

# Records Management Practices And Job Performance Of Registry Staff Of Universities In Ogun State, Nigeria

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**Abstract:** *The existence and sustainability of any university or organization depends on the records they create and maintain hence they rely much on it for efficient management and quality decision making. The registry department as one of the life wires of the university creates and maintains records of the students. The study adopted a survey design. The population of the study consisted of 1311 university registry staff in Ogun State, Nigeria while the sample size of the study was 300 registry staff with the assistance of Krejcie and Morgan (1970). Purposive sampling technique was used to select the members. A self-developed questionnaire was the instrument for the study. The instrument was validated and the reliability was through Cronbach Alpha and the overall Cronbach's alpha reliability coefficient obtained was 0.82. The data collected from the study were analyzed with descriptive statistics as well as regression analysis with significant level fixed at alpha of 0.05%. The findings of the study showed that there was a significant relationship between records management practices and job performance ( $R^2 = .085$ ,  $P < .05$ ). The study concluded that records management practices contributed immensely to the job performance of university registry staff of Ogun State Universities, Nigeria. The study recommended therefore that to enhance constant job performance among university registry staffs in Ogun State, Nigeria, regular and effective training of records managers should be organized so as to boost their knowledge of records management with the aim of strengthening the system.*

**Keywords:** Records Management Practices; Job Performance; Registry; University; Ogun State; Nigeria.

## INTRODUCTION

The registry is the heart of the university administration from where administrative and academic activities radiate into all arms of the university. They generate large volumes of physical and electronic records and documents on a daily and regular basis. The registry deals with important records generated from the students admitted into the institution and all their academic records till they graduate. These records include their entry requirement certificates, semester results, transcripts, and other vital records of the students. The created records are of high importance to the university and as such need to be strictly preserved. Management of the generated records of students is the responsibility of registry staff of universities. Michael Okpara University of Agriculture, Umudike website, (2016) stated that the registry department as the nucleus of the university's administrative activities is manned by very high calibre staff to enhance its service delivery. The population of students in all tertiary institutions is always on the increase and the registry is the first point of call for these students. The registry has the responsibility of carrying out vital duties such as admitting new students, conducting examinations, verifying results, maintaining archive reports, preparing and providing transcript, course forms preservation, providing schedule for classes, changing names of people, and preparing graduate academic records. Osibanjo, Adeniji, Falola, and Heirsmac, (2014) opined, for any university to take off and achieve its strategic goals, they would strongly depend on her capacity to attract and retain, and maintain competent and satisfied staff into its employment. Therefore, it is the responsibility of registry staff to record, keep and manage these records, using good record management practices. Their ability to effectively manage these records will determine the caliber of records/information the universities are bound to have and the type of decision they will be making, and also determine the degree of their job performance.

Job performance is the work or activities done by employees as their contributions to ensure that organizational success is achieved. Okorie (2015) opined that job performance is all the behaviours employees engage in while at work; and that job performance could be approached in three dimensions; as a function of outcomes, behaviour and personal traits. Quantity and quality, speed and accuracy, creativity and innovation, risk taking and skills for future development are such parameters which have been proposed for measuring job performance. The success of any business or organization as a matter of fact depends largely on the productivity of the employees (Ajayi, Ahmed, Olakunle, & Ojelade, 2018). With the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization. On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Eze, 2009). Considering the exponential level of universities in Nigeria especially private universities and most importantly in Ogun State where fourteen private universities are situated, the performance of registry staff should be considered with high esteem. Thus, job performance of the registry staff of universities is their ability to cooperatively carry out statutory activities based on ones area of specialization to achieve organizational goals which in this case, is to ensure that records of university students are accurate and intact to aid university strategic decisions. Performance indicators like quality of work, quantity, timeliness, cost effectiveness, creativity, and innovativeness, adherence to

policy, personal appearance, and management by objectives are the keys that guard registry staff in their official duty. However, some factors responsible for poor job performance of registry staff of universities appear to be both internal and external. The internal factors include job stress, lack of computer literacy skills, power (electricity), lack of adequate records management practices, maintenance of infrastructures and communication barriers. The external factors include motivation/rewards, training, and long working hours. Registry staff of universities work uniquely lies on above mentioned factors which play roles on the way they manage the records of their students.

Records are the memory of an organization. They are the assets of an organization that are created, processed, transmitted, used, stored, retrieved, retained and eventually destroyed. Records according to Vroom (2000) can be seen as any recorded information or data in any physical format or media created or received by an organization during its course of official business and kept as evidence of policies, decisions, procedures, functions, activities and transactions. Records management practice include, identifying (creation), classifying, prioritizing, storing, securing, archiving, preserving, retrieving, tracking and destroying of unneeded records (Chukwudebelu, 2014). The importance of records especially to academic institutions cannot be over emphasized as Atulomah (2011) viewed that records 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 university system. However, in some of the university registries, it appears that record keeping of students is poorly practiced and some of them are mutilated, torn, exaggerated, misplaced and irretrievable. Popoola and Oluwole (2007) posited that Nigerian administrators are often concerned about the alarming rate of misplacement or loss of vital records and the slow speed at which needed records are retrieved from their storage by records management personnel. In most cases, misplaced or lost records delay necessary actions on urgent matters, or lead to irrational decisions, which may translate to social crisis or embarrassment to the university system. Frequently misplaced or lost records may be signs of lack of institutional attention for proper records management.

### **Statement of Problem**

Application of practices in records management which includes the record creation, classification, storing, preservation, tracking, and destroying unneeded records to achieve organizational objective is not an easy task. Being that management of students' records is crucial to the life of university and students alike, registry staff of Ogun State universities have made it compulsory from the point of entry of the student to create, use, manage, store, retrieve, and dispose records according to the university policies. However, observations in recent times show that the job performance of registry staff of universities seems to be low and students complain of poor services rendered to them as there is misplacement and loss of vital records and slow pace in retrieval of needed records as confirmed by Atulomah (2011) and Ajewole (2001) who stated that there are lot of problems and constraints of records management in Nigeria which is not centered on records and information per se but with those having interface and interactions (registry staff) with the records. This may be attributed to lack of records management practices knowledge which affects their job performance. Other establishments who marry records management practices with their job performance seem to do better. Therefore, should registry staff of universities in Ogun State, Nigeria apply same; it will boost their performance too.

### **Objective of the study**

This study is centered on investigating the influence of record management practices on job performance of registry staff of universities in Ogun State, Nigeria. The specific objectives are to:

1. establish the records management practiced in the university registries in Ogun State;
2. find out the level of job performance of university registry staff;
3. determine the influence of records management practices on job performance of university registry staff;

### **Research Question**

1. What are the records management practices used in the registries of universities in Ogun State, Nigeria?
2. What is the job performance of the registry staff in universities in Ogun State, Nigeria?

### **Hypothesis**

H01: Records management practices have no significant influence on job performance of registry staff of universities in Ogun State, Nigeria.

### **Literature Review**

Madukoma (2012) affirmed that effective job performance has positive effects on both an organization and its employees. For the organization, job performance is a means by which they ensure production, economic growth and survival. In the same vein, job performance provides the employees with economic gains, security, social status, family and social prerogatives, medical benefit

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and recreational and educational opportunities. Job performance as a construct can be defined in different ways (June & Mahmood, 2011). It refers in general terms to the property of the behavior of employees (Motowidlo & Kell 2012; Sonnentag & Frese 2012) and is understood as the expected organizational value of what people do (Motowidlo & Kell, 2012). Moreover, job performance concerns both behavioral and outcome aspects (Sonnentag & Frese, 2012). Therefore, job performance according to Motowidlo and Kell (2012: 93) is tied “to an individual’s behavior rather than to the results of that behavior”. Agnieszka and Katarzyna (2020) stated that job performance is considered as the combination of five aspects: Task proficiency, task meticulousness, work discipline, work improvement, and readiness for innovation, which Ali – Hassan, Nevo and Wade (2015); Yuen, Thai, Wong and Wang (2018) includes both behavior and results of behavior. In addition, the task performance is understood as the proficiency with which employees perform the activities recognized as part of their jobs Borman and Motowidlo (1993) and defined as all activities that are directly connected to the implementation of core job tasks. Therefore, according to Farooqui and Nagendra (2014), job performance can be understood as the effectiveness of the activities of employees that contribute to the realization of organizational goals. Bullock (2013) identified job performance as a property of behaviour or what people do at work, an expected value. This means that an employee’s behaviour may be distinguished as helping or hindering an organization (university), but the outcomes of employee behaviours are rarely measured so their value is merely expected.

Registry staff of universities utilizes both patterns for performance for optimal productivity. Above all, Performance changes over time are not invariable across individuals and Sonnentag and Frese (2002) concluding that there is increasing empirical evidence that individuals differ with respect to patterns of intra-individual change. These findings indicate that there is no uniform pattern of performance development over time.

### **Records Management Practices and Job Performance of University Registry Staff**

Most universities are continuously deploying integrated records management as a means of improving the decision making as well as service delivery quality. Adu (2014) It is also generally recognized that at the core of the numerous complex university problems, is a poor capacity for records management. According to Tagbotor, Adzido, and Agbanu (2015), the primary function of records management is to facilitate the free flow of records through an organization, to ensure that information is available rapidly where and when it is needed. To carry out this function needs an efficient, effective records management program. By helping the users to do their jobs better and more easily, the records manager serves the company. Gold (1995) equally characterized an organization's management of its records as the 'corporate secret weapon' and 'the winning strategy' that give the organization the competitive edge. Yet, few organizations, including universities, pay attention to the management of this corporate resource.

Chinyemba and Ngulube (2005) admitted that proper records management could help universities to manage their information, efficiently fulfill their mandate, protect them from litigation, preserve their corporate memory, and foster accountability and good governance. The information contained in university records need to be managed according to a methodical approach in order to enhance the effectiveness and efficiency of the universities in carrying out their mission. Virtually, all Universities in articulating their missions, state how committed they are to academic excellence, innovation in research and critical engagement with society. The processes of carrying out these activities produce records, which provide evidence that the University is carrying out its statutory functions. If such records are not properly managed or misplaced, then valuable evidence would be lost forever. Proper management means establishing systematic controls at every stage of the record's life cycle, in accordance with established principles and accepted models of records management. Unfortunately, it has been observed that little or no training is being done for records managers in public offices like registry department of a university; hence the incompetency of records managers (registry staff of universities).

Universities might find themselves in an embarrassing position if requested records are not found as a result of poor records systems where, as Taylor (2000) noted, litigation by aggrieved parties cannot be ruled out. Recently, he said, a former University of Durban-Westville student made a court application demanding to see his examination scripts. This case demonstrates the possibly consequence of not providing information timeously. While proper records management is applause to the concerned organizations or universities, poor records management on the other hand can be risky to universities. Djorka and Conneen (1984) summarized the consequences of poor records management as follows: In an institution where paperwork is poorly managed, the flow of records through the life cycle is retarded, chaotic, or non-existent. Records and the information they contain are difficult to retrieve, and costly duplication of paperwork is a frequent occurrence.

### **Theoretical Framework**

#### **Records management practices: The Life circle of a Record**

The life circle theory was invented by Theodore Schellenberg of the National Archives in the USA in 1934. The life circle theory has been the main conceptual framework for managing records, especially in the paper environment. The life circle theory states that records can only live once at each stage in their life. This clearly defines responsibilities for the management of records at each stage. This theory falls into three phases identified as (1) records creation or receipt (born or adopted); (2) records use and maintenance (that is, they live actively), and (3) records destruction (they die) or transfer to an archival repository (they are reincarnated).

#### **Job Performance theory**

Job performance comes from the work of Campbell and colleagues (1990) which described job performance as an individual level variable. That is, performance is person's behaviour and something a single person does. Performance is not outcomes. Outcomes are the result of an individual's performance.

There are several key features to Campbell's conceptualization of job performance which help clarify what job performance means. First, performance is defined as behaviour according to Campbell. It is job done by the employee. It differs from outcomes. Campbell allows the exceptions when defining performance as behaviour. He clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioural.

The second key feature of job performance is that it has to be goal relevant. Indeed, performance needs to be directed toward organizational goals that are relevant to the job or role. So, it does not include activities where effort is expended toward achieving peripheral goals. Therefore, job performance is conceptualized as a multidimensional construct consisting of more than one kind of behaviour. Campbell (1990) has eight factor model of performance based on factor analytic research which attempts to capture dimensions of job performance existent to a greater or lesser extent across all jobs.

## Methodology

The research adopted Survey research design. The population of the study comprises of all registry staff of universities in Ogun State with a total number of one thousand, three hundred and eleven (1311). The list of the universities is presented in Table 1.

**Table 1: List of Universities in Ogun State**

	CATEGORY	UNIVERSITY and year of establishment	Total number of Registry staff
1	<b>Federal</b>	1. Federal University of Agriculture, Abeokuta(FUNAAB), 1988	300
2	<b>State</b>	2. Olabisi Onabanjo University, Ago-Iwoye, 1982	250
		3. Tai Solarin University of Education, Ijagun, 2005	290
3	<b>Private</b>	4. Babcock University, Ilisan, 1999	102
		5. Covenant University, Otta, 2002	79
		6. Crescent University, Abeokuta, 2005	58
		7. Bells University, Otta, 2005	55
		8. Crawford University, Igbesa, 2005	40
		9. Southwestern University, Okun Owa, 2012	24
		10. McPherson University, Ajebo, 2012	26
		11. Hallmark University, Ijebu Itete, 2015	32
		12. Chrisland University, Owode, 2015	12
		13. Christopher University, Mowe, 2015	18
		14. Mountain Top University, Makogi Oba, 2015	25
		<b>TOTALS</b>	<b>1311</b>

**Source:** National University Commission (NUC) Release 2015 list of accredited Universities in Nigeria and number of registry staff collected from respective universities.

Purposive sampling technique was adopted for this study to select three categories of universities comprising Federal, State and Private using balloting method. Three hundred (300) registry staff were selected from the total population to form the sample size based on the method of determining sample size by Krejcie and Morgan (1970) which states that when a population is 1300, the required sample size should be 297. Also, in determining the universities to choose, fifty percent (50%) was used in selecting the

schools (one federal university, one state university and five private universities). This is to ensure that a good representation of the population is taken for the study as shown in Table 2 the sample size for the study:

**TABLE 2: Sample Population of Registry Staff**

SN	Name of Universities	Total Registry Staff	Sampled population
1	Federal University of Agriculture, Abeokuta	300	101
2	Tai Solarin University of Education, Ijagun	290	97
3	Babcock University, Ilisan	102	35
4	Crescent University, Abeokuta	58	20
5	Covenant University, Otta	79	26
6	Crawford University,	40	13
7	South-Western University, Oku (Ijebu Ode)	24	8
	<b>Total</b>	<b>893</b>	<b>300</b>

**Source:** Reports from individual universities outlined.

Self-structured questionnaire was used for the study as an overall Cronbach's alpha reliability coefficient obtained was 0.82 used to determine the reliability of the instrument from Olabisi Onabanjo University registry. Data collected from the study were analyzed with descriptive statistics as well as multiple regression analysis with significant level fixed at alpha of 0.05% using percentages through statistical package for Social Sciences (SPSS) software.

### Analysis of Research Questions

**Table 3: Demographic Information****N=300**

S/N	Items	Frequency	%	
1	University	FUUNAB	101	33.6
		TASUED	97	32.3
		Babcock University	35	11.6
		Covenant University	26	8.6
		Crescent University	20	6.6
		Crawford University	13	4.3
		Southwestern University	8	2.6
2	Current position	Registrar	2	0.7
		Deputy registrar	9	3.0
		Assistant registrar	37	12.3
		Administrative officers	97	32.3
		Secretary	82	27.3
		Others	73	24.4
3	Age	20-35	58	19.3
		36-45	130	43.3
		46-55	101	33.7
		56 and above	11	3.6
4	Marital status	Single	59	19.7
		Married	232	77.3

		Separated	3	1.0
		Widowed	6	2.0
5	Gender	Male	155	51.7
		Female	145	48.3
6	Educational qualification	WAEC/NECO	4	1.3
		NCE/OND	46	15.3
		BA/BSC/HND	192	64
		MSC/MA	48	16
		Phd	10	3.3
	How long have you been working in your university?	1-5 years	80	26.7
		6-10 years	116	38.7
		11-15 years	56	18.7
		16-20 years	41	13.7
		21-25 years	5	1.7
		26 years and above	2	0.7

Table 3 shows the demographic characteristics of the registry staff in Ogun state. 33.6% of them work in FUNAAB, 32.3% work in TASUED, 11.6% work in Babcock university, 8.6% work in Covenant university, 6.6% work in Crescent university, 4.3% work in Crawford university, and 2.6% work in southwestern university. Also, 0.7% of them were registrar, 3.0% were deputy registrar, 12.3% were assistant registrars, 32.3% were administrative officers, 27.3% were secretaries and 24.4% occupied other positions. Majority (43.3%) were between 36 to 45 years of age, 19.3% were between 20 to 35 years of age, 33.7% were between 46 to 55 years of age and 3.6% were 56 years and above. In addition, 19.7% of the participants were single, 77.3% were married, 1.0% were separated and 2.0% were widowed. Slightly more than half of them (51.7%) are males and 48.3% were females. 1.3% of them had secondary school certificate, possibly these are those occupying other positions, 15.3% had OND/NCE, 64% had first degree or HND, 16% possessed master's degree and 3.3% had PhD degrees, these are possibly those in the designation of registrar, deputy registrar and assistant registrars. On length of service, 26.7% had worked for 1 to 5 years in the university, 38.7% had worked for 6 to 10 years, 18.7% had worked for 11 to 15 years, 13.7% had worked for 16 to 20 years, 1.7% had worked for 21 to 25 years and 0.7% had worked for 26 years and above in their universities.

#### Research Question One: What are the records management practices used in the registries of universities?

**Table 4: Record Management Practices used in the Registry of Universities in Ogun State**

SN	Records management practiced in the university registries	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	SD
		F (%)	F (%)	F (%)	F (%)		
1	Students records are created in the registry at registration point	155(51.7)	132(44)	10(3.3)	3(1.0)	3.46	.614
2	There is student record centre in the university registry	155(51.7)	132(44)	9(3.0)	4(1.3)	3.46	.624
3	We observe records management policy in the registry	147(49)	139(46.3)	14(4.7)	-	3.44	.584
4	There are schedules for students records in the registry	145(48.3)	129(43)	26(8.7)	-	3.40	.643
5	The students records are classified accordingly in the registry	137(45.7)	146(48.7)	15(5.0)	2(0.7)	3.39	.616
6	Students records are properly stored in the registry	125(41.7)	159(53)	15(5.0)	1(0.3)	3.38	.661
7	Students records are filled in a proper manner in the school (alphabetically, numerically etc)	121(40.3)	158(52.7)	19(6.3)	2(0.7)	3.33	.623
8	We have visual records of the students at the registry	108(36)	150(50)	21(7.0)	21(7.0)	3.17	.885

9	There is proper security gadgets to secure students records in the registry	108(36)	141(47)	39(13)	12(4.0)	3.17	.851
10	Students records are preserved until approved stipulated period in the registry	95(31.7)	162(54)	32(10.7)	11(3.7)	3.14	.744
11	We find it difficult to retrieve the students records in the registry	81(27)	109(36.3)	80(26.7)	30(10)	2.80	.949
12	Students records are destroyed in the registry according to the retention schedule	72(24)	133(44.3)	58(19.3)	37(12.3)	2.80	.943

Table 4 shows the records management practices in the registry of universities in Ogun state. Majority reported that students records are created in the registry at registration point (Mean=3.46, SD=.614). There is also student record centres in the university registries (Mean=3.46, SD=.624). Most registries also observe records management policy in the registry (Mean=3.44, SD=.584). There are schedules for students records in the registry (Mean=3.40, SD=.643). Students records are also classified accordingly in the registry (Mean=3.39, SD=.616). Majority also reported that students records are properly stored in the registry (Mean=3.38, SD=.661). In addition, most registry staff indicated that student records are filled in a proper manner in the school (Mean=3.33, SD=.623). Majority of the registry have visual records of the students (Mean=3.17, SD=.885) and there is proper security gadgets to secure students records in the registry (Mean=3.17, SD=.851). Also, student records are preserved until approved stipulated period in the registry (Mean=3.14, SD=.744). Therefore, records management practices in the registry of universities in Ogun state include records creation, observation of records management policy, schedules creation, classification of records, storage of records, filling of records and preservation of records.

#### Research Question Two: What is the job performance of the registry staff in universities?

**Table 5: Level of Job Performance of Registry Staff in Universities in Ogun State**

SN	Job performance	SA	A	D	SD	Mean	SD
		F(%)	F(%)	F(%)	F(%)		
	<b>Effectiveness and efficiency in students records management</b>						
1	My computer literacy skills and records management knowledge help me to put in more than I am required to do on my job	128(42.7)	150(50)	19(6.3)	3(1.0)	3.34	.643
2	My records management and computer literacy skills help me to perform technical tasks(record creation, filing, storage, and destruction)	119(39.6)	167(55.7)	8(2.7)	6(2.0)	3.33	.629
3	I could perform difficult tasks with the help of records management practices and computer literacy skills	120(40)	158(52.7)	16(5.3)	6(2.0)	3.31	.664
	<b>Team work</b>						
4	I have healthy relationship with co-workers and clients and students	117(39)	152(50.7)	26(8.7)	5(1.7)	3.46	2.519
5	My knowledge of records management and computer literacy skills enables me to contribute meaningfully among mates	137(45.7)	139(46.3)	18(6.0)	6(2.0)	3.36	.686
6	I relate with my co-workers in managing the records of the students	125(41.7)	149(49.7)	22(7.3)	4(1.3)	3.32	.667
7	I am able to solve problems by discussing with my colleagues with	119(39.7)	152(50.7)	27(9.0)	2(0.7)	3.29	.655

	the help of records management and computer literacy skills						
	<b>Leadership Quality</b>						
8	I am able to exercise good judgment by making sound decisions through the help of records management and computer literacy skills	131(43.7)	147(49)	22(7.3)	-	3.36	.616
9	My computer literacy skills and records management knowledge helps me to consider and respond appropriately to needs and feelings of students in different situations	128(42.7)	148(49.3)	22(7.3)	2(0.7)	3.34	.642
10	Am able to meet the needs of students, colleagues and visitors with the assistance of records management practices and computer literacy skills in the registry	121(40.3)	149(49.7)	28(9.3)	2(0.7)	3.30	.661
	<b>Dependability and Timeliness</b>						
11	I am able to attend to high number of students per day	115(38.3)	160(53.3)	24(8.0)	1(0.3)	3.30	.624
12	My work output is of great quality and quantity	110(36.7)	168(56)	20(6.7)	2(0.7)	3.29	.616
13	The proper management of records help to retrieve needed records at the right time	118(39.3)	150(50)	29(9.7)	3(1.0)	3.28	.675
14	I dispose students records as at when due	108(36)	168(56)	19(6.3)	5(1.7)	3.26	.650
	<b>Good communication skill</b>						
15	I talk to students in an approachable manner as they come for their records in the registry	114(38)	157(52.3)	27(9.0)	2(0.7)	3.27	.649
16	There is effective communication among the entire workers in the registry	129(43)	121(40.3)	37(12.3)	13(4.3)	3.22	.825
	<b>Punctuality</b>						
17	I don't like coming to work when it rains	96(32)	157(52.3)	41(13.7)	6(2.0)	3.14	.720
18	I meet up with my dead lines in the registry.	77(25.7)	175(58.3)	32(10.7)	16(5.3)	3.04	.759
19	I come to work always and on time	94(31.3)	122(40.7)	53(17.7)	31(10.3)	2.93	.949

Table 5 shows the job performance of registry staff in Universities in Ogun state. In terms of effectiveness and efficiency in students records management, their computer literacy skills and records management knowledge help them to put in more than they were required to do on their job (Mean=3.344, SD=.643). Their records management and computer literacy skills help them to perform technical tasks such as record creation, filing, storage, retrieval and destruction) (Mean=3.33, SD=.629) and they could perform difficult tasks with the help of records management practices and computer literacy skills (Mean=3.31, SD=.664). On team work, they had healthy relationship with co-workers and clients and students (Mean=3.46, SD=2.519). Their knowledge of records management and computer literacy skills enable them to contribute meaningfully among mates (Mean=3.36, SD=.686). Also, they relate with their co-workers in managing the records of the students (Mean=3.32, SD=.667) and they were able to solve problems by discussing with their colleagues with the help of records management and computer literacy skills (Mean=3.29, SD=.655).

About leadership quality, they reported that they were able to exercise good judgment by making sound decisions through the help of records management and computer literacy skills (Mean=3.36, SD=.616). Their computer literacy skills and records management knowledge help them to consider and respond appropriately to needs and feelings of students in different situations (Mean=3.34, SD=.642) and were able to meet the needs of students, colleagues and visitors with the assistance of records management practices and computer literacy skills in the registry (Mean=3.30, SD=.661). In terms of dependability and timeliness, they were able to attend to high number of students per day (Mean=3.30, SD=.624). They also reported that their work output is of great quality and quantity



(Mean=3.29, SD=.616) and the proper management of records help to retrieve needed records at the right time (Mean=3.28, SD=.675). They also dispose students records as at when due (Mean=3.26, SD=.650)

The table also provides information on job performance in terms of good communication skills. They reported that they talk to students in an approachable manner as they come for their records in the registry (Mean=3.27, SD=.649) and there is effective communication among the entire workers in the registry (Mean=3.22, SD=.825). On punctuality, majority reported that they do not like coming to work when it rains (Mean=3.14, SD=.720). However, they meet up with their deadlines in the registry (Mean=3.04, SD=.759) and come to work always and on time (Mean=2.93, SD=.949). On the whole, there is high level of job performance among registry staff in Universities in Ogun state.

### Hypothesis Testing

**Records management practice has no significant influence on job performance of registry staff of universities in Ogun State. This was tested using multiple regression analysis and the result is displayed on table**

**Table 6: A Summary of Linear Regression Analysis Showing the Influence of Records Management Practices on job performance**

Predictor	<i>B</i>	<i>T</i>	<i>R</i>	<i>R</i> <sup>2</sup>	<i>F</i>	<i>Sig</i>	<i>Remark</i>
Records management practices	.292	5.245	.292	.085	27.505	.000	Significant

Table 6 shows the influence of records management practices on job performance of registry staff of universities in Ogun State. The result indicated that records management practices ( $\beta = .292, p < .05$ ) was significant independent predictor of job performance. This implies that records management practices significantly predicts job performance of registry staff of universities in Ogun State.

The analysis of coefficient of determination further revealed that records management practices contributed 8.5% to the variation in job performance of registry staff of universities in Ogun State ( $R^2 = .085, P < .05$ ). Therefore, the hypothesis that records management practices has no significant influence on job performance of registry staff of the universities in Ogun State is rejected.

### Summary of Findings

The result of this study on research question one shows that records management practices in the registry of universities in Ogun state, Nigeria include records creation, observation of records management policy, schedules creation, classification of records, storage of records, filling of records and preservation of records; meaning that the universities use these practices with the ultimate aim of managing the students' records at their disposal and making their records available when and where needed. The findings conformed with International Standard ISO 15489-1 (2001) which saw records as information created, received; and maintained as evidence and information by an organization or person, in pursuance of legal obligations or in the transaction of business. Also, Adu (2014) affirmed that the service provided by records management is vital to any institution, and to every information-using employee in it. Its primary function is to facilitate the free flow of records through the management practices of an institution, to ensure that information is rapidly available where and when it is needed.

On research question two, the result of the study also shows that there is high level of job performance of registry staff in Universities in Ogun state. The findings therefore prove that the registry staffs of universities in Ogun state are efficient in all job performance indicators projected on this study. The result is in agreement with Hose (2009) who posited that job performance is the way employees perform their work and that employee's performance is further determined during job performance reviews, with the employer taking into cognizance factors such as leadership quality, effectiveness and efficiency, team work, time management, organizational skills and productivity to analyze each employee on an individual basis.

### Conclusion

The study concludes that good records management practices are the engine that pilots the job performances of registry staff of universities in Ogun State, Nigeria. Administration of good records management practices by the registry staffs enable good decision making by university leadership. Therefore, the paper recommended that University management need to increase the budget of registry department so as to acquire all and also automate all their records for future use.

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