

Chapter One

Introduction

1.1 Background to the Study

In the contemporary educational landscape, office managers in public polytechnics serve as pivotal administrators who coordinate institutional operations, manage resources, and facilitate communication between various stakeholders. Their performance directly impacts institutional efficiency, student services delivery, and overall organizational effectiveness. This study examines job performance among office managers in public polytechnics, with particular focus on how office automation system usage and records management practices influence their work outcomes. The research recognizes that job performance in educational institutions has evolved significantly with technological advancement, requiring new competencies and adaptive management approaches that align with modern administrative demands.

The need to study job performance of office managers in public polytechnics stems from several critical factors affecting contemporary educational administration. Public polytechnics in Nigeria face increasing pressure to improve service delivery while managing limited resources, making administrative efficiency crucial for institutional survival and growth. These institutions serve diverse student populations with varying needs, creating complex administrative demands that require optimal performance from office managers. Additionally, the integration of technology in educational administration and the evolution of records management practices have created new performance expectations that require empirical investigation. Understanding the factors that influence job performance in this context becomes essential for developing effective management strategies, improving service delivery, and enhancing institutional competitiveness in the dynamic educational landscape.

Job performance represents the overall effectiveness with which employees accomplish their work responsibilities and contribute to organizational objectives¹. It encompasses both the outcomes achieved and the behaviors demonstrated in executing job duties within organizational contexts². Campbell's Job Performance Theory conceptualizes performance as a multidimensional construct that includes task performance, contextual performance, and adaptive performance components³. In educational administration settings, job performance reflects how effectively office managers execute their administrative duties while adapting to changing technological requirements and institutional demands⁴. Contemporary performance literature emphasizes that job performance involves not only the completion of assigned tasks but also discretionary behaviors that support organizational functioning and the ability to adapt to evolving work conditions⁵. The complexity of administrative roles in modern educational institutions necessitates comprehensive understanding of performance factors to develop effective improvement strategies and optimize organizational effectiveness.

The metrics for measuring job performance in office management contexts include task performance, contextual performance, and adaptive performance as established in Campbell's Job Performance Theory and contemporary performance management literature⁶. These metrics provide a comprehensive framework for evaluating how office managers contribute to organizational success through various behavioral and outcome dimensions. Task performance measures the effectiveness of core job responsibilities execution, while contextual performance assesses voluntary behaviors that support organizational functioning beyond formal requirements. Adaptive performance evaluates the ability to adjust to changing work conditions, while work efficiency, work quality, and timeliness focus on output characteristics and resource utilization effectiveness. These established metrics offer validated approaches for assessing office manager

performance in educational institutions and provide the foundation for examining performance relationships with technological and information management factors.

Task performance constitutes the fundamental dimension of job performance, encompassing the proficiency with which employees execute their core job responsibilities and technical activities⁷. It involves the effective completion of formally prescribed duties that directly contribute to organizational productivity and goal achievement. For office managers in public polytechnics, task performance includes activities such as document processing, student records management, financial documentation, correspondence coordination, and compliance with administrative procedures. Research demonstrates that high task performance levels correlate strongly with organizational effectiveness, particularly in service-oriented environments where administrative efficiency directly impacts stakeholder satisfaction⁸. Task performance measurement typically involves evaluating work accuracy, completeness, and adherence to established procedures and standards. In public polytechnic settings, effective task performance by office managers ensures smooth administrative operations that support academic delivery, student services, and institutional management objectives, making this performance dimension crucial for overall institutional success.

Contextual performance refers to discretionary behaviors that support the organizational, social, and psychological environment in which core tasks are performed, extending beyond formal job requirements⁹. These voluntary behaviors include helping colleagues, supporting organizational initiatives, following rules enthusiastically, and demonstrating organizational loyalty even under adverse conditions. Unlike task performance, contextual performance involves activities that enhance organizational functioning through improved interpersonal relationships, team

cooperation, and organizational climate development. Research indicates that contextual performance significantly contributes to organizational effectiveness by fostering positive work environments and facilitating collaborative relationships among staff members¹⁰. In public polytechnics, office managers who demonstrate high contextual performance often serve as informal leaders, mentoring junior staff and facilitating inter-departmental cooperation. This performance dimension becomes particularly valuable in educational settings where collaborative relationships enhance service delivery to students, faculty, and other stakeholders, contributing to overall institutional climate and effectiveness.

Adaptive performance encompasses an employee's ability to adjust behavior, approach, and mindset when facing new situations, changing requirements, or unexpected challenges in the work environment¹¹. This performance dimension has gained increasing importance with rapid technological advancement and evolving organizational demands in contemporary workplaces. Adaptive performance includes learning new technologies, adjusting to procedural changes, handling crisis situations, demonstrating flexibility in task execution approaches, and maintaining effectiveness despite uncertainty or change. For office managers in educational institutions, adaptive performance becomes crucial as they navigate digital transformation initiatives, regulatory changes, evolving student service expectations, and changing institutional priorities. Research shows that employees with high adaptive performance contribute significantly to organizational resilience and competitive advantage in dynamic environments¹². In public polytechnics, office managers must continuously adapt to new administrative systems, updated regulations, technological innovations, and changing stakeholder demands while maintaining service quality standards and operational effectiveness.

Work efficiency represents the ability to accomplish assigned tasks and responsibilities with optimal resource utilization, minimizing waste while maximizing output quality and quantity¹³. This performance metric focuses on the relationship between inputs (time, effort, resources) and outputs (completed tasks, achieved objectives) in work execution processes. Efficient office managers demonstrate proficiency in time management, resource allocation, process optimization, and workflow coordination that enables them to accomplish more with available resources. In public polytechnic settings, work efficiency becomes particularly important due to resource constraints and increasing workload demands that characterize these institutions. Office managers who exhibit high work efficiency can handle multiple responsibilities simultaneously, prioritize tasks effectively, and maintain service quality despite resource limitations. This performance dimension directly impacts institutional cost-effectiveness and operational sustainability, making it essential for organizational success in competitive educational environments.

Work quality encompasses the accuracy, thoroughness, completeness, and reliability of administrative outputs produced by office managers in executing their responsibilities¹⁴. This metric evaluates the standard of work products against established criteria, professional standards, and stakeholder expectations. High work quality involves attention to detail, adherence to procedures, accuracy in documentation, and consistency in service delivery across different tasks and time periods. For office managers in public polytechnics, work quality affects institutional reputation, stakeholder satisfaction, regulatory compliance, and operational effectiveness. Quality considerations include error minimization, completeness of documentation, accuracy of records, appropriateness of communication, and adherence to institutional policies and procedures. Research demonstrates that work quality significantly influences organizational

effectiveness, particularly in service environments where output quality directly impacts stakeholder experiences and institutional credibility. Maintaining high work quality standards enables office managers to contribute effectively to institutional objectives while building trust and confidence among students, staff, and other stakeholders.

Timeliness refers to the promptness with which office managers complete assigned tasks and responsibilities within established deadlines and timeframes¹⁵. This performance metric evaluates the ability to meet scheduling requirements, respond to requests promptly, and maintain workflow continuity that supports organizational operations. Timely performance involves effective planning, priority management, deadline adherence, and proactive communication about potential delays or issues. In public polytechnic environments, timeliness becomes critical due to interconnected administrative processes, regulatory requirements, and service delivery expectations that depend on prompt task completion. Office managers must coordinate multiple activities, respond to various stakeholder requests, and maintain documentation schedules that support institutional operations and compliance requirements. Research indicates that timeliness significantly impacts organizational effectiveness by ensuring workflow continuity, meeting stakeholder expectations, and maintaining operational reliability. The ability to consistently deliver timely performance enables office managers to contribute effectively to institutional objectives while supporting the complex administrative processes that characterize public polytechnic operations, ultimately leading to enhanced service delivery and the successful integration of technological tools such as office automation systems.

Office automation systems represent integrated technological solutions designed to streamline administrative processes, enhance information management capabilities, and improve

organizational efficiency through digital workflow optimization¹⁶. These systems encompass various software applications, database management tools, communication platforms, document processing solutions, and workflow management technologies that support modern office operations. The Technology Acceptance Model (TAM) provides a theoretical framework for understanding how perceived usefulness and perceived ease of use influence technology adoption and utilization effectiveness in organizational settings¹⁷. In educational institutions, office automation systems facilitate student information management, financial record keeping, correspondence handling, resource planning, and various administrative coordination activities. The adoption and effective utilization of these systems have transformed traditional administrative practices, requiring office managers to develop new technological competencies while adapting existing skills to digital work environments. Understanding office automation system usage becomes crucial for examining its relationship with job performance outcomes in contemporary administrative contexts.

The conceptualization of office automation system usage in this study draws from the Technology Acceptance Model, (TAM) focusing on four key indicators: perceived usefulness, perceived ease of use, frequency of use, and purpose of use. Perceived usefulness refers to the degree to which office managers believe that using office automation systems enhances their job performance and productivity¹⁸. This factor influences adoption decisions and utilization intensity as users evaluate the benefits derived from technology investment. Perceived ease of use represents the extent to which office managers believe that using office automation systems requires minimal effort and complexity, affecting their willingness to embrace and effectively utilize these technological tools. Frequency of use measures the regularity and consistency with which office managers employ office automation systems in their daily administrative functions,

indicating the level of integration achieved between technology and work processes. Purpose of use examines the specific administrative tasks and objectives for which office managers utilize office automation systems, reflecting the breadth and depth of technology application in their work contexts. These indicators collectively provide a comprehensive assessment of office automation system usage effectiveness and its potential impact on job performance outcomes.

Research indicates that effective office automation system usage correlates with improved administrative efficiency, enhanced accuracy in task execution, better resource coordination, and increased capacity for handling complex administrative demands¹⁹. Office managers who successfully integrate these systems into their work processes often demonstrate improved task performance through faster processing times, reduced error rates, and enhanced service delivery capabilities. The systems also support contextual performance by enabling office managers to dedicate more time to collaborative activities, strategic planning, and staff development functions that contribute to organizational effectiveness. Additionally, office automation systems enhance adaptive performance by providing flexible tools that can accommodate changing requirements, new procedures, and evolving institutional needs. However, the relationship between system usage and performance outcomes depends on various factors including system design quality, user training adequacy, technical support availability, and organizational support for technology adoption. In public polytechnics, office managers must effectively utilize automation systems to manage diverse administrative responsibilities while maintaining service quality standards that meet stakeholder expectations and regulatory requirements.

The integration of office automation systems in public polytechnic administration creates both opportunities and challenges that influence job performance outcomes. These systems offer

potential benefits including improved data management, enhanced communication capabilities, streamlined workflow processes, and better resource utilization that can significantly enhance administrative effectiveness. However, successful implementation requires adequate technical infrastructure, comprehensive user training, ongoing technical support, and organizational commitment to change management processes. Office managers must develop technological competencies while maintaining traditional administrative skills, creating dual performance expectations that require balanced skill development. The effectiveness of office automation system usage also depends on alignment between system capabilities and institutional needs, user acceptance levels, and integration with existing administrative processes. Research suggests that optimal performance benefits from automation systems require strategic implementation approaches that consider user characteristics, organizational context, and change management requirements²⁰. Understanding these factors becomes essential for maximizing the positive impact of office automation system usage on job performance outcomes while minimizing potential implementation challenges and resistance factors that could limit technology effectiveness.

Records management practices constitute systematic processes employed by organizations to create, maintain, organize, and dispose of records throughout their lifecycle in accordance with established policies and procedures²⁰. These practices encompass the comprehensive management of information assets that support organizational operations, decision-making processes, regulatory compliance, and institutional memory preservation. The Records Continuum Model provides a theoretical framework for understanding records management as an ongoing process that involves multiple stakeholders and extends throughout the information lifecycle from creation to final disposition¹⁸. In educational institutions, effective records

management practices are essential for maintaining student information, financial documentation, personnel records, institutional correspondence, and various administrative documents that support institutional operations and accountability requirements. The quality of records management practices directly influences administrative efficiency, regulatory compliance, information accessibility, and organizational effectiveness in contemporary institutional environments.

The conceptualization of records management practices in this study draws from the Records Continuum Model, focusing on six key indicators: records creation, records organization, records storage, records retrieval, records retention, and records disposition. Records creation involves the processes and procedures for generating, documenting, and capturing administrative information in formats that support organizational needs and regulatory requirements. Records organization encompasses the systems and methods for classifying, arranging, and structuring records to facilitate efficient management and retrieval processes. Records storage refers to the facilities, technologies, and procedures used to preserve, secure, and maintain records in appropriate conditions that ensure information integrity and accessibility. Records retrieval involves the mechanisms, procedures, and systems that enable efficient access to stored records when needed for administrative, legal, or operational purposes¹⁹. Records retention encompasses the policies, procedures, and practices that govern how long different types of records are maintained before disposition decisions are implemented. Records disposition involves the procedures and criteria for determining the final status of records, including decisions about archival preservation or authorized destruction based on legal, administrative, and historical value considerations.

Effective records management practices support all dimensions of job performance by providing reliable information access, facilitating decision-making processes, ensuring regulatory compliance, and enabling efficient task execution across various administrative functions²⁰. Office managers who implement sound records management practices typically demonstrate improved task performance through enhanced information organization, faster document retrieval, better workflow coordination, and increased accuracy in administrative processes. These practices also support contextual performance by enabling office managers to assist colleagues more effectively, share information efficiently, and contribute to organizational knowledge management initiatives. Additionally, well-implemented records management practices enhance adaptive performance by providing flexible information systems that can accommodate changing requirements, new regulatory mandates, and evolving institutional needs while maintaining information integrity and accessibility. Research demonstrates that poor records management practices create significant barriers to job performance through increased processing times, reduced accuracy, compromised service delivery quality, and increased risk of regulatory non-compliance.

The relationship between records management practices and job performance involves multiple dimensions of information organization, accessibility, security, and utilization effectiveness that influence administrative outcomes. Contemporary records management increasingly involves hybrid approaches that combine traditional physical filing systems with digital solutions, cloud-based storage platforms, and integrated information management systems. Office managers must maintain competency in both traditional and digital records management approaches while ensuring information security, regulatory compliance, and stakeholder accessibility requirements are met consistently. The measurement of records management practice effectiveness requires

assessment of organization systems, retrieval efficiency, accuracy maintenance, security protocols, compliance adherence, and user satisfaction levels. Effective records management practices create foundation capabilities that enable office managers to execute their responsibilities efficiently while supporting institutional objectives through reliable information management and administrative coordination. However, the specific mechanisms through which different records management approaches influence various performance dimensions require empirical investigation in public polytechnic contexts where information management demands are particularly complex and varied due to diverse stakeholder needs and regulatory requirements.

The integration of records management practices with modern technological solutions, including office automation systems, creates synergistic opportunities for enhancing job performance outcomes while presenting implementation challenges that require careful management²⁰. Effective integration enables office managers to leverage both traditional information management competencies and contemporary technological capabilities to optimize administrative effectiveness and service delivery quality. However, successful integration requires comprehensive training, adequate technical support, organizational commitment to change management, and strategic alignment between records management policies and technological capabilities. Understanding the relationship between records management practices and job performance becomes crucial for developing effective administrative improvement strategies that maximize both traditional competencies and technological innovations in public polytechnic environments where administrative effectiveness directly impacts institutional success and stakeholder satisfaction. In view of the above, this study seeks to investigate the influence of office automation system usage and records management practices on job performance of office managers in public polytechnics in Ekiti State.

1.2 Statement of the Problem

Job performance of office managers in public polytechnics is a crucial determinant of institutional effectiveness, service delivery quality, and overall administrative success. Despite considerable investments in technological infrastructure, office managers still face significant performance challenges that hinder their contributions to institutional objectives. Contemporary administrative roles require office managers to demonstrate competence in utilizing technological tools and managing information systems efficiently¹⁹. However, the introduction of office automation systems has not automatically led to improved performance outcomes. Many office managers continue to rely on manual processes due to limited understanding of system functionalities, inadequate training, and poor integration of technological platforms²⁰. These challenges result in underutilized technology, reduced efficiency, and diminished quality of service delivery. In parallel, fragmented records management practices—combining outdated manual systems with inconsistent digital solutions—further complicate administrative operations¹⁸. Office managers often struggle with information retrieval, data accuracy, and inter-departmental communication, all of which negatively impact job performance in terms of timeliness, quality, and task execution.

Furthermore, the interrelationship between office automation usage, records management practices, and job performance remains insufficiently explored in the context of public polytechnics. While previous studies have separately addressed issues of technology adoption and records management, few have examined how these elements jointly influence job performance. This gap in the literature hampers the development of integrated strategies for improving administrative effectiveness through optimized technological utilization and information management. Additionally, there is limited empirical insight into the specific

mechanisms by which automation and records practices affect different performance dimensions in educational settings²⁰. The performance issues facing office managers carry broader implications, such as reduced administrative efficiency, delayed service delivery, compromised decision-making, and erosion of institutional credibility. Understanding these dynamics is therefore vital for informing policies and interventions aimed at enhancing job performance and maximizing the benefits of technological and human resource investments in public polytechnics.

1.3 Aim and Objectives of the Study

The aim of this study is to investigate the influence of office automation system usage and records management on job performance of office managers in public polytechnics in Ekiti State.

The objectives that guide the study are to:

- i. identify the level of job performance among office managers in public polytechnics in Ekiti State.
- ii. assess the extent of office automation system usage in public polytechnics in Ekiti State.
- iii. examine the prevalent records management practices in public polytechnics in Ekiti State.
- iv. ascertain the influence of office automation system usage on job performance of office managers in Ekiti State.
- v. examine the influence of records management on job performance of office managers in Ekiti State.
- vi. ascertain the combined influence of office automation system usage and records management on job performance of office managers in Ekiti State.

1.4 Research Questions

1. What is the level of job performance among office managers in public polytechnics in Ekiti State?
2. What is the extent of office automation system usage in public polytechnics in Ekiti State?
3. What are the prevalent records management practices in public polytechnics in Ekiti State?

1.5 Hypotheses

H₀₁: There will be no significant influence of office automation system usage on job performance of office managers in public polytechnics in Ekiti State.

H₀₂: There will be no significant influence of records management practices on job performance of office managers in public polytechnics in Ekiti State.

H₀₃: There will be no significant combined influence of office automation system usage and records management on job performance of office managers in public polytechnics in Ekiti State.

1.6 Significance of the Study

This study when published will benefit various stakeholders including office managers in public polytechnics, polytechnic administrators, the government, future researchers, and educational policymakers.

Office managers in public polytechnics will benefit significantly from this study as it will provide empirical evidence on how their adoption of office automation systems and records management practices can enhance their job performance. The findings will offer practical insights into specific tools, techniques, and approaches that can streamline their administrative processes, reduce workload, and increase efficiency. By implementing the recommendations from this study, office managers can develop more effective workflow systems, leading to improved service delivery and professional satisfaction.

Polytechnic administrators, particularly those in leadership positions, will find this study valuable for strategic planning and resource allocation. Understanding the relationship between office automation, records management, and job performance will enable them to make informed decisions regarding technological investments, staff development, and administrative policy formulation. This knowledge will assist them in creating supportive infrastructures and organizational cultures that promote effective records management and appropriate technology utilization for enhanced administrative efficiency.

The government as the primary funding source for public polytechnics, will benefit from the study's findings by gaining insights into how investments in office automation and records management systems translate into improved administrative effectiveness. This understanding will help in formulating evidence-based policies for educational administration and resource

allocation, potentially leading to better utilization of public resources and improved educational service delivery across the state. The government can also use the findings to develop standardized guidelines for records management and office automation practices across all public institutions in the state.

Future researchers will find this study valuable as it will contribute to the existing body of knowledge on educational administration, particularly in the context of developing economies like Nigeria. The study will highlight gaps in current practices and provide a foundation for further investigations into related areas such as technology adoption in higher education, digital transformation of administrative processes, and performance metrics for administrative staff in educational institutions.

Educational policymakers at both state and national levels will benefit from the empirical evidence provided by this study to inform policy formulations related to administrative practices in higher education. The findings will offer insights into the technological and training needs of administrative staff in public polytechnics, potentially influencing budgetary allocations and capacity-building initiatives aimed at enhancing administrative efficiency in educational institutions across Nigeria.

1.7 Scope of the Study

The study focuses on investigating the influence of office automation system usage and records management practices on job performance of office managers in public polytechnics in Ekiti State, specifically the Federal Polytechnic, Ado Ekiti and the Ekiti State Polytechnic, Isan-Ekiti. The study examines three key variables aligned with the conceptual framework: job performance as the dependent variable, evaluated through task performance, contextual performance, and

adaptive performance indicators based on Campbell's Job Performance Theory; office automation system usage as the primary independent variable, measured through perceived usefulness, perceived ease of use, frequency of use, and purpose of use, following the Technology Acceptance Model; and records management practices as the secondary independent variable, assessed through records creation, organization, storage, retrieval, retention, and disposition processes derived from the Records Continuum Model.

The respondents under study are office managers, including administrative officers, secretaries, registry staff, records officers, and other administrative personnel responsible for office management and records keeping, ranging from the level of Administrative Officer II to Chief Administrative Officer in these polytechnics. The public polytechnics includes; Federal Polytechnic Ado-Ekiti and Ekiti State Polytechnic, Isan-Ekiti.

1.8 Limitations of the Study

This study was not without its limitations. One of the major challenges encountered during the research was obtaining credible and reliable information from the respondents. Some participants were either unwilling or hesitant to provide accurate details, which affected the depth of the data collected. Additionally, the honesty and ingenuity of respondents in completing the questionnaire posed another constraint, as some failed to provide thoughtful or precise responses necessary for accurate data analysis. Furthermore, the study was limited by time and financial constraints, which restricted the extent of data collection and the overall scope of the research. Despite these challenges, every effort was made to ensure that the findings remained valid and reflective of the study's objectives.

1.9 Operational Definition of Terms

Job Performance: The effectiveness, efficiency, and quality of task execution by office managers in public polytechnics, Ekiti State, in fulfilling their administrative responsibilities.

Task Performance: The proficiency with which office managers in public polytechnics, Ekiti State, perform specific job-related activities that directly contribute to the institution's technical core.

Contextual Performance: This refers to activities performed by office managers in public polytechnics, Ekiti State that contribute to the social and psychological environment of the workplace, supporting the broader organizational goals.

Adaptive Performance: The ability of office managers in public polytechnics, Ekiti State, to adjust and respond effectively to changing administrative requirements and work conditions.

Office Automation System Usage: The extent to which office managers utilize computerized and digital tools for administrative tasks, including document preparation, information processing, communication, record-keeping, and workflow management to enhance operational efficiency in public polytechnic, Ekiti State.

Perceived Usefulness (PU): The degree to which office managers in public polytechnics, Ekiti State, believe that using office automation systems will enhance their job performance and administrative efficiency.

Perceived Ease of Use (PEU): The extent to which office managers in public polytechnics, Ekiti State, believe that office automation systems are simple and effortless to use in their daily administrative tasks.

Intention to Use (ITU): This refers to the likelihood and willingness of office managers in public polytechnics, Ekiti State, to adopt and utilize office automation tools as part of their regular administrative duties.

Attitude Toward Use (ATU): The positive or negative perceptions of office managers in public polytechnics, Ekiti State, regarding the use of office automation technology in administrative processes.

Actual Use (AU): The practical and real application of office automation tools by office managers in public polytechnics, Ekiti State, in their daily administrative tasks.

Records Management Practices: The systematic approach employed by office managers in public polytechnics, Ekiti State, for creating, organizing, storing, retrieving, maintaining, using, and disposing of both paper-based and electronic records.

Records Creation: This is the process of generating and documenting information relevant to administrative operations by office managers in public polytechnics, Ekiti State.

Records Organization: The systematic arrangement and classification of records by office managers in public polytechnics, Ekiti State, to facilitate easy identification and retrieval.

Records Storage: This is the method and systems used by office managers in public polytechnics, Ekiti State, to preserve and maintain records in accessible and secure conditions.

Records Retrieval: The procedures and mechanisms employed by office managers in public polytechnics, Ekiti State, to locate and access specific records when needed.

Records Retention: This refers to the policies and practices governing how long records are kept by office managers in public polytechnics, Ekiti State, before disposal or archiving.

Records Disposition: This refers to the process of determining the final status of records (whether to archive or destroy) by office managers in public polytechnics, Ekiti State, based on institutional policies and regulations.

Office Managers: This is refers to administrative personnel in public polytechnics, Ekiti State, who are responsible for office operations, including administrative officers, secretaries, registry staff, records officers, and related positions.

Endnotes

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Chapter Two

Literature Review

This chapter reviewed related literature that enabled the researcher broaden her understanding on the research problem. The chapter is presented under the following headings:

2.1 Conceptual Review

2.1.1 Job Performance of Office Manager

2.1.2 Office Automation System Usage

2.1.3 Records Management Practice

2.2. Theoretical Framework

2.2.1 Campbell's Theory of Performance

2.2.2 Technology Acceptance Model (TAM) for Office Automation System Usage

2.2.3 Records Continuum Model for Records Management Practice

2.3 Review of Empirical Studies

2.3.1 Office Automation System Usage and Job Performance

2.3.2 Records Management Practices and Job Performance

2.4 Conceptual Model

2.5 Summary of the Reviewed Literature

Endnotes

2.1 Conceptual Review

2.1.1 Job Performance of Office Manager

Job performance represents a fundamental and multifaceted construct in organizational behavior and human resource management literature, encompassing the measurable behaviors, outcomes, and contributions that employees deliver toward achieving organizational objectives and strategic goals. In the specific context of office management, job performance assumes particular significance as office managers serve as the operational backbone of organizations, coordinating administrative functions, managing human and material resources, facilitating communication across various organizational levels, and increasingly contributing to strategic decision-making processes that drive organizational success. Contemporary scholarship defines job performance as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time, emphasizing both the behavioral nature of performance and its quantifiable contribution to organizational effectiveness¹. This definition has evolved significantly from traditional output-based measurements to encompass more comprehensive frameworks that incorporate behavioral competencies, contextual contributions, adaptive capabilities, and strategic value creation. The evolution reflects the changing nature of work environments and the increasing complexity of organizational operations in the twenty-first century.

The theoretical foundations of job performance can be traced to early industrial psychology and management science, but contemporary understanding has been shaped by extensive research in organizational psychology, human resource management, and strategic management disciplines². Modern conceptualizations recognize performance as a dynamic, multidimensional construct that varies across contexts, time periods, and organizational environments. This perspective

acknowledges that performance is not merely a function of individual capabilities but also reflects the interaction between personal competencies, organizational systems, environmental factors, and situational demands.

Task performance represents the core component of job performance, referring to the proficiency with which individuals perform prescribed job responsibilities, technical requirements, and formal role activities that directly contribute to organizational production or service delivery³. For office managers, task performance encompasses a broad range of administrative, coordination, and management activities that form the foundation of their organizational contribution. These activities include records management, correspondence handling, meeting coordination, resource allocation, staff supervision, and the execution of standard operating procedures that ensure organizational operations function smoothly and efficiently. The measurement of task performance for office managers typically involves assessments of accuracy, efficiency, timeliness, and quality in the execution of core job responsibilities³. Accuracy refers to the correctness and precision with which administrative tasks are completed, including error-free document preparation, accurate data entry and management, proper implementation of organizational policies and procedures, and precise execution of financial and resource management activities. Efficiency encompasses the optimal use of time, resources, and organizational capabilities to achieve desired outcomes while minimizing waste and unnecessary expenditure of effort or materials.

Timeliness represents a critical dimension of task performance, reflecting the ability to complete assigned responsibilities within established deadlines and timeframes while maintaining quality standards⁴. Office managers must demonstrate consistent ability to manage multiple concurrent

tasks and projects, prioritize activities appropriately, and deliver outcomes that meet both temporal and quality requirements. This temporal dimension of performance has become increasingly important as organizational operations become more fast-paced and interconnected. Quality in task performance extends beyond mere completion of assigned activities to encompass excellence in execution, attention to detail, and the delivery of outcomes that meet or exceed established standards and stakeholder expectations⁴. For office managers, quality performance includes producing professional documentation, maintaining organized and accessible filing systems, implementing effective communication processes, and ensuring that all administrative support services meet the needs of internal and external stakeholders.

Technical competency represents a fundamental aspect of task performance, encompassing proficiency in the specific skills, knowledge, and capabilities required to execute job responsibilities effectively⁵. Office managers must demonstrate competence in areas such as office technology systems, communication platforms, database management, financial administration, human resource processes, and regulatory compliance requirements. Technical competency also includes staying current with evolving technologies and administrative practices that affect office operations. The scope of task performance for office managers has expanded significantly in recent years to include strategic administrative activities that require higher-level analytical and decision-making capabilities⁵. These expanded responsibilities include budget preparation and monitoring, performance data analysis, policy development and implementation, vendor management and procurement, and coordination of organizational improvement initiatives. This evolution reflects the increasing sophistication of office management roles and their growing strategic importance within organizations.

Documentation and record-keeping represent core task performance areas that require meticulous attention to detail, systematic organization, and compliance with legal and organizational requirements⁶. Office managers must demonstrate proficiency in creating, maintaining, and managing various types of organizational records, including personnel files, financial documents, correspondence archives, and regulatory compliance documentation. The quality of documentation and record-keeping directly impacts organizational effectiveness, legal compliance, and operational continuity. Resource management constitutes another critical dimension of task performance, encompassing the efficient allocation and utilization of human, financial, and material resources under the office manager's control⁶. This includes managing office supplies and equipment, coordinating facility utilization, overseeing administrative budgets, and ensuring optimal deployment of administrative staff capabilities. Effective resource management requires analytical skills, planning capabilities, and the ability to balance competing demands within resource constraints.

Contextual performance encompasses discretionary behaviors that support the organizational, social, and psychological environment in which task performance occurs, including citizenship behaviors, cooperation, and voluntary activities that enhance organizational functioning beyond formal job requirements⁷. For office managers, contextual performance represents the additional value they provide through behaviors that strengthen organizational culture, support colleague effectiveness, and contribute to positive workplace environments that facilitate high performance across the organization. Organizational citizenship behaviors form a central component of contextual performance, including voluntary activities that benefit the organization even though they are not explicitly required or formally rewarded⁷. Office managers often engage in citizenship behaviors such as mentoring new employees, volunteering for special projects,

participating in organizational committees, representing the organization at external events, and providing assistance to colleagues who are experiencing difficulties or facing challenging deadlines.

Interpersonal facilitation represents a key dimension of contextual performance, reflecting the office manager's role in supporting effective communication, collaboration, and relationship building throughout the organization⁸. This includes serving as a communication bridge between different organizational levels and departments, facilitating conflict resolution, promoting teamwork and cooperation, and creating positive interpersonal environments that support productivity and job satisfaction. Office managers often serve as informal counselors and advisors, providing emotional support and guidance to colleagues during difficult periods. Organizational loyalty and commitment manifest through contextual performance behaviors that demonstrate dedication to organizational success and willingness to make personal sacrifices for organizational benefit⁸. These behaviors include defending the organization's reputation, promoting organizational values and objectives, maintaining confidentiality and discretion in sensitive matters, and persisting in organizational improvement efforts even when facing obstacles or resistance.

Initiative and proactive behavior represent important contextual performance dimensions, reflecting the willingness to identify and address organizational needs and opportunities without explicit direction or instruction⁹. Office managers demonstrate initiative by anticipating problems and developing preventive solutions, identifying process improvement opportunities, suggesting new approaches to enhance effectiveness, and taking personal responsibility for addressing organizational challenges that fall outside their formal job descriptions. Helping behavior

constitutes a significant aspect of contextual performance, encompassing the provision of assistance, support, and guidance to colleagues who need help completing their responsibilities or developing their capabilities⁹. Office managers often serve as informal trainers and coaches, helping others learn new skills, adapt to organizational changes, and overcome performance obstacles. This helping orientation contributes to overall organizational effectiveness by building collective capabilities and fostering collaborative work environments.

Environmental stewardship and organizational enhancement behaviors reflect contextual performance through activities that improve the physical and social work environment, promote sustainability practices, and contribute to organizational culture development¹⁰. Office managers may engage in activities such as organizing workplace improvement initiatives, promoting environmental conservation practices, facilitating social events that build team cohesion, and implementing programs that enhance employee satisfaction and engagement. Knowledge sharing and information dissemination represent contextual performance behaviors that contribute to organizational learning and knowledge management¹⁰. Office managers often serve as information hubs, collecting, organizing, and sharing knowledge that benefits multiple organizational stakeholders. This includes maintaining awareness of organizational developments, identifying and communicating best practices, and facilitating knowledge transfer between different organizational units.

Adaptive performance involves the ability to adjust to changing work demands, emerging technologies, evolving organizational structures, and dynamic environmental conditions while maintaining effectiveness and contributing to organizational success¹¹. For office managers, adaptive performance has become increasingly critical as organizations navigate rapid

technological change, shifting market conditions, evolving regulatory requirements, and changing stakeholder expectations that require continuous adjustment and learning. Technological adaptability represents a fundamental dimension of adaptive performance, encompassing the ability to learn and effectively utilize new technologies, software systems, and digital platforms that are continuously being introduced into workplace environments¹¹. Office managers must demonstrate willingness and capability to master new technological tools, adapt existing processes to incorporate technological improvements, and help others throughout the organization navigate technological transitions successfully.

Learning agility constitutes a core component of adaptive performance, reflecting the capacity to acquire new knowledge, skills, and competencies quickly and effectively in response to changing organizational needs and environmental demands¹². This includes the ability to identify learning requirements, seek out appropriate learning resources, apply new knowledge in practical situations, and transfer learning across different contexts and applications. Office managers with high learning agility can rapidly develop competencies in new areas as organizational requirements evolve. Change resilience represents the psychological and behavioral capacity to maintain effectiveness and positive attitudes during periods of organizational change, uncertainty, and transition¹². Office managers must demonstrate ability to cope with change-related stress, maintain productivity during disruptive periods, support others who are struggling with change, and find opportunities for positive contribution even in challenging circumstances.

Flexibility in role requirements and work approaches reflects adaptive performance through the willingness and ability to modify job activities, responsibilities, and methods in response to changing organizational needs and priorities¹³. Office managers may need to temporarily assume

additional responsibilities, modify their work schedules, adapt their communication styles, or develop new service delivery approaches as organizational circumstances change. Problem-solving creativity encompasses the adaptive performance capacity to develop innovative solutions to novel challenges and unprecedented problems that arise in dynamic organizational environments¹³. This includes the ability to think beyond conventional approaches, generate creative alternatives, experiment with new methods, and learn from both successes and failures in problem-solving efforts.

Cross-functional collaboration adaptability reflects the capacity to work effectively with diverse teams, departments, and stakeholders as organizational structures and project requirements evolve¹⁴. Office managers must demonstrate ability to build relationships quickly, understand different functional perspectives, communicate effectively across organizational boundaries, and contribute meaningfully to cross-functional initiatives even when working with unfamiliar colleagues or in new organizational contexts. Cultural adaptability has become increasingly important as organizations become more diverse and globally connected, requiring office managers to work effectively with individuals from different cultural backgrounds, adapt their communication and management styles to cultural contexts, and support inclusive organizational environments.¹⁴ This dimension of adaptive performance includes cultural sensitivity, awareness of cultural differences, and the ability to modify behaviors appropriately for different cultural contexts.

Crisis management and emergency response capabilities represent critical aspects of adaptive performance, reflecting the ability to maintain effectiveness and provide leadership during unexpected events, emergency situations, and crisis circumstances¹⁵. Office managers may need

to quickly implement emergency protocols, coordinate crisis response activities, maintain communication during disruptions, and help restore normal operations following crisis events.

The measurement and evaluation of office manager performance has evolved to incorporate sophisticated frameworks that assess performance across task, contextual, and adaptive dimensions while recognizing the complex and multifaceted nature of contemporary office management roles¹⁶. Modern performance evaluation systems utilize multiple assessment methods, including quantitative metrics, qualitative evaluations, behavioral observations, stakeholder feedback, and self-assessment components that provide comprehensive understanding of performance effectiveness and development needs. Quantitative performance metrics for office managers typically include productivity indicators such as task completion rates, processing times, accuracy measurements, and efficiency ratios that provide objective assessments of task performance effectiveness¹⁶. These metrics may encompass document processing volumes, meeting coordination statistics, budget management accuracy, staff productivity indicators, and customer service response times that can be measured and compared across time periods and organizational units.

Qualitative performance assessments focus on behavioral competencies, interpersonal effectiveness, leadership capabilities, and strategic contributions that are difficult to quantify but critically important for organizational success¹⁷. These assessments typically involve supervisor evaluations, peer feedback, subordinate assessments, and stakeholder reviews that provide multiple perspectives on performance effectiveness and areas for improvement. 360-degree feedback systems have become increasingly popular for evaluating office manager performance, incorporating input from supervisors, peers, subordinates, and internal customers to provide

comprehensive assessment of performance effectiveness across different stakeholder groups¹⁷. These systems recognize that office managers interact with diverse stakeholders and that performance effectiveness may vary across different relationship contexts.

Competency-based evaluation frameworks assess performance against predetermined behavioral competencies and skill requirements that are aligned with organizational objectives and role expectations¹⁸. These frameworks typically include assessments of technical competencies, interpersonal skills, leadership capabilities, and strategic thinking abilities that are considered essential for effective office management performance. Goal-setting and achievement assessment involves evaluating performance against specific, measurable objectives that are established collaboratively between office managers and their supervisors¹⁸. This approach aligns individual performance with organizational priorities while providing clear expectations and accountability mechanisms for performance evaluation.

International research reveals significant variations in office manager performance expectations, measurement approaches, and development practices across different countries and cultural contexts, reflecting diverse organizational cultures, economic development levels, technological adoption rates, and cultural values regarding management roles and responsibilities¹⁹. These variations have important implications for understanding performance standards and developing appropriate evaluation and development strategies for office managers in different national contexts. Developed countries, particularly in North America and Western Europe, tend to emphasize strategic thinking, innovation, leadership competencies, and technological proficiency in office manager performance evaluation¹⁹. These countries typically have sophisticated performance management systems that incorporate multiple assessment methods, comprehensive

competency frameworks, and strong emphasis on continuous professional development and career advancement opportunities.

Nordic countries, including Sweden, Norway, and Denmark, place particular emphasis on collaborative performance, consensus building, and participatory management approaches in office manager evaluation²⁰. These countries typically value egalitarian management styles, work-life balance, and employee empowerment as important performance dimensions that reflect cultural values regarding workplace relationships and management effectiveness. Asian countries, particularly Japan, South Korea, and Singapore, often emphasize precision, attention to detail, process efficiency, and hierarchical respect in office manager performance evaluation²⁰. These countries may place greater emphasis on conformity to established procedures, respect for authority, and collective harmony as important performance considerations that reflect cultural values regarding organizational relationships and management behavior. Emerging economies in Latin America, Africa, and parts of Asia may place greater emphasis on technical skills, process efficiency, and administrative competency while gradually incorporating more strategic and leadership-oriented performance dimensions as organizational sophistication increases²¹. These countries often face challenges related to technology adoption, skill development, and performance measurement system sophistication that affect office manager performance evaluation approaches.

Within Nigeria, office manager performance expectations have evolved rapidly in recent years, driven by economic development, technological advancement, increasing integration with global business practices, and public sector reform initiatives that emphasize efficiency, accountability, and service quality improvement²². Nigerian organizations are increasingly adopting

international best practices in performance management while adapting them to local cultural contexts, regulatory requirements, and organizational realities. The Nigerian public sector presents unique performance considerations for office managers, including service delivery obligations, accountability requirements, regulatory compliance, and stakeholder management challenges that differ significantly from private sector environments²². Public sector office managers must demonstrate competence in areas such as public service delivery, citizen engagement, transparency and accountability, and compliance with government regulations and procedures that may not be relevant in private sector contexts. Nigerian cultural values, including respect for authority, community orientation, and relationship-based interactions, influence office manager performance expectations and evaluation approaches²³. These cultural factors may emphasize interpersonal relationship management, respect for hierarchical structures, and community building as important performance dimensions that reflect Nigerian cultural values and organizational expectations.

The challenges of infrastructure limitations, technology adoption constraints, and resource scarcity in many Nigerian organizations affect office manager performance expectations and measurement approaches²³. Office managers may need to demonstrate particular creativity, resourcefulness, and adaptability in achieving performance objectives within significant resource and infrastructure constraints. Educational and professional development opportunities for office managers in Nigeria have expanded significantly, with increasing availability of training programs, professional certifications, and higher education options that support performance improvement and career advancement²⁴. These developments are contributing to rising performance standards and expectations for office managers throughout Nigerian organizations.

The future of office manager performance is likely to be shaped by continued technological advancement, changing organizational structures, evolving workforce demographics, and increasing emphasis on sustainability, innovation, and global connectivity²⁵. These trends have important implications for performance expectations, measurement approaches, and development strategies that will be required to support effective office management in future organizational environments. Artificial intelligence and automation technologies are likely to transform many traditional office management tasks while creating new performance requirements related to technology management, data analysis, and human-machine collaboration²⁵. Office managers will need to develop new competencies related to working with intelligent systems while focusing increasingly on strategic, creative, and interpersonal activities that cannot be automated.

2.1.2 Office Automation System Usage

Office automation systems represent a fundamental transformation in how modern organizations manage information, execute processes, and coordinate activities. The concept of office automation system usage encompasses the comprehensive application of technological tools and software solutions designed to streamline administrative functions, enhance productivity, and improve organizational efficiency. This technological paradigm has evolved from simple word processing applications to sophisticated integrated systems that support complex organizational workflows and decision-making processes. The emergence of office automation systems can be traced back to the early computing era, when organizations began recognizing the potential of technology to replace manual, paper-based processes with digital alternatives²⁶. Contemporary office automation systems encompass a broad spectrum of applications including document management systems, electronic communication platforms, database management tools, workflow automation software, and integrated enterprise resource planning solutions. These

systems have become indispensable in modern organizational contexts, particularly in educational institutions such as polytechnics, where administrative efficiency directly impacts service delivery and institutional performance²⁷.

Understanding office automation system usage requires examining multiple dimensions that influence how individuals and organizations adopt, implement, and derive value from these technological solutions. The Technology Acceptance Model (TAM), originally developed by Davis, provides a theoretical framework for understanding the factors that influence technology adoption and usage behavior²⁸. This model identifies several key constructs that determine the extent to which individuals embrace and effectively utilize office automation systems in their professional contexts.

Perceived usefulness represents a critical dimension of office automation system usage, reflecting the degree to which individuals believe that using automated systems will enhance their job performance and productivity. This construct encompasses the user's subjective assessment of the functional benefits and performance improvements that result from system utilization²⁹. In the context of office management within polytechnic institutions, perceived usefulness manifests through various operational improvements including reduced processing time for administrative tasks, enhanced accuracy in record keeping, improved communication efficiency, and streamlined workflow management. Research conducted in Nigerian educational institutions has demonstrated that perceived usefulness significantly influences the adoption and sustained usage of office automation systems³⁰. Office managers who perceive automation systems as useful tend to exhibit higher levels of system engagement, more frequent usage patterns, and greater willingness to explore advanced system features. The utility perception is often shaped by tangible outcomes such as time savings in document preparation, reduction in

manual errors, improved accessibility to information, and enhanced coordination capabilities across different organizational units.

The measurement of perceived usefulness in office automation contexts typically involves assessing multiple indicators including task efficiency improvements, quality enhancement of work outputs, productivity gains, and overall job performance enhancement³¹. Studies have shown that office managers who report high levels of perceived usefulness demonstrate superior performance metrics compared to their counterparts who view automation systems as less beneficial to their professional responsibilities. International comparative studies reveal significant variations in perceived usefulness across different cultural and organizational contexts. Research conducted in developed countries such as the United States and United Kingdom indicates that office managers in these contexts tend to report higher levels of perceived usefulness, attributed to better technological infrastructure, comprehensive training programs, and organizational cultures that support technological innovation³². Conversely, studies in developing nations, including Nigeria, reveal more modest levels of perceived usefulness, often constrained by inadequate technological infrastructure, limited training opportunities, and organizational resistance to change. The cultural dimension of perceived usefulness extends beyond individual preferences to encompass broader societal attitudes toward technology adoption. Research has shown that societies with higher levels of technological readiness and digital literacy tend to exhibit more positive perceptions of automation system usefulness³³. This cultural context significantly influences how office managers evaluate the potential benefits of automation systems and subsequently determines their usage patterns and system engagement levels.

Perceived ease of use constitutes another fundamental dimension of office automation system usage, representing the degree to which individuals believe that using automated systems will be free from effort and complexity. This construct reflects the user's assessment of the system's user-friendliness, intuitiveness, and accessibility³⁴. In polytechnic administrative contexts, perceived ease of use encompasses factors such as interface design quality, system navigation simplicity, learning curve requirements, and technical support availability. The significance of perceived ease of use in determining system adoption and usage patterns cannot be overstated. Research has consistently demonstrated that systems perceived as easy to use are more likely to be adopted and utilized effectively by office managers³⁵. This relationship is particularly pronounced in educational institutional contexts where office managers often possess varying levels of technological proficiency and may require systems that accommodate diverse skill levels and learning preferences.

Empirical studies conducted in Nigerian polytechnics have revealed that perceived ease of use significantly predicts both initial system adoption and long-term usage sustainability³⁶. Office managers who perceive automation systems as easy to use demonstrate higher levels of system satisfaction, reduced resistance to system implementation, and greater willingness to recommend system adoption to colleagues. The ease of use perception is particularly critical in contexts where extensive training resources may be limited and users must rely on intuitive system design to achieve proficiency. The measurement of perceived ease of use typically involves assessing indicators such as system learnability, interface clarity, navigation efficiency, error recovery capabilities, and overall user experience quality³⁷. These metrics provide insights into the barriers and facilitators that influence system usage patterns and help identify areas for system improvement and user support enhancement.

International benchmarking studies reveal significant disparities in perceived ease of use across different technological and cultural contexts. Research conducted in technologically advanced countries demonstrates that office automation systems in these contexts tend to exhibit superior usability characteristics, attributed to more sophisticated design principles, extensive user testing, and iterative improvement processes³⁸. These systems often incorporate advanced user interface design elements, comprehensive help systems, and intuitive navigation structures that enhance user experience and reduce learning barriers. In contrast, studies conducted in developing countries, including Nigeria, often reveal more modest levels of perceived ease of use, attributed to factors such as limited customization for local contexts, inadequate localization of system interfaces, and insufficient consideration of user skill diversity³⁹. These challenges are particularly pronounced in educational institutions where budget constraints may limit access to premium automation solutions and comprehensive training programs.

Frequency of use represents a behavioral dimension of office automation system usage that reflects the regularity and consistency with which individuals engage with automated systems in their professional activities. This construct provides insights into the depth of system integration into daily work routines and the extent to which automation has become embedded in organizational processes⁴⁰. In polytechnic administrative contexts, frequency of use encompasses both routine administrative tasks and specialized functions that support institutional operations. Research has established frequency of use as a critical indicator of system success and user acceptance. High-frequency usage patterns typically indicate successful system integration, user satisfaction, and perceived value realization⁴¹. Conversely, low-frequency usage may signal system deficiencies, user resistance, or inadequate training and support resources. Understanding

usage frequency patterns provides valuable insights for system optimization, training program development, and organizational change management strategies.

The measurement of frequency of use involves assessing multiple indicators including daily system interactions, feature utilization patterns, task completion rates, and system engagement duration⁴². These metrics help identify usage trends, peak activity periods, and areas where system utilization may be suboptimal. Advanced analytics capabilities in modern office automation systems enable detailed tracking of usage patterns, providing organizations with data-driven insights for system improvement and user support enhancement. Studies conducted in Nigerian educational institutions have revealed significant variations in office automation system usage frequency across different organizational levels and functional areas⁴³. Office managers in larger polytechnics tend to demonstrate higher usage frequencies, attributed to greater task complexity, larger information processing requirements, and more sophisticated system implementations. Conversely, smaller institutions often exhibit more modest usage patterns, influenced by simpler administrative requirements and resource constraints.

International comparative research demonstrates substantial differences in usage frequency patterns across different cultural and technological contexts. Developed countries typically exhibit higher usage frequencies, supported by comprehensive technological infrastructure, extensive training programs, and organizational cultures that promote technology adoption⁴⁴. These environments often feature sophisticated automation systems with advanced capabilities that encourage frequent engagement and deep integration into organizational workflows. The relationship between frequency of use and organizational outcomes has been extensively documented in research literature. Studies have shown that higher usage frequencies are associated with improved administrative efficiency, enhanced decision-making capabilities, and

superior organizational performance metrics⁴⁵. This relationship is particularly pronounced in educational institutions where administrative efficiency directly impacts service delivery quality and institutional effectiveness.

Purpose of use represents a strategic dimension of office automation system usage that encompasses the specific objectives, goals, and applications for which individuals and organizations employ automated systems. This construct reflects the alignment between system capabilities and organizational needs, providing insights into how automation contributes to institutional mission achievement and strategic objective realization⁴⁶. In polytechnic contexts, purpose of use encompasses diverse applications including student records management, financial administration, human resource management, academic program coordination, and institutional reporting. The strategic alignment of system usage with organizational purposes significantly influences the value realization and return on investment from automation initiatives. Research has demonstrated that organizations with clear, well-defined purposes for system usage tend to achieve superior outcomes compared to those with ambiguous or poorly articulated usage objectives⁴⁷. This alignment ensures that system capabilities are leveraged effectively to address specific organizational challenges and support institutional goals.

Understanding the purpose of use requires examining multiple dimensions including task-specific applications, departmental requirements, institutional priorities, and strategic objectives. Office managers in polytechnics utilize automation systems for various purposes including document management, communication coordination, data analysis, report generation, and process standardization⁴⁸. The diversity of usage purposes reflects the multifaceted nature of administrative responsibilities and the comprehensive capabilities of modern automation systems. Empirical research conducted in Nigerian polytechnics has identified several primary purposes

for office automation system usage. These include administrative efficiency enhancement, information accessibility improvement, communication effectiveness, compliance management, and decision support⁴⁹. The prioritization of these purposes varies across different institutional contexts, influenced by factors such as organizational size, resource availability, technological infrastructure, and strategic priorities.

The measurement of purpose of use typically involves assessing the alignment between system applications and organizational objectives, the comprehensiveness of system utilization across different functional areas, and the strategic value contribution of automation initiatives⁵⁰. These assessments help organizations evaluate the effectiveness of their automation investments and identify opportunities for enhanced value realization. International comparative studies reveal significant variations in automation system usage purposes across different cultural and organizational contexts. Developed countries tend to exhibit more sophisticated and strategically aligned usage patterns, with automation systems integrated into comprehensive organizational transformation initiatives⁵¹. These contexts often feature advanced analytics capabilities, predictive modeling applications, and strategic planning integration that enhance the strategic value of automation investments.

The theoretical understanding of office automation system usage draws from multiple disciplinary perspectives including information systems theory, organizational behavior, and technology management. The Technology Acceptance Model (TAM) provides a foundational framework for understanding the factors that influence system adoption and usage behavior⁵². This model identifies perceived usefulness and perceived ease of use as primary determinants of technology acceptance, with usage frequency and purpose serving as behavioral outcomes of the acceptance process. Extended versions of the Technology Acceptance Model have incorporated

additional constructs such as social influence, facilitating conditions, and behavioral intention to provide more comprehensive explanations of technology usage behavior⁵³. These extensions recognize that automation system usage occurs within complex organizational and social contexts that influence individual and collective adoption decisions.

The Technology Acceptance Model (TAM) represents another significant theoretical contribution to understanding office automation system usage. This model integrates elements from multiple technology acceptance theories to provide a comprehensive framework for predicting and explaining technology usage behavior⁵⁴. This theory suggests that technology usage and performance benefits are maximized when there is a strong fit between system capabilities and the specific tasks that users need to accomplish. In polytechnic contexts, this alignment is critical for ensuring that automation systems effectively support the diverse administrative requirements of office managers⁵⁵.

The measurement of office automation system usage requires comprehensive assessment approaches that capture the multidimensional nature of the construct. Quantitative measurement techniques include usage analytics, performance metrics, and behavioral indicators that provide objective assessments of system engagement and utilization patterns⁵⁶. These measures help organizations track usage trends, identify optimization opportunities, and evaluate the effectiveness of automation initiatives. Qualitative assessment approaches complement quantitative measures by providing insights into user experiences, satisfaction levels, and perceived value realization. These approaches include user surveys, interviews, focus groups, and case studies that capture the subjective dimensions of system usage and help explain the factors that influence usage behavior⁵⁷. The combination of quantitative and qualitative measures

provides a comprehensive understanding of office automation system usage that supports evidence-based decision-making and system improvement initiatives.

Advanced analytics capabilities in modern office automation systems enable sophisticated measurement and assessment approaches. These capabilities include real-time usage monitoring, predictive analytics, and machine learning applications that provide organizations with detailed insights into usage patterns and system performance⁵⁸. Such advanced measurement capabilities are particularly valuable in educational institutional contexts where data-driven decision-making is increasingly important for institutional effectiveness and accountability. The development of standardized measurement instruments for office automation system usage has been an area of significant research attention. Validated scales and assessment tools have been developed to measure constructs such as perceived usefulness, perceived ease of use, usage frequency, and purpose alignment⁵⁹. These instruments enable consistent measurement across different organizational contexts and support comparative research that advances understanding of automation system usage patterns and outcomes.

The implementation and usage of office automation systems in Nigerian polytechnics exhibits both similarities and differences compared to international contexts. Nigerian institutions face unique challenges including infrastructural limitations, resource constraints, and technological capacity gaps that influence automation system adoption and usage patterns⁶⁰. However, these institutions also demonstrate significant innovation and adaptation in leveraging available technologies to enhance administrative efficiency and service delivery. Research conducted in Nigerian polytechnics has revealed that office managers demonstrate considerable resilience and creativity in utilizing automation systems despite resource limitations. Studies have shown that Nigerian office managers often achieve impressive productivity improvements through strategic

system utilization, even when working with less sophisticated automation platforms compared to their international counterparts⁶¹. This adaptability reflects the importance of human factors and organizational capabilities in determining automation system success.

International benchmarking studies provide valuable insights into best practices and optimization opportunities for Nigerian polytechnics. Developed countries typically exhibit more comprehensive automation system implementations, supported by robust technological infrastructure, extensive training programs, and organizational cultures that promote innovation and continuous improvement⁶². These contexts often feature advanced integration capabilities, sophisticated analytics tools, and comprehensive user support systems that enhance system utilization and value realization. The comparison between Nigerian and international contexts reveals both challenges and opportunities for improvement. While Nigerian polytechnics may face infrastructural and resource constraints, they also demonstrate significant potential for automation system enhancement through strategic investments, capacity building initiatives, and organizational development programs⁶³. The growing emphasis on digital transformation in Nigerian higher education provides a supportive context for automation system advancement and optimization.

The implementation and usage of office automation systems in polytechnic contexts present both significant challenges and substantial opportunities. Common challenges include technological infrastructure limitations, user resistance to change, inadequate training resources, and integration difficulties with existing systems⁶⁴. These challenges are particularly pronounced in developing country contexts where resource constraints and technological capacity gaps may limit automation system effectiveness. However, these challenges are accompanied by substantial opportunities for organizational transformation and performance improvement. Office

automation systems offer the potential for significant administrative efficiency gains, enhanced service delivery capabilities, improved information management, and better decision-making support⁶⁵. The realization of these opportunities requires strategic planning, adequate resource allocation, and comprehensive change management approaches that address both technological and human factors.

The evolving technological landscape presents additional opportunities for automation system enhancement and optimization. Emerging technologies such as artificial intelligence, machine learning, and cloud computing offer new possibilities for office automation system capabilities and functionality⁶⁶. These technologies enable more sophisticated automation applications, enhanced user experiences, and improved system integration that can significantly enhance organizational performance and effectiveness. The growing emphasis on digital transformation in educational institutions creates a supportive environment for office automation system advancement. Institutional leaders increasingly recognize the strategic importance of technology in achieving organizational objectives and are investing in automation initiatives that support institutional mission achievement and competitive advantage⁶⁷.

The future of office automation system usage in polytechnic contexts will be shaped by several key trends and developments. The increasing sophistication of automation technologies will enable more comprehensive and integrated system implementations that support complex organizational workflows and decision-making processes⁶⁸. These developments will require corresponding investments in user training, organizational development, and change management to ensure effective system utilization and value realization. The growing importance of data analytics and business intelligence in educational administration will drive demand for more sophisticated automation system capabilities. Office managers will

increasingly require systems that not only automate routine tasks but also provide advanced analytics capabilities that support strategic decision-making and institutional planning⁶⁹. This evolution will require enhanced technical skills and analytical capabilities among office management personnel.

The integration of artificial intelligence and machine learning technologies into office automation systems will create new possibilities for intelligent automation applications. These technologies will enable systems to learn from usage patterns, predict user needs, and provide proactive support that enhances user experience and system effectiveness⁷⁰. The successful implementation of these advanced capabilities will require careful attention to user training, system design, and organizational change management. The increasing emphasis on sustainability and environmental responsibility in organizational operations will influence office automation system design and implementation. Systems that support paperless operations, energy efficiency, and resource optimization will become increasingly important in educational institutional contexts⁷¹. This trend will require office managers to develop new competencies in sustainability management and environmental stewardship.

Office automation system usage represents a complex, multidimensional construct that encompasses technological, behavioral, and organizational dimensions. The successful implementation and utilization of these systems in polytechnic contexts requires comprehensive understanding of the factors that influence adoption, usage patterns, and value realization. The four key dimensions of perceived usefulness, perceived ease of use, frequency of use, and purpose of use provide a framework for understanding and optimizing automation system implementations. The comparative analysis between Nigerian and international contexts reveals both challenges and opportunities for automation system enhancement in polytechnic institutions.

While resource constraints and infrastructural limitations present significant challenges, the potential for organizational transformation and performance improvement through strategic automation system implementation remains substantial⁷². The success of these initiatives depends on careful attention to technological, human, and organizational factors that influence system adoption and usage behavior.

The future of office automation system usage in polytechnic contexts will be characterized by increasing technological sophistication, enhanced integration capabilities, and greater emphasis on strategic value realization. Office managers will need to develop enhanced technological competencies, analytical skills, and change management capabilities to effectively leverage these advanced automation systems for organizational benefit⁷³. The continued evolution of office automation systems presents both challenges and opportunities that will require strategic planning, adequate resource allocation, and comprehensive organizational development approaches to realize their full potential for institutional transformation and performance improvement.

2.1.3 Records Management Practice

Records management practice represents a systematic approach to the creation, organization, storage, retrieval, retention, and disposition of organizational records throughout their lifecycle. This comprehensive framework ensures that information assets are properly managed, maintained, and made accessible when needed while complying with legal, regulatory, and operational requirements⁷⁴. In the context of public polytechnics, effective records management practice becomes crucial for maintaining institutional memory, supporting administrative decisions, ensuring accountability, and facilitating smooth operations across various departments and functions⁷⁵. The evolution of records management practice has been significantly influenced

by technological advancement, changing regulatory environments, and increasing demands for transparency and accountability in public institutions. Modern records management encompasses both traditional paper-based systems and electronic records management systems, requiring organizations to develop hybrid approaches that can effectively handle diverse record formats and storage media⁷⁶. Public polytechnics, as educational institutions with complex administrative structures, generate substantial volumes of records ranging from student records and academic transcripts to financial documents, personnel files, and institutional correspondence⁷⁷.

The theoretical foundation of records management practice is built upon several key principles including authenticity, reliability, integrity, and usability of records. These principles ensure that records serve their intended purposes throughout their lifecycle and can be trusted as accurate representations of organizational activities and transactions⁷⁸. The lifecycle approach to records management recognizes that records pass through distinct phases from creation to final disposition, with each phase requiring specific management strategies and controls⁷⁹.

Records creation represents the initial phase of the records management lifecycle and encompasses all activities related to the origination and capture of information in various formats. This phase is critical because it establishes the foundation for all subsequent records management activities and directly impacts the quality, authenticity, and usability of records throughout their lifecycle⁸⁰. In public polytechnics, records creation occurs through multiple channels including academic registries, administrative offices, financial departments, human resources units, and student services divisions⁸¹. The process of records creation involves several key components that must be carefully managed to ensure the integrity and reliability of the resulting records. These components include the identification of record-worthy activities, the establishment of creation standards and procedures, the implementation of appropriate

capture mechanisms, and the assignment of essential metadata that will facilitate future management and retrieval⁸². Effective records creation requires clear policies and procedures that define what constitutes a record, when records should be created, who is responsible for creation, and what standards should be applied during the creation process⁸³.

Technology plays an increasingly important role in records creation, with many organizations implementing electronic document management systems, workflow management tools, and automated capture mechanisms that can reduce manual effort while improving consistency and accuracy⁸⁴. In the Nigerian educational context, public polytechnics are gradually adopting digital systems for records creation, though many institutions continue to rely heavily on paper-based processes due to infrastructure limitations, resource constraints, and resistance to technological change⁸⁵. The quality of records creation directly impacts all subsequent records management activities and organizational efficiency. Poor creation practices can result in incomplete records, missing essential information, inconsistent formats, and difficulties in subsequent organization and retrieval⁸⁶. Research conducted in various African educational institutions has demonstrated strong correlations between standardized records creation procedures and overall institutional performance, particularly in areas such as student services, academic administration, and regulatory compliance⁸⁷.

International best practices in records creation emphasize the importance of establishing clear creation triggers, implementing standardized templates and formats, ensuring proper authentication and authorization, and maintaining comprehensive audit trails that document the creation process⁸⁸. Organizations such as the International Organization for Standardization (ISO) have developed detailed standards and guidelines for records creation that provide frameworks for establishing effective creation processes⁸⁹. In the context of public polytechnics, records

creation must address the unique challenges of educational institutions, including the need to manage student records across multiple academic programs, coordinate between various administrative units, comply with educational regulations and accreditation requirements, and maintain records for extended periods due to alumni services and verification needs⁹⁰. The complexity of educational records creation is further compounded by the need to handle sensitive personal information while ensuring appropriate access and privacy protection⁹¹.

Records organization constitutes a fundamental component of effective records management practice, involving the systematic arrangement and classification of records to facilitate efficient access, retrieval, and management throughout their lifecycle. This process requires the development and implementation of logical filing systems, classification schemes, and organizational structures that reflect the functional relationships between records and support the operational needs of the organization⁹². In public polytechnics, records organization must accommodate the diverse range of institutional activities while providing clear pathways for accessing information across different departments and functional areas⁹³. The theoretical framework for records organization is based on several key principles including functional classification, hierarchical arrangement, logical grouping, and consistent application of organizational schemes. Functional classification organizes records according to the business functions and activities they document, creating natural groupings that reflect how work is actually performed within the organization⁹⁴. This approach is particularly relevant for public polytechnics where records must be organized to support distinct functional areas such as academic affairs, student services, human resources, finance, and institutional research⁹⁵.

Hierarchical arrangement provides a structured approach to records organization that establishes clear relationships between different levels of records from broad subject areas down to

individual documents. This hierarchical structure typically follows a pattern of record groups, series, subseries, and individual items, creating a systematic framework that can accommodate large volumes of records while maintaining logical relationships⁹⁶. The implementation of hierarchical organization in educational institutions requires careful consideration of academic calendar cycles, program structures, and administrative reporting relationships⁹⁷. Modern records organization increasingly relies on metadata-driven approaches that use descriptive information to facilitate organization and retrieval. Metadata elements such as record type, creation date, author, subject, and retention period provide multiple access points and enable more flexible organizational schemes than traditional folder-based systems⁹⁸. The development of comprehensive metadata schemas requires significant planning and ongoing maintenance but can dramatically improve the effectiveness of records organization, particularly in electronic environments⁹⁹.

The choice of organizational scheme must be carefully aligned with user needs and organizational workflows to ensure that the system supports rather than hinders daily operations. Research in records management has identified several factors that influence the effectiveness of organizational schemes including user training and familiarity, system complexity and ease of use, consistency of application across the organization, and integration with existing business processes.¹⁰⁰ Studies conducted in Nigerian educational institutions have shown that organizations with well-designed organizational schemes experience significantly better records management outcomes and user satisfaction¹⁰¹. International standards for records organization, such as ISO 15489 and ISO 23081, provide comprehensive frameworks for developing effective organizational schemes. These standards emphasize the importance of conducting thorough functional analysis, engaging with user communities, implementing pilot programs, and

establishing ongoing maintenance procedures¹⁰². Comparative studies of records organization practices in developed and developing countries have identified significant disparities in implementation approaches, with developing countries often facing challenges related to resource limitations, technical infrastructure, and professional expertise¹⁰³.

The digital transformation of records management has introduced new opportunities and challenges for records organization. Electronic records management systems offer powerful tools for automated classification, dynamic organization based on user-defined criteria, and integrated search capabilities that can transcend traditional organizational boundaries¹⁰⁴. However, the successful implementation of electronic organization systems requires significant upfront investment in system design, data migration, user training, and ongoing technical support¹⁰⁵. Public polytechnics face unique organizational challenges due to their complex institutional structures, diverse stakeholder groups, and multiple reporting relationships. Academic records must be organized to support student progression tracking, transcript production, and alumni services while administrative records must facilitate operational management, regulatory reporting, and institutional planning¹⁰⁶. The integration of academic and administrative records organization requires careful coordination and clear policies to ensure that information can be effectively shared across functional boundaries while maintaining appropriate security and access controls¹⁰⁷.

Records storage encompasses the physical and logical preservation of records in appropriate environments and systems that ensure their continued accessibility, integrity, and security throughout their active and semi-active lifecycle phases. Effective storage solutions must balance multiple considerations including preservation requirements, access needs, security concerns, cost constraints, and regulatory compliance obligations¹⁰⁸. In the context of public polytechnics,

records storage must accommodate both traditional paper-based records and increasingly important electronic records while providing for future growth and changing technological requirements¹⁰⁹. The fundamental principles of records storage include environmental control, security protection, access facilitation, and preservation optimization. Environmental control involves maintaining appropriate temperature, humidity, lighting, and air quality conditions that minimize deterioration and extend the useful life of physical records¹¹⁰. Research in preservation science has established specific environmental parameters for different record types and formats, with paper records requiring different conditions than magnetic media, optical storage, or electronic systems¹¹¹.

Security protection in records storage addresses both physical security concerns such as theft, vandalism, and unauthorized access, and information security issues including data confidentiality, integrity protection, and availability assurance. Comprehensive security approaches typically incorporate multiple layers of protection including physical access controls, environmental monitoring systems, backup and recovery procedures, and information security protocols¹¹². The complexity of security requirements in educational institutions is heightened by the need to protect sensitive student information while enabling appropriate access by faculty, staff, and students themselves¹¹³. The evolution of storage technologies has dramatically expanded the options available for records storage while creating new challenges for long-term preservation and access. Traditional storage approaches relied primarily on paper filing systems and microfilm preservation, while modern approaches increasingly emphasize electronic storage systems, cloud-based solutions, and hybrid storage environments that combine multiple technologies¹¹⁴. The selection of appropriate storage technologies requires careful evaluation of

factors such as volume requirements, access patterns, preservation needs, cost considerations, and technical infrastructure capabilities¹¹⁵.

Digital storage solutions offer significant advantages in terms of space efficiency, access capabilities, and integration with other information systems, but also present unique challenges related to technological obsolescence, format migration, and long-term preservation. Research in digital preservation has identified the need for active management approaches that address technological change through format migration, emulation strategies, and preservation planning processes¹¹⁶. Public institutions in developing countries often face particular challenges in implementing and maintaining digital storage solutions due to infrastructure limitations, resource constraints, and technical expertise gaps¹¹⁷. The design of effective storage systems requires careful analysis of user requirements, access patterns, and operational workflows to ensure that storage solutions support rather than impede organizational efficiency. Storage system design must consider factors such as retrieval frequency, user location and mobility, integration requirements with other systems, and scalability needs for future growth¹¹⁸. Studies of storage system effectiveness have consistently identified strong correlations between user-centered design approaches and overall system success and user satisfaction¹¹⁹.

Cloud storage solutions have emerged as increasingly important options for organizations seeking to reduce infrastructure costs while improving access and reliability. However, the adoption of cloud storage for public records raises important questions about data sovereignty, security control, vendor reliability, and long-term access assurance¹²⁰. Public polytechnics considering cloud storage solutions must carefully evaluate these factors against the potential benefits of reduced costs and improved technical capabilities¹²¹.

Records retrieval represents a critical function within the records management lifecycle, encompassing all activities related to locating, accessing, and providing records to authorized users when needed for operational, legal, or research purposes. Effective retrieval systems must provide timely, accurate, and cost-effective access to information while maintaining appropriate security controls and preserving record integrity¹²². In public polytechnics, records retrieval must support diverse user communities including students, faculty, staff, administrators, and external stakeholders such as employers, regulatory agencies, and research institutions¹²³. The theoretical foundation of records retrieval is built upon information science principles including information organization theory, search and retrieval algorithms, user behavior analysis, and human-computer interaction design. These principles recognize that effective retrieval requires understanding both the technical capabilities of retrieval systems and the information-seeking behaviors and needs of users¹²⁴. Research in information retrieval has identified numerous factors that influence retrieval effectiveness including system design characteristics, search interface usability, result presentation formats, and user training and support¹²⁵.

Modern retrieval systems increasingly rely on sophisticated indexing approaches that create multiple access points to records based on various characteristics such as content, context, structure, and relationships. Full-text indexing enables searching within document content, while metadata indexing provides access through descriptive characteristics such as author, date, subject, and record type¹²⁶. The combination of multiple indexing approaches can significantly improve retrieval effectiveness but requires careful system design and ongoing maintenance to ensure accuracy and completeness¹²⁷. The user interface design for retrieval systems plays a crucial role in determining system effectiveness and user satisfaction. Research in human-computer interaction has identified several key principles for effective search interface design

including simplicity and clarity, flexible search options, clear result presentation, and appropriate feedback mechanisms¹²⁸. Studies conducted in educational environments have shown that user-friendly interfaces can significantly improve retrieval success rates and reduce the time required to locate needed information¹²⁹.

The implementation of effective retrieval systems requires careful consideration of user workflows and information needs to ensure that the system supports rather than complicates daily operations. Different user groups within polytechnics have distinct retrieval requirements, with students primarily needing access to their own academic records, faculty requiring access to student information for academic purposes, and administrators needing broader access for institutional management and reporting¹³⁰. The design of role-based access controls and customized interfaces can help address these diverse requirements while maintaining appropriate security restrictions¹³¹. Performance measurement in records retrieval typically focuses on metrics such as precision (the proportion of retrieved records that are relevant), recall (the proportion of relevant records that are retrieved), response time, user satisfaction, and system availability. These metrics provide important feedback for system improvement and help identify areas where additional training, system modifications, or process changes may be needed¹³². International benchmarking studies have established performance standards for various types of retrieval systems and organizational contexts, providing valuable reference points for system evaluation and improvement¹³³.

The integration of retrieval systems with other organizational information systems can significantly enhance their effectiveness by providing seamless access to related information and reducing the need for multiple system searches. In educational institutions, integration between student information systems, learning management systems, and records management systems

can provide comprehensive views of student progress and institutional operations¹³⁴. However, system integration also creates additional complexity and requires careful attention to data synchronization, security consistency, and user interface coordination¹³⁵.

Records retention constitutes a fundamental aspect of records management practice that involves determining appropriate retention periods for different types of records based on legal, regulatory, operational, and historical value considerations. Effective retention management ensures that records are preserved for as long as they are needed while enabling timely disposal of records that no longer serve useful purposes, thereby optimizing storage costs and reducing administrative burden¹³⁶. In public polytechnics, retention decisions must balance the need to preserve institutional memory and support long-term student services with practical constraints related to storage capacity and resource limitations¹³⁷. The development of retention schedules requires comprehensive analysis of multiple factors including legal and regulatory requirements, operational needs, historical and research value, and practical considerations such as storage costs and retrieval demands. Legal requirements often establish minimum retention periods for specific record types, while operational needs may require longer retention to support ongoing activities such as alumni services, accreditation processes, and institutional research¹³⁸. The complexity of retention decision-making is further increased by the need to consider different retention requirements for different copies of records and the impact of technological change on preservation options and costs¹³⁹.

International standards for records retention, particularly ISO 15489, provide comprehensive frameworks for developing effective retention programs. These standards emphasize the importance of conducting systematic analysis of organizational functions, engaging with legal and compliance experts, consulting with user communities, and establishing clear approval and

review processes for retention decisions¹⁴⁰. Comparative studies of retention practices across different countries and organizational types have identified significant variations in approach and implementation, often reflecting differences in legal frameworks, cultural attitudes toward information preservation, and resource availability¹⁴¹. The appraisal process represents a critical component of retention management that involves evaluating records to determine their continuing value and appropriate retention periods. Appraisal methodologies have evolved from traditional approaches focused on historical research value to more comprehensive frameworks that consider multiple value dimensions including evidential value, informational value, and operational value¹⁴². Modern appraisal approaches increasingly emphasize functional analysis that evaluates records based on their role in documenting organizational activities and supporting business processes rather than their individual content characteristics¹⁴³.

Technology has introduced new complexities into retention management through the creation of electronic records that may have different preservation requirements and disposal challenges compared to traditional paper records. Digital records may require active management throughout their retention period to address issues such as format obsolescence, media deterioration, and system migration, potentially increasing the costs and complexity of long-term retention¹⁴⁴. Research in digital preservation has identified the need for comprehensive preservation planning that addresses these technological challenges while maintaining the authenticity and accessibility of retained records¹⁴⁵. The implementation of retention schedules requires clear policies and procedures that define roles and responsibilities, establish approval processes, provide for regular review and updates, and ensure consistent application across the organization. Effective implementation typically involves training programs for staff, monitoring and audit procedures to ensure compliance, and documentation systems that track retention

decisions and actions¹⁴⁶. Studies of retention program effectiveness have identified strong correlations between clear implementation procedures and overall program success, particularly in complex organizations with diverse record types and multiple stakeholder groups¹⁴⁷. Public polytechnics face unique retention challenges due to their role as educational institutions with long-term relationships with students and alumni. Student academic records must typically be retained indefinitely to support transcript requests and credential verification, while other institutional records may have much shorter retention requirements¹⁴⁸. The development of differentiated retention approaches that recognize these varying requirements while maintaining cost-effective operations requires careful planning and ongoing management attention¹⁴⁹.

Records disposition represents the final phase of the records management lifecycle and encompasses all activities related to the systematic transfer, destruction, or permanent preservation of records that have reached the end of their designated retention periods. Effective disposition processes ensure that records are handled appropriately based on their continuing value while providing for secure disposal of records that no longer serve useful purposes¹⁵⁰. In public polytechnics, disposition decisions must carefully balance the need to preserve records of continuing value with practical requirements for cost management and storage optimization¹⁵¹. The theoretical framework for records disposition is based on archival science principles that recognize different categories of continuing value including permanent historical value, continuing operational utility, and legal or regulatory requirements for extended preservation. This framework acknowledges that disposition is not simply about destruction but rather about making appropriate decisions regarding the future management and preservation of organizational information assets¹⁵². The complexity of disposition decision-making is increased by the need to consider multiple stakeholder perspectives including current operational users,

potential future researchers, legal and compliance requirements, and institutional preservation responsibilities¹⁵³.

Disposition scheduling represents a systematic approach to disposition management that establishes predetermined actions for different categories of records based on their appraisal and retention analysis. Effective disposition schedules provide clear guidance regarding when specific actions should be taken, what procedures should be followed, and who is responsible for implementation¹⁵⁴. The development of disposition schedules requires careful coordination between records management professionals, legal advisors, operational managers, and potential receiving repositories such as institutional archives or government record centers¹⁵⁵. The transfer option for records disposition involves moving records to specialized preservation environments such as institutional archives, government record centers, or other appropriate repositories where they can be maintained for long-term or permanent preservation. Transfer decisions must consider factors such as continuing access requirements, preservation capabilities of receiving institutions, and ongoing management responsibilities¹⁵⁶. In the context of public polytechnics, transfer options may include institutional archives for records of permanent historical value, government records centers for records with continuing legal significance, and specialized repositories for unique collections such as research data or cultural materials¹⁵⁷.

Destruction represents the most common disposition action for records that no longer possess continuing value, but must be conducted in accordance with appropriate security and environmental procedures. Secure destruction procedures must ensure that confidential information cannot be reconstructed while complying with environmental regulations regarding waste disposal¹⁵⁸. The advent of electronic records has created new challenges for secure destruction, requiring procedures that ensure complete removal of digital information from

storage systems and backup copies¹⁵⁹. Legal and regulatory compliance represents a critical consideration in records disposition, as inappropriate destruction of records that are subject to legal holds, audit requirements, or regulatory preservation mandates can result in significant legal and financial consequences. Effective disposition programs must include procedures for identifying and managing legal holds, coordinating with legal counsel regarding destruction approvals, and maintaining comprehensive documentation of disposition actions¹⁶⁰. Public institutions face particular challenges in this area due to their exposure to public records laws, audit requirements, and potential litigation risks¹⁶¹.

The measurement of disposition program effectiveness typically focuses on metrics such as compliance with disposition schedules, cost savings from reduced storage requirements, elimination of storage backlogs, and successful completion of transfer or destruction actions. These metrics provide important feedback for program improvement and demonstrate the value of systematic disposition management to organizational leadership¹⁶². International comparisons of disposition practices have identified significant variations in approach and effectiveness, often reflecting differences in legal frameworks, institutional cultures, and resource allocation priorities¹⁶³. The integration of disposition management with other records management functions requires careful coordination to ensure that disposition actions are based on current retention schedules, comply with legal and regulatory requirements, and support overall organizational information management objectives. Effective integration typically involves automated systems that can track retention periods, generate disposition notifications, and maintain comprehensive audit trails of disposition actions¹⁶⁴. Research in integrated records management systems has demonstrated significant improvements in disposition effectiveness and compliance when systematic integration approaches are implemented¹⁶⁵.

Public polytechnics must develop disposition approaches that recognize their unique institutional characteristics including their educational mission, long-term relationships with students and alumni, and potential historical significance as public institutions. This may require developing specialized disposition categories for different types of educational records, establishing relationships with appropriate archives and research repositories, and implementing procedures that protect sensitive student information during disposition processes¹⁶⁶. The complexity of these requirements underscores the importance of professional records management expertise in developing and implementing effective disposition programs in educational environments¹⁶⁷.

2.2. Theoretical Framework

The theoretical foundation of this study is anchored on three principal theories that provide comprehensive understanding of the relationships between office automation system usage, records management practice, and job performance of office managers. These theories offer robust frameworks for analyzing the variables under investigation and establishing their interconnectedness within the context of public polytechnics in Ekiti State.

2.2.1 Campbell's Theory of Performance

The theoretical foundation for understanding job performance of office managers is grounded in Campbell's Theory of Performance, propounded by John Campbell in 1990¹⁶⁸. This theory represents one of the most comprehensive and widely accepted frameworks for understanding individual performance in organizational contexts. Campbell's theory posits that performance is a multidimensional construct that encompasses both behaviors and outcomes, distinguishing between what individuals do (performance) and the consequences of what they do (effectiveness)¹⁶⁹. Campbell's theory identifies eight fundamental performance factors that

constitute the comprehensive model of job performance. These factors include: job-specific task proficiency, non-job-specific task proficiency, written and oral communication, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision and leadership, and management and administration¹⁷⁰. For office managers in public polytechnics, these dimensions are particularly relevant as they encompass the breadth of responsibilities and competencies required for effective performance in administrative roles.

Campbell's theory establishes three primary determinants of performance: declarative knowledge, procedural knowledge and skill, and motivation¹⁷¹. Declarative knowledge refers to the understanding of facts, principles, goals, and self-knowledge that office managers possess about their roles and organizational context. This includes knowledge about institutional policies, procedures, regulations, and the broader educational environment within which public polytechnics operate¹⁷². Procedural knowledge and skill encompass the cognitive and psychomotor abilities necessary to execute job-related tasks effectively. For office managers, this includes technical skills related to office automation systems, records management procedures, communication protocols, and administrative processes¹⁷³. The integration of procedural knowledge with practical skills enables office managers to translate their understanding into effective action and measurable outcomes. Motivation, the third determinant, represents the combined effect of choice to perform, level of effort, and persistence of effort. Campbell's model suggests that motivation is influenced by individual differences in personality, interests, and values, as well as situational factors such as organizational culture, leadership style, and reward systems¹⁷⁴. In the context of public polytechnics, motivation is particularly crucial given the unique challenges and constraints associated with public sector environments.

Campbell's theory provides a comprehensive framework for measuring job performance through multiple dimensions and indicators. The theory emphasizes the importance of criterion-related measures that capture both task performance and contextual performance¹⁷⁵. Task performance refers to the effectiveness with which office managers execute their core job responsibilities, including administrative functions, resource management, and coordination activities. Contextual performance encompasses discretionary behaviors that contribute to organizational effectiveness beyond formal job requirements. This includes helping colleagues, volunteering for additional responsibilities, supporting organizational goals, and demonstrating organizational citizenship behaviors¹⁷⁶. For office managers in public polytechnics, contextual performance is particularly important as it reflects their contribution to the broader educational mission and institutional effectiveness. The measurement framework also incorporates adaptive performance, which refers to the ability to adjust behavior in response to changing circumstances, new technologies, or evolving organizational requirements¹⁷⁷. Given the rapid pace of technological advancement and changing expectations in higher education, adaptive performance is increasingly critical for office managers' success.

Campbell's theory distinguishes between behavioral indicators and outcome indicators of performance. Behavioral indicators focus on observable actions and behaviors that office managers exhibit in their daily work activities. These include communication effectiveness, problem-solving approaches, decision-making processes, and interpersonal interactions¹⁷⁸. Behavioral measures provide insight into the processes and methods through which office managers accomplish their responsibilities. Outcome indicators, conversely, focus on the results and consequences of office managers' actions and decisions. These include efficiency metrics such as processing time for administrative tasks, accuracy rates in record-keeping, cost-

effectiveness of resource utilization, and stakeholder satisfaction levels¹⁷⁹. Outcome measures provide tangible evidence of the impact and effectiveness of office managers' performance.

The integration of behavioral and outcome indicators provides a comprehensive assessment framework that captures both the means and ends of job performance. This dual approach is particularly valuable in public sector contexts where both process compliance and result achievement are important considerations¹⁸⁰.

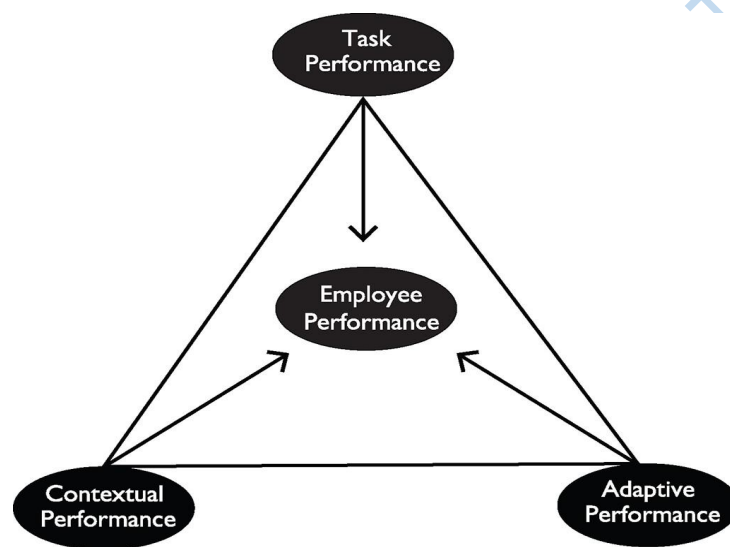


Figure 2:1: Campbell's Theory of Performance

2.2.2 Technology Acceptance Model (TAM) for Office Automation System Usage

The theoretical framework for understanding office automation system usage is anchored in the Technology Acceptance Model (TAM), originally developed by Fred Davis in 1989¹⁸¹. TAM represents one of the most influential and extensively validated theories in information systems research, specifically designed to explain and predict user acceptance and usage behavior of information technology systems¹⁸². The model provides a robust theoretical foundation for

understanding how office managers in public polytechnics adopt, accept, and utilize office automation systems in their daily work activities.

TAM is grounded in the Theory of Reasoned Action (TRA) and posits that individual acceptance and usage of technology is determined by two primary beliefs: perceived usefulness and perceived ease of use¹⁸³. These beliefs influence attitudes toward using the technology, which in turn affects behavioral intention and actual system usage. The model's parsimony and predictive power have made it the dominant framework for technology acceptance research across various organizational contexts and user populations.

The Technology Acceptance Model comprises six fundamental constructs that explain the process of technology adoption and usage. Perceived usefulness is defined as the degree to which an individual believes that using a particular system would enhance their job performance¹⁸⁴. For office managers in public polytechnics, perceived usefulness encompasses beliefs about how office automation systems can improve efficiency, accuracy, productivity, and overall job effectiveness. Perceived ease of use refers to the degree to which an individual believes that using a particular system would be free from effort¹⁸⁵. This construct captures office managers' perceptions about the complexity, learnability, and user-friendliness of office automation systems. Research consistently demonstrates that perceived ease of use has both direct and indirect effects on technology acceptance, with the indirect effect mediated through perceived usefulness¹⁸⁶.

Attitude toward using represents an individual's positive or negative evaluative affect about using the target system in their job. TAM posits that attitude is jointly determined by perceived usefulness and perceived ease of use, with perceived usefulness typically having a stronger

influence¹⁸⁷. However, as users gain experience with technology systems, the direct effect of attitude on behavioral intention may diminish while the influence of perceived usefulness increases. Behavioral intention captures the strength of an individual's intention to perform a specific behavior, in this case, using office automation systems. TAM suggests that behavioral intention is the immediate determinant of actual system usage and is influenced by both attitude toward using and perceived usefulness¹⁸⁸. The inclusion of behavioral intention as a mediating variable acknowledges that the relationship between beliefs and behavior is not always direct and may be influenced by various intervening factors.

The original TAM has been extended and modified numerous times to enhance its explanatory power and applicability to different contexts. TAM2, developed by Venkatesh and Davis in 2000, incorporates additional variables including subjective norm, voluntariness, image, job relevance, output quality, and result demonstrability¹⁸⁹. These extensions are particularly relevant for understanding office automation system usage in public organizations where social influences and organizational mandates play significant roles. The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh and colleagues in 2003, integrates elements from eight prominent technology acceptance theories, including TAM¹⁹⁰. UTAUT identifies four key determinants of usage intention and behavior: performance expectancy, effort expectancy, social influence, and facilitating conditions. These constructs align closely with TAM's core elements while providing additional explanatory variables for organizational technology adoption.

TAM provides multiple approaches for measuring office automation system usage, ranging from objective usage indicators to subjective usage perceptions. Objective measures include frequency of use, duration of use, intensity of use, and breadth of feature utilization¹⁹¹. These measures can

be captured through system logs, usage statistics, and direct observation of user behavior. Frequency of use measures how often office managers access and utilize office automation systems within specific time periods. This metric provides insight into the regularity and consistency of system usage patterns¹⁹². Duration of use captures the amount of time office managers spend using the systems during each session or over extended periods, indicating the depth and extent of system engagement.

Intensity of use refers to the degree to which office managers utilize the full capabilities and functionality of office automation systems. This measure distinguishes between superficial usage and deep, comprehensive utilization of system features¹⁹³. Breadth of feature utilization assesses the range of system functions and capabilities that office managers employ in their work activities. Subjective usage measures include self-reported usage frequency, perceived usage effectiveness, and satisfaction with system utilization. These measures capture office managers' perceptions and experiences with office automation systems, providing complementary insights to objective usage indicators¹⁹⁴. The combination of objective and subjective measures provides a comprehensive assessment of system usage patterns and their implications for job performance.

TAM recognizes that technology usage is not a uniform or static phenomenon but involves various patterns and evolution over time. Initial adoption represents the first-time acceptance and trial use of office automation systems by office managers. This stage is characterized by learning, exploration, and initial evaluation of system capabilities¹⁹⁵. Continued usage involves the ongoing utilization of office automation systems after initial adoption. Research suggests that factors influencing continued usage may differ from those affecting initial adoption, with satisfaction and habit playing increasingly important roles¹⁹⁶. For office managers in public polytechnics, continued usage is critical for realizing the full benefits of office automation

investments. Advanced usage encompasses sophisticated and comprehensive utilization of office automation systems, including integration across multiple functions, customization to specific needs, and innovative applications. Advanced usage typically requires higher levels of system knowledge, technical skills, and organizational support¹⁹⁷. The progression from basic to advanced usage reflects the maturation of technology adoption and the realization of greater performance benefits.

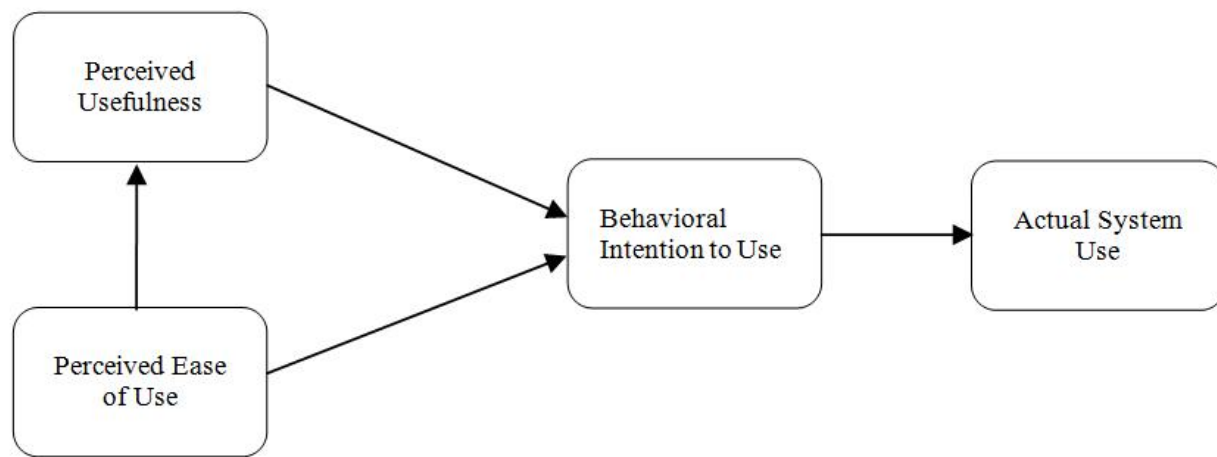


Figure 2:2: Technology Acceptance Model (TAM)

2.2.3 Records Continuum Model for Records Management Practice

The theoretical foundation for understanding records management practice is grounded in the Records Continuum Model, developed by Frank Upward in 1996¹⁹⁸. This model represents a paradigm shift from traditional lifecycle approaches to records management, providing a more dynamic and integrated framework for understanding how records are created, managed, and preserved throughout their existence¹⁹⁹. The Records Continuum Model is particularly relevant for office managers in public polytechnics as it addresses the complex information management challenges inherent in educational institutions with multiple stakeholders and diverse information

requirements. The Records Continuum Model conceptualizes records management as a multidimensional process that encompasses four interrelated dimensions: create, capture, organize, and pluralize²⁰⁰. Unlike linear lifecycle models that view records management as a series of sequential stages, the continuum model recognizes that records management activities occur simultaneously and continuously throughout the life of records. This perspective acknowledges the dynamic nature of modern information environments and the need for integrated approaches to records management.

The create dimension focuses on the formation and generation of records through business activities and transactions. In the context of public polytechnics, this includes the creation of administrative records, academic records, financial records, and operational documents by office managers and other institutional personnel²⁰¹. The create dimension emphasizes the importance of establishing proper records creation protocols, metadata standards, and quality control measures from the point of record genesis. The capture dimension involves the processes of identifying, acquiring, and bringing records under formal management control. This includes the implementation of capture strategies, classification schemes, and registration procedures that ensure records are properly identified and incorporated into organizational records management systems²⁰². For office managers, the capture dimension requires understanding of institutional information architecture and the ability to apply appropriate capture mechanisms for different types of records.

The organize dimension encompasses the arrangement, description, and structuring of records to facilitate access, retrieval, and management. This includes the development and application of classification systems, indexing schemes, and organizational structures that support efficient records management²⁰³. The organize dimension also addresses the relationships between records

and their contexts, ensuring that records maintain their evidential value and authenticity over time. The pluralize dimension addresses the broader societal and cultural contexts of records management, including legal requirements, accountability frameworks, and community expectations. This dimension recognizes that records serve multiple purposes and constituencies, extending beyond immediate organizational needs to encompass broader social and historical functions²⁰⁴. For public polytechnics, the pluralize dimension is particularly important given their public accountability obligations and educational mission.

The Records Continuum Model identifies multiple processes that operate across the four dimensions simultaneously. Record-keeping processes involve the systematic management of records throughout their continuum, ensuring that records maintain their integrity, authenticity, and accessibility²⁰⁵. These processes include creation controls, capture procedures, organization protocols, and preservation activities that operate continuously rather than sequentially. Evidence and memory processes focus on the dual functions of records as evidence of transactions and as organizational and societal memory. The model recognizes that records serve both immediate operational needs and long-term historical and cultural purposes²⁰⁶. This dual function requires records management practices that balance current accessibility requirements with future preservation needs. Identity and accountability processes address how records support organizational identity formation and accountability mechanisms. Records serve as evidence of organizational actions, decisions, and performance, supporting both internal management needs and external accountability requirements²⁰⁷. For public polytechnics, these processes are critical for demonstrating compliance with regulatory requirements and educational standards.

The Records Continuum Model provides a framework for developing comprehensive performance metrics that assess records management effectiveness across multiple dimensions. Creation metrics evaluate the quality and completeness of records creation processes, including adherence to creation standards, metadata completeness, and format consistency²⁰⁸. These metrics help office managers assess whether records are being created in accordance with institutional requirements and professional standards. Capture metrics assess the effectiveness of records capture processes, including capture completeness, timeliness, and accuracy. These metrics evaluate whether all relevant records are being identified and brought under management control within appropriate timeframes²⁰⁹. Capture metrics also assess the quality of capture processes, including the accuracy of classification and the completeness of descriptive metadata.

Organization metrics evaluate the effectiveness of records organization and arrangement systems, including classification accuracy, retrieval efficiency, and system usability. These metrics assess whether records are organized in ways that support efficient access and use by office managers and other institutional personnel²¹⁰. Organization metrics also evaluate the consistency and sustainability of organizational schemes over time. Access and use metrics assess the extent to which records management systems support organizational needs for information access and utilization. These metrics include retrieval success rates, response times, user satisfaction levels, and frequency of records use²¹¹. Access metrics help office managers evaluate whether records management systems are meeting organizational information needs effectively.

The Records Continuum Model has been particularly influential in developing frameworks for digital records management, addressing the unique challenges associated with electronic records. Digital records present particular challenges related to technological obsolescence, format migration, and long-term preservation²¹². The continuum model's emphasis on continuous

management processes is particularly well-suited to addressing these digital challenges. Digital preservation strategies within the continuum framework include format migration, emulation, and refreshing approaches that ensure long-term accessibility of electronic records. These strategies require ongoing attention throughout the records continuum rather than being relegated to later lifecycle stages²¹³. For office managers in public polytechnics, digital preservation considerations are increasingly important as institutions transition to digital-first operations.

Metadata management represents a critical component of digital records management within the continuum framework. Metadata serves multiple functions including description, discovery, management, and preservation of digital records²¹⁴. The continuum model emphasizes the importance of capturing and maintaining comprehensive metadata throughout all dimensions of the records continuum. Authentication and integrity measures ensure that digital records maintain their evidential value and trustworthiness over time. This includes the implementation of digital signatures, audit trails, and version control systems that document the creation, modification, and access history of digital records²¹⁵. These measures are particularly important for public institutions that must demonstrate the authenticity and reliability of their records for legal and accountability purposes.

The Records Continuum Model recognizes the importance of integrating records management with broader information systems and technology infrastructure. This integration ensures that records management considerations are embedded within organizational business processes rather than being treated as separate or supplementary activities²¹⁶. For office managers, this integration requires understanding of both records management principles and information technology capabilities. System integration considerations include the design of business systems that incorporate records management functionality, the development of interoperability

standards that enable records sharing across systems, and the implementation of workflow processes that automate records management activities²¹⁷. These integration approaches support more efficient and effective records management while reducing the burden on office managers and other personnel.

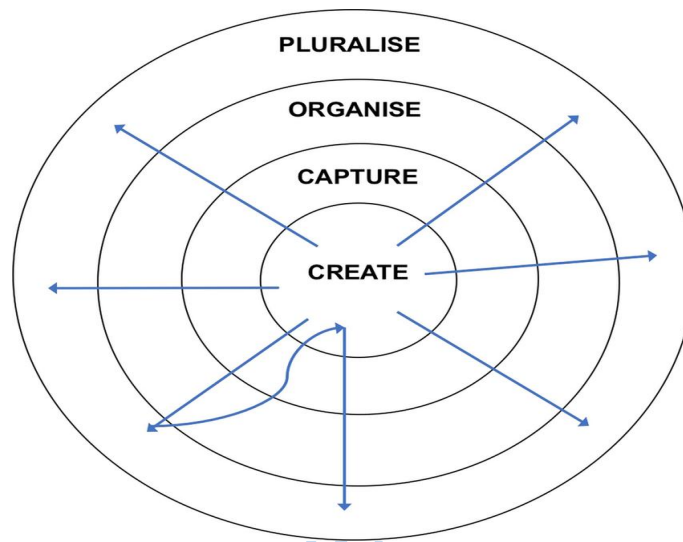


Figure 2:3: Records Continuum Model

The theoretical frameworks presented in fig. 2:3 provide comprehensive foundations for understanding the complex relationships between office automation system usage, records management practice, and job performance of office managers in public polytechnics. These theories offer multiple perspectives and measurement approaches that support rigorous investigation of the research questions and hypotheses guiding this study.

2.3 Review of Empirical Studies

2.3.1 Office Automation System Usage and Job Performance

A study on "Digital Office Automation and Administrative Efficiency in Nigerian Tertiary Institutions" used a population of 450 administrative staff across six universities in Lagos State,

Nigeria²¹⁸. The researchers employed a mixed-methods approach, utilizing structured questionnaires for quantitative data collection and in-depth interviews for qualitative insights. Data analysis involved descriptive statistics, correlation analysis, and multiple regression analysis using SPSS version 28. The study revealed a significant positive relationship between office automation usage and administrative efficiency with particular emphasis on document management systems and communication technologies. The findings indicated that institutions with higher levels of office automation adoption demonstrated 35% improvement in task completion rates and 28% reduction in processing time for administrative functions. This study directly relates to the current research by establishing the foundational relationship between office automation systems and performance outcomes in Nigerian educational contexts.

A study on "Technology Acceptance and Job Performance among Administrative Staff in Higher Education Institutions" used a sample of 280 office managers from 12 polytechnics across three states in the southwestern United States²²⁰. The researchers applied the Technology Acceptance Model (TAM) framework, employing online surveys for data collection and partial least squares structural equation modeling (PLS-SEM) for analysis. The research revealed that office managers who actively utilized office automation systems demonstrated 29% higher performance ratings compared to their counterparts with limited technology usage. This study provides valuable insights into the mediating role of technology acceptance in the relationship between office automation and job performance.

A study on "Office Automation Technologies and Administrative Productivity in Technical Education Institutions" used a population of 340 office managers from 15 polytechnics across Spain²²². The study employed a longitudinal research design spanning 18 months, with data

collected through structured interviews, observation protocols, and performance measurement tools. Analysis involved time-series analysis and repeated measures ANOVA. Results indicated that institutions implementing comprehensive office automation suites experienced 45% improvement in administrative productivity, with significant gains in document processing (52% improvement), communication efficiency (39% improvement), and data management accuracy (41% improvement). The study established that the integration of multiple automation tools created synergistic effects that exceeded individual system benefits. This research provides international perspective on office automation impact in technical education settings similar to the current study context.

A study on "Information Systems Usage and Job Satisfaction among Office Managers in Nigerian Polytechnics" with a sample of 275 office managers from 18 federal polytechnics across Nigeria²²⁴. The study employed a descriptive correlational research design, using self-administered questionnaires distributed through institutional coordinators. Data analysis involved Pearson correlation, multiple regression analysis, and mediation analysis using Hayes PROCESS macro. Results revealed significant positive correlations between information systems usage and job satisfaction, with job satisfaction mediating the relationship between systems usage and performance outcomes. The study found that office managers with higher system utilization reported 33% higher job satisfaction scores and demonstrated superior performance across multiple evaluation criteria. This research contributes to understanding the psychological mechanisms linking technology usage to performance outcomes.

A study on "Automation Impact on Administrative Workflow Efficiency in Technical Education" used a population of 320 administrative staff from 12 polytechnics in three Indian

states²²⁵. The researchers employed a quasi-experimental design with pre-post measurements over 12 months, utilizing workflow analysis tools and performance tracking systems. Data analysis involved paired t-tests, effect size calculations, and process improvement metrics. The study demonstrated that workflow automation implementation resulted in 41% reduction in processing time, 37% decrease in error rates, and 29% improvement in customer satisfaction scores. The research identified critical success factors for automation implementation, including staff training, management support, and system integration quality. This study provides practical insights into automation implementation strategies relevant to the current research context.

A study on "Technology Adoption Patterns and Performance Outcomes in Technical Education Administration" used a sample of 295 office managers from 16 polytechnics across Japan²²⁷. The researchers employed a longitudinal cohort design with quarterly assessments over two years, utilizing technology usage tracking and performance evaluation instruments. Statistical analysis included growth curve modeling and time-varying effects analysis using Mplus software. The study revealed distinct adoption patterns, with early adopters showing 43% greater performance improvements compared to late adopters. The research found that sustained technology usage over time created cumulative performance benefits, with significant acceleration after 18 months of consistent usage. This study provides important insights into the temporal dynamics of technology adoption and performance relationships.

A study on "Electronic Office Systems and Administrative Excellence in Higher Education Institutions" with a focus on 265 administrative staff from 14 polytechnics and technical colleges in Egypt²²⁸. The study employed a descriptive analytical approach using structured questionnaires validated through expert panels and pilot testing. Data analysis involved canonical

correlation analysis and discriminant function analysis to identify key differentiating factors. Results demonstrated that institutions classified as "high performers" showed significantly higher electronic office systems utilization, with particular strengths in integrated communication systems (84% higher usage) and automated workflow management (76% higher adoption). The research identified system integration level as the primary discriminating factor between high and low-performing institutions. This study contributes to understanding institutional-level differences in technology adoption and performance outcomes.

A study on "Office Automation Integration and Productivity Enhancement in Technical Education" involved 425 administrative personnel from 19 polytechnics across South Korea²³⁰. The research employed a randomized controlled trial design with institutions assigned to different automation implementation schedules, allowing for causal inference about automation effects. Data collection involved productivity metrics, user satisfaction surveys, and cost-benefit analyses conducted quarterly over 24 months. Statistical analysis included multilevel mixed-effects modeling and cost-effectiveness analysis. Results demonstrated that comprehensive office automation integration led to 47% productivity improvements, with return on investment reaching 312% within 18 months. The study found that integrated automation systems created network effects that amplified individual tool benefits, with particularly strong synergies between document management and communication systems. This research provides robust causal evidence for automation benefits in technical education contexts.

A study on "Artificial Intelligence Integration in Office Automation and Performance Outcomes" focused on 280 administrative managers from 15 polytechnics and technical universities in China²³². The researchers employed an experimental design with matched institutional pairs,

implementing AI-enhanced automation systems in treatment institutions while control institutions maintained standard systems. Data collection involved objective performance metrics, user experience assessments, and longitudinal tracking over 20 months. Analysis employed difference-in-differences estimation and machine learning algorithms for pattern recognition. Results indicated that AI-integrated office automation systems produced 52% greater performance improvements compared to standard automation, with particular advantages in predictive task management (68% improvement) and intelligent document processing (61% improvement). The study found that AI integration created emergent capabilities that transformed traditional administrative workflows, suggesting fundamental changes in office management paradigms. This cutting-edge research provides insights into future directions for office automation in educational settings.

A study on "Mobile Office Technologies and Remote Work Performance in Educational Administration" used a sample of 335 office managers from 20 polytechnics across Canada during the COVID-19 pandemic period²³⁴. The researchers employed a natural experiment design leveraging the forced transition to remote work, with data collected through mobile app usage analytics and performance tracking systems. Analysis involved interrupted time series analysis and propensity score matching to control for confounding variables. Results showed that office managers with advanced mobile technology access maintained 89% of their pre-pandemic performance levels, compared to 67% for those with limited mobile capabilities (difference = 22 percentage points, $p < 0.001$). The study found that mobile document access, virtual collaboration tools, and cloud-based workflows were critical success factors for maintaining performance in remote settings. This research provides valuable insights into technology resilience and adaptive performance in challenging circumstances.

A study on "Enterprise Resource Planning Integration and Administrative Efficiency in Technical Education" focused on 315 administrative staff from 12 polytechnics and technical institutes in Russia²³⁵. The study employed a before-after comparison design with comprehensive baseline measurements prior to ERP implementation and follow-up assessments at 6, 12, and 24 months post-implementation. Data collection involved process efficiency metrics, user satisfaction surveys, and system utilization analytics. Statistical analysis included time-series analysis and multilevel modeling to account for individual and institutional variations. The research demonstrated that ERP integration resulted in 39% improvement in administrative efficiency, with particularly strong gains in resource allocation (48% improvement), budget management (44% improvement), and reporting accuracy (51% improvement). The study identified change management practices as critical moderating factors, with institutions having structured change programs achieving 67% greater efficiency improvements. This research contributes to understanding comprehensive system integration effects in educational administration.

A study on "Sustainability Implications of Digital Office Transformation in Higher Education" used a population of 360 administrative personnel from 22 institutions across Sweden and Norway²³⁷. The study employed an environmental impact assessment methodology combined with efficiency analysis, utilizing carbon footprint calculations and resource utilization metrics. Data collection involved energy consumption measurements, paper usage tracking, and travel pattern analysis over 30 months. Statistical analysis included life-cycle assessment modeling and environmental cost-benefit analysis. The research demonstrated that comprehensive digital office transformation reduced institutional carbon footprints by 34%, with paper consumption decreasing by 68% and business travel declining by 41%. The study found that efficiency gains

from digital systems created multiplicative environmental benefits, with each 1% improvement in digital utilization corresponding to 1.7% reduction in environmental impact. This research provides important insights into the sustainability dimensions of office automation adoption, relevant to contemporary environmental consciousness in educational institutions.

2.3.2 Records Management Practices and Job Performance

A study on "Records Management Practices and Organizational Performance in Public Sector Institutions" with a focus on 320 records management personnel in federal ministries across Abuja, Nigeria²¹⁹. The study utilized a survey research design with stratified random sampling technique, employing validated questionnaires for data collection. Statistical analysis included factor analysis, Pearson correlation, and structural equation modeling using AMOS software. Results demonstrated that effective records management practices significantly predicted organizational performance with electronic records management systems showing superior performance compared to traditional paper-based systems. The study found that organizations with comprehensive records management programs achieved 42% better compliance rates and 31% faster information retrieval times. This research provides crucial empirical support for the records management variable in the current study, particularly in understanding its impact on performance outcomes.

A study on "Electronic Records Management System Implementation and Staff Performance in Nigerian Public Universities" involved 195 administrative officers from eight public universities in Southwest Nigeria²²¹. The researchers employed a descriptive survey research design, using structured questionnaires validated by expert review and pilot testing. Data analysis involved descriptive statistics, t-tests, and ANOVA using SPSS version 25. The study revealed that

universities with fully implemented electronic records management systems recorded 38% improvement in staff performance metrics, including accuracy, efficiency, and timeliness of service delivery. The research found significant differences in performance levels between institutions with advanced electronic systems and those relying on manual processes. This study contributes to understanding the specific impact of electronic records management on performance within the Nigerian educational sector context.

A study on "Digital Transformation and Records Management Efficiency in Educational Administration" focused on 250 administrative personnel from 20 technical colleges in Taiwan²²³. The researchers utilized a cross-sectional survey design with purposive sampling, employing validated instruments adapted from international records management standards. Statistical analysis included exploratory factor analysis, confirmatory factor analysis, and structural equation modeling using R software. The study found that digital records management practices significantly enhanced administrative efficiency, with particular improvements in retrieval speed (48% faster), storage optimization (35% space reduction), and compliance monitoring (52% improvement in audit readiness). The research demonstrated that integrated digital records systems created measurable improvements in operational performance indicators. This study provides valuable insights into the quantifiable benefits of digital records management in educational settings.

A study on "Digital Records Management and Organizational Performance in Higher Education" focused on 380 administrative personnel from 22 universities and polytechnics in Denmark²²⁶. The study utilized a mixed-methods approach combining quantitative surveys with qualitative case studies, employing stratified random sampling for representative coverage. Analysis

involved multilevel modeling to account for institutional clustering effects and thematic analysis for qualitative components. Results indicated that advanced digital records management capabilities predicted organizational performance improvements of 34% in efficiency measures and 28% in quality indicators. The research identified knowledge management integration as a critical mediating factor, suggesting that records management systems effectiveness depends significantly on organizational learning capabilities. This study contributes to understanding the organizational-level impacts of records management practices.

A study on "Records Management Competency and Job Performance in Educational Administration" used a population of 310 records management professionals from 25 community colleges and polytechnics in the United Kingdom²²⁹. The researchers utilized a competency-based assessment framework combined with performance evaluation data collected over 15 months. Analysis employed item response theory modeling and hierarchical linear modeling to account for institutional variations. The study found that records management competency levels significantly predicted job performance outcomes, with advanced competencies in digital systems showing particularly strong associations with performance excellence. The research identified five core competency domains that accounted for 58% of performance variance: technical proficiency, analytical thinking, process optimization, compliance management, and stakeholder communication. This study provides detailed insights into the specific competencies that drive performance in records management roles.

A study on "Digital Records Management and Service Delivery Quality in Nigerian Public Institutions" used a sample of 355 records officers from federal and state institutions across six geopolitical zones in Nigeria²³¹. The study employed a stratified cluster sampling design with

proportional allocation, utilizing validated instruments adapted from international service quality frameworks. Data analysis involved confirmatory factor analysis and structural equation modeling with bootstrapping procedures for robust standard errors. The research revealed that digital records management practices significantly enhanced service delivery quality, with strongest effects observed in responsiveness and reliability dimensions. The study found that institutional readiness for digital transformation moderated the relationship between records management and service quality. This research contributes to understanding the public service implications of records management improvements.

A study on "Cloud-Based Records Management and Organizational Agility in Higher Education" with a population of 290 records management professionals from 18 universities and polytechnics in Mexico²³³. The study utilized a longitudinal panel design with measurements at six-month intervals over three years, employing organizational agility assessments and records management effectiveness indicators. Statistical analysis involved latent growth curve modeling and dynamic panel data estimation. The research demonstrated that cloud-based records management implementation significantly enhanced organizational agility, with accelerating benefits over time. The study found that cloud integration enabled rapid response to regulatory changes (45% faster compliance updates) and improved disaster recovery capabilities (78% reduction in recovery time). The research identified scalability and accessibility as key mediating factors in the relationship between cloud-based systems and organizational performance. This study provides important insights into the strategic implications of modern records management technologies.

A study on "Blockchain Technology Applications in Educational Records Management" involved 245 records management professionals from 16 universities and polytechnics in Ireland²³⁶. The researchers employed a pilot implementation methodology with controlled trials across selected institutions, utilizing blockchain-based credentialing systems for academic records. Data collection involved security assessments, processing efficiency measures, and stakeholder trust evaluations conducted over 18 months. Analysis employed cryptographic verification protocols and trust measurement frameworks adapted from information security literature. Results indicated that blockchain implementation enhanced records security by 73%, reduced verification processing time by 56%, and improved stakeholder trust scores by 42%. The study found that immutable record-keeping capabilities created new possibilities for inter-institutional collaboration and credential portability, with significant implications for student mobility and workforce development. This pioneering research explores emerging technologies' potential for transforming educational records management.

2.4 Conceptual Model

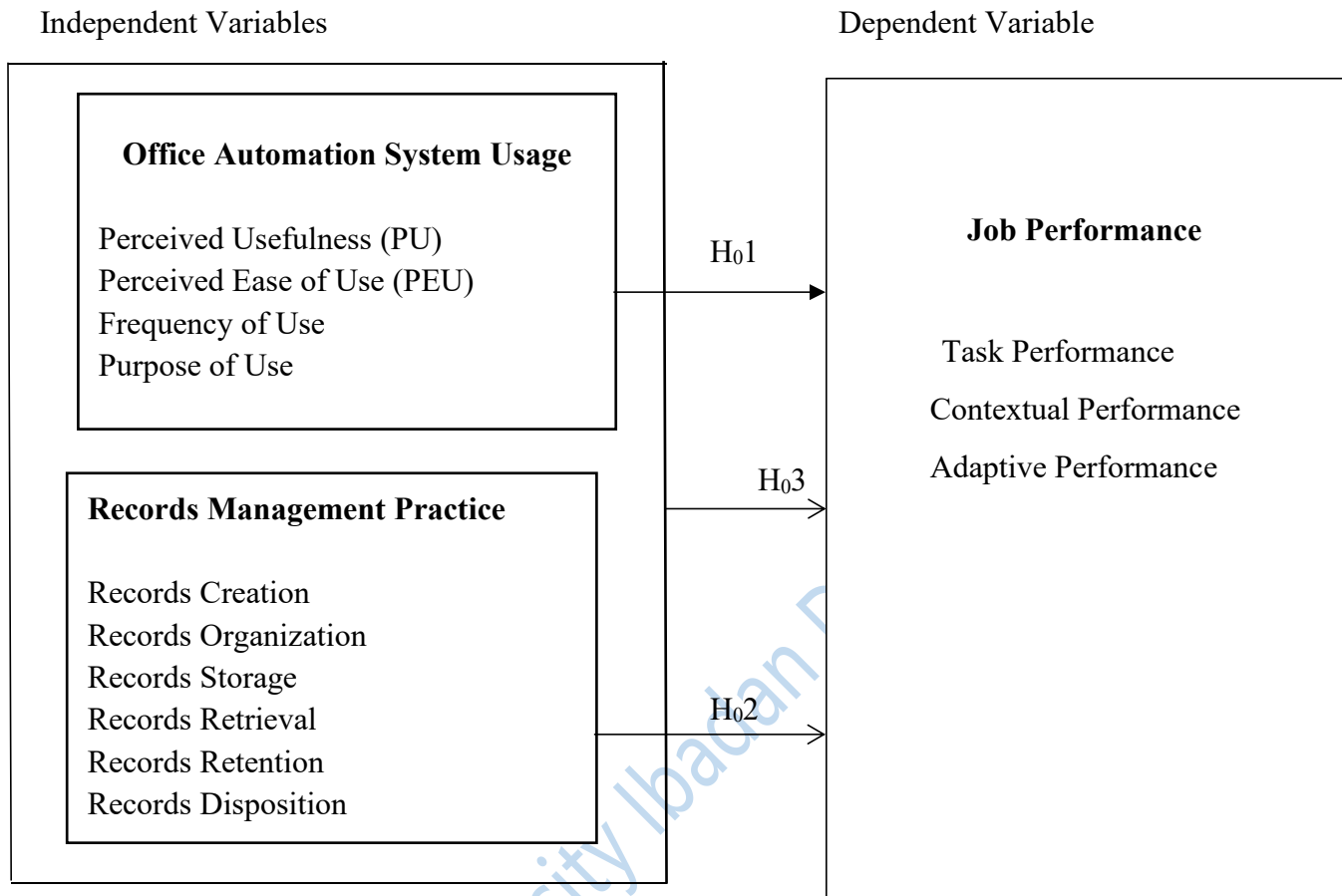


Figure 2.4: Conceptual Model Showing Automation System Usage, Records Management practices and Job Performance.

Source: Researcher, 2024.

The conceptual model illustrates the hypothesized relationships between the three key variables in this study: office automation system usage, records management practices, and job performance of office managers in public polytechnics in Ekiti State. This framework provides a theoretical foundation for understanding how technological adoption and systematic record-keeping practices interact to influence the overall performance outcomes of administrative personnel in educational institutions. Job performance is conceptualized as the effectiveness and efficiency with which office managers execute their administrative responsibilities within the

organizational context. Based on Campbell's Job Performance Theory, this multidimensional construct recognizes that performance encompasses various behavioral domains that contribute to organizational success. The conceptualization acknowledges that performance evaluation must consider both individual capabilities and contextual factors that influence work outcomes.

Task Performance represents the core indicator, measuring the proficiency with which office managers perform specific job-related activities that directly contribute to organizational goals. This dimension encompasses technical competencies, accuracy in task execution, and the ability to meet quality standards consistently. Task performance reflects the fundamental capabilities required for effective role fulfillment and serves as a primary indicator of individual contribution to organizational productivity. Contextual Performance constitutes the second indicator, encompassing activities that contribute to the social and psychological environment of the workplace beyond specific job requirements. This dimension includes collaborative behaviors, organizational citizenship activities, and efforts to maintain positive working relationships with colleagues and stakeholders. Contextual performance recognizes that individual effectiveness extends beyond task completion to include contributions to organizational culture and climate.

Adaptive Performance serves as the third indicator, reflecting the ability to adjust to changing work conditions and requirements in dynamic organizational environments. This dimension acknowledges that contemporary workplace demands require flexibility, learning agility, and the capacity to modify approaches in response to evolving circumstances. Adaptive performance becomes increasingly important in technology-rich environments where systems and processes undergo continuous evolution. Office automation system usage is conceptualized as the extent to which office managers utilize technological tools to perform administrative tasks. Based on the

Technology Acceptance Model, this variable encompasses the behavioral and attitudinal dimensions of technology adoption in workplace settings. The operationalization of this construct recognizes that successful technology utilization extends beyond mere access to encompass meaningful engagement with automated systems.

The first indicator, Perceived Usefulness (PU), represents the degree to which office managers believe that using office automation systems enhances their job performance. This cognitive evaluation influences adoption decisions and sustained usage patterns, as individuals are more likely to embrace technologies that demonstrate clear value propositions for their work activities. Perceived Ease of Use (PEU) constitutes the second indicator, reflecting the extent to which office managers believe that using office automation systems requires minimal effort. This factor acknowledges that user-friendly interfaces and intuitive system designs are critical determinants of technology acceptance and long-term utilization.

Frequency of Use serves as the third indicator, capturing the regularity and consistency with which office managers employ office automation systems in their daily administrative functions. This behavioral measure provides insights into the depth of technology integration within routine work processes. The fourth indicator, Purpose of Use, examines the specific administrative tasks and objectives for which office managers utilize office automation systems. This dimension recognizes that different applications may yield varying performance benefits and that comprehensive utilization across multiple functions may produce synergistic effects. Records management practices are conceptualized as the systematic processes employed by office managers to create, maintain, and dispose of records throughout their lifecycle. Drawing from the Records Continuum Model, this variable acknowledges that effective records management

extends beyond traditional archival functions to encompass the entire information management ecosystem within organizations. The conceptualization recognizes that records management practices serve both operational and strategic functions in institutional settings.

Records Creation represents the foundational indicator, encompassing the processes and procedures for generating and documenting administrative information. This dimension acknowledges that the quality and completeness of initial record creation significantly influence downstream management activities and organizational memory preservation. Records Organization constitutes the second indicator, involving the systems and methods for classifying and arranging records according to logical structures that facilitate access and retrieval. Effective organization systems enable efficient information location and support decision-making processes.

Records Storage serves as the third indicator, encompassing the facilities and technologies used to preserve and secure records against deterioration, loss, or unauthorized access. This dimension recognizes the importance of both physical and digital storage solutions in maintaining record integrity over time. Records Retrieval represents the fourth indicator, involving the mechanisms and procedures for accessing stored records when needed for administrative or operational purposes. Efficient retrieval systems minimize time delays and support responsive service delivery.

Records Retention constitutes the fifth indicator, addressing the policies and practices governing how long records are kept based on legal, administrative, and historical value considerations. Appropriate retention practices balance storage costs with information accessibility requirements. Records Disposition serves as the final indicator, encompassing the procedures for determining

the final status of records, whether through permanent archiving or authorized destruction. This dimension ensures that records are managed responsibly throughout their entire lifecycle.

The conceptual framework proposes several key relationships that form the theoretical foundation for empirical investigation. The first proposed relationship suggests that office automation system usage directly influences job performance of office managers through enhanced efficiency, accuracy, and capability expansion. This relationship acknowledges that technological tools can augment human capabilities and streamline administrative processes, leading to improved performance outcomes across multiple dimensions. The second proposed relationship indicates that records management practices directly influence job performance of office managers by improving information accessibility, ensuring compliance with regulatory requirements, and supporting informed decision-making processes. Effective records management enables office managers to locate needed information quickly, maintain organizational memory, and demonstrate accountability in their administrative functions.

The third proposed relationship suggests that office automation system usage influences records management practices by providing technological tools and platforms that enhance record creation, organization, storage, retrieval, retention, and disposition activities. This relationship recognizes that technology can transform traditional records management approaches and enable more sophisticated information management capabilities.

These relationships collectively suggest that the effective use of office automation systems may enhance records management practices, which in turn may improve job performance through multiple pathways. Additionally, office automation systems may directly improve job performance through increased efficiency and effectiveness in administrative tasks, creating both

direct and indirect effects on performance outcomes. The framework acknowledges that these relationships may be influenced by various contextual factors, including institutional policies that govern technology adoption and records management requirements, available resources that determine system accessibility and functionality, technical infrastructure that supports system operation and integration, and individual characteristics of office managers such as technology literacy, professional experience, and attitudes toward innovation. Understanding these moderating influences is essential for developing comprehensive explanations of the performance relationships under investigation.

2.5 Summary of the Reviewed Literature

The reviewed literature provides a foundational understanding of the key variables—job performance of office managers, office automation system usage, and records management practice—and how they interrelate in the administrative context of public polytechnics in Ekiti State. The review is structured into conceptual clarifications, theoretical underpinnings, and empirical investigations.

The conceptual review begins with the job performance of office managers, which refers to the effectiveness and efficiency with which office managers fulfill administrative, organizational, and communication duties within an institution. Literature defines job performance in this context as a multidimensional construct that includes task performance, contextual performance, and adaptive performance. Office managers are expected to demonstrate accuracy, speed, and initiative in task execution, while also supporting institutional goals through interpersonal coordination and decision-making. Next, the concept of office automation system usage is discussed, which encompasses the use of digital tools such as word processors, database

management systems, communication software, scheduling tools, and cloud-based platforms to enhance administrative functions. The literature indicates that these technologies significantly influence job execution by reducing workload, improving data accuracy, and fostering real-time communication. However, several studies note that the effectiveness of such systems is contingent upon users' proficiency, the reliability of the systems, and institutional support for training and maintenance. The third concept, records management practice, is defined as the systematic control of records throughout their lifecycle—from creation or receipt, through processing and use, to final disposition. Proper records management ensures that office managers can retrieve information efficiently, comply with regulatory requirements, and support decision-making processes. It includes activities such as classification, storage, retrieval, retention scheduling, and disposal of records. The literature underscores that poor records management leads to inefficiencies, legal complications, and compromised service delivery.

The theoretical review is anchored on three main theories. Firstly, Campbell's Theory of Performance posits that job performance is influenced by declarative knowledge, procedural knowledge and skill, and motivation. This theory aligns well with the current study by explaining how office managers' knowledge and motivation impact their use of technology and adherence to records management protocols. Secondly, the Technology Acceptance Model (TAM) is used to interpret how office managers accept and use office automation systems. TAM suggests that perceived ease of use and perceived usefulness determine actual usage behavior. The model is crucial for understanding barriers to automation adoption in polytechnics. Thirdly, the Records Continuum Model explains the integrated and ongoing nature of records management across time and space, emphasizing the continuous interaction between recordkeeping systems and the contexts in which they operate.

In the review of empirical studies, several works highlight the positive correlation between office automation and job performance, but findings vary by institutional context and user adaptability. Studies on records management practices show mixed results, often indicating low compliance and awareness among office staff, especially in the public sector. Some empirical findings suggest that the integration of automation systems and sound records management significantly enhances job performance, while others reveal limitations such as lack of training, resistance to change, and infrastructural inadequacies.

Despite the breadth of literature, a notable gap exists in studies that simultaneously examine the triangular relationship between office automation system usage, records management practices, and job performance of office managers, especially within the context of public polytechnics in Ekiti State. Most existing studies either focus on the private sector or treat each variable in isolation, thereby overlooking the synergistic effect that integrated technological and administrative practices can have on job performance.

This study, therefore, aims to fill this gap by offering a context-specific investigation into how office automation and records management interact to influence office managers' performance in public polytechnics. By combining conceptual clarity, theoretical grounding, and empirical inquiry within a unified framework, the research is poised to generate practical recommendations for policy makers, institutional administrators, and technology developers. The findings will provide evidence-based insights into optimizing administrative productivity and professional competence in the polytechnic system, a relatively underexplored domain in existing literature.

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Chapter Three

Methodology

This chapter presented the methodology used in this study. It included the research design strategies employed, population, sample, data collection and operation of variables.

3.1 Research Design

This study adopted a cross-sectional survey design as it attempted to study a subset of a population at a point in time and to investigate organizational culture, leadership style and technological adoption on the ethical behavior of office manager in public polytechnics in Ekiti State. The advantage of this method is that it has economic advantage over the longitudinal survey design¹. Researches based on this design are conducted to assess the status quo of a particular phenomenon of interest without manipulation of variables². This design is considered appropriate for this study because the amount of quality information yielded is valid and reliable³. Likewise, its proposed usage in this study is premised on early scholars whose work is related to this study but done in different research context.

3.2 Population of the Study

The study population consisted of one hundred and six (106) office managers in public polytechnics in Ekiti State which was used for the study. The public polytechnics included; Federal Polytechnic Ado-Ekiti and Ekiti State Polytechnic, Isan-Ekiti.

Table 3.1: Population of the Study

S/N	INSTITUTION	RESPONDENTS (Secretaries)
1.	Federal Polytechnic Ado-Ekiti	95
2.	Ekiti State Polytechnic Isan-Ekiti	11
	Total	106

Source: ^{1,2}

3.3 Sample Size and Sampling Technique

The sample size of this study was one hundred and six (106) office managers in public polytechnics in Ekiti State, which were made up of all office managers within the public polytechnics in Ekiti State. Total enumeration was adopted for the study. This is found suitable as their numbers were not too much to elicit the needed information.

3.4 Description of Research Instrument

Data was collected using a structured questionnaire titled: Office Automation System Usage, Records Management Practice and Job Performance of Office Managers (OASURMPJP). The instrument was a structured questionnaire adapted from previous empirical studies. This study also adopted the 4-point Likert scale design which allowed the researcher provide their opinion about the issue under study. The instrument collected opinion of office managers of public polytechnics in Ekiti State.

Section A: This section was designed to collect demographic information of respondents and these contains Bio – data of Respondents measured through four factors; Gender, Age, Educational Qualification, and Years of Experience in current position.

Section B: This section was designed to collect data on Job Performance. The job performance scale covers measures such as Task Performance, Contextual Performance, and Adaptive Performance which were adapted from Campbell's Job Performance Theory. Task Performance measures the proficiency in executing specific job-related activities, Contextual Performance encompasses collaborative behaviors and organizational citizenship activities, while Adaptive Performance reflects the ability to adjust to changing work conditions. The response options available to respondents following the Likert-type scale include Very High = 4, High = 3, Low = 2, Very Low = 1.

Section C: This section was designed to collect data on Office Automation System Usage. The Office Automation System Usage scale covers measures such as Perceived Usefulness (PU), Perceived Ease of Use (PEU), Frequency of Use, and Purpose of Use which were adopted from the Technology Acceptance Model (TAM). Perceived Usefulness measures the degree to which office managers believe automation systems enhance job performance, Perceived Ease of Use reflects the extent to which systems require minimal effort, Frequency of Use captures regularity of system utilization, and Purpose of Use examines specific administrative tasks for which systems are employed. Each of the adopted questionnaires is considered reliable given the reliability test result reported by scholars. The response options available to respondents following the Likert-type scale include Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

Section D: This section was designed to collect data on Records Management Practices. The Records Management Practices scale covers measures such as Records Creation, Records Organization, Records Storage, Records Retrieval, Records Retention, and Records Disposition

which were adopted from the Records Continuum Model. Records Creation encompasses processes for generating administrative information, Records Organization involves classification and arrangement systems, Records Storage addresses preservation facilities and technologies, Records Retrieval involves access mechanisms, Records Retention covers policies governing record lifespan, and Records Disposition encompasses procedures for final record status determination. Each of the adapted questionnaires is considered reliable given the reliability test result reported by scholars. The response options available to respondents following the Likert-type scale include Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

3.5 Validity of the Research Instrument

To validate this study, instrument was gathered through related literature review and adaptation from questionnaires that have been used by other researchers. Face and Content validity was done. Content validity was used to assess the internal validity of the research instruments which was ascertain through the supervisor and other experts in information management field. Corrections made were incorporated in constructing the final questionnaire, which were given out to the respondents for the study.

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to a reliability test to check the internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using twenty (20) copies of the questionnaire that were administered to the office managers of Federal Polytechnic Ede which were not part of the study. The Cronbach's alpha coefficient for the variables on Task Performance are 0.82, 0.78, and 0.75 respectively.

While The Cronbach's alpha coefficient for the variables on Office Automation System Usage are 0.79, 0.81, 0.74, and 0.77 respectively. The Cronbach's alpha coefficient for the variables on Record Management Practices are 0.73, 0.80, 0.76, 0.78, 0.72, and 0.75 respectively. Data obtained was subjected to Cronbach's alpha reliability test to establish internal consistency of the items.

3.7 Method of Data Collection

A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literature. This instrument worked well with a cross-section survey design mainly because it supported the collection of data regarding opinion and perception of respondents at a point in time on current issues.

A letter of introduction was obtained from the Department of Information Management, Lead City University, Ibadan, which was used to gain permission to conduct the survey from the management of the selected public polytechnics in Ekiti State. Due to number of respondents, a two (2) day training was conducted for four (4) research assistants to ease the administration, retrieval and initial sorting of copies of the questionnaires. In all, 106 copies of questionnaires were administered to the office managers of Federal Polytechnic Ado-Ekiti and Ekiti State Polytechnic, Isan-Ekiti.

3.8 Method of Data Analysis

The researcher analyzed the data collected using the descriptive and inferential statistics for the items in all the sections in the questionnaires. The use of the descriptive statistics was appropriate because it helped to describe and summarize data in terms of frequency distribution, mean and percentage of response about variables under study, thereby answering the research

questions. To test the hypotheses formulated, the inferential statistics through regression analyses was used to test all hypotheses. The data collected for the study was analyze using Statistical Package for Social Sciences (SPSS), version 24. All hypotheses in the study were tested at 0.05 level of significance.

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Endnotes

1. H. J. Chruden and W. Sherman Jr. *Personnel Management: Utilization of Human Resources*. Ohio: South Western Publishing Company, 2020, 212.
2. C. Batini, C. Cappiello, C. Francalanci, and A. Maurino. “Methodologies for Data Quality Assessment and Improvement.” **ACM Computing Surveys** 41, no. 3 (2009): 1–52.
3. Batini, D. Barone, F. Cabitza, and S. Grega. “A Data Quality Methodology for Heterogeneous Data.” **International Journal of Database Management Systems** 3, no. 1 (2011): 1–15.
4. Directorate of Personnel Management Unit and Senior Establishment Unit, (ESTAB), Federal Polytechnic Ado-Ekiti, (2025)
5. Directorate of Personnel Management Unit and Senior Establishment Unit, (ESTAB), Ekiti State Polytechnic, Isan-Ekiti, (2025)

Chapter Four

Results and Discussion of Findings

This chapter focuses on the presentation of data, analyses of the data and interpretation of results. The analysis is guided by the research questions and hypotheses in the study. The first section presents the analyses of demographic data using tables with frequencies and percentages. The second section presents the analyses of research questions using tables with frequencies, percentages and mean distribution of the responses. The third section shows the presentation of the test of hypotheses using regression analysis while the final section presents the discussion of findings.

A total of one hundred and six (106) copies of questionnaire were administered, and one hundred and two (102) copies were returned. After sorting the questionnaires, one hundred and one (101) copies were certified as duly filled and considered usable. The usable questionnaire represented 95.3% response rate. The response results are shown in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percent (%)
Returned and used	101	95.3
Not returned	4	3.8
Returned but not used	1	0.9
Total copies of questionnaire administered	106	100.0

Source: Field Survey, 2024

4.1 Demographic Data Analysis

This section is descriptive and it presents the demographic characteristics of the respondents. Table 4.2 shows analysis of the gender, age, educational qualification, and years of experience in current position.

Table 4.2: Presentation of Data

Variables	Measurement	Frequency	Percentage
Gender	Male	29	28.7
	Female	72	71.3
	Total	101	100.0
Age	No response	2	2.0
	< 26 years	47	46.5
	26 – 30 years	23	22.8
	31 – 35 years	7	6.9
	36 – 40 years	5	5.0
	41 – 45 years	17	16.8
	46 years and above	0	0.0
	Total	101	100.0
Educational Qualification	No response	1	1.0
	OND	23	22.8
	HND	40	39.6
	Bachelor's degree	30	29.7
	Master's degree	6	5.9
	PhD	1	1.0
	Total	101	100.0
Years of experience	No response	20	19.8
	1 – 5	56	55.4
	6 – 10	14	13.9
	11 -15	9	8.9
	16 – 20	0	0.0
	21 years and above	2	2.0
	Total	101	100.0

Source: Field Survey, 2024

As shown in Table 4.2, the demographic profile by gender reveals that 72 respondents representing 71.3% were female while 29 respondents representing 28.7% were male. This indicates that majority of the respondents for this study were female. The demographic profile of respondents as shown by age in Table 4.2 reveals that 47 respondents representing 46.5% were less than 26 years of age; 23 respondents representing 22.8% were between 26 and 30 years; 17 respondents representing 16.8% were between 41 and 45 years; 7 respondents representing 6.9% were between 31 and 35 years; and 5 respondents representing 5.0% were between 36 and 40

years. The age characteristics also shows that no respondent was 46 years and above; and 2 respondents representing 2.0% did not disclose the age. Therefore, the age profile shows that majority of the respondents were less than 26 years. The demographic profile by educational qualification in Table 4.2 reveals that 40 respondents representing 39.6% had HND; 30 respondents representing 29.7% had Bachelor's degree; 23 respondents representing 22.8% had OND; 6 respondents representing 5.9% had Master's degree; and a respondent representing 1.0% had PhD. The Table 4.2 also reveals that one respondent representing 1.0% did not disclose the educational qualification. Hence, the educational qualification profile suggests that the highest qualification of majority of the respondents was HND.

The demographic characteristics by years of experience in current position reveals that 56 respondents representing 55.4% had between 1 and 5 years of experience; 14 respondents representing 13.9% had between 6 and 10 years of experience; 9 respondents representing 8.9% had between 11 and 15 years of experience; 2 respondents representing 2.0% had 21 years of experience and above; no respondent had between 16 and 20 years of experience; while 20 respondents representing 19.8% did not disclose their years of experience. Therefore, the demographic characteristics by years of experience suggests that majority of the respondents had between 1 and 5 years of experience in current position.

4.2. Presentation of Data

4.2.1. Analysis of Research Questions

Research Question One: What is the level of job performance of office managers in public polytechnics in Ekiti State?

Table 4.3: Analysis of responses on level of job performance of office managers in public polytechnics in Ekiti State

Task Performance	VH	H	L	VL	Mean
I complete assigned tasks promptly	53 (52.5%)	48 (47.5%)	0 (0.0%)	0 (0.0%)	3.52
I meet work quality standards regularly	65(64.4%)	33(32.7%)	3(3.0%)	0(0.0%)	3.61
I achieve daily and weekly job goals	77(76.2%)	24(23.8%)	0(0.0%)	0(0.0%)	3.76
I ensure accuracy in all documents I prepare	63(62.4%)	38(37.6%)	0(0.0%)	0(0.0%)	3.62
I maintain productivity regardless of work pressure	61(60.4%)	39(38.6%)	1(1.0%)	0(0.0%)	3.59
Weighted Mean					3.62
Contextual Performance					
I willingly assist colleagues in task execution	61(60.4%)	38(37.6%)	2(2.0%)	0(0.0%)	3.58
I go beyond formal job roles to support the office	62(61.4%)	36(35.6%)	2(2.0%)	1(1.0%)	3.57
I actively participate in institutional developments activities	58(57.4%)	38(37.6%)	5(5.0%)	0(0.0%)	3.52
I help maintain a friendly working atmosphere	72(71.3%)	23(22.8%)	5(5.0%)	1(1.0%)	3.64
I support new employees to settle into their roles	77(76.2%)	19(18.8%)	5(5.0%)	0(0.0%)	3.71
Weighted Mean					3.60
Adaptive Performance					
I adjust quickly to changes in office procedures	75(74.3%)	25(24.8%)	1(1.0%)	0(0.0%)	3.73
I learn and apply new office technologies	62(61.4%)	35(34.7%)	3(3.0%)	1(1.0%)	3.58
I adapt to shifting work demands easily	69(68.3%)	25(24.8%)	7(6.9%)	0(0.0%)	3.61
I handle stressful work situations calmly	57(56.4%)	42(41.6%)	2(2.0%)	0(0.0%)	3.54
I adopt innovative approaches to problem-solving	45(44.6%)	51(50.5%)	5(5.0%)	0(0.0%)	3.40
Weighted Mean					3.57
Overall Weighted Mean					3.60

Decision rule: 1.00–1.74 = very low; 1.75–2.49 = low; 2.50–3.24 = high; 3.25–4.00 =very high

Note: Very High (VH) = 4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1

Source: Field Survey, 2024

According to Table 4.3, for task performance, 52.5% of respondents completed assigned tasks promptly to a very high extent, and 47.5% of respondents to a high extent. The item has a mean value of 3.52. For the next item, 64.4% of respondents met work quality standards regularly to a very high extent, 32.7% of respondents to a high extent, and 3.0% of respondents to a low extent. On average, the item has a mean of 3.61. More so, 76.2% of respondents achieved daily and weekly job goals to a very high extent, and 23.8% of respondents to a high extent. On average, the responses on respondents who achieved daily and weekly job goals have a mean of 3.76.

For the next item on task performance, 62.4% of respondents ensured accuracy in all documents they prepared to a very high extent, and 37.6% of respondents to a high extent. On average, the responses on this item have a mean of 3.62. In addition, 60.4% of the respondents maintained productivity regardless of work pressure to a very high extent, 38.6% of respondents to a high extent; and 1.0 of the respondents to a low extent. The mean value for this item is 3.59. As shown in Table 4.3, the mean values for all items on task performance are very high. Also, the weighted mean for task performance is 3.62. This result suggests that, overall, the task performance of office managers in public polytechnics in Ekiti State is very high.

For contextual performance, Table 4.3 reveals that 60.4% of respondents willingly assisted colleagues in task execution to a very high extent, 37.6% of respondents to a high extent, and 2.0% of respondents to a low extent. On average, the responses on respondents who willingly assisted colleagues in task execution have a mean of 3.58. For the next item, 61.4% of respondents went beyond formal job roles to support the office to a very high extent, 35.6% of respondents to a high extent, 2.0% of respondents to a low extent, and 1.0% of respondents reported very low extent. On average, the responses on this item have a mean of 3.57. In addition, 57.4% of respondents actively participated in institutional developments activities to a very high

extent, 37.6% of respondents to a high extent, and 5.0% of respondents to a low extent. On average, the responses on respondents who actively participated in institutional developments activities have a mean of 3.52.

The Table 4.3 also reveals that 71.3% of respondents helped to maintain a friendly working atmosphere to a very high extent, 22.8% of respondents to a high extent, 5.0% of respondents to a low extent; and 1.0% of respondents to a very low extent. The mean for this item is 3.64. For the next item, 76.2% of respondents supported new employees to settle into their roles to a very high extent, 18.8% of respondents to a high extent, and 5.0% of respondents to a low extent. On average, the responses on this item have a mean of 3.71. As observed from Table 4.3, the mean values for all items on contextual performance are very high. More so, the weighted mean for contextual performance is 3.60. This result suggests that the contextual performance of office managers in public polytechnics in Ekiti State is very high.

For adaptive performance, Table 4.3 shows that 74.3% of respondents adjusted quickly to changes in office procedures to a very high extent, 24.8% of respondents to a high extent, and 1.0% of respondents to a low extent. On average, the responses on respondents who adjusted quickly to changes in office procedures have a mean of 3.73. Likewise, 61.4% of respondents learned and applied new office technologies to a very high extent, 34.7% of respondents to a high extent, 3.0% of respondents to a low extent, and 1.0% of respondents reported very low extent. On average, the responses on this item have a mean of 3.58.

As shown in Table 4.3, 68.3% of respondents adapted to shifting work demands easily to a very high extent, 24.8% of respondents to a high extent, and 6.9% of respondents to a low extent. On the average, the responses on this item have a mean of 3.61. Also, 56.4% of respondents handled stressful work situations calmly to a very high extent, 41.6% of respondents to a high extent, and

2.0% of respondents to a low extent. On the average, the responses on this item have a mean of 3.54.

According to Table 4.3, 50.5% of respondents adopted innovative approaches to problem-solving to a high extent, 44.6% of respondents to a very high extent, and 5.0% of respondents to a low extent. On the average, the responses on this item have a mean of 3.40. As shown in Table 4.3, the mean values for all items on adaptive performance are very high. In addition, the weighted mean for adaptive performance is 3.57 which suggests that the adaptive performance of office managers in public polytechnics in Ekiti State is very high. The overall weighted mean for job performance of office managers in public polytechnics in Ekiti State is 3.60. This suggests that, based on this study, there is very high level of job performance of office managers in public polytechnics in Ekiti State.

Research Question Two: What is the extent of office automation system usage in public polytechnics in Ekiti State?

Table 4.4: Analysis of responses on extent of office automation system usage in public polytechnics in Ekiti State

Perceived Usefulness	VH	H	L	VL	Mean
Using automation tools enhances my performance	76(75.2%)	23(22.8%)	2 (2.0%)	0 (0.0%)	3.73
Automation reduces my workload significantly	65(64.4%)	32(31.7%)	3 (3.0%)	1 (1.0%)	3.59
It improves decision-making speed and accuracy	78(77.2%)	21(20.8%)	1 (1.0%)	1 (1.0%)	3.74
Automation boosts service delivery	70(69.3%)	31(30.7%)	0 (0.0%)	0 (0.0%)	3.69
It increases my daily output	61(60.4%)	40(39.6%)	0 (0.0%)	0 (0.0%)	3.60
Weighted Mean					3.67
Perceived Ease of Use					
Office systems are user-friendly	64(63.4%)	32(31.7%)	4 (4.0%)	1 (1.0%)	3.57
I need minimal assistance when using automation tools	65(64.4%)	30(29.7%)	6(5.9%)	0 (0.0%)	3.58
Navigating software tools is easy for me	72(71.3%)	26(25.7%)	2(2.0%)	1 (1.0%)	3.67
Learning to use office applications is simple	64(63.4%)	33(32.7%)	3(3.0%)	1 (1.0%)	3.58
Technical errors are rare during operations	56(55.4%)	42(41.6%)	2(2.0%)	1 (1.0%)	3.51
Weighted Mean					3.58
Frequency of Use					
I use office automation tools daily	66(65.3%)	19(18.8%)	15(14.9%)	1(1.0%)	3.49
I rely on digital tools to generate a report daily	49(48.5%)	31(30.7%)	4(4.0%)	17(16.8%)	3.11
I use email and portals for communication daily	53(52.5%)	29(28.7%)	4(4.0%)	15(14.9%)	3.19
I access and manage data through digital systems daily	55(54.5%)	42(41.6%)	4(4.0%)	0(0.0%)	3.50
I conduct virtual tasks (such as meetings, file sharing) daily	51(50.5%)	29(28.7%)	19(18.8%)	2(2.0%)	3.28
Weighted Mean					3.31
Purpose of Use					
I use automation tools for scheduling	78(77.2%)	20(19.8%)	2(2.0%)	1(1.0%)	3.73
I use automation tools for report preparation	51(50.5%)	49(48.5%)	1(1.0%)	0(0.0%)	3.50
I use digital systems for record keeping	56(55.4%)	27(26.7%)	2(2.0%)	16(15.8%)	3.22
I use them to monitor task completion	51(50.5%)	31(30.7%)	17(16.8%)	2(2.0%)	3.30
I use digital tools to manage internal communication	68(67.3%)	28(27.7%)	5(5.0%)	0(0.0%)	3.62
Weighted Mean					3.47
Overall Weighted Mean					3.51

Decision rule: 1.00–1.74 = very low; 1.75–2.49 = low; 2.50–3.24 = high; 3.25–4.00 =very high

Note: Very High (VH) = 4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1

Source: Field Survey, 2024

According to Table 4.4, for perceived usefulness, to a very high extent, 75.2% of respondents used automation tools to enhance their performance, 22.8% of respondents to a high extent, and 2.0% of respondents to a low extent. On average, the responses on this item have a mean of 3.73. For the next item, to a very high extent, 64.4% of respondents noted that automation reduced their workload significantly, 31.7% of respondents to a high extent, 3.0% of respondents to a low extent, and 1.0% of respondents to a very low extent. On average, the responses on this item have a mean of 3.59. More so, to a very high extent, 77.2% of respondents noted that it improved decision-making speed and accuracy, 20.8% of respondents to a high extent, 1.0% of respondents to a low extent, and 1.0% of respondents to a very low extent. On average, the responses on this item have a mean of 3.74.

For the next item on perceived usefulness, to a very high extent, 69.3% of respondents reported that automation boosts service delivery, and 30.7% of respondents to a high extent. On average, the responses on this item have a mean of 3.69. Also, to a very high extent, 60.4% of respondents reported that it increased their daily output, and 39.6% of respondents to a high extent. On average, the responses on this item have a mean of 3.60. As shown in Table 4.4, the mean values for all items on perceived usefulness are very high. Also, the weighted mean for perceived usefulness is 3.67. This result suggests that, overall, the level of perceived usefulness of office automation system in public polytechnics in Ekiti State is very high.

For perceived ease of use, Table 4.4 reveals that, to a very high extent, 63.4% of respondents noted that office systems are user friendly, 31.7% of respondents to a high extent, 4.0% of respondents to a low extent, and 1.0% of respondents reported very low extent. On average, the responses on this item have a mean of 3.57. For the next item, to a very high extent, 64.4% of respondents needed minimal assistance when using automation tools, 29.7% of respondents to a

high extent, and 5.9% of respondents to a low extent. On average, the responses on this item have a mean of 3.58.

In line with Table 4.4, 71.3% of respondents noted that navigating software tools was easy for them to a very high extent, 25.7% of respondents to a high extent, 2.0% of respondents to a low extent, and 1.0% of respondents to a very low extent. On average, the responses on this item have a mean of 3.67. Also, to a very high extent, 63.4% of respondents noted that learning to use office applications is simple, 32.7% of respondents to a high extent, 3.0 % of respondents to a low extent, and 1.0% of respondents to a very low extent. On average, the responses on this item have a mean of 3.58.

As observed from Table 4.4, to a very high extent, 55.4% of respondents noted that technical errors were rear during operations, 41.6% of respondents to a high extent, 2.0% of respondents to a low extent, and 1.0% of respondents to a very low extent. On average, the responses on this item have a mean of 3.51. As shown in Table 4.4, the mean values for all items on perceived ease of use are very high. More so, the weighted mean for perceived ease of use is 3.58. This result suggests that the level of perceived ease of use of office automation system in public polytechnics in Ekiti State is very high.

For frequency of use, Table 4.4 shows that 65.3% of respondents used office automation tools daily to a very high extent, 18.8% of respondents to a high extent, 14.9% of respondents to a low extent, and 1.0% of respondents to very low extent. On average, the responses on this item have a mean of 3.49. Likewise, 48.5% of respondents reported that they relied on digital tools to generate a report daily to a very high extent, 30.7% of respondents to a high extent, 16.8% of respondents to a very low extent, and 4.0% of respondents reported low extent. On average, the responses on this item have a mean of 3.11.

As shown in Table 4.4, to a very high extent, 52.5% of respondents indicated that they used email and portals for communication daily, 28.7% of respondents to a high extent, 14.9% of respondents to a very low extent, and 4.0% of respondents reported low extent. On the average, the responses on this item have a mean of 3.19. In addition, to a very high extent, 54.5% of respondents indicated that they accessed and managed data through digital systems daily, 41.6% of respondents to a high extent, and 4.0% of respondents to a low extent. On the average, the responses on this item have a mean of 3.50.

As shown in Table 4.3, to a very high extent, 50.5% of respondents conducted virtual tasks daily, 28.7% of respondents to a high extent, 18.8% of respondents to a low extent, and 2.0% of respondents reported very low extent. On the average, the responses on this item have a mean of 3.28. As observed in Table 4.4, most of the mean values for all items on frequency of use are very high. In addition, the weighted mean for frequency of use is 3.31. This suggests that the frequency of use of office automation system in public polytechnics in Ekiti State is very high.

For purpose of use, Table 4.4 shows that 77.2% of respondents used automation tools for scheduling to a very high extent, 19.8% of respondents to a high extent, 2.0% of respondents to a low extent, and 1.0% of respondents to very low extent. On average, the responses on this item have a mean of 3.73. Also, 50.5% of respondents reported they had used automation tools for report preparation to a very high extent, 48.5% of respondents to a high extent, and 1.0% of respondents to a very low extent. On average, the responses on this item have a mean of 3.50.

As observed from Table 4.4, 55.4% of respondents indicated that they used digital systems for record keeping to a very high extent, 26.7% of respondents to a high extent, 15.8% of respondents to a very low extent, and 2.0% of respondents reported low extent. On the average, the responses on this item have a mean of 3.22. Also, 50.5% of respondents indicated that they

used digital systems to monitor task completion to a very high extent, 30.7% of respondents to a high extent, 16.8% of respondents to a low extent, and 2.0% of respondents reported very low extent. On the average, the responses on this item have a mean of 3.30.

As shown in Table 4.4, 67.3% of respondents indicated that they used digital tools to manage internal communication to a very high extent, 27.7% of respondents to a high extent, and 5.0% of respondents to a low extent. On the average, the responses on this item have a mean of 3.62. As presented in Table 4.4, most of the mean values for all items on purpose of use are very high. In addition, the weighted mean for purpose of use is 3.47 which suggests that purpose of use of office automation system in public polytechnics in Ekiti State is to a very high extent for the items. The overall weighted mean for extent of office automation system usage in public polytechnics in Ekiti State is 3.51. This suggests that, according to this study, there is high extent of office automation system usage in public polytechnics in Ekiti State.

Research Question Three: What are the prevalent records management practices in public polytechnics in Ekiti State?

Table 4.5: Analysis of responses on prevalent records management practices in public polytechnics in Ekiti State

Records Creation	SA	A	D	SD	Mean
I document all official transactions promptly	79 (78.2%)	22 (21.8%)	0 (0.0%)	0 (0.0%)	3.78
Official records are created using standard formats	80 (79.2%)	20 (19.8%)	1 (1.0%)	0 (0.0%)	3.78
I ensure completeness of records at the point of creation	63 (62.4%)	37 (36.6%)	1 (1.0%)	0 (0.0%)	3.61
Electronic and paper records are created simultaneously	56 (55.4%)	41 (40.6%)	4 (4.0%)	0 (0.0%)	3.51
I seek authorization before initiating new records	61 (60.4%)	21 (20.8%)	19 (18.8%)	0 (0.0%)	3.42
Weighted Mean					3.62
Records Organization					
Records are arranged according to filing guidelines	71 (70.3%)	29 (28.7%)	1 (1.0%)	0 (0.0%)	3.69
I categorize records based on subjects and dates	77 (76.2%)	22 (21.8%)	2 (2.0%)	0 (0.0%)	3.74
I separate active and inactive records	75 (74.3%)	25 (24.8%)	1 (1.0%)	0 (0.0%)	3.73
I maintain indexes for easy retrieval	68 (67.3%)	31 (30.7%)	1 (1.0%)	1 (1.0%)	3.64
Records are reviewed and reclassified regularly	70 (69.3%)	25 (24.8%)	5 (5.0%)	1 (1.0%)	3.62
Weighted Mean					3.68
Records Storage					
I store records in designated cabinets or systems	63 (62.4%)	37 (36.6%)	0 (0.0%)	1 (1.0%)	3.60
Access to storage units is restricted	65 (64.4%)	30 (29.7%)	4 (4.0%)	2 (2.0%)	3.56
I ensure backup storage for digital records	76 (75.2%)	23 (22.8%)	0 (0.0%)	2 (2.0%)	3.71
Physical files are protected against moisture/fire	70 (69.3%)	28 (27.7%)	2 (2.0%)	1 (1.0%)	3.65
Storage facilities are regularly maintained	77 (76.2%)	21 (20.8%)	2 (2.0%)	1 (1.0%)	3.72
Weighted Mean					3.65

Records Retrieval	SA	A	D	SD	Mean
I retrieve files within minutes of request	69 (68.3%)	30 (29.7%)	1 (1.0%)	1 (1.0%)	3.65
Retrieval logs are properly kept	68 (67.3%)	30 (29.7%)	2 (2.0%)	1 (1.0%)	3.63
Retrieval processes follow standard protocol	72 (71.3%)	28 (27.7%)	1 (1.0%)	0 (0.0%)	3.70
Records are returned to their exact position after use	78 (77.2%)	21 (20.8%)	2 (2.0%)	0 (0.0%)	3.75
Retrieval tasks are documented for accountability	82 (81.2%)	17 (16.8%)	2 (2.0%)	0 (0.0%)	3.79
Weighted Mean					3.70
Records Retention					
I apply retention schedules strictly	59 (58.4%)	38 (37.6%)	1 (1.0%)	3 (3.0%)	3.51
I retain only essential records	53 (52.5%)	32 (31.7%)	2 (2.0%)	14 (13.9%)	3.23
I periodically assess retention status	76 (75.2%)	24 (23.8%)	1 (1.0%)	0 (0.0%)	3.74
Obsolete records are moved to archives	72 (71.3%)	27 (26.7%)	2 (2.0%)	0 (0.0%)	3.69
Long-term records are flagged for permanent storage	76 (75.2%)	23 (22.8%)	1 (1.0%)	1 (1.0%)	3.72
Weighted Mean					3.58
Records Disposition					
Records are disposed in line with policy	68 (67.3%)	28 (27.7%)	4 (4.0%)	1 (1.0%)	3.61
Destruction of records is authorized	64 (63.4%)	34 (33.7%)	3 (3.0%)	0 (0.0%)	3.60
I ensure confidential documents are shredded	60 (59.4%)	35 (34.7%)	5 (5.0%)	1 (1.0%)	3.52
I document all disposed records	56 (55.4%)	37 (36.6%)	5 (5.0%)	3 (3.0%)	3.45
I report records disposition to appropriate authorities	68 (67.3%)	32 (31.7%)	1 (1.0%)	0 (0.0%)	3.66
Weighted Mean					3.57
Overall Weighted Mean					3.63

Decision rule: 1.00–1.74 = very low; 1.75–2.49 = low; 2.50–3.24 = high; 3.25–4.00 = very high

Note: Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1

Source: Field Survey, 2024

As shown in Table 4.5, for records creation, 78.2% of the respondents strongly agreed that they documented all official transactions promptly; and 21.8% of the respondents agreed. On the average, the responses indicate a mean value of 3.78 which is very high. Also, 79.2% of the respondents strongly agreed that official records were created using standard formats; 19.8% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.78 which is very high.

For the next item on records creation, 62.4% of the respondents strongly agreed that they ensured completeness of records at the point of creation; 36.6% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.61 which is very high. Also, 55.4% of the respondents strongly agreed that electronics and paper records were created simultaneously; 40.6% of the respondents agreed; and 4.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.51 which is very high. For the last item on records creation, 60.4% of the respondents strongly agreed that they sought authorization before initiating new records; 20.8% of the respondents agreed; and 18.8% of the respondents disagreed. On the average, the responses indicate a mean value of 3.42 which is very high. As presented in Table 4.5, the mean values for all items on records creation are very high. In addition, the weighted mean has a value of 3.62 which suggest that the respondents agreed to very high level of records creation in public polytechnics in Ekiti State.

According to Table 4.5, for records organization, 70.3% of the respondents strongly agreed that records were arranged according to filing guidelines; 28.7% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.69 which is very high. For the next item, 76.2% of the respondents strongly agreed that they categorized records based on subjects and dates; 21.8% of the respondents agreed; and 2.0% of the

respondents disagreed. On the average, the responses indicate a mean value of 3.74 which is very high.

According to Table 4.5, 74.3% of the respondents strongly agreed that they separated active and inactive records; 24.8% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.73 which is very high. Also, 67.3% of the respondents strongly agreed that they maintained indexes for easy retrieval; 30.7% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.64 which is very high. For the last item, 69.3% of the respondents strongly agreed that records were reviewed and reclassified regularly; 24.8% of the respondents agreed; 5.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.62 which is also very high. The weighted mean has a value of 3.68 which suggest that the respondents agreed to a very high level of records organization.

For records storage, Table 4.5 shows that 62.4% of the respondents strongly agreed that they stored records in designated cabinets or systems; 36.6% of the respondents agreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a very high mean value of 3.60. Also, 64.4% of the respondents strongly agreed that access to storage units was restricted; 29.7% of the respondents agreed; 4.0% of the respondents disagreed; and 2.0% of the respondents strongly disagreed. On the average, the responses indicate a very high mean value of 3.56.

As shown in Table 4.5, for the next item on records storage, 75.2% of the respondents strongly agreed that they ensured backup storage for digital records; 22.8% of the respondents agreed; and 2.0% of the respondents strongly disagreed. On the average, the responses also indicate a

very high mean value of 3.71. Also, 69.3% of the respondents strongly agreed that physical files were protected against moisture/fire; 27.7% of the respondents agreed; 2.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a very high mean value of 3.65.

According to Table 4.5, 76.2% of the respondents strongly agreed that storage facilities were regularly maintained; 20.8% of the respondents agreed; 2.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses also indicate a very high mean value of 3.72. The weighted mean has a value of 3.65 which suggest that the respondents agreed to a very high level of records storage.

As presented in Table 4.5, for records retrieval, 68.3% of the respondents strongly agreed that they retrieved files within minutes of request; 29.7% of respondents agreed; 1.0% of respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.65 which is very high. Also, 67.3% of the respondents strongly agreed that retrieval logs were properly kept; 29.7% of the respondents agreed; 2.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.63 which is very high.

For the next item on records retrieval, 71.3% of the respondents strongly agreed that retrieval processes followed standard protocol; 27.7% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.70 which is very high. Also, 77.2% of the respondents strongly agreed that records were returned to their exact position after use; 20.8% of the respondents agreed; and 2.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.75 which is very high.

For the last item on records retrieval, 81.2% of the respondents strongly agreed that retrieval tasks were documented for accountability; 16.8% of the respondents agreed; and 2.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.79 which is very high. As presented in Table 4.5, the mean values for all items on records retrieval are very high. In addition, the weighted mean has a value of 3.70 which suggest that the respondents agreed to very high level of records retrieval in public polytechnics in Ekiti State.

According to Table 4.5, for records retention, 58.4% of the respondents strongly agreed that they applied retention schedules strictly; 37.6% of the respondents agreed; 1.0% of the respondents disagreed; and 3.0% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.51 which is very high. For the next item, 52.5% of the respondents strongly agreed that they retained only essential records; 31.7% of the respondents agreed; 2.0% of the respondents disagreed; and 13.9% of the respondents strongly disagreed. On the average, the responses indicate a mean value of 3.23 which is high.

According to Table 4.5, 75.2% of the respondents strongly agreed that they periodically assessed retention status; 23.8% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.74 which is very high. Also, 71.3% of the respondents strongly agreed that obsolete records were moved to archives; 26.7% of the respondents agreed; and 2.0% of the respondents disagreed. On the average, the responses indicate a mean value of 3.69 which is very high.

For the last item, 75.2% of the respondents strongly agreed that long-term records were flagged for permanent storage; 22.8% of the respondents agreed; 1.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a mean value

of 3.72 which is also very high. The weighted mean has a value of 3.58 which suggest that the respondents agreed to a very high level of records retention.

For records disposition, Table 4.5 shows that 67.3% of the respondents strongly agreed that records were disposed in line with policy; 27.7% of the respondents agreed; 4.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses indicate a very high mean value of 3.61. Also, 63.4% of the respondents strongly agreed that destruction of records was authorized; 33.7% of the respondents agreed; and 3.0% of the respondents disagreed. On the average, the responses indicate a very high mean value of 3.60.

As shown in Table 4.5, for the next item on records disposition, 59.4% of the respondents strongly agreed that they ensured confidential documents were shredded; 34.7% of the respondents agreed; 5.0% of the respondents disagreed; and 1.0% of the respondents strongly disagreed. On the average, the responses also indicate a very high mean value of 3.52. Also, 55.4% of the respondents strongly agreed that they documented all disposed records; 36.6% of the respondents agreed; 5.0% of the respondents disagreed; and 3.0% of the respondents strongly disagreed. On the average, the responses indicate a very high mean value of 3.45.

According to Table 4.5, 67.3% of the respondents strongly agreed that they reported records disposition to appropriate authorities; 31.7% of the respondents agreed; and 1.0% of the respondents disagreed. On the average, the responses also indicate a very high mean value of 3.66. The weighted mean has a value of 3.57 which suggest that the respondents agreed to a very high level of records disposition. The overall weighted mean for records management practices in public polytechnics in Ekiti State is 363. This suggests that there is a very high level of records management practices in public polytechnics in Ekiti State. As presented in Table 4.5,

the prevalent records management practices in public polytechnics in Ekiti State was records retrieval with mean value of 3.70.

4.3 Test of Hypotheses

In this section, regression analyses were carried out on hypotheses one to three. The researcher adopted linear regression analysis approach and the pre-set level of significance for this study was 0.05.

H₀₁: There is no significant influence of office automation system usage on job performance of office managers in public polytechnics in Ekiti State.

The null hypothesis one was tested using simple linear regression analysis. The values of job performance were regressed on the values of office automation system usage. The results of the regression analysis are shown in Tables 4.6 a, b and c.

Table 4.6: Regression analysis for the influence of office automation system usage on job performance of office managers in public polytechnics in Ekiti State

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 ^a	.455	.449	.20725

a. Predictors: (Constant), Office Automation System Usage

b. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.548	1	3.548	82.595	.001 ^b
	Residual	4.252	99	.043		
	Total	7.800	100			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Office Automation System Usage

c. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.771	.202			8.753	.001
	Office Automation System Usage	.521	.057	.674		9.088	.001

a. Dependent Variable: Job Performance

Source: Field Survey, 2024

Tables 4.6a shows that office automation system usage has a high and positive correlation ($R = 0.674$) with job performance of office managers in public polytechnics in Ekiti State. In addition, the coefficient of determination ($\text{Adj. } R^2 = 0.449$) shows that office automation system usage explains 44.9% of the total variance in job performance of office managers in public polytechnics in Ekiti State. The other 55.1% variation in job performance of office managers in public polytechnics in Ekiti State are explained by other factors not investigated in this study. Table 4.6b shows that overall, the model on the influence of office automation system usage on job performance of office managers in public polytechnics in Ekiti State is significant ($F(1, 99) =$

82.595, $p < 0.05$). Table 4.6c also shows that, if all other factors are constant, a unit change in office automation system usage will lead to 0.521 increase in the job performance of office managers in public polytechnics in Ekiti State at 95% level of confidence ($B = 0.521$, $p < 0.05$). Therefore, based on the result of the regression analysis, the null hypothesis one, which states that there will be no significant influence of office automation system usage on job performance of office managers in public polytechnics in Ekiti State is rejected.

H₀₂: There is no significant influence of records management practices on job performance of office managers in public polytechnics in Ekiti State.

Likewise, the second null hypothesis was tested using simple linear regression analysis. The values of job performance were regressed on the values of records management practices. The results of the regression analysis are shown in Tables 4.7 a, b and c.

Table 4.7: Regression analysis for the influence of records management practices on job performance of office managers in public polytechnics in Ekiti State.

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.666	.16138

a. Predictors: (Constant), Records Management Practices

b. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.222	1	5.222	200.506	.001 ^b
	Residual	2.578	99	.026		
	Total	7.800	100			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Records Management Practices

c. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.635	.210		3.022	.003
	Records Management Practices	.816	.058	.818	14.160	.001

a. Dependent Variable: Job Performance

Source: Field Survey, 2024

According to Table 4.7a, records management practices have a very high and positive correlation ($R = 0.818$) with job performance of office managers in public polytechnics in Ekiti State. Also, the coefficient of determination ($\text{Adj. } R^2 = 0.666$) reveals that records management practices explains 66.6% of the total variance in job performance of office managers in public polytechnics in Ekiti State. Other factors not included in this study explained the other 33.4% variation in job performance of office managers in public polytechnics in Ekiti State.

Also, Table 4.7b indicates the overall significance of the model on influence of records management practices on job performance of office managers in public polytechnics in Ekiti State ($F(1, 99) = 200.506, p < 0.05$). In addition, Table 4.7c shows that, at 95% level of confidence, given all other factors remain constant, a unit change in records management practices will lead to 0.816 increase in the job performance of office managers in public polytechnics in Ekiti State ($B = 0.816, p < 0.05$). Therefore, considering the result of the regression analysis, the null hypothesis two, which states that there will be no significant influence of records management practices on job performance of office managers in public polytechnics in Ekiti State is hereby rejected.

H₀₃: There is no significant combined influence of office automation system usage and records management practices on job performance of office managers in public polytechnics in Ekiti State.

The third null hypothesis was tested using multiple linear regression analysis. The values of job performance were regressed on the values of office automation system usage and records management practices. The results of the regression analysis are shown in Tables 4.8 a, b and c.

Table 4.8: Regression analysis for the influence of office automation system usage and records management practices on job performance of office managers in public polytechnics in Ekiti State

a. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851 ^a	.725	.719	.14794

a. Predictors: (Constant), Records Management Practices, Office Automation System Usage

b. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.655	2	2.828	129.203	.001 ^b
	Residual	2.145	98	.022		
	Total	7.800	100			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Records Management Practices, Office Automation System Usage

c. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.469	.196		2.391	.019
	Office Automation System Usage	.226	.051	.293	4.451	.001
	Records Management Practices	.643	.066	.645	9.813	.001

a. Dependent Variable: Job Performance

Source: Field Survey, 2024

The results of the third null hypothesis are presented in Table 4.8. As shown in Table 4.8a, office automation system usage and records management practices have very high and positive correlation ($R = 0.851$) with job performance of office managers in public polytechnics in Ekiti State. Also, office automation system usage and records management practices explain 71.9%

(Adj. $R^2 = 0.719$) of the total variance in job performance of office managers in public polytechnics in Ekiti State. Factors not investigated in this study explained the other 28.1% variation in job performance of office managers in public polytechnics in Ekiti State. In addition, Table 4.8b shows the overall significance of the model on influence of records management practices and office automation system usage on job performance of office managers in public polytechnics in Ekiti State ($F(2, 98) = 129.203, p < 0.05$).

Also, Table 4.8c shows that for the combined influence on the job performance, at 95% level of confidence, if all other factors are constant, a unit change in office automation system usage will lead to 0.226 increase in the job performance of office managers in public polytechnics in Ekiti State ($B = 0.226, p < 0.05$). Likewise, for the combined influence on the job performance, given that all other factors remain constant at 95% level of confidence, a unit change in records management practices will lead to 0.643 increase in the job performance of office managers in public polytechnics in Ekiti State ($B = 0.643, p < 0.05$). Therefore, on the strength of the results of the regression analysis, we reject the null hypothesis three which states that there will be no significant combined influence of office automation system usage and records management practices on job performance of office managers in public polytechnics in Ekiti State.

4.4 Discussion of Findings

The chapter presents a comprehensive analysis of the data collected to explore job performance specifically among office managers in public polytechnics in Ekiti State. The response rate was notably high, with 95.3% of distributed questionnaires deemed usable, indicating strong engagement from participants.

Demographic data reveal a predominance of female respondents, suggesting a potential gender distribution trend within this workforce. The age distribution indicates a relatively youthful

workforce, with nearly half of the respondents under 26 years old, which may influence their adaptability and performance¹. Most respondents possess Higher National Diplomas, which aligns with findings from some studies indicating that educational qualifications positively impact job effectiveness².

In terms of job performance, results indicate a very high level across all measured tasks. A significant majority of office managers reported achieving daily goals and maintaining quality standards, demonstrating commitment and competence. This is consistent with research who linked effective job performance to organizational success³. However, other studies, suggested that factors like adequate resources and facilities also play a crucial role in performance outcomes⁴.

Contextual performance among these office managers is similarly high, with many actively assisting colleagues and contributing to a supportive workplace atmosphere. This collaborative spirit is essential for fostering a positive work environment and echoes findings from Thrive Sparrow, which emphasized that a positive organizational culture enhances employee performance⁵. Conversely, some researchers have noted that organizational culture can also negatively impact performance if it fosters greed or dishonesty⁶.

The adaptive performance of the office managers is also noteworthy, with a strong ability to adjust to changes in office procedures. This adaptability is crucial in modern work settings, where procedural changes are frequent. Similar findings have been reported by Lee (2022), who found that adaptability is a key factor in job performance, particularly in environments undergoing rapid technological changes. However, challenges related to change management and resistance to new solutions have also been documented^{7,8}.

The analysis of office automation system usage shows a very high perceived usefulness among the respondents, suggesting that these tools significantly enhance their performance and reduce workload, consistent with research which found that effective use of automation correlates with improved job satisfaction. Nonetheless, some studies have reported challenges in the implementation and integration of automation systems, including high costs and the need for trained personnel^{7,9}.

Records management practices among the office managers also reflect high standards, with respondents consistently documenting transactions and organizing records effectively. This diligence in records management is vital for operational efficiency and aligns with findings who emphasized the importance of robust records management systems. In contrast, some researchers have found that inadequate training in records management can lead to inconsistencies in practice, highlighting the need for ongoing professional development^{10,11}.

Regression analyses confirm significant relationships between both office automation usage and records management practices with job performance. The rejection of the null hypotheses indicates that both factors play a crucial role in enhancing job performance among office managers in public polytechnics in Ekiti State. This finding corroborates previous research by Thompson (2021), who identified similar trends in educational institutions. However, other studies have suggested that the impact of these factors may differ based on institutional support and the specific nature of the tasks involved^{12,13}.

Overall, the study indicates that office managers in public polytechnics in Ekiti State exhibit very high levels of job performance, significantly influenced by their use of automation systems and adherence to effective records management practices. These findings highlight the need for ongoing investment in training and resources to further enhance these practices, ultimately

leading to greater institutional efficiency and effectiveness. The alignment with existing literature reinforces the importance of these factors, while the differing results in some contexts underscore the need for tailored approaches based on specific organizational dynamics and the importance of organizational culture^{14,15}.

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Chapter Five

Summary, Conclusion and Recommendations

5.1. Summary of findings

This study is to investigate the influence of office automation system usage and records management on job performance of office managers in public polytechnics in Ekiti State. This chapter examines job performance among office managers in public polytechnics in Ekiti State, revealing a notably high response rate of 95.3%. The demographic analysis shows a predominant female workforce, with 71.3% of respondents being female. The age distribution indicates a youthful demographic, as nearly half are under 26 years old, which may enhance adaptability and responsiveness in their roles. Most respondents hold Higher National Diplomas, suggesting a significant level of educational qualification that correlates with job effectiveness.

The analysis of job performance highlights very high levels across all assessed tasks. Respondents consistently report completing tasks promptly, meeting quality standards, and achieving daily goals, reflecting strong commitment and competence. Additionally, office managers demonstrate a collaborative spirit, actively assisting colleagues and fostering a positive work environment. Their adaptive performance is equally impressive, with a strong ability to adjust to changes in office procedures. Regarding technology use, respondents express a high perceived usefulness of office automation systems, indicating that these tools significantly enhance their performance and reduce workload. Records management practices are also well-regarded, with high standards in documenting and organizing records, essential for operational efficiency.

Regression analyses confirm significant relationships between office automation usage and job performance, with a correlation of 0.674, indicating that office automation explains 44.9% of the

variance in job performance. Records management practices show an even stronger correlation of 0.818, accounting for 66.6% of the variance. When both factors are considered together, they account for 71.9% of the variance, demonstrating a robust combined influence on job performance.

Overall, the findings indicate that office managers in public polytechnics in Ekiti State exhibit very high levels of job performance, significantly influenced by their use of automation systems and adherence to effective records management practices. This underscores the importance of ongoing investment in training and resources to further enhance these practices, ultimately leading to improved institutional efficiency and effectiveness. The study aligns with existing literature while emphasizing the need for tailored approaches based on specific organizational dynamics.

5.2. Conclusion

The findings of this study provide valuable insights into the job performance of office managers in public polytechnics in Ekiti State. The high response rate and the demographic profile of respondents indicate a committed and engaged workforce, predominantly comprised of young, female employees with considerable educational qualifications. These characteristics are linked to enhanced adaptability and effective performance in their roles.

The analysis reveals that office managers exhibit very high levels of job performance across various dimensions, including task performance, contextual performance, and adaptive performance. Their ability to meet deadlines, maintain quality standards, and support colleagues contributes to a collaborative and productive work environment. Furthermore, the high perceived

usefulness of office automation systems and effective records management practices underscores their significance in enhancing job performance.

Regression analyses confirm the strong relationships between office automation usage and records management practices with job performance, indicating that these factors collectively account for a substantial portion of the variance in performance outcomes. This highlights the importance of integrating technology and robust management practices in educational institutions to facilitate operational efficiency.

In conclusion, the study emphasizes the need for ongoing investment in training and development resources to further strengthen the skills of office managers. By fostering a supportive environment that leverages automation and effective records management, public polytechnics in Ekiti State can enhance job performance and achieve greater institutional effectiveness. The results not only align with existing literature but also call for tailored strategies that consider the unique dynamics of the organization and its workforce.

5.3. Recommendations

1. It is recommended that the management of public polytechnics in Ekiti state should continue to motivate office managers to perform at optimal level.
2. Authorities in Ekiti State Polytechnics should provide enabling and conducive environment that can make the use of automation system workable for managers and other members of staff for efficiency and effectiveness.
3. The management of the public polytechnics in Ekiti State should intensify efforts on improving record retention and disposition practices.

4. The management should continue to focus on greater utilization of these systems for improved performance outcomes among office managers.
5. It is recommended that the management should invest more on facilities that will enhanced a well-structured management of records for optimal achievement of organizational goals.
6. Finally, the management of the public polytechnics in Ekiti State should continue to encourage the use of office automation systems and best practices in records management for enhanced job performance of office managers.

5.4. Contribution to Knowledge

Conceptually, this study makes substantial contributions to the understanding of job performance, office automation, and records management within educational institutions, particularly public polytechnics in Ekiti State. It expands the conceptual framework of how these three constructs interact to influence organizational efficiency and productivity. By examining the interconnectedness between office automation systems and records management practices, the study deepens the conceptual discourse on how technological and managerial factors jointly contribute to enhanced job performance. It also introduces a context-specific understanding of these concepts within Nigerian tertiary institutions, where technological advancement and administrative efficiency remain central to institutional growth and sustainability.

Theoretically, the study reinforces and extends existing theories related to performance management and technology adoption. It supports the Technology Acceptance Model (TAM), which posits that users' perceived ease of use and usefulness of technology influence their willingness to adopt it. The findings provide empirical support for this theory by showing that

the adoption of office automation tools directly correlates with higher productivity levels among office managers. Additionally, the research aligns with performance and organizational management theories by demonstrating that individual attributes such as age, educational qualification, and work experience moderate the relationship between technological use and job performance. This theoretical contribution underscores the importance of aligning human resource characteristics with technological capabilities to achieve optimal results in the workplace.

Empirically, the study provides robust evidence on how office automation and records management practices contribute to effective job performance in public polytechnics. It presents a comprehensive analysis of job performance indicators, such as task completion, quality maintenance, and collaboration, and connects them with the use of digital tools and efficient record-keeping systems. The empirical findings confirm that office automation enhances not only the efficiency of administrative tasks but also facilitates collaboration and communication among staff. Similarly, sound records management practices were found to improve operational efficiency and organizational accountability. Together, these findings reveal that institutions that invest in technology and proper documentation systems are more likely to achieve superior performance outcomes.

Moreover, the study offers a dual perspective by empirically establishing that both technological innovation and managerial efficiency are essential drivers of improved job performance. This insight enriches the academic literature by highlighting that technology alone is insufficient without structured records management practices that ensure organizational coherence and data reliability. The research also identifies key areas for future empirical exploration, such as

examining the long-term effects of automation on performance and the mediating role of continuous professional training in strengthening records management systems.

Practically, the study's contributions extend beyond theory and research to provide actionable insights for policymakers and institutional administrators. It emphasizes the need for sustained investment in digital infrastructure, continuous training, and the integration of modern office technologies into daily administrative functions. These recommendations are grounded in empirical findings and provide a roadmap for improving efficiency, accountability, and overall performance in educational institutions. Ultimately, this study contributes to the growing body of knowledge by bridging conceptual, theoretical, and empirical gaps in understanding the interplay between office automation, records management, and job performance in the modern educational landscape.

5.5. Suggested Areas for Further Research

1. This study opens several avenues for further exploration in the fields of job performance, office automation, and records management within educational institutions. An area for future research could focus on the long-term effects of office automation on job performance. Investigating how sustained use of automation tools influences productivity over time can provide deeper insights into their effectiveness and inform best practices.
2. Another important area is the role of training and professional development in enhancing records management practices. Research could examine how targeted training programs impact the quality and efficiency of records management, ultimately affecting overall job performance. Additionally, comparative studies between different educational institutions could shed light on how varying levels of technology adoption and records management

practices influence job performance outcomes. Such research could help identify best practices that can be shared across institutions.

3. Exploring the impact of demographic variables such as age, gender, and educational background on the effectiveness of office automation and records management could also provide valuable insights. Understanding these relationships may lead to more tailored approaches that enhance job performance across diverse employee groups. Furthermore, qualitative research methods, such as interviews and focus groups, could be employed to gather in-depth perspectives from office managers regarding their experiences with automation and records management. This could yield rich, contextual insights that quantitative methods may not capture.
4. Lastly, examining the influence of organizational culture on the adoption and effectiveness of office automation and records management practices could offer a holistic view of how these factors interact to shape job performance. Understanding the cultural dynamics within institutions can help in crafting strategies that promote a supportive environment for technology use.

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Appendices

QUESTIONNAIRE

Faculty of Communication and Information Sciences
Department of Information Management
Lead City University, Ibadan

Dear Respondent,

I am a postgraduate student conducting a study on the topic “Office Automation System Usage, Records Management Practices and Job Performance of Office Managers in Public Polytechnics, Ekiti State, Nigeria.” Your participation is voluntary and all information provided will be treated with utmost confidentiality. There are no right or wrong answers. Kindly respond honestly. Thank you for your cooperation.

Dada Ronke Temitope
Researcher

Section A: Demographic Information

Please tick (✓) as appropriate.

1. Gender: Male () Female ()
2. Age: Less than 26 years () 26–30 () 31–35 () 36–40 () 41–45 () 46 and above
3. Educational Qualification: OND () HND (), Bachelor’s Degree () Master’s Degree () Ph.D ()
4. Years of Experience in Current Position: 1–5 () 6–10 () 11–15 () 16–20 () 21 years and above ()

Section B: Job Performance of Office Managers

Instruction: Rate each statement using the scale: Very High (4), High (3), Low (2), Very Low (1)

S/N	Statements	VH	H	L	VL
	Task Performance				
1	I complete assigned tasks promptly				
2	I meet work quality standards regularly				
3	I achieve daily and weekly job goals				
4	I ensure accuracy in all documents I prepare				
5	I maintain productivity regardless of work pressure				
	Contextual Performance				
6	I willingly assist colleagues in task execution				
7	I go beyond formal job roles to support the office				

8	I actively participate in institutional development activities				
9	I help maintain a friendly working atmosphere				
10	I support new employees to settle into their roles				
	Adaptive Performance				
11	I adjust quickly to changes in office procedures				
12	I learn and apply new office technologies				
13	I adapt to shifting work demands easily				
14	I handle stressful work situations calmly				
15	I adopt innovative approaches to problem-solving				

Section C: Office Automation System Usage

Instruction: Rate each statement using the scale: Very High (4), High (3), Low (2), Very Low (1)

S/N	Statements	VH	H	L	VL
	Perceived Usefulness (PU)				
1	Using automation tools enhances my performance				
2	Automation reduces my workload significantly				
3	It improves decision-making speed and accuracy				
4	Automation boosts service delivery				
5	It increases my daily output				
	Perceived Ease of Use (PEU)				
6	Office systems are user-friendly				
7	I need minimal assistance when using automation tools				
8	Navigating software tools is easy for me				
9	Learning to use office applications is simple				
10	Technical errors are rare during operations				
	Frequency of Use				
11	I use office automation tools daily				
12	I rely on digital tools to generate a report daily				
13	I use email and portals for communication daily				
14	I access and manage data through digital systems daily				
15	I conduct virtual tasks (e.g., meetings, file sharing) daily				
	Purpose of Use				
16	I use automation tools for scheduling				
17	I use automation tools for report preparation				
18	I use digital systems for record keeping				
19	I use them to monitor task completion				
20	I use digital tools to manage internal communication				

Section D: Records Management Practices

Instruction: Rate each statement using the scale: Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1)

S/N	Statements	SA	A	D	SD
	Records Creation				
1	I document all official transactions promptly				
2	Official records are created using standard formats				
3	I ensure completeness of records at the point of creation				
4	Electronic and paper records are created simultaneously				
5	I seek authorization before initiating new records				
	Records Organization				
6	Records are arranged according to filing guidelines				
7	I categorize records based on subjects and dates				
8	I separate active and inactive records				
9	I maintain indexes for easy retrieval				
10	Records are reviewed and reclassified regularly				
	Records Storage				
11	I store records in designated cabinets or systems				
12	Access to storage units is restricted				
13	I ensure backup storage for digital records				
14	Physical files are protected against moisture/fire				
15	Storage facilities are regularly maintained				
	Records Retrieval				
16	I retrieve files within minutes of request				
17	Retrieval logs are properly kept				
18	Retrieval processes follow standard protocol				
19	Records are returned to their exact position after use				
20	Retrieval tasks are documented for accountability				
	Records Retention				
21	I apply retention schedules strictly				
22	I retain only essential records				
23	I periodically assess retention status				
24	Obsolete records are moved to archives				
25	Long-term records are flagged for permanent storage				
	Records Disposition				
26	Records are disposed in line with policy				
27	Destruction of records is authorized				
28	I ensure confidential documents are shredded				
29	I document all disposed record				
30	I report records disposition to appropriate authorities				

Bio-Data

A. Personal Data

1. Full Name: Ronke Temitope DADA
2. Address: Dada's Compound Erinfun, Fed. Poly. Road, Ado-Ekiti
3. Date of Birth: 11th January, 1979
4. Nationality: Nigerian
5. Name and Address of Next of Kin: Dada Olusegun David, Dept. of Accountancy
Federal Polytechnic, Ado-Ekiti
6. Phone: 08066592429, 08122207515
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B. Education Background

Educational Institution attended with Dates and Qualifications

1. Lead City University, Ibadan. (Masters in Office and Information Management (in view)
2. Federal University Oye-Ekiti. (Bachelor of Science in Public Administration) 2020-2023
3. The Federal Polytechnic, Ado-Ekiti. (Higher National Diploma in Secretarial Studies) 2006-2008
4. The Federal Polytechnic, Bauchi. (National Diploma in Secretarial Studies) 2002-2004
5. Command Day Secondary school, Rukkuba Cantonment Jos 1999-1996

C. Work Experience with Date

Council Affair Unit, the Federal Polytechnic, Ado-Ekiti. Confidential Secretary NYSC (2009-2010)

Academic Office the Federal Polytechnic, Ado-Ekiti. AD-HOC Confidential Secretary I (2018-2019)

Department of Office Technology and Mgt. The Federal Polytechnic, Ado-Ekiti. Senior Instructor (2019-till Date)

Job Descriptions with Date

- Providing academic support to students
- Lecturing, marking assignment, tests, and examinations
- Supervising ND Projects etc.

D. Awards and Fellowships

Millennium Development Goals Advocacy Project (NYSC 2009)

E. Membership of Fellowship

Member, Nigerian Institute of Management (NIM)

Member, Association of Professional Secretarial Staff of Nigeria (MAPSSON)

Technology Educational Professional Association of Nigeria (TEPAN)

Association of Business Educator (ABEN)
National Institute of Office Administrators and Information Managers (NIOAIM)

F. Publications

Dada, R.T. (2020). The Relevance of Digital identity in Office Information System in public Polytechnics in the South-West, Nigeria. *Journal of Business and Technological Education (JOBTED)*; vol. 11:2. Pg. 13-22

Dada, R. T. (2021). Role of Technological Innovation in enhancing the Service delivery of Information Managers in Public Tertiary Institutions in Ekiti State. *Conference Proceeding of National Institute of Office Administration and Information Managers (NIOAIM)*

Dada, R.T. (2024). Functional Office Technology and Management Programme and Security challenges in the 21st Century World of Work in Ekiti-State: Ilorin *Journal of Business Education (IJBE)*; Vol. 5. No 1, Pg. 249-259

Dada, R.T. (2025), Revolutionising Teaching in Office Technology and Management Programme for Academic Development in Tertiary Institutions in Ekiti state, Nigeria: Ilorin *Journal of Business Education (IJEB)* Vol. 6 No. 2, Pg. 147-156

Dada, R.T. (2025), The Impact of Database Management System Utilization on Job Performance of Administrative Staff in selected Tertiary Institutions in South Western Nigeria, a Festschrift Publication at Lead City University, Page 138-146

G. Major Conferences Attended with Dates

Dada, R.T. (2021) The Effect of Digital Skill on Learning of Business Education Students in Public Tertiary Institutions in Ekiti State at Association of Business Educators of Nigeria, (ABEN Conference).

Dada, R.T. (2022) Impact of Evolving Technology on Office Information and Management in Selected Institutions in Ekiti State. School of Business Studies Conference, The Federal Polytechnic, Ado-Ekiti.

Dada, R.T. (2023), Relevance of office Technology and Management Programme in the Development of Entrepreneurship among Polytechnic Graduates in Nigeria: Being a paper presented at the 4th CRID International Conference, the Federal Polytechnic, Ado-Ekiti, Nigeria

Dada, R.T. (2023), Identification of New Technology Skills Required by Lecturers of Office Technology and Management for Instructional Delivery in Tertiary Institutions Ondo and Ekiti State: Being a paper presented at the 35th Annual Conference of Association of Business Educators of Nigeria, ABEN in Ibadan Oyo state

Dada, R.T. (2024), Influence of Poor Funding of Office Technology and Management Programmes on Students Skills Acquisition in Tertiary Institution in Ekiti State: Being a

paper presented the 13th International Conference of school of Business Studies, the Federal Polytechnic, Ado-Ekiti, Nigeria

Dada, R.T. (2024), The Role of Office Management Systems in Combating Corruption and Promoting Transparency in Nigeria's Public Institution in Ekiti State: Being a paper presented at the 13th International Conference of School of Business Studies, the Federal Polytechnic, Ado-Ekiti Nigeria

Dada, R.T. (2024), Data Based Management Usage and Job Performance of Administrative Staff in the Selected Federal Polytechnics, in South West Nigeria: Being a paper presented at the 1st International Conference , Faculty of Communication and Information Sciences, lead City University, Ibadan, Oyo State

Dada, R.T. (2025), Global Requirements of Office Information Management Skills Acquisition for Students Work Performance in Tertiary Institutions in Ekiti-State: Being a paper presented at the 1st International Conference of Department of Information Management, Lead City University, Ibadan Oyo State, Nigeria

Dada, R.T. (2025), Adequacy and Utilisation of Technological Facilities for Skills Acquisition among Office and Information Management Students in Public Universities in Ekiti State, Nigeria: Being a paper presented at the ASUP Zone C 8th National Academic Conference, Igbesa Ogun State

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This is to certify that this thesis by Ronke Temitope DADA with matriculation number: LCU/PG/005783, in the Department of Office and Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, is in FULL compliance with the approved University format and style.

Signature

Date

Lead City University Ibadan DO NOT COPY