takes place during the contact moments between employee and



customer. Therefore, employees work performance is crucial to government services as high work performance among employees is a significant management challenge for providing excellent services to the public at all levels.

### Records Organisation

Effective records management is one of the strategies for ensuring quality assurance in records organisation (Joy and Agala, 2019). Records help with decision-making, documenting public operational processes, providing evidence of policies, decisions, transactions, and activities, and assisting the organisation in legal cases (Giba-Fosu, 2020). Thus, all organisation must take responsibility for the proper storage and management of their records. Clear, consistent, and organised records are essential for keeping compliance and avoiding future issues (Heaney, 2021). For example, developing effective office filing policies can make it easier to locate important documents. No matter how much documentation is completed on computers, there will always be a portion that must be printed and filed by hand.

Regardless of how detailed an office filing policy is, someone must be responsible for implementing it daily for it to be effective (Root, 2019). This is important as Yuee (2020) emphasized that losing important and sensitive data can have a significant impact on organization operation. Backups ensure that at least one additional copy of important files can be easily restored if the originals are lost or damaged (Castagna, 2021). For instance, if computer crashes, a copy of document can be saved (Davis, 2021).

The organisation's records determine its reliability and trustworthiness. As such, records must be stored in a safe environment that ensures accessibility and protects records from environmental damage (Kaboyo, 2019). According to Nabwami (2019), a well-kept record can protect the organisation in situations where the legal defense of their actions is required. The purpose of records is to help managers perform better (Casadesus and Martinez, 2019). Organisation functions are more likely to be simple

and effective if records are kept and used properly. Record officers and administrators can also be more aware of their responsibilities and work more diligently toward the achievement of organisational goals by keeping records. Moreover, in the view of Alegbeleye and Chilaka (2019), records management described as a constantly changing profession. This has ramifications for the skills and competencies required for record management. All employees involved in the management of records, from creation to destruction or preservation should be trained on a regular basis. While records management necessitates those records designers and creators are given some level of training in records management, records professionals require an upgrade of the skills they use on a daily basis.

In an organisation, Touray (2021), noted that records generated regardless of their physical characteristics, received, created, recorded or legally filed in the course of the organisation, serve as the organisation's evidence of its functions, policies, decisions, procedures, operations and other related activities. As defined by Balagobei (2019), the organisation records refer to information or data relating to staffs both in paper and in electronic formats that provide evidence of and information about the actions or events that happened. Records are created and used to meet organisational goals; and to document what, when, and how any transaction occurs in an organisation (Allison 2021). They are the memories of an organisation; they are the raw materials for decision-making and the basis of legal defensibility.

It therefore follows that, as similar with other types of records, the organisation records are also important to be managed properly. The World Bank (2019), sees records management as the task of ensuring that recorded information, paper and electronics are managed economically and efficiently. It controls the creation, maintenance, use and disposal of records so that the right records are provided to the right person at the right time.



## Type of Records

### Manual records

The importance of manual records in any organisation cannot be emphasized. However, the procedure and method involved vary from one organisation to another, many staff is of course, guided by the local rules and regulation concerning such procedures and method of manual records in their offices in which employee assign duties. (Ehidiamen 2020)

According to Ehidiamen, (2020). There are three basic rules undergone by use of manual records in an organisation.

1. First is the need to keep records of activities in case of any intervention by a more powerful authority.
2. Secondly, it is necessary to keep the impartiality of the organisation services, this service as a guide against its fundamental's principles.
3. Thirdly, there must be written record to save for reference purpose, e.g knowing what was done in the past, today and what to be done tomorrow to match the same procedures.

The whole activities of manual records are coordinated through the registry office or central information center.

### Electronic Records

Electronic records, just like other records, provide essential evidence of organisational activities, transactions and speed decision-making process. Electronic records are regarded as strategic and operational assets and are important for the operation of the government and they need to be effectively managed and protected (Kabel *et al* 2021). Barde (2019) posits that electronic records are important tools because they enable more effective sharing of information. ISO (2019) postulates that electronic records management ensures that organisations are able to retrieve or locate the records they need whenever they are required. Organisations require proper electronic records management in order to conduct its business in an orderly, effective and accurate manner. More also, proper electronic records management is also required to provide

evidence of organisational activities. Through proper electronic record-keeping, an organisation can deliver its services in a consistent and equitable manner, support and document policy formulation and managerial decision-making. Electronic records management has become a burning issue since the revolution of Information and Communication Technologies (ICTs).

According to Kaboyo (2019), the major development that affected the ways records are created resulted from the fast diffusion of microcomputers into the markets and into the office environment of both the government and private sectors. Kaboyo (2019) further underscores that since the revolution of computer-based systems and the internet technology, organisations are now conducting their businesses online which impacts on the manner in which records are created, managed and accessed. Ambira *et al* (2019) avers that the shift from paper records to electronic records offers several advantages over paper-based records. Electronic records enable faster access to information by authorised users in numerous locations and instant access to information. In addition, electronic records offers several benefits such as ease and speed of off-site back-up of vital records, ability to provide records over an organisation's intranet and have the capability to provide records to customers or the public via the internet. Electronic records also offer the ability to add workflow technology so that 'float' between actions upon the records is dramatically reduced and allows huge amounts of information to be stored (Ambira *et al* 2019).

Kaupa, (2020) posits that electronic records management gives unlimited storage space as compared to paper-based records that require plenty of space for their management. Some of the examples of electronic records include e-mail messages, word-processed documents, electronic spreadsheets, digital images, and databases

## METHODOLOGY

The descriptive correlation survey design was adopted, the target population of this

study is 599 record officers in (6) six states, including Abuja in north- central Nigeria

Table 1: the Target Population of the Study

S/N	State	Local Government	Record Officers
1	Niger State	6	120
2	Benue State	6	62
3	FCT Abuja	2	57
4	Nasarawa State	6	79
5	Kwara State	6	99
6	Kogi State	6	76
7	Plateau State	6	106
	<b>TOTAL</b>	<b>38</b>	<b>599</b>

Stratified sampling techniques is used to select local government from each of the three senatorial district across the six state including Abuja in North-central Nigeria. The questionnaire was used as data collection instrument. The data is analysed using descriptive statistics percentage, mean, standard deviation, while inferential statistics of Pearson Product Moment Correlation Coefficient (PPMC) was used to determine the relationship between the variables. The data was analysed using descriptive statistics percentage, mean, standard deviation.

### Response Rate

A total number of two hundred and twenty-six (226) copies of the questionnaire were administered to Records Officers in six (6) States and the Federal Capital Territory in North-central, Nigeria. Two hundred and eleven (211) copies representing 93% response rate were properly filled and returned for analysis. Table 4.1 shows the response rate based on the number of the questionnaire administered returned and percentages for the states and the Federal Capital Territory studied.

## RESULTS

Table 2: Response Rate

S/N	Local Government Council	No. of Administered questionnaire	No. of Returned questionnaire	Percentage(s) (%)
1	FCT Abuja	22	21	95
2	Benue State	23	23	100
3	Kwara State	37	34	92
4	Kogi State	29	28	96
5	Nasarawa State	30	29	97
6	Niger State	45	39	87
7	Plateau State	40	37	92
	<b>Total</b>	<b>226</b>	<b>211</b>	<b>93</b>

The table 2 result revealed that 22 copies of the questionnaire were administered to Records Officers FCT Abuja, 21 copies representing (95%) were returned, 23 copies of questionnaire were administered to Record Officers in Benue State , 23 copies representing

(100%) were returned, 37 copies of questionnaire were administered to Record Officers in Kwara State, 34 copies representing (92%) were returned, 29 copies of the questionnaire were administered to Record Officers in Kogi State , 28 copies representing (96%) were returned, 30

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copies of questionnaire were administered to Record Officers Nasarawa State, 29 copies were returned representing (97%), 45 copies of questionnaire were administered to Record Officers in Niger State, 39 copies representing (87%) were returned and 40 copies of questionnaire were administered to Record

Officers in Plateau State, 37copies representing (87%) were returned. The total response rate is 93%

**Research Question One:** What influence does record organisation have on Record officers' job performance?

Table 3: The Influence of the record organisation on Record officers' job performance

S/N	Statements	SA 4		A 3		D 2		SD 1		N	FX	Mean	Decision
		Fq	%	Fq	%	Fq	%	Fq	%				
1	The record organisation enables record officers to provide evidence of past and present events	85	40.3	102	48.3	19	9.0	5	2.4	211	689	3.26	Low influence
2	Maintain evidence of activities, transactions and decision-making in local government	105	49.8	88	41.7	15	7.1	3	1.4	211	717	3.39	High influence
3	Improve efficiency and effectiveness in local government	83	39.3	103	48.8	21	10	4	1.9	211	687	3.25	Low Influence
4	Organisation of record reduce/eliminate level of records keeping redundancies in local government	93	44.1	84	39.8	24	11.4	10	4.7	211	682	3.23	Low Influence
5	Records organization influence the control and growth of records in local government	110	52.1	79	37.4	20	9.5	2	0.9	211	719	3.40	High influence
6	It serves as an effective tool for administrative work in local government	113	53.6	83	39.3	13	6.2	2	0.9	211	729	3.45	High influence
7	It helps in the day- to-day decision making in local government	104	49.3	90	42.7	13	6.2	4	1.9	211	716	3.39	High influence

**Decision = Average Weighted Mean =3.34**

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The table reveals the influence of records organisation on record officers' job performance in local governments in North Central Nigeria. The average weighted mean (3.34) is the benchmark for the decision. All means equal to or above the weighted mean (3.34) indicate that respondents agreed that record organisation has a high influence on the job performance of record officers. All means below the weighted mean (3.34) indicate that respondents perceived that record organisation has a low influence on the job performance of record officers.

Majority of the respondents perceived that statements numbers 2, 5, 6 and 7 on record organisation have a high influence on the job performance of record officers. in local governments in North Central Nigeria. However, majority of the respondents perceived that statements numbers 1,3 and 4 on record organisation have a low influence on the job

performance of record officers in local governments in North Central Nigeria. The average weighted mean of 3.34 indicated high influence of record organisation on the job performance of record officers in local governments in North Central Nigeria.

The implication of the finding is that, when there is proper record organisation in local government, it shows that the local government will achieve it aims, this means that record organisation has high influence of record officer job performance, also when there is no proper record organization in local government it shows that there is low influence of record officers job performance in local government, that is the local government will not achieve it aims.

**Research Question Two:** What is the influence of manual records organisation on records officer job performance?

Table 4: The influence of manual records organisation on records officers' job performance

S/N	Statements	SA 4		A 3		D 2		SD 1		N	FX	Mean	Decision
		Fq	%	Fq	%	Fq	%	Fq	%				
1	Less expensive to set up in local government	83	39.3	108	51.2	20	9.5	0	0.0	211	696	3.29	Agreed
2	Easier to use for correcting errors in local government	62	29.4	57	27.0	53	25.1	39	18.5	211	564	2.67	Agreed
3	Lower risks of corrupted data in local government	89	42.2	85	40.3	28	13.3	9	4.3	211	676	3.20	Agreed
4	It requires less training and technical expertise	101	47.9	87	41.2	20	9.5	3	1.4	211	708	3.55	Agreed
5	Helps organisation protect institutional memory as well as maintain evidence of activities, transaction and decision making in local government	105	49.8	88	41.7	16	7.6	2	0.9	211	718	3.40	Agreed

**Average Weighted Mean = 3.22 (Agreed)**

The table reveals the influence of manual records organisation on records officers' job performance. The respondents strongly agreed with the statements used in measuring the perceived influence of manual records organisation on Records Officers' job performance. The average weighted mean was 3.22 which is the bench mark for the decision. All means equal to or above the weighted means indicate that respondent perceive influence of manual record organization of record officers job performance in local government. This implies

that, manual records organisation has influence on Records Officers' job performance.

The implication of the finding is that, manual records organisation has positive influence of job performance of record officers in local government, therefore, when there is proper manual record in organisation it will supplement the electronic records whenever there is no power supply.

**Research Question Three:** What is the influence of automated records organisation on record officers?

**Table 5:** The influence of automated records organisation on records officers' job performance

S/N	Statements	SA 4		A 3		D 2		SD 1		N	FX	Mean	Decision
		Fq	%	Fq	%	Fq	%	Fq	%				
1	Greater control over record life cycle in local government	100	47.4	82	38.9	23	10.9	6	2.8	211	698	3.40	Agreed
2	Faster information retrieval and distribution in local government	107	50.7	93	44.1	9	4.3	2	0.9	211	727	3.44	Agreed
3	Better regulatory compliance in local government	48	22.7	47	22.3	69	32.7	47	22.3	211	518	2.45	Agreed
4	Less time in storing records in local government	104	49.3	85	40.3	19	9.0	3	1.4	211	712	3.37	Agreed
5	Control the creation and growth of records in local government	108	51.2	92	43.6	11	5.2	0	0.0	211	730	3.46	Agreed
6	Improve efficiency and productivity in local government	112	53.1	82	38.9	17	8.1	0	0.00	211	728	3.45	Agreed

**Weighted Mean =3.26 (Agreed)**

The table reveals the perceived influence of automated records organisation on Records Officers' job performance. The respondents agreed with the statements used in measuring the influence of automated records organisation on Records Officers' job performance. The average weighted mean was 3.26 indicating strong agreements with the statements. This is an indication that, automated

records organisation has influence on Records Officers' job performance

The implication of the finding is that, automated record organisation has positive influence on job performance of record officers in local government. Therefore, when organisation are using automated records, there will be fast in tracing the information and it will be reliable once there is light.

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**Research Question Four:** What are the factors affecting records officers' job performance?

**Table 6:** The factors affecting records officers' job performance

S/N	Statements	SA 4		A 3		D 2		SD 1		N	FX	Mean	Decision
		Fq	%	Fq	%	Fq	%	Fq	%				
1	Poor record system in local government which lead to poor staff records management	106	50.2	84	39.8	19	9.0	2	0.9	211	716	3.39	Agreed
2	Lack of record management policy formulation and implementation in local government	91	43.1	97	46.0	18	8.5	5	2.4	211	696	3.29	Agreed
3	Lack of records safety and security in local government	64	30.3	79	37.4	42	19.9	26	12.3	211	603	2.86	Agreed
4	Lack of qualified trained staff on records management in local government.	88	41.7	97	46.0	21	10.0	5	2.4	211	690	3.27	Agreed
5	Lack of management support in local government	102	48.3	95	45.0	11	5.2	3	1.4	211	718	3.40	Agreed
6	Lack of adequate backup and recovery system in place to prevent data loss or corruption in local government	50	23.7	72	34.1	56	26.5	33	15.6	211	561	2.66	Agreed
7	Lack of motivation and working facilities	93	44.1	98	46.4	17	8.1	3	1.4	211	703	3.33	Agreed

**Weighted Mean = 3.17 (Agreed)**

The table indicates the factors hindering Records Officers' job performance. The respondents agreed with all the statements, used in measuring the factors affecting Records Officers' job performance. The average weighted mean was 3.17 indicating very strong agreements with the statements. This is an indication that, poor

record system, lack of record management policy, lack of records safety and security, lack of qualified trained staff, lack of management support, lack of adequate backup and recovery system, and lack of motivation and working facilities are the factors hindering job performance of record officers in local government councils in North-Central Nigeria.

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## CONCLUSION

The organisation of records significantly influences the job performance of record officers. As organisations increasingly rely on effective information management, investing in organisational systems and training will yield benefits in efficiency, compliance, and overall job performance. Continuous assessment and improvement of records organisation practices are essential to adapt to evolving challenges and to further enhance the effectiveness of record officers in local government councils.

## RECOMMENDATIONS

1. There should be proper supervision by management to enable records officers have a sound records management practice to improve their job performance in local government.
2. The management of local government should develop a manual records methods and policies to implement and put them into practice.
3. The study recommended that the electronic records management system should be improved in the local government and proper training of ICT by records officers should be allowed.
4. The study recommended that a conscious effort should be made by the local government authority to motivate their staff so as to enhance their commitment, productivity and reduce frequent absence from work.

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