Chapter One

Introduction

1.1 Background to the Study

The success of every organization depends so much on how effectively the employees fulfill and execute their job duties. In a competitive environment, every organization needs a high-performance employee in order to enhance organization productivity. Hence, it is important that they get feedback on their performance as a guideline for their actions in the future. Performance in an organization therefore refers to the effectiveness, quality, and efficiency of overall output. It goes a long way to show how valuable an employee is to the organization. Performance is the result of factors and energy put in place by each employee of the organization. Employees' performance is influenced by a variety of individual traits. Each employee is an asset of the organisation, the returns provided by each employee must therefore be significant.

High job performance enables different organizations to achieve their objectives and ensure that these organizations survive and thrive even in the Nigerian context as well. Due to the increasing competition among organizations, educational institutions included, it has become imperative for the organizations to improve their performance and focus on their human component to ensure excellence and prosperity. Job performance of employees enables senior management to assess the performance of the organization and to develop programs and frameworks that can help in improving the overall performance of the organization. The job performance of employees is important in all organizations, but its importance increases in educational organizations

in (tertiary institutions in particular) because of the pivotal role played by the secretaries of tertiary institutions in creating and nurturing the records and data that are capable of enhancing the institutions' operations. Thus, secretaries have important role and contribute to the advancement of the institutions in terms of record sensing, collecting, organizing, processing and maintaining of information needed for efficient and effective management.

Information management practices concern a cycle of educational activities which include the acquisition of information from one or more sources, processing, storage and the distribution of that information to those who need it, and its ultimate disposal through archiving or deletion. This cycle of information practice involves a variety of stakeholders, including those who are responsible for assuring the quality, accessibility and utility of acquired information; those who are responsible for its safe storage and disposal and those who need it for decision making. Management might have rights to originate, change, distribute or delete information according to institutions' information management policies[1].

Performance of secretaries is of importance because good information management practices is an important avenue towards nurturing the records and information needed for academic improvement and analysis of gaps. In order for tertiary institutions to develop the above capacities, it must ensure that their staff are well motivated in order to commit to the quality needed for national socioeconomic development. Hence, organisations must be at the forefront in provision of office equipment and technology for improved service delivery by office managers. Also, the staff must feel comfortable with work by use of automated equipment for information management, and must be

given standard and considerable platform to develop their career. However, it has been observed that performance of office managers in tertiary institutions in particular seems to be not up to expectation. This could be due to many factors such as poor motivation or insufficient office equipment and technology required for high performance and good service delivery[2].

Job performance is an essential tool in the assessment of both academic and administrative staff of tertiary institutions. Job performance is described as actions or behaviours relevant to organizational goals which include both productive and counterproductive employee behaviours that contribute to or detract from organizational goals. It connotes the overall expected values from secretaries' behaviour carried out throughout a period of time. Job Performance is mainly the outcomes gained and accomplishment by workers at the place of work that retains up organizational strategies by targeting the objectives and goals of an organization. Job Performance also refers to how well an activity or job is done[2]. Performance can be classified into two types: The first type is known as *tactical performance*. Tactical performance is how effectively an organization *sticks to* its strategy. It is the driver of focus and consistency. It allows organizations to increase strength by directing limited resources to the fewest targets. The second type is known as *adaptive performance*, it is how effectively an organization *diverges* from its strategy. Adaptive performance manifests as creativity, problem solving, grit, innovation, and citizenship. Job performance of secretaries at tertiary institutions in Lagos State is observed not to meet up with the standard of job expected from the secretaries.

Job performance is a function of ability, will and situational factors. An organization may have employees with ability and determination, with appropriate equipment and managerial support, yet performance falls below expected standards. John Campbell Theory of job performance assesses whether a person performs his/her job well by exploring the non-specific behaviour, task specific behaviour, communication task, and staff discipline towards achieving the organizational goals[3]. John Campbell's Theory proposed an eight factor model of performance based on factor analytic research that attempts to capture factors of job performance existent across all jobs. These eight factors are; task specific behaviors, non-task specific behaviors, communication task, effort, personal discipline, degree to which a person helps out the groups. Supervisory component and managerial task. For the purpose of this research, four out of the eight measures will be considered to measure job performance and these are; non-task specific behavior, task specific behavior, personal discipline and communication. These measures were adapted from the theory because it has been found relevant to the objectives of this research work.

Non- Task specific behaviour is the extent to which secretaries engages in spelling out the duties and responsibilities of an individual or group to perform a specific task and closely supervises their progress. This is the duty of secretaries of the institutions, it deals with monitoring and mentoring the junior secretarial staff to work efficiently and effectively in other to achieve the goals of the institutions. Secretaries of the institutions are not well monitored on the importance of the duty which has led to a great decline in their performance and this is climbing the peak of the negative output of their work.

Task specific behaviours are those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that demarcate one job from another. Secretaries of tertiary institutions in Lagos State behaviour does not focus on what their job specializes on. The way the secretarial work of the institutions is designed is in a form where any member of the secretarial department could perform tasks based on their view and perception which is not making work effective and efficient and by so doing, their activities has been on the decline, that is, their poor performance has resulted into delay in students' results, poor record keeping, and indifferent dissemination of information in the academic environment and so on.

Communication task helps to specify the mode of communication and the frequency at which the communication must be carried out. Communication among secretaries of tertiary institutions in Lagos State has been bad because they are not disseminating instructions and messages as at when effective and this has led to speculation among the staff which has eventually results into decline in their job performance. Due to these factors, they have eventually found it difficult delivery their duties such as performing routine bookkeeping tasks, maintain confidential department files/records, preparing outgoing mail and correspondence and organizing and distributing messages in the academic community.

Personnel disciplines are actions imposed by an organization on its employees for failure to follow the organisation's rules, standards or policies. Once employees see the discrepancy between actual and expected performance, the burden is on the employee to change. This has not been the case of secretaries of tertiary institutions in Lagos State

because the laid down rules and regulations are rarely effective which has made disciplinary actions on the staff poor and performance is on the decline. Professionalism of secretaries in tertiary institutions in Lagos state is at the lowest, they perform their duties with the lowest degree of excellence and intelligence.

Job performance is a central element within industrial and organizational psychology, reflecting scalable actions, behaviors, and outcomes that employees engage with, or contribute to, within organizations, and being defined by how employee behaviors contribute to organizational goals. Job performance is influenced by individual characteristics (experience and ability), outcomes (e.g., feedback and job security), work environment, and education. The general individual determinants for job performance are declarative knowledge, procedural knowledge and skills, and motivation. In accordance to our objectives, it is worth to mention the findings of scholars, who developed an integrated model of job performance, influenced by individual characteristics (experience, ability), outcomes (feedback, job security), but also by work environment. In Romania, several intrinsic factors contribute to increased job performance, resulting in employees feeling appreciated and consequently pursuing the organization's objectives, leading to an increase in job involvement, a decrease in absenteeism, and a boost in self-confidence leading to fewer fluctuations regarding the job. Additionally, factors such as self-determination, job stability, authority, responsibility and autonomy at work, workplace comfort, advancement prospects, benefits packages, professional development, job attractiveness, remuneration, effective communication between management and employees, early distribution of tasks, a

feeling of recognition, and an attractive salary are also important in increasing employee performance.

However, several factors could improve job performance of employees in an organisation. One of the factors that could improve the job performance of secretaries in tertiary institutions in Lagos state is the level at which they manage information in the academic environment. Information management aims to achieve systematic and organised use of information in organisations. This objective is to facilitate and improve information acquisition, generation, storage and use to obtain better performance, increase competitiveness and boost capacity to adapt to changing conditions in the environment. Thus, information management is responsible for creating, maintaining and improving the information management system[5]. Information management practices are used to process, store and retrieve information by employees which includes secretaries in an educational institution. The importance of information has for many years been appreciated and argued by a relatively small group of professionals comprising statisticians and librarians or documentalists. Their forums included the participation of planners and other major users of data who could assist in changing the nature of data collection, processing and dissemination.

To ensure successful secretarial performance in tertiary institutions in Lagos State, Nigeria, is achieved, this study will focus on how well secretaries in particular make use of information management practices and also use office automation to enhance their job performance. Information Management Practices is a 'process' or life cycle that involves sensing, collecting, organising, processing and maintaining information to

make it more useful for decision-making as adopted from information management practice factor of information orientation theory[6]. While some may propose that there are other components of the information management practices construct. In the context of this study, an information management practice is to be measured by sensing information, collecting information, organizing information, processing information, maintaining information and closing the cycle of information which are adapted form Information orientation theory approaches that were heavily influenced by a scholar who views human organisation as a computation system[7].

Information sensing process could result in a range of information formats and modes of delivery, so experts look beyond format when selecting resources to use after sensing the information. The unique capabilities and constraints of each creation process as well as the specific information need determine how the information is used. Information sensing ability of secretaries of tertiary institutions in Lagos State is on the decline the due to excessive manual information management, which has also resulted to poor job performance of secretaries in tertiary institutions in Lagos State, Nigeria.

Information collection is the process of gathering and measuring information on targeted variables in an established system which then enables one to answer relevant questions and evaluate outcomes in an organisation. Collecting information manually by secretaries of tertiary institutions in Lagos State has made their job inefficient. Therefore, information collection need to be automated. Organizing information is the process of tagging, arranging information in format that will be easy to identity, this act is supposed to be done automatically to facility+

ate quick and easy retrieval of information but this is not the case of secretaries in tertiary institutions in Lagos State.

Information processing is a process where employees are trained and rewarded on how to use information to arrive at decisions and by evaluating employees' performance according to how they use available information. Analysis is critical in information processing to translate information that has been sensed, collected and organised into specific knowledge that can be used by decision makers to achieve the purposes of the institution. Analysis in most organisations is an ongoing responsibility of organisational members, and not just for special occasions or 'big decisions'. Secretaries of tertiary institutions in Lagos State are poor in information processing due to lack of required computer skills and this has led to long term ineffective and inefficient job performance. Therefore, information dissemination is delayed, the quality of information being delivered is poor.

Maintaining information involves reusing existing information to avoid collecting the same information again; Updating information databases so they remain up-to-date and refreshing data to ensure that people are using the best information; Getting documents for the institution which produces information as products. When we reusing the information, we need to avoid collecting, organizing and processing it all over again, the management could save lots of energy to finish a new but similar academic goal, but necessary update of the information is quite important and different information fits for different situation, we need to sense new information that we have to consider about. It seems that maintaining information comes into the Knowledge Management area.

Knowledge Management is a future tool that enables an institution running on the knowledge level. When the database of information comes to certain amount, the information could be transferred into knowledge which is a great fortune to the institution.

After maintaining information, the new information will be sensed and compared with existing maintained database. It is important that database will always update information so the management could get the newest useful information. The management could also save from reusing information which is not needed to redo. So the cycle of information management is a closed-cycle.

The world's economic trends in business require organizations to respond quickly to demand and opportunities through competition and continuous expansion of domestic and international markets and by being innovative as well. This requires organizational members to move beyond and achieve higher frontiers which are achievable only by having the right information. Studies have shown that one of the world's most important resources is information since it is needed to solve problems and make decisions affecting both the present and the future. The degree of success enjoyed by an organization and its members depends largely on how well information is managed. The policy drivers of the system are people and their networking attributes. Information practices need to have competent and skilful employees to create, process, store, retrieve and disseminate information effectively and efficiently in order to provide quality service in the institutions.

Automation of information management enables a wide range of technologies to eliminate mistakes, enhance work performance, extend human capabilities, and reduce effort and stress while doing tasks. It supports perceptual-cognitive and decision-making activities, decreasing physiological strain and workload for human operators. The use of technological equipment in office operations to enhance productivity is referred to as information technology practices which could be enhanced by the use of information technology. This enhanced efficiency is due to the completion of information interchange within the workplace and between offices and their surroundings, which might ultimately aid in the management of better information.

Information technology practice is a mechanism that aims to improve organization efficiency and productivity through the use of effective and efficient management by utilizing electronic flow of correspondence at the organizational level, easy searching stored data, quick and timely response to clients; removal of paper from the administrative correspondence cycle, proper control over users, and maintaining and recording information[8]. Increase nonproductive operations such as physical archiving of papers, keeping operation records in a smaller volume, ensuring high security and simple access, creating essential reports with various diagrams, and reducing office management responsibilities. Typists and secretaries, ability to supervise tasks and activities over the phone at any time, control over classified data, precision in performing operations and recording all affairs, complete removal of paper from the work process, ease and speed in operation flow, high security in document storage and rapid access[8].

When it comes to information technology study, the first step is to identify the office technology system, which is crucial. Today, one of the problems being debated in both academic and applied areas is the deployment of information technology in organizations and businesses. Information technology for management support, information technology for innovation support, information technology for business process support and information technology for operational support are the information technology measures to be used in this research as adopted from Marchand' Information Orientation Theory[9].

Information technology for management support systems are dynamic systems that allow secretaries to analyze data to make forecasts, identify information management performance and business strategies. Meanwhile, information technology for innovation support fosters innovation in record management, information management in order to improve performance of secretaries in tertiary institutions in Lagos State. Information technology for the support of business process allows considering the process-enabling role of a variety information technology from telecommunication infrastructure to business intelligence solutions. Information technology also enables business processes by providing information management, information processing and communication support to enhance business performance while by implementing computer systems offices could achieve automate control of the business and information tasks. Information technology enables the lower-skilled workers improve their operation efficiency and perform responsibilities with high quality consistently, There are three roles that IT for operational support could play in offices which include; Increasing scale efficiencies in the operational activities of manufacturing and service. Processing

some basic information and business management. Monitoring and recording the actions and performance of the operational employees when they carry out information management tasks. The motivation to keep using such technology, as well as the desire to motivate other users is the driving force. Due to the inability of the school management to provide adequate information technological equipment for the management of office work by secretaries, it has been very difficult for secretaries of tertiary institutions in Lagos State to advance their secretarial functions and this has resulted to poor job performance[10].

The capacity to interact in a fluent manner is a key element of any information technology system. Stakeholders should have access to all of the information they need to complete their activity, as well as the opportunity to seek further help from others. A form builder should be included in any office information technology system. Form builders may be used to collect data, show data from other systems, and even create approval screens for secretaries. A good secretary is the hub of the office wheel that keeps all of the spokes in place and everything moving forward on the right path. Organization skills, attention to detail and computer and office equipment proficiency are important abilities, good communication skills for a secretarial staff is essential especially in such a key ministry where oral, interpersonal and written communication is important[11].

At this point, it should be apparent that the secretary's job description includes receiving information, documenting it, processing it (within his office's jurisdiction), and passing it on as needed. The secretary's responsibilities have evolved over time to include more

than just typing and greeting and handling visitors to the organization[12]. Secretarial work has progressed to a multi-line operation of office technology such as computers, the internet, photocopying machines, phone handling, adding machines, and scheduling and appointments for senior officials. When it comes to dealing with information for official responsibilities, the secretary must be resourceful.

The importance of information as a valuable resource among the secretary's many responsibilities has necessitated the secretary's participation in information and communication development. While the secretarial profession was formerly seen to be only a supporting function in the office, today's secretary must face the difficulties of modern office demands, because poor performance and an inability to quickly adapt to technological advances might jeopardize the secretary's career[13]. This demonstrates that secretaries are the chief organizers of meetings, record keeping, handling of the organization's incoming and outgoing mails, and managers of various activities in the office; they should be up-to-date with the desired office automation skills, as well as take some steps to improve their skills and performance. In view of the above discussion, this study therefore seeks to examine the influence of information management practices and office automation on job performance of secretaries in tertiary institutions in Lagos State, Nigeria.

1.2 Statement of the Problem

Job performance is one of the major driving forces of thriving organisations and it is critical to tertiary institutions. Secretaries are involved in coordination of activities such as: record keeping, receiving, preparing, and sending memos, letters or emails,

compilation of students' results, retrieving required documents, attending to telephone calls and receiving and attending to visitors who come to the office. When secretaries are performing optimally, resources would be effectively utilized, office activities run smoothly, executives, students, visitors and employees in general would be satisfied. This can lead to good corporate image and result in increased patronage for the institutions. However, based on the preliminary investigation and close observation, it appears there is a decline in the job performance of secretaries in tertiary institutions in Lagos state, Nigeria. This could be caused by poor/inefficient utilization of office resources, delay in processing and release of students' results, inefficiency in carrying out office activities such as storage, retrieval of documents or dissemination of information. All these inefficiencies can have effects, resulting in delay in release of students for NYSC or processing of admissions for new intakes, thereby affecting the image and growth of the institutions. It is therefore very crucial that secretaries be trained in competent use of information technology in managing information to aid them in carrying out effectively office management practices in order to record high job performance. Secretaries in tertiary institutions in Lagos State seem not to be well trained to carry out information management tasks efficiently as desired. Some of the secretaries are not qualified to hold the posts. For a secretary to be effective in his/her duties, he/she must be professional.

Furthermore, empirical studies that combined the two variables within the context of secretaries' performance in tertiary institutions seem scarce. The few studies done have focused on other contexts; for example studies not based on tertiary institutions but on other organisations[23]; hence reinforcing the narrative that there is need for a study that

would substantiate the interaction between information management practices and information technology on job performance of secretaries of tertiary institutions in Lagos State, Nigeria. This study therefore intends to investigate the influence of information management practices and information technology on job performance of secretaries in tertiary institutions in Lagos State, Nigeria.

1.3 Aims and Objectives of the Study

The aim of the study is to investigate the influence of information management practices and information technology practices on job performance of secretaries of tertiary institutions in Lagos state, Nigeria. The objectives are to:

i. identify the level of job performance of secretaries in tertiary institutions in Lagos State, Nigeria;
ii. examine the information management practices existing among secretaries in tertiary institutions in Lagos State, Nigeria;
iii. identify various information technology practices existing in tertiary institutions in Lagos State, Nigeria;
iv. ascertain the influence of information management practices on job performance of secretaries in tertiary institutions in Lagos State, Nigeria;
v. ascertain the influence of information technology practices on job performance of secretaries in tertiary institutions in Lagos State, Nigeria;

vi. examine the combined influence of information management practices and information technology practices on job performance of secretaries in tertiary institutions in Lagos State, Nigeria.

1.4 Research Questions

The following research questions will guide the study:

i. What is the level of job performance of secretaries in tertiary institutions in Lagos State, Nigeria?

ii. What are the various information management practices existing among secretaries in tertiary institutions in Lagos State, Nigeria?

iii. What are the various information technology practices existing in tertiary institutions in Lagos State, Nigeria?

1.5 Hypotheses

The following hypotheses are formulated to guide the study and will be tested at 0.05 level of significance.

$H_0$1: There is no significant influence of information management practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria.

Ho2: There is no significant influence of information technology practices on job performance of secretaries in tertiary institutions in Lagos, Nigeria.

$H_0$3: There is no significant combined influence of information management practices and information technology practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria.

1.6 Scope of the Study

This study will focus on the influence of information management practices and information technology practices on job performance of secretaries of tertiary institutions in Lagos State. The measures of job performance are non-task specific behaviour, task specific behaviour, communication and personnel discipline. The measures for information management practices are sensing information, collecting information, organizing information, processing information, maintaining information and closing of information cycle; while the measures used for information technology practices are information technology for management support, information technology for innovation support, information technology for business process support and information technology for operational support. The geographical scope will cover Lagos State University of Science and Technology, Lagos State University, LASU, University of Lagos, UNILAG, Yaba College of Technology, YABATECH, Adenisran Ogunsanya College of Education, Anchor University, Augustine University, Caleb University and Federal College of Education. The respondents of the study will be secretaries of the nine tertiary institutions.

1.7 Significance of the Study

This research work would be beneficial to staff and management of all tertiary institutions in Lagos State, Nigeria, Human Resource Managers, Researchers and policymakers in Government.

This research work would seek to attend to the perceived poor state of information management practices in tertiary institutions and would help the staff and management of various institutions to understand and address the issues pertaining to information management processes in tertiary institutions. Human resources managers would identify areas to be addressed to improve job performance of secretaries such as improving their information technology effectiveness. They would also benefit from the findings of the study in which way the human resource management policies and practices could be improved in their respective institutions.

Conclusively, it will serve as link and guide for future researchers of related study as they make use of this material for references. Policymakers in government would benefit from the findings which would have useful input in formulating policies that are relevant to the needs of employees.

1.8 Limitations of the Study

The major issues that limited this study were retrieving information from respondents, who in this regard are secretaries of tertiary institutions in Lagos State, Nigeria. The nature of their work makes less receptive towards advancing research. Also, the ingenuity of respondents who filled the questionnaires for accurate data analysis, time

factor for retrieval of information, and the financial implications of carrying out this study limited the study. In spite of these limitations, however, the stud

1. 9 Operational Definition of Terms

Job Performance: This is the outcome of office management practices or activities done by secretaries in order to achieve their goals of the activities or duties expected of them in tertiary institutions in Lagos State, Nigeria

Non-task specific Behaviour: These are the behaviours that secretaries of tertiary institutions in Lagos State, Nigeria undertake as part of a job. They are the core substantive tasks that delineate one job from another.

Task Specific Behaviour: is the extent to which secretaries of tertiary institutions in Lagos State, Nigeria engage in spelling out the duties and responsibilities of an individual or group to perform a specific task and closely supervises their progress.

Communication: It helps to specify the mode of communication and the frequency at which the communication must be carried out among secretaries of tertiary institutions in Lagos State, Nigeria.

Personnel Discipline: They are the actions imposed by management of tertiary institutions in Lagos State, Nigeria on its secretaries for failure to follow the institutions' rules, standards or policies.

Information Management Practices: These are the processes that include sensing information, organizing information, processing information, maintaining information, closing of information cycle of secretaries of tertiary institutions in Lagos state, Nigeria.

Sensing Informannтion: It is a process in which information is detected and identified concerning: academic and students' record by the secretaries in tertiary institutions in Lagos State, Nigeria.

Collecting Information: It is the process of how to collect more and more data and information about students and management and share information more broadly by internet technology by secretaries of tertiary institutions in Lagos State, Nigeria.

Organizing Information: It is the process of making information available through networks and databases which does not always make it usable, unless management can agree on shared language, terminology, and classification schemes for organizing the information sources and databases of the institution.

Information Processing: This is the activity of secretaries using various information technological equipment to key in data into computer system and manipulates them to produce the required information or documents that are meaningful to the executives or users, processing can also be done manually such as when students are filling form for registration.

Maintaining Information: It involves reusing existing information to avoid collecting the same information again; Updating information databases so they remain up-to-date and refreshing data to ensure that people are using the best information; Getting output such as documents for the institution and students by secretaries of tertiary institutions in Lagos State, Nigeria.

Information Technology Practices: This is the application of varied computer machinery and software used by secretarial staff of tertiary institutions in Lagos State, Nigeria to digitally create, collect, store, manipulate, and relay office information.

Information Technology for Decision Support: It states whereby secretaries of tertiary institutions in Lagos state used IT tools to assist anticipating information management trends. They are more adaptable to gather and analyze data and information from rapidly developing environment.

Information Technology for Innovation Support: These are Software-based innovation, the internet and the management of documents and the growth of global networking and interactivity used by secretaries of tertiary institutions in Lagos State.

Information Technology for Business Process Support: This focuses on the implement of hardware, software, networks and technical expertise to facilitate the management of information processes by secretaries of tertiary institutions in Lagos State.

Information Technology for Operational Support: This enables the secretaries of tertiary institutions in Lagos State to improve their operation efficiency and perform responsibilities with high quality consistently.

Secretaries: These are persons who handle correspondence, keeps records and do general clerical work for tertiary institutions in Lagos State, Nigeria.

Tertiary Institutions: They are institutions that provide post-secondary school education on a full time, part time or distance education basis that offer degree, diplomats or teacher education courses.

Endnotes

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Chapter Two

Literature Review

In this chapter, the researcher will review 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 Overview of Job Performance

2.1.2 Overview of Information Management Practices

2.1.3 Overview of Information Technology Practices

2.2. Theoretical Review and Framework

2.2.1 John Campbell Job Performance Theory

2.2.2 Marchand's Information Orientation Theory

2.3 Review of Empirical Studies

2.3.1 Information Management Practices and Job Performance

2.3.2 Information Technology Practices and Job Performance

2.3.3 Information Management Practices, Information Technology Practices and Job Performance

2.4 Conceptual Framework

2.5 Literature Review

Endnotes

2.1 Conceptual Review

2.1.1 Job Performance

Working conditions are the contributions of an individual to the overall success of an organization. Job performance is often conceptualized as the actual output or results of an employee against the desired goals and objectives of an organization. Job performance can be measured using two distinct but related constructs, that is, the operational and the financial performance. Operational performance refers to the firm's ability to efficiently and effectively provides services to the customers. On the other hand, financial performance refers to monetary measures such as profitability, return on investment, return on sales (ROS) and operating ratios, to mention but a few[1]. Growing emphasis has been given to employee's job performance as a source of competitive advantage to promote responsiveness in enhancing overall organizational effectiveness.

Performance is the level of an individual's work achievement after having exerted effort. It could also be defined as the set of workers' behaviour that can be monitored, measured, and assessed achievement at individual level. These behaviours are also in agreement with the organizational goals[2]. Job performance is a human behaviour whose outcome is an important factor in determining a person's work effectiveness. This view implies that organizations' success or failure is dependent on job performance of the individuals in that organization. Performance of a person on a job can be considered as a function of two different variables. One of these refers to the ability or skill of the individual to perform the job; and the second refers to his motivation to use this ability or skill in the actual performance of the job. In this regard, performance becomes the

product of information accessed and effectively applied on the job for maximum productivity.

Various performance indicators are: quality of work, quantity, timeliness, cost effectiveness, creativity, innovation, adherence to policy, personal appearance/grooming, management by objectives, etcetera[3]. Consequently, job performance has become one of the significant indicators in measuring organizational performance in many studies. Even though performance is oftentimes determined by financial figures, it can also be measured through the combination of expected behaviour and task-related aspects like the use of information, which could as well be used to measure non-academic staff job performance. The use of information motivates and influences job performance. Many office managers play major roles in advising students on information on other needs such as course selection, career success, etcetera, while others make significant decisions that affect the direction of the institution as a whole. A workers uses documents to understand a task's related topics and solve a specific problem and when a beginning a task, he/she may search the organization's knowledge repository for information that will help solve the problem at hand[4].

In an organizational setting, managers are saddled with the responsibility of efficient allocation of resources for optimal profit or improved productivity. Another stressful and greatest challenge that managers often face in accomplishing this goal is how to access and use information for optimal factors combination[5]. In the same vein, secretaries in their various departments are faced with complex tasks, part of which - includes processing and having access to information for optimal productivity.

Job performance has always been an important concern for managers of organisations[6]. Similarly, job performance is key edifice of an organization therefore, aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed. “The effects of internal marketing, job satisfaction and service attitude on job performance among high-tech companies, has always been regarded as an important item in organizational management” defined job performance as workers’ total performance in meeting the anticipated worth and achievement of tasks under the procedure and time requirements of the organization. Similarly, job performance could be defined as the standard for advancements, redundancy, rewards, punishments, reviews and salary changes. It also satisfies the needs for employees to realize themselves. Job performance symbolises the broad belief of the personnel about their behaviour and contributions towards the achievement of the organization. Job performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and further stated that compensation practices, performance evaluation and promotional practices as a determinant of job performance.

Similarly, job performance is an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organisation as well as its achievement. Other factors that determine job performance are revealed to be working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement[7].However, prevailing viewpoints of organizational

configuration and information management in order to understand reasons associated with enhancing individual performance argue that job performance can be enhanced through introduction of office automation, creativity, commitment and productivity.

Measures of job performance are core task performance, which includes in-role performance, safety performance, and creativity, followed by citizenship performance, categorised into both targets-specific and general organizational citizenship behaviours and lastly, counterproductive performance that consists of general counterproductive work behaviours, workplace aggression, substance use, tardiness, and absenteeism[8]. Job performance brings about innovation performance and firm performance as a whole, in such a way that successful effort of fulfilled, inspired, and devoted human resources produce innovative ideas for new products or services and increase quality performance, operative performances, and client satisfaction directly.

Traditionally, job performance is limited to the core task activities that were based solely on job analysis. The construct has, however, expanded into behavioural aspects related directly to the core tasks and other behaviours that support the core task performance. Job performance should be measured in terms of task performance and contextual performance in order to fully grasp a holistic concept of the construct. This is because contextual performance is the behaviours that support the core task performance in enhancing organizational effectiveness In essence, task performance is concerned with behaviours that are required to complete job tasks while contextual performance is needed to safeguard and upgrade the organizational, social, and psychological environment in the organization[9]. Both aspects of performance are crucial

to achieve organizational objectives in measuring job performance. It is important to integrate items on the task as well as contextual performance because they are strongly related and it is difficult to differentiate as behavioral aspects of job performance are very subjective. This suggests that commitment is a function of task performance and contextual performance. In other words, both dimensions provide unique variance to the job performance domain because supervisors evaluate and combine task and contextual items in appraising their subordinates' overall job performance[10].

Job performance has been viewed as task proficiency and is rated by one's immediate supervisor in the workplace[11]. Task proficiency should cover one's in-role behavior, which consists of the behaviors executed by the person in meeting his or her job responsibilities. Individuals' perceptions of their job requirements are substantially different from their supervisors' perceptions in that individuals have a narrower definition of job in-role behaviors. The in-role behaviors are distinguished from the extra-role behaviors, which go beyond the formal employment contract.

The multiple studies dedicated to business administration and management have made of job performance a classical and recurrent concept, in all studies and papers discussing the role of individuals in companies and their efficiency at work. That is why it is important to start by explaining the meaning of performance at work, which has become a key part of most scientific and field studies, based on the evaluation of the role of individuals and employees, as well as the impact they have on productivity and more generally on companies and organizations efficiency. We could define job performance as the effort made by a person within the company he works in. The

expression reflects the desire the employee has to make this effort in order to improve the company's efficiency and results. This concept, as a general notion, does not include only material dimensions. In fact, the working and the professional environment are considered to best motivate and satisfy the employee, psychologically speaking. Some precious social values are also to take into account, like: trust, sense of belonging and loyalty to the superiors. The fact of focusing on improving the services quality has pushed all economic institutions in general and banks in particular to adopt several various ways to assess their workers job performance. The latter may be considered as an indicator to reward the most brilliant employees, and this, by constantly watching the workers behavior, their outcomes and results within specific periods. Job performance is the aggregated value to an organization of the set of behaviors that an employee contributes both directly and indirectly to organizational goals[12].

We chose a behavioral conceptualization of job performance because engagement is a concept that reflects human agency, and thus it is appropriate to focus on consequences that are largely under an employee's volitional control. Moreover, because job performance has multiple dimensions, this perspective can provide insight into the specific types of employee behaviors that transmit the effects of engagement to more "objective" outcomes, such as productivity, efficiency, and quality[13]. At a general level, employees who are highly engaged in their work roles not only focus their physical effort on the pursuit of role-related goals, but are also cognitively vigilant and emotionally connected to the endeavor. In contrast, employees who are highly disengaged in their work roles withhold their physical, cognitive, and emotional energies, and this is reflected in task activity that is, at best, robotic, passive, and

detached. At a more specific level, theoretical research has linked investments of the three energies of engagement to job performance. First, investment of physical energy into work roles contributes to organizational goals because it facilitates the accomplishment of organizationally valued behaviors at increased levels of effort over extended periods of time.

Because people's work roles are defined largely by behavioral expectations of others in their organization, investments of physical energy toward role accomplishment should result in a greater likelihood of meeting these expectations, and thus, judgments that the role holder is a positive contributor to the organization. Employees who worked harder exhibited higher levels of job performance[14]. Second, investment of cognitive energy into work roles contributes to organizational goals because it promotes behavior that is more vigilant, attentive, and focused. In a study, the term "heedfulness" was used as a label for behaviors that possess this same set of characteristics, and those authors noted that when heedfulness declines because of reductions in investments of cognitive energy, performance decrements result from failures to see, to take note of, or to be attentive to one's work role. Some scholars in their research on flight deck operators on an aircraft carrier, observed that as the degree of heedfulness increased, crucial operational errors decreased. Finally, investments of emotional energy into work roles contribute to organizational goals in a number of related ways. Those who invest emotional energy into their roles enhance performance through the promotion of increased connection among coworkers in pursuit of organizational goals. Investments of emotional energies also help individuals meet the emotional demands of their roles in a way that results in more complete and authentic performance.

Individual job performance consists of distinct sets of activities that contribute to an organization in different ways[15]. Some scholars have taken into account both the organizational and personal perspectives of job performance for the purpose of assessment. This has led to the categorization of both organizational records (objective evaluation) and subjective (individual) evaluation metrics. Subjective measures took into account judgment based on personality qualities, whilst objective measures took into account evaluation based on results. The subjective indicators, by their very nature, are more difficult to evaluate than the objective ones, which take into account both the organizational and individual perspectives of work performance. One of the early attempts to make predictions about work performance was the contrast between accuracy (quality or lack of errors) and quantity (volume of output). It has divided the five factors that make up job performance into categories: the unit of production, the quality of the work, the tenure, the supervisory role, and the leadership skills. Distinguished

Moreover, a researcher differentiated between strict and flexible requirements. While the organizational criterion were the strict criteria information, the subjective standards were the soft evaluation[16]. Organizational information were classified based on production and individual data, into direct and indirect measurements. The quantity of units produced, the quality of goods in terms of the amount of scrap material created, and other such metrics were direct gauges of production data. Such organizational records are regarded as offering a more objective assessment. Human judgment is required for indirect measurements. Individual job performances are rated or ranked

based on tenure, tardiness, lateness, accidents, filing grievances, promotion rates, absence, etc. These evaluations are referred to as "subjective" evaluations. In addition, other objective measurements that don't directly assess performance but provide information about the organization's overall health could be used (for example: grievances, accidents, absenteeism and turnover were considered). Additionally, a few of the work performance dimensions that were used by prior researchers for their studies are summarized in chronological order in the discussion that follows. The most proactive behaviors and pro-social organizational behavior both include individual initiatives. Employees therefore demonstrate personal initiative when their actions align with the organization's vision, when their aims are long-term in nature, and when they are able to resolve a difficult situation. Observing members' acts of generosity, sharing, and assisting others is a simple approach to spot pro-social behavior.

Generally, job performance data were categorized into two groups including judgmental and nonjudgmental measures[17]. Objective performance indices (such as manufacturing output, scrap rates, and time to finish a task) have proved valuable performance indicators for repetitive, manual operations even though judgmental methods are more frequently used, and these measures have received renewed attention. In addition, other objective measurements that don't directly assess performance but provide information about the organization's overall health could be used (for example: grievances, accidents, absenteeism and turnover were considered). Additionally, a few of the work performance dimensions that were used by prior researchers for their studies are summarized in chronological order in the discussion that follows. The most proactive behaviors and pro-social organizational behavior both include individual initiatives.

Employees therefore demonstrate personal initiative when their actions align with the organization's vision, when their aims are long-term in nature, and when they are able to resolve a difficult situation. Observing members' acts of generosity, sharing, and assisting others is a simple approach to spot pro-social behavior. According to them, "pro-social organizational behaviour is: performed by a member of an organization, directed towards an individual, group or organization with whom he or she interacts while carrying out his or her organizational role, and performed with the intention of promoting the welfare of the individual, group or organization towards which it is directed.

Thirteen types of pro-social organizational behaviours were specified into: Assisting co-workers with job-related matters, Showing leniency, Providing service/product to consumers in organizationally consistent ways, Providing service/product to consumers in organizationally inconsistent ways, Helping consumers with personal matters unrelated to organizational services/products, Complying with organizational values, policies and regulations, Suggesting procedural, administrative or organizational improvements, Objecting to improper directives, procedures or policies, Putting forth extra effort on the job, Volunteering for additional assignments, Staying with the organization despite temporary hardships, Requesting the organization favorably, assisting co-workers with personal matters[18].

The concept of performance is multi-dimensional and involves many subjective criteria and judgments. Evaluation can be done by implementing performance rating which is filled by colleagues or supervisors and it is said to be the most utilized technique to

measure performance[19].Performance can be described in many terms like productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimization of the company's total occupancy cost. The definition of performance is very flexible; hence it is used according to the concept or nature of work that gives the best outcome of the word. However, performance generally means the best outcome of an activity done by an organization over a period of time.

Furthermore, performance can be explained as the combination of employees and other supporting equipment being available, competent, productive, responsive and effective. Performance is not judged by the action alone but it includes evaluation of actions with a measurable scale[20]. The measurement of performance is a process to quantify the efficiency and effectiveness of an action. The result provided by the measurement shows how well an organization is managed and if the organization could achieve the target and values generated as promised to their stakeholders. Furthermore, organizational performance measurement as a set of metrics used to quantify efficiency and effectiveness of actions and it also covers planning and budgeting as well. However, the management personnel will actually look at his subordinates and evaluate their performance based on their attitude at worksite or office, their efficiency in preparing reports and submitting within the timeline, their attendance as well as their cooperativeness at the workplace. Accordingly, employee performance is based on the amount of time that an employee is physically present at his/ her job, besides the extent

to which he/ she is “mentally present” or efficiently working during the presence at the job. Furthermore, studies have indicated that employees’ job performance can be evaluated in terms of effectiveness of an employee in executing the job he or she was hired to do, in order to produce the desired outcomes expected from an employee’s job description.

The concept of job performance expresses the net effect of an individual's efforts that begin with capacities and a perception of the role or tasks that indicate the degree to which the tasks of the individual are accomplished[21]. Consequently, job performance is seen as critical to the organization's performance. For this reason, a person's ability to speak and communicate information can be an indicator of his or her performance at work because those who have this skill will be positively reflected in the results of their work, and the relationship with their direct manager will be strengthened. Accordingly, job performance is one of the most important functional outcomes, and has been defined as the aggregate value of activities in which the employee participates directly and individually, positively or negatively in achieving organizational objectives. Job performance is generally defined as the degree to which an employee assists the organization in achieving its organizational objectives, and is also called employee performance. Job performance expresses the financial and non-financial outputs of staff directly related to the organization's organizational performance. In another study job performance is defined as "the result of three factors: skill, effort, and the nature of working conditions. Skills include the knowledge, abilities and competencies that an individual brings to the organization. The effort includes the degree of motivation of the employee to accomplish his work, the nature of work conditions. Another researcher

also indicates that job performance reflects the (degree to which the individual functions are fulfilled and reflect how the individual fulfills the job requirements. Similarly, Job performance is also seen as the outcome of an individual's performance while performing his functions.

The performance appraisal process starts at the beginning the collection of data that can be analyzed and the results obtained is used to judge the behavior or performance of the employee, whether high, medium or low, in accordance with the benchmarking criteria used to assess the performance level, and accordingly the definition of performance relates primarily to the behavior of the individual during the implementation of the tasks required of him, in addition to the level of efficiency (scientific and practical) that he owns and enable him to implement tasks at best. In another light, job performance is described as the individual's duties, and responsibilities in the exercise of his or her work, by the rate at which he or she is required to perform[59]. It can also be noted that job performance consists of behaviors that can be observed in individuals in their jobs and are relevant to the achievement of the organization goals. It is defined as a coordinated effort to carry out tasks that involve converting inputs to outputs of a quality consistent with the skills, abilities and experience of the staff, with the help of supporting factors and the appropriate working environment to undertake this effort accurately, shorter and less costly[22].

Job performance is the accomplishment of work related tasks or skill by an employee. It is also described as actions that contribute to organizational goals and that are under the individual's control[23]. It is related to the willingness and openness to try and achieve

new aspects of the job which in turn will bring about an increase in the productivity of the individual. It is measure through the level of achievement of business and social objectives and responsibilities from the perspective of the judging party. The key indications of job performance are the individual personal characteristics including competency and ability to deal with role conflict. The argument in the sense of this description includes a wide range of job behaviors and that some behaviors contribute to employee's duties and responsibilities, while other behaviors still affect the goals of the organization but do not fall under duties and responsibilities. However, majority of prior studies has demonstrated that job performance involved a micro level of actions and behaviors of an employee that contribute to the goals of the organization where it refers to all behaviors employee engage in the workplace.

It is as an assessment of the efficiency and effectiveness of a worker or group of workers[24]. In actual terms, job performance is a component which directly affects an organization's profits. Consequently, job performance may be evaluated in terms of job satisfaction an employee had on specific job role over a period of time. The job performance of a given worker is assessed relative to job description set out for employees doing the same work. It can also be assessed according to the amount of units of a product or service that an employee handles in a defined time frame. As the success of an organization relies mainly on the job performance of its employees, therefore, employee job performance has become an important objective for organizations. Studies have focused on one or two ways to describe employees' job performance and since many different approaches are taken, it can be challenging to describe this measure. Overall, there is a lack of an effective and standardized way to

assess this performance. As pointed out by another researcher, job Performance is the core construct of today's work place. It is seen as behaviors or activities that are performed towards achieving the organization's goals and objectives. Performance is important for organizations as employee performance leads to business success and performance is important for individual as accomplishing tasks can be a source of satisfaction. Job performance is a very significant factor affecting profitability of an organization. Inefficient job performance will bring about a tragedy to the organization as associated with lower productivity, profitability and impairment of overall organizational effectiveness.

In the organization, especially for-profit orientation organization, job performance is considered as the most important aspect in generating continuous profit. Employee's performance is determined during job performance reviews with the consideration factors of time management, leadership skills and productivity to assess each employee on an individual basis. It is a technique to measure the level of achievement of business and social objectives and responsibilities from the perspective of the judging party. Besides, one's job performance also can be defined based on the three dimension outcomes, behaviors and personal traits[25]. However, the physical work environment has been widely studied since it contributed a considerable concern on the employee's job performance.

Task performance: Task performance is defined as the functional behaviors associated with key activities in the organization such as the production of goods, the providing of services and sales, maintenance activities, stewardship and delivery of services[26]. Task

performance behaviors directly or indirectly affect the essence of the organization's work, the methods used by the organization to produce goods and services, as well as task performance behaviors are predetermined within the job description, task performance behaviors have a relationship to the knowledge, experience, skills and abilities possessed by the employee, which vary depending on the job itself.

Secretaries in a tertiary institution ensure the smooth functioning of the academic activities. For example, secretaries may be called upon to order general supplies like paper, pens, and toner, as well as academic supplies such as computer system, documents (memos, mail)[27]. With the increasing use of computer systems, secretaries may also be responsible for ensuring that systems operate cohesively. In small offices that don't have their own computer support personnel, office managers may need computer systems troubleshooting skills. In larger offices, managers may oversee the work of technical specialists; recording frequent problems and researching potential solutions. Some secretaries may take on accounting responsibilities. In these cases, office managers may be required to oversee payroll expenses, send invoices, and process paperwork and therefore, might benefit from taking some accounting courses.

Contextual performance: Contextual performance is defined as functional behaviors related to the organization's culture and climate, or, in other words, the context in which the organization's main activities are conducted. Examples of contextual performance include collaboration and helping others work, following rules and regulations, and supporting the organization. Contextual performance behaviors influence the prevailing social and psychological environment of the organization, which means the

environment in which goods and services are produced, and the behavior of contextual performance is not defined in the job description, but rather belongs to the employee himself and is associated with other characteristics such as the personality and motivation of the employee. Office managers of tertiary institutions contextually involve themselves in the influences of students' academic performance and supports the social and psychological environment of the school, the environment in which the technical core operates[28].

In addition, job performance has relatively been measured using approaches suitable for achieving quantified targets, like output per hour. Difficulty arises when the desire to measure the conceptions of performance in employees. But this difficulty is alleviated if a distinction is made between the two forms of results, i.e. outputs and outcomes. An output is a result that can be measured quantifiably, while an outcome is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms. There are components in all jobs that are difficult to measure quantifiably as outputs, but all jobs produce outcomes even if they are not quantified. It is therefore often necessary to measure performance by reference to what outcomes have been attained in comparison with what outcomes were expected, and the outcomes may be expressed in qualitative terms as a standard or level of competency to be attained. Therefore a qualitative measure of outcome of an employee's performance can be attributed to the definition of the aspects that define the work done meets or exceeds expectations of organization, completing tasks satisfactorily, or if operations have reached an agreed upon standard[29].

Virtually every manager and/or organization values an employee who is committed to their job and this commitment is usually always linked to the amount of motivation a person holds. Motivation can be divided into two types, namely, extrinsic and intrinsic motivation. Both of these types are concerned with the way people feel about something, in this case their job, and how eager they are to perform their job correctly. When a person is intrinsically motivated, they have the desire to engage in a certain activity for their own sake[30]. In this case people feel a certain urge to perform their task/ activity at hand without any interference or stimulation from the outside. They feel that they ought to do this for personal reasons only such as work schedule, work challenges and so on. The enjoyment people receive from working at a certain workplace for example can be an intrinsically motivated reason. Also desire for prestige or status is an important intrinsic motivator. These pressures to do something really originate from inside a person's mind or character and are hard or sometimes impossible to change. On the other side, extrinsic motivation is concerned with things that originate outside the person and that can produce certain desires and needs.

These extrinsic motivators are often based on rewards systems such as good and encouraging work environment, regular supervision and regular pay and so on. Often, these extrinsic motivators are of a tangible kind, such as monetary bonuses or other financial re-enforcers. For this paper however, the extrinsic kind of motivation will be looked at mostly as intangible coming from managers. The pressure or influence managers apply on their staff, could certainly affect the amount of motivation a person has for their profession. This of course, is a quite logical conclusion, since positive reinforcement from the outside managers or colleagues will work on the way employees

feel about themselves and their competence. “If a person’s competence and self-determination are enhanced, his intrinsic motivation will increase”[31]. The fact that a manager can increase a person’s intrinsic motivation by first motivating extrinsically can of course serve as a great tool for management is the quest for improving job commitment. If people are more content with their job, the general understanding is that these workers will also be more committed to accomplishing the tasks assigned by their superiors. Since it is important for the motivation of an employee and their commitment to their job. Organizational justice can be divided into procedural, distributive, and interactional justice.

Employees did relate procedural justice to a larger extent to commitment then distributive justice. If in a company the whole process or reaching a certain outcome is applied in a suitable manner, this then will result in an increased commitment to the firm. It might happen that an employee is dissatisfied with the way distributive justice has taken place, but remains committed to the organization if the procedural part of justice is perceived as being fair and just[32]. The way this process takes place, is also affected by the management staff of an organisation. A proper, well organized management-style surely increases trust by subordinates when conveying a sound level of procedural justice. Note that the correlation between managerial behaviour and procedural justice is essential on the path to creating more commitment of employees to an organization. Other determinants that play in this research a lesser role, but do contribute to a positive effect on job commitment are: “input in decision making, job autonomy, integration, instrumental communication, formalization, and organizational support”. The specific variable of commitment, and the actual strength of it, will be

quite difficult to capture. In order to gain some knowledge on this amount, one might look at the turnover rate in an organization or the percentage of absenteeism. A high turnover over rate might indicate dissatisfaction or low amounts of motivation.

This might be concluded as indicating low job commitment. The same hold for a high percentage of absenteeism, since a constantly high amount of this measure could show a low factor of job commitment. Another way to measure commitment is by conducting surveys concerned with the perceptions of employees towards their job[33]. These questions of course have to be specifically constructed to result in a correct view of the strength of a person's job commitment. The concept of job commitment and the two factors justice and motivation are of great essence of modern corporate life. Living in a world of greedy and selfish people, an employee with a significant affection for their job is one to hold on to. Such a staff member will by proper stimulation of management accomplish considerably more than a person who couldn't care less about their work. Job commitment is therefore a comprehensive issue that has to be constantly dealt with in organizations. It is especially the impact management can have on this aspect, with respect to their employees, that will become more obvious in the next chapter, when a connection will be established between managerial behaviour on the one hand and job commitment on the other hand.

Office managers' commitment refers to the affiliation and involvement of an office manager with his/her educational institution. It is a psychological state that characterizes an individual's relationship with an educational institution[34]. Commitment to an organization is a positive psychosomatic consequence that can be realized when

individuals perceive good congruence between themselves and their organizational environment, believe in the organization's vision and values, desire to stay in the organization, and want to contribute to it. Organizational commitment of tertiary institution secretaries imply their considerable identification and involvement with the tertiary institution, a belief in and acceptance of the tertiary institution goals and values, a willingness to exert considerable effort on behalf of the tertiary institution and loyalty or a strong desire to maintain membership in the institution. It also implies a good person organization fit that should result in willingness to do work that is consistent with and promotes the reason for the existence or purpose for which the university was established. Understanding the commitment of office managers of a tertiary institution is important in the context of the tendency for office managers to have a strong orientation and commitment to the occupation or profession rather than to the organization.

In any event, the organizational and professional commitment of office managers may not necessarily be incompatible. Commitment to the profession has been positively associated with intrinsic motivation to information management with high productivity[35]. Information management productivity is consistent with office manager's desire to be well-connected and well positioned within his/her profession (professional commitment). This can provide unique opportunities for success that can translate to organizational access to high-potential employees, institutional visibility and enhanced reputation that should benefit the institution. The commitment of employees to their work place has, historically, had three distinguishable, yet related dimensions referred to as affective, normative and continuance commitment.

Affective commitment is secretary's emotional attachment to, psychological bond with social attachment to, identification with, and involvement in the organization. It is an attitude or orientation towards an organization which links or attaches the identity of the office manager to the organisation and absorbs the individual's fund of affectivity. It involves the congruence of individual values with values of the organisation (identification). It also involves feelings of care for, pride in, devotion and dedication to the organisation, as well as willingness to make sacrifices for the good of the organisation (involvement), and to maintain membership in the organization (loyalty)[36].

Normative commitment is based on a moral obligation to remain an employee of the organization as a result of internalization of normative pressures, a sense of guilt resulting from thoughts about leaving the organization, a desire to compensate favours received from the organization, or perceived expectation to reciprocate specific benefits to an organization.

Continuance commitment involves an instrumental calculation of the relative benefits that an employee associates with staying in the organization against the costs of leaving the organization. Continuance commitment is the result of economic decisions and rationale motivated by investment of individual resources and anticipation of subsequent rewards. It is a "marriage of convenience" that is driven by enlightened self-interest and consideration of what the individual would lose if they left the organization. Ideal commitment refers to the employee's realization of their occupational ambitions; economic commitment arises from anxiety over a financial shortfall that may result

from leaving one's job, while choice commitment is rooted in one's lack of confidence in finding a job. Economic commitment and choice commitment are a refinement of continuance commitment. Another factor that influences job performance of an office manager is productivity.

Productivity is also being linked with quality of output; input and the interacting process between the two. An important element is the quality of the work force, its management and its working conditions as it has come to be noticed that rising productivity and improved quality of working life go hand in hand. In a nutshell, productivity is concerned with efficiency and effectiveness simultaneously. Productivity is the comprehensive measures of how efficient and effective an organization or economy satisfies five aims: objectives, efficiency, effectiveness, comparability and progressive trends[37]. No matter how it is perceived, productivity implies that there is an incremental gain in what is produced (quality of information) as compared with the expenditure on measures utilized.

For productivity measurement, whether imaginary or real, the main indicator of improved productivity becomes a decreasing ratio of input to output at constant or improved quality. Hitherto, existing approaches for measuring productivity are confronted by aggregation problem. Yet, productivity growth must be measured if only to look for opportunities to improve and show how well efforts are faring. It is likely that the magnitude of aggregation problem will be reduced if the right kind of choice is made between applying parametric and non-parametric productivity measurement. Productivity is one of the most important criterion measures in the educational and

organizational psychology research[37]. This is based on the fact that job productivity has always been reported as a significant indicator of organizational productivity, although it has been conceptualized in many different ways. Productivity is often times assessed in terms of financial figures and through the combination of expected behaviour-and task-related aspects[38].

Additionally, job productivity was categorized into "can-do" and "will-do". The former refers to the KSAOs that an individual has and must have in performing a certain job. "Will-do" reflects the motivation level of an employee in performing his or her work[39]. Productivity is work outcomes and job-relevant behaviours. Work outcomes deal with task performance, such as quality or quality of work done, while job-relevant behaviour refers to the behavioural aspects useful in achieving task performance. In other words, job-relevant behaviours provide support in performing task-related matters. Most importantly, productivity measures, which may be based on an absolute value or a relative judgment, can be generalized to the overall organizational performance because, in total, it reflects the organizational performance to a certain extent[104].

Creativity can be explained as production of new ideas; a creative employee is one who can come up with new suggestions/ideas for the services to be constructed, the flood of the communication and understanding it in the same way which would affect the work done by the employee during his working hour[40]. Creativity is explained as a design in which the employee makes such innovative construction in which the work related problems are resolved in rightful manner with step by step process, some explain it as the ability of the individuals how they can develop useful solution to meet the

challenges and overcome the problem them self individually. A creative employee is one who has the ability to be aware of the organization and must be sensitive so that he can tackle the problem, he must have sharp mind so he is able to remember his task for long time, and he must be adaptive. This is an area of Globalization where there is rapid change in the technology as well the culture so a creative employee would be one who is able to adapt all the changes before time and, in this way he would be termed as creative.

It has been long observed that employee's creativity is mostly seen at the level of organization or in the level of teams. Creativity is mostly involved in the generation of change in product, due to working in team the employees are constantly engaged in learning new knowledge, skills which are the necessary requirements needed by the organization from the employee so they can achieve timely goals[41]. Creativity can be explained as introducing new techniques by individual or group of people in organization for achieving the maximum potential of human labor which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire creative employee who are extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which are mostly admired to make constructive change. Employee's creativity can be most commonly be referred to an individual who has new ideas for his work and working style, he must be flexible in order to work in team rather than individually completing a project, a creative employee is one who has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employees are empowered so they can

complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life[42]. Creativity is adapted by the individual to do production with new ideas. The creativity may depend on the employee or situation; an employee may want to be in contact at highest or lowest level although he or she has great potential. Employee may use all of his/her capabilities, skill knowledge in effort to produce creative outcomes.

2.1.2 Overview of Information Management Practices

Information management practices aims to achieve systematic and organised use of information in organisations. This objective is to facilitate and improve information acquisition, generation, storage and use to obtain better performance, increase competitiveness and boost capacity to adapt to changing conditions in the surroundings. Thus, information management is responsible for creating, maintaining and improving the information management practices. Information management should result in an efficient system to manage information. Therefore, to develop the concept of information management from the functions that this system must perform, we review the concept of an information system. To do so, we build on the definition by a scholar who defined an information management practices as the formal collection of processes that, operating on a collection of data structured in accordance with the firm's needs, collects, process and distributes (part of) the information necessary for this firm to function and for the corresponding management and control activities to support, at

least in part, the processes of decision-making necessary to perform the functions of the business in accordance with its strategy[43].

Building on the above-mentioned definitions and considering the differences of approach and degree of abstraction required when focusing on information rather than data, we claim that a practice of information management should be capable of performing the following; Identifying and categorising information; validating and evaluating available information; capturing valuable information and storing it in a corporate repository; adopting policies that foster and reward processing and making information available to the business; implementing systems to search and retrieve information; and developing mechanisms to distribute information within the firm. Additional functions that information management practices should be able to perform emerge from the analysis of the information life cycle. A simple model of information used in business tasks would consist of three interrelated steps: information processing, information storage and information retrieval. These steps do not have to be sequential and may repeat themselves. More recently, the life cycle of information was characterized as scanning, noticing and interpreting information[44].

The basic idea of information life cycle (ILM) is that information undergoes a natural process or cycle starting from capture, through application or use and then decline which later ends with destruction of documents not further needed[45]. Another source states that information life cycle management (ILM) is the management of information from creation to final disposition. This includes strategies, processes and technologies for effective information management. The five stages of information life cycle are

given as data generation (creation), data usage, publish data, data archiving/storage and data destruction. The stages are similar to the five stages of records management cycle which are: creation (both hard and soft copies) distribution (both internal and external), use of documents, maintenance (storage) of both electronic soft copies and physical/hard copies for accessibility and disposition (destruction)[46].

Although within this list of functions that information management practices should perform the role of technology is clearly necessary for information management, the organisational and policy elements needed for these functions to be effective are also fundamental. Undoubtedly, Information Technology have broadened the horizons of information management, but Information Technology are merely one part of information management, and are often the simplest to implement[47]. Explicit acknowledgments of organisational policies with respect to information and its constructive management is difficult, complex and extremely time consuming. Effective information management often requires organisational change and cultural change, in addition to the implementation of new Information Technology: Managers' will alone is insufficient to guarantee success. Information Technology capacity to bring about radical changes in organisations explains, the failure of many large-scale projects based on Information Technology. Given that the application of Information Technology requires profound organisational change, accompanying the implementation of new information practices with little change in organisational practice can create significant productive losses without yielding any benefits.

The information management practices is an idea which is associated with man, machine, marketing and methods for collecting information's from the internal and external source and processing this information for the purpose of facilitating the process of decision-making of the business. Information management practices is not new, only the computerization is new, before computers, Information management practices techniques existed to supply managers with the information that would permit them to plan and control business operations. The computer has added on more dimensions such as speed, accuracy and increased volume of data that permit the consideration of more alternatives in decision-making process[48].Information management practices are an integrated set of component or entities that interact to achieve a particular function, objective or goal. Therefore, it is a computer based system that provides information for decisions making on planning, organizing and controlling the operation of the sub-system of the firm and provides a synergistic organization in the process. The component of an information practices includes: a hardware which is used for input/output process and storage of data, software used to process data and also to instruct the hand-ware component, data bases which is the location in the system where all the organization data will be automated and procedures which is a set of documents that explain the structure of that information management.

There are various driving factors of information management for example:- Technological revolutions in all sectors make modern managers to need to have access to large amount of selective information for the complex tasks and decisions[49].The lifespan of most product has continued getting shorter and shorter and therefore the

challenge to the manager is to design product that will take a longer shelf life and in order to do this, the manager must be able to keep abreast of the factors that influences the organization product and services thus, information management come in handy in supporting the process. There are huge amount of information available to today's manager and this had therefore meant that managers are increasingly relying on information management to access the exploding information. Information management services helps manager to access relevant, accurate, up-to-date information which is the surer way of making accurate decisions. It also helps in computer skills and incorporation of research and management science techniques into the overall information management practices for example probability theory. The information management services are capable of taking advantage of the computational ability of the institutions like processing, storage capacity among others[50].

Based on this relevancy, information management practices should be installed and upgraded in various organizations since today's office managers need them to access information for managerial decision making and also management functions[51]. The scope and purpose of information management practices is better understood if each part of them is defined individually, thus; management has been defined in process or activities that describe what managers do in the operation for their organization plan, organize, initiate and control operations. They plan by setting strategies and goals and selecting the best course of action to achieve the goals. They organize the necessary tasks for the operational plan, set these tasks up into homogenous groups and assign authority delegation; they control the performance standards and avoiding deviation

from standard. The decision-making is a fundamental prerequisite of each of the foregoing process, the job of management information system is facilitating decisions necessary for planning, organizing and controlling the work and functions of the institutions so that specified goals of the institution are achieved. Data must be distinguished from information and the distinction is clear and important for present purpose.

Data are facts and figures that are not currently being used in a decision-making process and usually are taken from the historical records that are recorded and filled without immediate intent to retrieve for decision-making[52]. Information consists of data that have been retrieved, processed or otherwise used for information or interference purpose, argument or as a basis forecasting or decision-making regarding any business unit. Information is knowledge that one derives from facts for effective functioning of systems placed in the right context with the purpose of reducing uncertainty regarding the alternative courses of action as they are based on description and measurement of attributes of various entities associated with the enterprise.

The system can be described as a set of elements joined together for a common objective. A subsystem is a part of a larger system with which one is concerned. All systems for our purpose the organization is the system and the parts (divisions, departments, functions, unit etc) are the subsystem.

The system concept of information management practice is, therefore one of optimizing the output of the organization by connecting the operating subsystems through the medium of information exchange. The management information practice is a concept of

the last two decade or two. It has been understood and described in a number of ways. It is also known as the Information practice, the Information and Decision practice, the computer based Decision practice. Information is the life blood of an organization, particularly in the case of system approach management[53]. The information management practices can be defined as the knowledge communicated by others or obtained from investigation or study. It is a system providing needed information to each manager at the right time in the right form and relevant one which aids understanding and stimulates the action. Information management practice is an organized method of providing past, present and projection information relating to internal operations and externals intelligence. It supports the planning, control and operational functions of an organization by furnishing uniform information in proper time frame to help the process of decision-making[54].Information Management Practice is generally defined as an integrated user-machine system for providing information to support operations, management and decision-making functions in an organization. The system utilizes computer hardware and software, manual procedure, models for analysis. Information is viewed as a resource much like land, labor and capital. It must be obtained processed, stored, manipulated and analyzed, distributed etc. An organization with a well-defined information system will generally have a competitive advantage over organization with poor management information and no management information system.

The information management practice is defined as a system which provides information support for decision-making in the organization. The information management practice is defined as an integrated system of man and machine for

providing the information to support the operations, the management and the decision-making function in the organization[55]. The information management practice is defined as a system based on the database of the organization evolved for the purpose of providing information to the people in the organization. The management information practice is defined as a computer-based information practices. Though there are a number of definitions all of them converge on a single point, i.e. the information management practice is a system that support the decision-making function of the organization. The difference lies in defining the elements of information management practices. However, in today's world, the information management is a computerized business processing system generating information for the people in the organization to meet the information needs for decision-making to achieve the corporate objective of the organization.

Information management practice is a computer-based system that provides flexible and speedy access to accurate data. The tertiary institutions information practices which in general relates to the planning, operation and control of an enterprise are the most important among them. Information management practice refers primarily to such an educational institution system which is generally large, sophisticated, structured and dynamically evolving and of immense commercial values[56]. A large number of programmers and system analysts are employed by many organizations to build a variety of information management. Thus, the education of programmers and system analysts as well as general manager, the subject of information management practice, has occupied a key position. Thus, information management practice is a set of

computer-based system and procedures implemented to help managers in their routine job of decision-making and planning, expansion and development[57].

The objective of management is to provide information for a decision support process of management. It should help in such a way that the business goals are achieved in the most efficient manner[58]. Since the decision-making is not restricted to a particular level, the management information system is expected to support all the levels of the management in conducting the business operations. Unless the information management practices become a management aid, it is not useful to the organization. We define the dimensions of information management by building on the functions in which information management is divided.

These dimensions are interrelated, and so various functions are often encompassed in a single routine or integrated in a single system. Nevertheless, the meaning and objective of each one is separately developed. *Collecting information:* The information that managers need to take decisions comes from both within and outside the institution. The information provided in both cases is essential, but firms are limited in terms of external information collection, whereas possibilities are much greater in terms of managing internal information. Computerization of routine activities implies an accumulation of data, whether intentionally or as a by-product of other aims. An educational institution can decide to retain a system as a record of all interactions with students, or it can simply retain employees' most relevant interactions with certain student. A more highly computerised production process means a greater number of data are recorded[59]. Therefore, the database's records and analysis of the data will be more sophisticated.

Educational institutions with greater sophistication in information management usually integrate all data generated in the institution's functional areas. The need to use a common database for the whole school has led to the spread of resource planning systems. The implementation of resource planning systems often requires business reengineering and deeply affects many academic activities which mean that the organisation must have the necessary culture to accept change. In addition, to achieve the objectives of these reengineering processes, the school requires certain information technology capabilities, without which the firm could not successfully complete these transformations[60].

The information required for strategic control necessarily differs from that used for tacit or operative control. Strategic control requires overall, synthesised information oriented more towards the future than towards the past and derived from both internal and external sources[61]. Therefore, information management systems must be able to collect information from external sources. Competitive intelligence and vigilance systems are usually based on universal information technology use and can adapt easily to information systems existing within the institution.

Processing information: after initially collecting or acquiring information, organizations must treat the information to ensure it is reliable, adapt it to the specific organisational context and improve its interpretation, condensing and integrating disparate pieces of information if necessary. In addition, initial collection often gathers simple data that require processing to convert them into information and ensure their quality. Matching information-processing capacity with organisational needs is necessary to achieve high-

quality output[62]. This processing is performed by contextualising, categorising, calculating, correcting and condensing data. Codifying and storing information: Once organisations have acquired and processed information, they must store it for subsequent use as and when necessary. Codifying information means that information can be easily found and used when required. Codifying and storing information limits and affects the subsequent access to the information[63]. Therefore, codifying, depositing and recovering information are interrelated functions.

Sensing information: Although organisations possess precise information for effective decision-making, various factors can hinder the acquisition and use of this information. Access to information has two approaches: one relating to technology and the other to organisational design. The technological component refers to the capability to rapidly access information regardless geographic barriers to any information available to the firm (as long as the user is authorised). Despite these possibilities, individual skills and preferences to find and process information can limit the use of the most capable, sophisticated sources. Training and motivation play important roles in these cases[64].Identifying information needs: identifying information needs is linked to organisational routines and culture. In traditional firms with employee hierarchies, the organisational chart is a good reference to learn each employee's information needs. Conversely, in knowledge-intensive firms, employees are usually involved in complex processes whereby knowledge of information outside their normal remit can be important. If no behavioural patterns have been established to identify these needs and instill a culture of sharing, then much of organisations' accumulated information will be lost, impoverishing employee's work[65].

Organizing information: The organizing phase of the information management life cycle focuses on indexing, classifying, and connecting information and databases to provide access within and across business units and functions. Organizing information appropriately involves several critical decisions that managers and organizational members make on an ongoing basis. First, it is necessary to know what categories that the selected information can be used in organizing information. Second, making information 'available' through networks and databases does not always make it usable, unless organizational members can agree on shared language, terminology, and classification schemes for organizing the information sources and databases of a company. Moreover, information technology and networks may provide the technical means for organizing and connecting databases across a company, but the challenges of organizing information to share, and to use it across functions, professional domains, and different business units, are essentially human activities involving choices. Third, organizing information requires appropriate skills, expertise, and work habits that organizational member and managers must possess.

Collecting information: Obviously, collection relates to the identification of information needs. Likewise, identification of information needs determines which data must be acquired, thereby closing the loop in the information life cycle[66]. Organisations can easily distribute collected information using technology, but, to be effective, distribution needs to be centred on human and cultural aspects. Cultures of sharing must be created so that relevant information may flow not only to those who directly need it, but also to other organisational members. Information in many situations requires

subjective, social interpretation because it's meaning and therefore its value is determined by the organisational culture and by employees' collective perceptions[67].

The role of the information management practices in an organization can be compared to the role of heart in the body. The information is the blood and management is the heart. In the body the heart plays the role of supplying pure blood to all the elements of the body including the brain. The heart work faster and supplies more blood when needed. It regulates and controls the incoming impure blood, processed it and sends it to the destination in the quantity needed. It fulfills the needs of blood supply to human body in normal course and also in crisis[68]. The management information system plays exactly the same role in the organization. The system ensures that an appropriate data is collected from the various sources, processed and send further to all the needy destinations. The system is expected to fulfill the information needs of an individual, a group of individuals, the management functionaries: the managers and top management.

Here are some of the important roles of the information management practices: the information management practice satisfies the diverse needs through variety of systems such as query system, analysis system, modeling system and decision support system. The information management practice helps in strategic planning, management control, operational control and transaction processing. The information management practice helps in the clerical personal in the transaction processing and answers the queries on the data pertaining to the transaction, the status of a particular record and reference on a variety of documents[69]. The information management practice helps the junior management personnel by providing the operational data for planning, scheduling and

control, and helps them further in decision-making at the operation level to correct an out of control situation. The information management practice helps the middle management in short term planning, target setting and controlling the business functions. It is supported by the use of the management tools of planning and control. The information management practice helps the top level management in goal setting, strategic planning and evolving the business plans and their implementation. The information management practice plays the role of information generation, communication, problem identification and helps in the process of decision-making. The information management practice, therefore, plays a vital role in the management, administration and operation of an organization[70].

Impact of the information management practices: management information system plays a very important role in the organization; it creates an impact on the organization's functions, performance and productivity. The impact of information management practices on the functions is in its management with a good information management practices supports the management of marketing, finance, production and personnel becomes more efficient. The tracking and monitoring of the functional targets becomes easy. The functional managers are informed about the progress, achievements and shortfalls in the activity and the targets. The manager is kept alert by providing certain information indicating and probable trends in the various aspects of business. This helps in forecasting and long-term perspective planning. The manager's attention is bought to a situation which is expected in nature, inducing him to take an action or a decision in the matter. Disciplined information reporting system creates structure

database and a knowledge base for all the people in the organization. The information is available in such a form that it can be used straight away by blending and analysis, saving the manager's valuable time. The information management practices create another impact in the organization which relates to the understanding of the business itself. The information management practices begin with the definition of data, entity and its attributes. It uses a dictionary of data, entity and attributes, respectively, designed for information generation in the organization. Since all the information systems use the dictionary, there is common understanding of terms and terminology in the organization bringing clarity in the communication and a similar understanding of an event in the organization[71].

Maintaining Information: It involves reusing existing information to avoid collecting the same information again; Updating information databases so they remain up-to-date and refreshing data to ensure that people are using the best information; Getting output such as documents for the company which produces information as products. When we reusing the information, we need to avoid collecting, organizing and processing it all over again, the company could save lots of energy to finish a new but similar business goal, but necessary update of the information is quite important and different information fits for different situation, we need to sense new information that we have to consider about. It seems that maintaining information comes into the Knowledge Management area. Knowledge Management is a future tool that enables company running on the knowledge level. When the database of information comes to certain

amount, the information could be transferred into knowledge which is a great fortune to the company.

The information management practices which are not adequately planned for analyzed, designed, implemented or is poorly maintained may provide developed inaccurate, irrelevant or obsolete information which may prove fatal for the organization. In other words, organizations today just cannot survive and grow without properly planned, designed, implemented and maintained information management practices. It has been well understood that information management practices enable even small organizations to more than offset the economies of scale enjoyed by their bigger competitors and thus helps in providing a competitive edge over other organizations. The following are the most important reasons to have a good information management practices: To control the creation and growth of records; despite decades of using various non-paper storage media, the amount of paper in our offices continues to escalate[72].

An effective records information system addresses both creation control (limits the generation of records or copies not required to operate the business) and records retention (a system for destroying useless records or retiring inactive records), thus stabilizing the growth of records in all formats. To reduce operating costs; Recordkeeping requires administrative commitment for filing equipment, space in offices, and staffing to maintain an organized filing system (or to search for lost records when there is no organized system).It costs considerably less per linear foot of records to store inactive records in a Data Records Center versus in the office. [Multiply that by 30% to 50% of the records in an office that doesn't have a records management program

in place], and there is an opportunity to effect some cost savings in space and equipment, and an opportunity to utilize staff more productively - just by implementing a records management program. To improve efficiency and productivity; Time spent searching for missing or misfiled record is non-productive. A good records management program (e.g. a document system) can help any organization upgrade its recordkeeping systems so that information retrieval is enhanced, with corresponding improvements in office efficiency and productivity. A well designed and operated filing system with an effective index can facilitate retrieval and deliver information to users as quickly as they need it[73].

Moreover, a well-managed information system acting as a corporate asset enables organizations to objectively evaluate their use of information and accurately lay out a roadmap for improvements that optimize business returns. To minimize litigation risks; Business organizations implement information management practices and programs in order to reduce the risks associated with litigation and potential penalties. This can be equally true in Government agencies. For example, a consistently applied records management program can reduce the liabilities associated with document disposal by providing for their systematic, routine disposal in the normal course of business. To safeguard vital information; every organization, public or private, needs a comprehensive program for protecting its vital records and information from catastrophe or disaster, because every organization is vulnerable to loss. Operated as part of good information management practices, vital records programs preserve the integrity and confidentiality of the most important records and safeguard the vital

information assets according to a "Plan" to protect the records. This is especially the case for financial information whereby resource planning systems are being deployed in large companies. To preserve the department/unit memory; an organization's files, records and financial data contain its institutional memory, an irreplaceable asset that is often overlooked. Every business day, you create the records, which could become background data for future management decisions and planning. To foster professionalism in running the business; a business office with files, documents and financial data askew, stacked on top of file cabinets and in boxes everywhere, creates a poor working environment. The perceptions of customers and the public, and "image" and "morale" of the staff, though hard to quantify in cost-benefit terms, may be among the best reasons to establish a good information management system[74].

Information processing is among the most fundamental notions in cognitive science. Many cognitive scientists take it for granted that cognition involves computation, information processing, or both. Many others, however, reject theories of cognition based on either computation or information processing[75]. This debate has continued for over half a century without resolution. An equally long-standing debate pitches classical theories of cognitive architecture against connectionist and neuro-computational theories. Classical theories draw a strong analogy between cognitive systems and digital computers. The term ‘connectionism’ is primarily used for neural network models of cognitive phenomena constrained solely by behavioral (as opposed to neurophysiological) data. By contrast, the term ‘computational neuroscience’ is

primarily used for neural network models constrained by neurophysiologic and possibly also behavioral data.

Many modern computer systems provide methods for protecting files against accidental and deliberate damage. Computers that allow for multiple users implement file permissions to control who may or may not modify, delete, or create files and folders. A given user may be granted only permission to modify a file or folder, but not to delete it; or a user may be given permission to create files or folders, but not to delete them[76]. Permissions may also be used to allow only certain users to see the contents of a file or folder. Permissions protect against unauthorized tampering or destruction of information in files, and keep private information confidential by preventing unauthorized users from seeing certain files. Another protection mechanism implemented in many computers is a read-only flag. When this flag is turned on for a file (which can be accomplished by a computer program or by a human user), the file can be examined, but it cannot be modified. This flag is useful for critical information that must not be modified or erased, such as special files that are used only by internal parts of the computer system. Some systems also include a hidden flag to make certain files invisible; this flag is used by the computer system to hide essential system files that users must never modify[77].

In physical terms, most computer files are stored on hard disks spinning magnetic disks inside a computer that can record information indefinitely. Hard disks allow almost instant access to computer files. On large computers, some computer files may be stored on flash drive. Files can also be stored on other media in some cases, such as flash

drives, memory cards and cloud saving etc. When computer files contain information that is extremely important, a backup process is used to protect against disasters that might destroy the files. Backing up files simply means making copies of the files in a separate location so that they can be restored if something happens to the computer, or if they are deleted accidentally[78]. There are many ways to back up files. Most computer systems provide utility programs to assist in the back-up process, which can become very time consuming if there are many files to safeguard. Files are often copied to removable media such as hard discs drives. Copying files to another hard disk in the same computer protects against failure of one disk, but if it is necessary to protect against failure or destruction of the entire computer, then copies of the files must be made on other media that can be taken away from the computer and stored in a safe, distant location[79].

2.1.3 Overview of Information Technology Practices

The term "secretary" is another term that has a wide meaning and it is important to appreciate the various meanings associated with it. Secretary is usually thought to be a person who takes dictation from a manager or other senior members of staff and turns the notes into typed correspondence[80]. The term means all sorts of things for many people and certainly many of those who work in offices choose to be under the secretarial umbrella. Information technology practices are the use of self-regulating machines to execute office tasks formerly done manually or through semi-mechanical means. Information technology has changed the secretarial duties from the manual method to purely mechanized process. Information technology practices involve the

application of integrated information handling tools and methods to improve the productivity of people in an office operation. As such, an information technology practice is the integration of the computer application into the office tasks to make the work faster, easier and consistent. Information technology practice is the process of replacing human work with work done by machines or system designed to perform a specific combination of action automatically or repeatedly. The roles of secretaries in contemporary times have changed tremendously from the traditional roles. They have access to modern office technology such as the internet, intercom and fax. These technologies make work much easier. It is easier to send messages using telex, electronic mails, fax and telephones. He noted that the era of computers and information technology helps users to write and edit and send memos, letters and reports[81]. Modern day offices are equipped with technologically sophisticated gadgets that inform accuracy and efficiency of work output.

If an office must function effectively especially in this country, the organization must go technologically in its basic operation[82]. Machines make for higher accuracy and speedy operations and reduce work tensions and also relieve monotony and fatigue on the part of workers. The roles of secretaries in contemporary times have changed tremendously from the traditional roles. They have access to modern office technology such as the internet, intercom and fax. These technologies make work much easier. It is easier to send messages using telex, electronic mails, fax and telephones. He noted that the era of computers and information technology helps users to write and edit and send memos, letters and reports. Modern day offices are equipped with technologically sophisticated gadgets that inform accuracy and efficiency of work output.

Information and Communication Technology (ICT) is concerned with managing and processing information. This is made possible through the use of electronic computers and computer software to manage information[83]. Secretarial functions in the world over have undergone tremendous technical transformations i.e. secretarial functions which were previously done manually have been mechanized. On the other hand, it was noted that ICT has posed several challenges to secretaries in the execution of their duties. Supporting this claim, any office staff of today that is lacking in Information Communication Technology would find work boring and uninteresting.

The introduction of ICT has changed the roles of secretaries. In other words ICT has influenced the performance of secretaries in delivery of information, accuracy and effectiveness at the work place[84]. There is need for capacity building of secretaries in modern office technology and secretaries should be abreast of the use of modern office technology and the need for periodic training programmes to be organized for secretaries to update their knowledge on modern office skills. During the examination of the effects of information and communication technology on the performance of public sector secretaries, it was concluded that the quality of a secretary is a function of reliable and reporting framework. The use of computer, telecommunication and video techniques positively and significantly affected productivity of public sector secretaries. Influence of workers in job performance will reshape our society and will continue to be a dynamic force in future generations. It is important that social workers understand the role that technology plays in shaping the lives of clients and the services that are

delivered. These rapidly developing technologies, and the individual that utilize them are producing virtual networks of greater size and value.

Today's internet sites produce vast social networks that provide opportunities for professionals and employers to advertise and communication to effectively use social networks, whether need to understand the capabilities of these networks, and how they can be effectively understood, managed and utilized within a digital environment. Technology innovations are encouraging a trend towards the digitization of the world is information and knowledge, essentially creating stores of the accumulated human experience[85]. ICT has become integrated into the modern global society, serving a whole range of functions and purposes with such growth are extensive arguments that internet access is a human right because it is necessary to fully participate in today's ICT reform as the use of ICTs continues to grow, it is important to realize the importance of convergence, and low convergence shapes the transmission of information and services delivery. This concept refers to the coming together of information technologies.

The internet and other telecommunication networks have an enormous impact on defining the future of human interaction, and to date, these changes have largely been positive across social contexts[86]. The field of social work needs to understand how these changes are influencing and will continue to influence all aspect of social work. As it related to social work, it is critically important that such a research agenda builds an understanding of both the positive and negative impacts of ICT and human interaction. Information communication technology has replaced the traditional equipment used by

secretaries which are now considered obsolete and office professionals task are now modified. Office activities and functions are today being undertaken by electronic and computer based technology leading to office automation and a paperless office, therefore emerging growth of information communication technology and drastic change in office operations is posting serious changes to secretaries.

Information technology practice is the use of control systems and information technologies to reduce the need for human work in the production of goods and services. In the scope of industrialization, automation is a step beyond mechanization. Whereas mechanization provided human operators with machinery to assist them with the muscular requirements of work, automation greatly decreases the need for human sensory and mental requirements as well. In today's fast-moving, highly competitive industrial world, a company must be flexible, cost effective and efficient if it wishes to survive. In the process and manufacturing industries, this has resulted in a great demand for industrial control systems/ automation in order to streamline operations in terms of speed, reliability and product output. Information technology plays an increasingly important role in the world economy and in daily experience. Automation is a tool that can be used to facilitate records management and archival functions. In other words, automation is the use of machines or systems to perform tasks normally performed or controlled by people. Many functions in life can be automated, including washing clothes or dishes using washing machines or dishwashers, transporting goods using cars or trucks, or adding up lists of numbers using calculators. In this module, automation refers to the use of computers to manage the administrative and information processing tasks in records offices, records centers, and archival institutions. If used wisely,

computers can assist records personnel in managing records better to ensure their continued value as evidence. Information technology can help organizations implement authentic and reliable record-keeping practices, through the improved tracking of records through their life cycle as well as the consistent application of records schedules and descriptive standards. Maintaining evidence through authentic and reliable records is a cornerstone of good business practice and helps ensure a valuable record for society[87].

The greatest potential of information technology practice is not expected to be from the improvement of clerical and administrative tasks, but from the ability of managers to gain increased control over their operations[88]. Two major factors motivate business organizations to consider automated office systems. The first is a critical need to improve the productivity of both clerical and managerial office employees. While office costs have doubled in the last ten years, office productivity has risen only four percent. It has been estimated that up to 95 percent of a manager's time is spent in written and verbal communication, much of which could be affected by office automation. The second reason for interest in information technology practice is the increasing complexity of organizational decision making and information needs. The more traditional forms of communication such as telephone, mail, and person-to-person meetings may be ineffective for processing large volumes of information rapidly. In the future, this technology may be the only feasible way to deal with information processing in increasingly complex and rapidly changing organizational environments.

A broad definition of information technology practice may include all use of computer technology to support the "knowledge worker", this definition includes computer-aided graphics and design tools, decision support systems, and any use of personal computers for work-related tasks. In this paper a more narrow view of information technology practice has been taken, concentrating on the administrative component of an organization's functioning. We are concerned with the connection and dissemination of information that prior to office automation was not supported by the organization's formal computer based information systems[89]. One of the critical components of automated office systems under this focus is their communication functions; it has been suggested that communications technology is the most significant factor in redesign of organizations through information technology practices. The other major components to be considered here are text processing functions and personal applications supporting the administrative responsibilities of office managers (secretaries). In the restricted definition, automated office systems are generally based on interactive workstations connected to a communications network. The workstations have intelligence and storage capabilities managed either through a central computer or distributed to the work station themselves.

Workstation functions may be tailored to different roles, e.g., managerial, professional, secretarial, or even to individuals. Each workstation would have some degree of functionality of three components: communications, text processing, and personal applications. Text processing capabilities of automated office systems are in common use today. The features that prepare, edit, and store text will in the future be augmented by the ability to file documents electronically with cross- reference indexes and

keyword searching. Equipment for automatic facsimile transmission and automatic phototypesetting is also available. Personal applications include the capability for streamlining individual administrative tasks and are used by individuals at their own discretion. Examples of personal applications are on-line calendar and scheduling programs which can be used to keep a record of an individual's schedule and, if feasible, compare schedules of multiple individuals in order to select meeting times. Reminder systems can be used for follow-up on previous messages, for reminders of appointments based on the automatic calendar, and for tracking project schedules. Personal contacts may be electronically fried with multiple reference indexes for retrieval in order to generate personal correspondence or obtain such information as telephone numbers. An important feature of automated office systems under this definition is easy accessibility. At a minimum, terminals or other access facilities should be readily available to "principals" (primarily, managers and professionals) and support staff. With the decreasing cost of electronic equipment, centralized office support facilities, which were motivated by economies of scale for equipment, should give way to an acceptance of the need for convenient access.

While the potential for office automation to improve office productivity appears compelling, such improvements will not accrue automatically. What is the appropriate strategy for implementing such systems? Designers emphasize clear objectives, proper planning, choosing an appropriate site for a prototype, eliciting the support and involvement of affected parties, etc.[90]. Given that automated office systems are successfully implemented in the organization, are productivity improvements assured? Even more important, how will the new systems affect patterns of work, individual and

group interactions, and organizational structure? How will the organization of the future look given the new technology? Although there have been a number of major evaluations of the effects of automated office systems on office activities and communication patterns, little attention has been paid to its long-term effects on organizational functioning. The level of maturity of an automated office system may be considered to be a function of the number of individuals with access to the system the number of organizational subgroups connected to the network the percentage of work accomplished through the system.

A large number of individuals need to utilize the communications component of the system before the system will affect organizational communications patterns[91]. For instance, if one member of the target group of a communication does not have access to the system, other procedures need to be instituted to accommodate the exception. This reduces the overall effectiveness of communications substantially. An organizationally mature system is utilized across major organizational subgroups. For instance, the authors utilize an electronic mail system in a university for intradepartmental communications only. Although it is used extensively, under this definition it will not be a "mature" system until it is implemented in other academic departments and the Dean's Office. In general, several subgroups that are central to the organization's major workflow need to utilize the system before this criterion is met. The third determinant of system maturity is a mini- mum percentage of use by each organizational member on the system. Although an arbitrary definition in terms of time spent at a workstation, etc. is not very helpful, casual use for an occasional inquiry or demonstration clearly does not meet the criterion. Instead, it is assumed that after a period of utilization an

individual will become more dependent on the automated office system. If access to the system is denied, the individual would be seriously hampered in performing his or her duties. The descriptive model shows classes of interacting effects of mature automated office systems. Although research to date has focused on the individual productivity of secretaries and clerical workers, little has been said about potential changes in role definitions or in quality of work life.

Impacts on managerial workers are more difficult to determine, primarily because the work a manager does is itself not well understood. Changes in communications may affect both the formal aspects of intragroup relations (such as managerial span of control) and informal social interaction among individuals. The locational and temporal definition of work may be altered, requiring that managers monitor and control employees remotely. Enhanced availability of communications paths across departmental boundaries may have significant impacts on interdepartmental relations. Ultimately, the goal of any intra-organizational change or intervention is improved organizational effectiveness; increased organizational flexibility in structure and processes are expected to contribute to this goal. This paper assumes what can best be termed a "socio-technical" perspective of organizations, that is, social and technical-economic elements of the organization as a system interact to produce outcomes such as those predicted here. It is more representative of the views of "structural" and "human relations" perspectives of organizations, "class politics" view. A word should be said, however, about this latter perspective. The political view assumes that automation (in this case, of the office) implies a division of labor that leads to decreases in skill, knowledge, and worker control over activities[92]. In this view, "The question for

management is not simply one of saving money through reducing the payroll, but clearly one of securing the maximum control over the labour process in pursuit of maximum profitability". The political view is not totally ignored. We recognize that the way in which an automated office system is implemented may lead to such outcomes; however, an-skills or control over work. The socio-technical perspective assumes that the tools of automation are neutral; the social, task, and structural factors combine with technical factors to influence the nature of the work activity.

It has already been pointed out that office automation is expected to increase organizational productivity through redefinition of office work rather than increased efficiency of current office functions. Several potential changes in the nature of work are proposed: Automated office systems, especially text processing functions, can improve the quality of written documents produced (e.g., reports). A number of specific office activities can be "streamlined" through automation even without a major reorganization of office functions. Activities associated with the preparation of correspondence addressing, copying, formatting, distributing, etc. can be handled more efficiently, especially if word processing is integrated into a communications network. The resultant output should also be attractive physically. In addition, the number of media transformations required to com- pose and distribute correspondence will be reduced[93]. Media transformations occur between speaking and writing, handwriting and typing, computer file and hard copy, etc. Since errors can be introduced at each transformation, the fewer the media transformations, the more accurate the final product. Automated office systems should therefore improve the appearance and accuracy of output. The quality of work produced should improve even where time savings cannot

be demonstrated. Word processing should permit text to be easily corrected and modified, making it possible to improve document quality within given time constraints.

Automated office systems, especially text processing functions, can permit increased specialization of skills to support administrative and clerical tasks. The potential exists to reorganize office tasks for increased specialization. The effect of this specialization is highly dependent on the management philosophy underlying the organization of the new systems. On the one hand, the acqui*sition of word processing skills may be represented as skill enhancement and enrichment of current clerical work. The role of "information specialist" may emerge. Moreover, the decentralized "one-on- one" clerical work force may be replaced by an administrative hierarchy that permits acquisition of new skills and increased opportunities for advancement. A more negative picture is drawn by the political view of increased specialization. The potential exists for automation to permit an increased division of labor and increased "deskilling" or routinization of office tasks. In this view the "... office of the future is a recreation of the factory of the past"[94]. The authors, as stated earlier, feel that a management philosophy stressing careful design will prevent these negative outcomes. The potential effects of specialization on individual stress, status, and job satisfaction are discussed in later propositions.

Information technological offices, especially communications functions, can alter the physical and temporal boundaries of work. The asynchronous nature of communications with automated office systems has already been discussed. Since physical proximity is not required for many communications and since responses can be asynchronous, the

opportunity exists to increase the flexibility of work hours and work location. For instance, if employees were permitted to work part-time at home, there would be potential savings for the organization in terms of office space. Individuals could enjoy increased flexibility and savings in commute time and costs. Several companies are; now experimenting with "remote work" options, motivated by the need to attract and retain qualified personnel[95]. Particularly in densely populated urban areas, allowing flexibility in work hours and work location can help to attract qualified individuals who cannot or will not tolerate a long commute to work nine-to-five. Such options provide significant opportunities for the elderly, the severely handicapped, and those with other personal or family responsibilities that constrain their freedom of movement and limit their current work options. The communications component of automated office systems provides the potential to move entire work unitsinto "satellite work centers," small organizational units located in areas closer to employees' homes. Organizations are considering such options because of the potential savings in costly urban office space and because of the benefits to employees in terms of reduced commuting. Both the satellite work center and work-at-home options invite significant questions about how to manage employees remotely and how work location affects the employee's own job satisfaction; these questions are contained in subsequent research propositions. The important point here is that current technology permits changes in the physical and temporal nature of work that were not feasible previously.

Automated office systems can affect the role identification and stress of office workers, especially secretarial and clerical workers. A recent report cites numerous studies of office workers showing that stress is a major problem in this work group[96]. In particular,

the report concludes that machine pacing of work, monotonous, repetitive work, and service work (responsibility for people rather than "things") are major sources of stress. Four characteristics of task environments were identified that affect operator performance and physical health for tasks requiring computer interaction: operator autonomy over control of the work, uncertainty about the system, changed task interdependencies, and overall workload. These characteristics have been identified as stress-related in white-collar jobs. Factors of the task environment specific to automated office systems might be the increased speed of communications with superiors and increased workload through having a greater number of principals to serve per secretary. The degree to which stress-related conditions are enhanced is highly dependent on the organization of the work activities to be supported by automated tools.

A number of suggestions were made for design of systems to decrease stress and improve performance, many of which pertain directly to office automation. It is expected that there will be little or no increase in role overload or stress for professionals or managers as a result of automated office systems. For managerial workers, one can expect greater time pressures to respond to electronic memoranda that previously would have been typed and transmitted by mail. However, to the extent that electronic mail replaces phone messages, the manager has the opportunity to think and respond to a message without having to react immediately on the telephone. Thus, the advantage of the greater transmission speed combined with the ability to defer reading as well as answering messages should result in greater control over daily interaction when electronic systems substitute for some face-to-face communications[97].

Automated office systems can affect the perceived status and job satisfaction of office workers, especially secretarial and clerical workers. Evidence from research on job satisfaction shows that greater satisfaction and higher perceived status can result from increasing the task variety, skill requirements, and direct feedback of a job[98]. If the task environment is organized appropriately, the training involved in the use of automated office systems can represent an upgrading of skills, increased status, and job enrichment for clerical and secretarial workers. Those jobs such as filing that are typically considered the most boring and repetitive can be incorporated into other jobs and eventually disappear altogether. In the long run, the function of "information specialist" can provide not only an upgrading of skills, but greater opportunity for advancement and increased responsibility.

It is conceivable that administrative work will be a significant organizational function with a hierarchy of authority and career paths that do not exist for the typical administrative worker today. The potential for a negative impact on the status and job satisfaction of clerical and secretarial workers also exists, especially if poor work designs accompany the new systems. Examples exist of centralized word processing systems where secretaries who had previously gained status and satisfaction from support of a particular manager were reduced to membership in glorified "typing pools" and experienced decreases in status and satisfaction with the work. Automated office systems can be designed to either enhance or decrease the perceived status and job satisfaction of affected employees. The automated systems are themselves basically neutral; their implementation provides the opportunity to consider perceived status and job satisfaction in the redesign of the tasks they are to support.

Changes in the physical and temporal nature of work supported by automated office systems can affect the worker's feelings of identity with organizational goals and criteria for promotability, especially for professional and managerial workers. The majority of tasks performed by professionals in an organization are project-oriented with relatively long-term deadlines. Many professional functions are supported by computer and communications technology. This proposition is based on the premise that given the nature of their work, many professionals can work in relative isolation from the organizational environment for at least some period of time. While it may be very attractive to a professional to work at home several days a week in relative "peace and quiet," for instance, it is conceivable that such work patterns could discourage organizational commitment and encourage professional autonomy. Such a shift could be very dysfunctional to the organization overall and may also be dysfunctional to individuals; lack of visibility, for instance, may negatively affect their chances of promotion[99].

Automated office systems, especially communications functions, can lead to improved efficiency of communication for all office employees. It is expected that use of communications functions, primarily electronic mail, will increase the efficiency of communication through the substitution of electronic memos for telephone communications and written memos. Electronic messages are fast and accurate; they require fewer media transformations than written memos. One effect of electronic mail substituting for telephone communications is reduced "shadow functions", the unpredictable, time-consuming, but "unproductive" activities associated with a

telephone call such as a busy signal, the called party being out of the office, or a bad connection. Another mechanism for improving the efficiency of managerial time is "message queuing"[100]. A telephone call often interrupts something else that a manager is doing, causing "wait" and "recycle" time before the original activity is resumed. Electronic mail messages, unlike telephone calls, can be "queued" until the recipient finds the appropriate time to handle them.

Automated office systems, especially communications functions, can lead to a decrease in the amount of face-to-face contact between a manager and secretary, between colleagues, and between superiors and subordinates. It is relatively clear that a communications function such as electronic mail can provide a direct substitute for some forms of face-to-face communication. What is less obvious is the effect of removing verbal or face-to-face contact on the quality of a communication. At least one study has shown that the average time required to solve structured logic problems requiring direct communication was less with voice communication than with any other mode (handwriting, typewriter, video) or combination of modes without voice. There was no significant difference between full face-to-face communication and audio-only. On the other hand, studies of the mechanics of interaction in problem-solving have consistently failed to show a significant difference in the quality of the solution with variations in communication mode[101]. The effects of altering the mode of communication on task performance need to be examined in each context before major changes are instituted. While the quality of solution may not decrease, other factors such as the time to reach a solution, the social reinforcement provided by face-to-face contact, and pressure to conform or change one's attitudes may be important in given

situations. In general, it is expected that the effects of altering the mode of communication will be more pronounced as one moves on a continuum from structured, task-oriented messages to bargaining or negotiation-type problems, where the messages contain highly subjective material.

Automated office systems, especially communications functions, can lead to an increase in the total volume of communications by organization members. It is expected that while the total volume of communications may increase because of the ease of trans-miring messages, automated office systems will alter the mode and circumstances under which this communication takes place. At least two studies have shown a net increase in volume of communications as a result of automated office systems[102]. Another study showed an increase in the volume of communications among researchers in dispersed locations as a result of the use of computerized conferencing. Automated office systems, especially communications functions, can affect the total volume of communications between departments. Although the amount of interdepartmental communications depends on the structure of the organization, interdepartmental relations, and the nature of task activities, the existence of an electronic mail system or similar communications functions should facilitate communications among departments. However, during the interim period before all organizational units utilize the system or if some units resist using it, there may be decreased efficiency of operations related to that unit due to lack of complete information.

There are a number of ways that office automation technology can affect superior-subordinate relation-ships. Some are direct effects of the technology itself, others are

indirect effects mediated by changes in the physical and temporal nature of work. Automated office systems, especially communications functions and personal applications, can affect managers" perceptions of the degree of rationality, flexibility, and free space of their work. A researcher have predicted that information systems and operations research tend to increase the rationality of the manager's job[103]. Automated office systems have the capability to contribute to increased rationality. Following the argument of several scholars, automated office systems could result in fewer private information systems and less individual discretion in accepting information. Also, one would expect less intentional withholding of information because of the ease of communications. Messages can be transmitted accurately through many individuals and many levels, resulting in less filtering and less distortion of information received by higher management levels. This effect could be personally threatening or disadvantageous for subordinates in situations where they freed it desirable to distort or block upward communications. The number of options open to managers for coping with excessive rationality in the organization or for defending themselves against perceived threats from others could be reduced.

Automated office systems, through their effect on the physical and temporal nature of work, can affect methods for monitoring and controlling work. A question frequently raised regarding remote work is: how does a manager monitor and control work that is performed out of sight? The answer to this question is highly dependent on the nature of the work being performed. For clerical tasks that can be defined in terms of output, there may be a return to the concept of "piece rates." Much professional work has objectives and mile- stones defined in terms of "deliverables"; the challenge is to define

equitable deliverables within a realistic time frame. Jobs whose controls are defined in terms of process rather than output may simply not be good candidates for remote work. Perhaps a more significant problem is the adjustment in personal management style that would be required to manage remote work. Many managers do not feel comfortable supervising employees they cannot see; regardless of the employee's personal preference or the nature of the task, a job is probably not a good candidate for remote work if the manager does not feel comfortable with the arrangement. Automated office systems can be utilized to help increase the span of control of managers.

Increasing efficiency of communications and other office functions should result in greater free time for a manager. Although it can be argued that a manager can make use of that time to make "higher quality decisions," this benefit is difficult to quantify. On the other hand, increasing the number of subordinates reporting to a manager has the distinct advantage of being quantifiable in terms of a reduction in the total number of managers required. Because of this advantage, some companies have cited increasing span of control as a direct goal of implementation of their automated office systems[104]. If reorganization occurs parallel to the implementation of automated office systems, the increased load on the manager can provide an incentive to utilize the new technology to improve efficiency. The existence of automated office systems is expected to affect the nature of interpersonal relationships within the organization both directly and indirectly. Automated office systems, especially communications functions and personal applications, can reduce the quantity and quality of social interaction and social reinforcement in the office.

It is clear from the preceding discussion that auto- mated office systems have the potential to reduce face- to-face interaction through the direct substitution of electronic communication and the indirect effect of alterations in the physical location of work. Social needs play an important part in the motivation of individual workers however, it is not clearly understood whether that motivation derives from peer group support, especially for professionals, or is purely social. One reason that satellite work centers are favored over, for instance, more extreme remote work options such as Work at home is because of the social interaction provided. Automated office systems, especially communications functions, can affect the number of "'sociometric "'1 links within an organization, the volume of communications among existing links, and the volume of communications upward in the hierarchy. The availability of a fast and simple communications link should increase the amount of communications flowing along existing paths. This impact can be positive if the communications are satisfactory. If conflict exists or if inappropriate messages are sent, the impact of systems on communications and sociometric patterns could be negative. Another danger is that the increase in upward communication can cause information overload at higher management levels and lack of ability to differentiate significant information. New communications links and sociometric patterns should result from the increased ease of communications. Because communications are easier and faster, the addition of individuals to sociometric groups should be facilitated. It has been predicted that automated office systems will provide upward accessibility for employees a tlower levels in the organization. For instance, with electronic mail employees can easily duplicate electronic messages and send copies to their superiors. It has been shown that

upwardly mobile individuals will take advantage of improved communications facilities, possibly as a form of substitute upward locomotion[105].

Automated office systems, especially communications functions, can affect the degree of inter-departmental conflict, the degree of perceived interdependence among departments, and the definition of departmental boundaries. The work of some scholars suggests that withholding of information and other communications obstacles provide a major source of conflict between departments. To the extent that obstacles are mechanical rather than political or emotional, automated office systems provide the potential to reduce barriers to communication across departments and to reduce distortion of task-oriented exchanges, thus effectively reducing interdepartmental conflict. Departments evolve from the need to specialize organizational activities[106]. High levels of interdependence among departments can lead to one department acquiring high levels of power over another. Conditions of high interdependence can also lead to interdepartmental conflict. Automated office systems should facilitate information flow and exchange which should in turn ease interdepartmental coordination and reduce interdependence. As a result of the impacts expected between groups in the organization, departmental boundaries should also become less rigid[107].

Structure and Processes Given a mature, integrated, organization-wide auto- mated office system, what will be the long-term effects on organizational structure and processes? Automated office systems can facilitate changes in the definition of physical organizational boundaries. The long-term effects of the changing nature of communications may be that individuals can productively contribute to organizational

functioning regardless of their physical location. It is conceivable that without the requirement of physical proximity of employees, organizations would have no central physical location but would be composed of many smaller physical entities connected by a telecommunications network. Although this is a rather extreme and futuristic view, organizations are already beginning to take advantage of the lack of physical constraints, primarily through increasing regionalization and the satellite work center concept.

Automated office systems can help improve the ability of the organization to accommodate structural changes. This is a logical extension of the previous proposition. A scholar suggests that increasing information processing capabilities is crucial for coping with organizational uncertainty[108]. Provision of vertical information systems and lateral relations are two organization design mechanisms that facilitate information processing; both of these can be achieved through automated office systems, as suggested by previous propositions. Physical limitations to changing organizational structures should be less critical since the communications capabilities become relatively independent of physical location.

A scholar recognizes that implementation of auto- mated office systems in organizations will continue and probably increase as productivity improvements aredemonstrated[113]. The best strategy implied by the descriptive model of system effects is for implementers to take a broad view of consequences of the new systems. The systems themselves are not, generally, the "cause" of the types of changes suggested. Rather, the technology is mediated by the design of the work it supports and by the nature of the implementation process. Neither the long-term effects of altering the

definition of "work" in space and time nor the consequences of new technologies at work are well understood. It is suggested that some potential problems can be solved by treating the introduction of information technological systems as a problem in work design. Task structures and role definitions can be designed to meet organizational objectives and the technology can be configured to support those work designs. For instance, a work design objective may be to increase specialization of administrative and clerical skills and to create a managerial hierarchy to support administrative tasks; a likely strategy would be to centralize word processing and utilize a reduced staff for other managerial support.

On the other hand, in- creased skill variety and task significance for all support personnel may be a work design goal which would result in decentralization of text processing equipment and training of more personnel. Methods of monitoring and controlling work, especially remote work, can be explicitly considered in the introduction of each new auto- mated office system. Because the technology is relatively new, many organizations will begin with a prototype information technological systems project. In order to be as successful as possible with the first applications (which are highly visible), the authors suggest the following characteristics of a high potential prototype application: 1. A high volume of task-oriented communications among users. 2. A significant requirement for coordination of activities within and between departments. 3. High familiarity and good working relationships among those involved with the system. 4. Low levels of conflict among the departments involved in using the system. The suggestions made here to consider work design alternatives and to pay attention to the implementation process are based on knowledge

of computer systems implementation. The scholars feel that to provide guidelines for enhancing or minimizing the proposed effects of office automation is premature. It is hoped that research along the lines suggested here can help lead to a set of prescriptions for practitioners that capture the broad scope of impact of this new set of technologies.

IT Operational Support: By implementing computer systems companies could achieve automate control of the business tasks. Information technology enables the lower-skilled workers improve their operation efficiency and perform responsibilities with high quality consistently. There are three roles that IT for operational support could play in an organisation which include; Increasing scale efficiencies in the operational activities of manufacturing and service. Processing some basic business transactions. Monitoring and recording the actions and performance of the operational employees when they carry out business tasks.

IT for Business Process Support: IT for business process support focuses on the implement of hardware, software, networks and technical expertise to facilitate the management of business process. IT for business process support represents an important step in connecting the decisions and information flows across business process with the decisions and transactions within functions and departments inside and outside companies. However, IT for both operational support and business process support focus on institutionalizing and formalizing yesterday's strategic decision.

IT for Innovation Support: Before IT, innovation and research depend on 'finding good knowledge workers and leaving them to their devices, only to measure how quickly and how well they produce outputs'. But now since 1990s, IT for innovation support was

primarily driven by three types of IT developments: Software-based innovation, the internet and the management of documents, the growth of global networking and interactivity.

IT for Management Support: Generally, secretaries are concerned about three broad types of decision making: strategy, resource allocation and management control. Nowadays Decision Support System is a good example to explain IT's managerial support. However, Decision Support System tended to have complicated interfaces and still required considerable programming; some of the systems are quite expensive but could not get the promising function. Executive Support Systems developed to equip senior managers with the hardware, software, networking and data retrieval capabilities to directly support their semi- and unstructured decision making and communications activities. There are six key attributes of Executive Support Systems that changed mental models of secretaries: Access external information, Help combine information from multiple sources, Present information in more meaningful formats, Improve analytical and modeling capabilities l Help surface and test assumptions about the business, Permit data access anytime, anywhere Mangers using IT tools to assist anticipating market trends, evaluating business risks, and defending their market positions. They are more adaptable to gather and analyze data and information from rapidly developing business situations[108].

Information technological systems can provide a powerful mechanism for increasing productivity and improving the quality of work life by changing the fundamental nature of organizational information processing. The propositions discussed here are meant to

provide a starting point for research on the impact of information technology systems. Research should help provide more precise and adequate recommendations for the design of automated office systems so that these systems can be implemented successfully and contribute to improvements in organizational effectiveness.

2.2. Theoretical Review and Framework

In this study, the theoretical framework is reviewed and presented under the following readings:

2.2.1 John Campbell Theory of Job Performance

Job performance assesses whether a person performs a job well, job performance academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. John P. Campbell describes job performance as an individual – level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables. There are several key features to Campbell's conceptualization of job performance which help clarify what job performance means[109].

First, Campbell defines performance as behaviour, which is something done by an employee. This concept differentiates performance from outcomes. Outcomes result partially from an individual's performance, but they are also the result of other influences. In other words. Campbell allows for exceptions when defining performance

as behavior, for instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers and decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioural. The difference between individual controlled action and outcomes is best conveyed through an example. In a sales job, a favourable outcome is certain level of renew generated through the sales of something (merchandise, or some service such as insurance). Revenue can be generated or not, depending on the behaviour of employees. When the employee performs this sales job well, he is able to move more merchandise. However, certain factors other than employees' behaviour influence revenue generated. For example, sales might slump due to economic conditions, changes in customer preferences, production bottlenecks, etc. in these conditions, employee performance can be adequate, yet sales can remain low. The first is performance and the second is the effectiveness of that performance. One can decouple these two because performance is not the same as effectiveness.

Another closely related construct is productivity. One can think of productivity as a comparison of the amount of effectiveness that results from a certain level of cost associated with that effectiveness. In other words, effectiveness is the ratio of outputs to inputs; those inputs being effort, monetary costs, resources, etc. Utility, another related construct, is defined as the value of a particular level of performance, effectiveness, or productivity. Utilities of performance, effectiveness and productivity are value judgments. Another key feature of job performance is that it has to be goal relevant. Performance must be directed toward organizational goals that are relevant to the job

role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goals. For example, the effort put toward the goal or getting to work in the shortest amount of time is not performance (except where it is concerned with avoiding lateness.

Despite the emphasis on defining and predicting job performance. It is not a single unified construct. There are vastly many jobs each with different performance standards, job performance consists of more than one kind of behaviour. a study proposed an eight factor model of performance based on factor analytic research that attempts to capture factors of job performance existence across all jobs. The first factor is task specific behaviours which include those behaviours that an individual undertakes as part of a job. They are the core substantive tasks that delineate one job from another. On the other hand, non-task specific behaviours, the second factor are those behaviours which an individual is required to undertake which do not pertain only to a particular job. Returning to the sales person, an example of a task specific behaviour would be showing a product to a potential customer. A non-task specific behaviour of a sales person might be training new staff members. Written and oral communication tasks to activities where the incumbent is evaluated, not on the content of a message necessarily, but on the adeptness with which they deliver the communication. Employees need to make formal and informal oral and written presentations to various audiences in many different jobs in the work force.

An individual's performance can also be assessed in terms of effort, either day to day, or when there are extraordinary circumstances. This factor reflects the degree to which

people commit themselves to job tasks. The performance domain might also include an aspect of personal discipline. Individuals would be expected to be in good standing with the law, not abuse alcohol, and so on. In jobs where people work closely or are highly interdependent, performance may include the degree to which a person helps out the groups and his or her colleagues. This might include acting as a good role model, coaching, giving advice or helping maintain group goals. Many jobs also have a supervisory or leadership component. The individual will be relied upon to undertake man or the things delineated under the previous factor and in addition will be responsible for meting out rewards and punishments. These aspects of performance happen in a face to face manner.

Managerial and administrative performance entails those aspects if a job which serve the group or organization but do not involve direct supervision. A managerial task would be setting an organizational goal or responding to external stimuli to assist a group in achieving it goals. In addition, a manager might be responsible for monitoring group and individual progress towards goals and monitoring organizational resources. Another taxonomy of job performance was proposed and developed for the US Navy. This model is significantly broader and breaks performance into only four dimensions. Task-oriented behaviours are similar to task-specific behaviours in Campbell's model. This dimension includes any major tasks relevant to someone's job. interpersonally oriented behaviours are represented by any interaction the focal employee has with other employees. These can be task related or non-task related. This dimension diverges from Campbell's taxonomy because it include behaviours (small task, socializing, etc) that are not targeting an organisation's goal. Downtime behaviours are behaviours that

employees engage in during their free time either at work or off-site. Downtime behaviours that occur off-site are only considered job performance when they subsequently affect job performance (for example, outside behaviours that cause absenteeism).

In addition to these models dividing performance into dimensions, others have identified different types of behaviours making up performance. Another way to divide up performance is in terms or task and contextual (citizenship and counterproductive) behaviours. Whereas task performance describes obligatory behaviours, contextual behaviours are behaviours that do not fulfill specific aspects of the job's required role. Citizenship behaviours are defined as behaviours which contribute to the goals of the organization through their effect on the social and psychological conditions. Counterproductive behaviours, on the other hand, are intentional actions by employees which circumvent the aims of the organization. A related study also suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge represents the knowledge of a given task's requirements. For instance, declarative knowledge includes knowledge of principles, facts, and ideas.

2.2.2 Marchand's Information Orientation Theory

The theoretical background will firstly show the definition of the Information Orientation and its three vital information capabilities which is defined by Marchand, Kettinger and Rollins. According to them, the three information capabilities will finally

form an Information Culture within the organization[110].In 2001, Marchand, Kettinger and Rollins surveyed over a thousand senior managers from 169 senior management teams in 98 companies operating in 22 countries and 25 industries in an attempt to answer the question which shows below: "How does the interaction of people, information and technology affect business performance?" The result for the answer is Information Orientation. They give the definition of Information Orientation which is a new metric of effective information use. It measures the extent about senior managers perceive their organizations possess the capabilities which associated with effective information use to improve business performance. Information Orientation helps company to improve business performance by determining the degree to which a company possesses competence and synergy across the following three vital Information Capabilities. The three information Capabilities are main characteristics that Information Orientation Company should have; Information Technology Practices, Information Management Practices and Information Behaviors/Values.

Information Technology Practices (ITP) describe the capabilities of a company that effectively manage information technology (IT) applications and infrastructure to support their business operations, business processes, managerial decision making, and innovation. Information Orientation Measures the capabilities of a company to effectively manage and use information Technology Practices (ITP) Information Management Practices (IMP) and Information Behaviors and Values (IBV). Information Management Practices (IMP) describes the capabilities that manage information effectively over the life cycle of information use, this life cycle includes sensing information, collecting information, organizing information, processing

information, and maintaining information. Information Behaviors/Values (IBV) describes the capabilities that promote behaviors and values in its people for effective use of information.

Information Management Practices (IMP) describe the capabilities that manage information effectively over the life cycle of information use, this life cycle includes sensing information, collecting information, organizing information, processing information, and maintaining information.

As long as the company using Information Technology such as, hardware, software, application programs, telecommunications networks, and the technical expertise that support the information processing and communications activities at all levels of a company, the company will benefit from this in the following four elements; *IT Operational Support* By implementing computer systems companies could achieve automate control of the business tasks. Information technology enables the lower-skilled workers improve their operation efficiency and perform responsibilities with high quality consistently. There are three roles that IT for operational support could play in companies: Increasing scale efficiencies in the operational activities of manufacturing and service. Processing some basic business transactions. Monitoring and recording the actions and performance of the operational employees when they carry out business tasks. *IT for Business Process Support* IT for business process support focuses on the implement of hardware, software, networks and technical expertise to facilitate the management of business process. 'IT for business process support represents an important step in connecting the decisions and information flows across business

process with the decisions and transactions within functions and departments inside and outside companies.

However, IT for both operational support and business 7 process support focus on institutionalizing and formalizing yesterday's strategic decision.*' IT for Innovation Support* Before IT, innovation and research depend on 'finding good knowledge workers and leaving them to their devices, only to measure how quickly and how well they produce outputs'. But now since 1990s, IT for innovation support was primarily driven by three types of IT developments: Software-based innovation, the internet and the management of documents, the growth of global networking and interactivity. *IT for Management Support* generally, managers are concerned about three broad types of decision making: strategy, resource allocation and management control. Nowadays Decision Support System is a good example to explain IT's managerial support. However, Decision Support System tended to have complicated interfaces and still required considerable programming; some of the systems are quite expensive but could not get the promising function. Executive Support Systems developed to equip senior managers with the hardware, software, networking and data retrieval capabilities to directly support their semi- and unstructured decision making and communications activities. There are six key attributes of Executive Support Systems that changed mental models of managers: access external information, help combine information from multiple sources, present information in more meaningful formats, Improve analytical and modeling capabilities, help surface and test assumptions about the business, permit data access anytime, anywhere mangers using IT tools to assist anticipating market trends, evaluating business risks, and defending their market

positions. They are more adaptable to gather and analyze data and information from rapidly developing business situations.

2.3 Review of Empirical Studies

Review of empirical studies relevant to this word is done under the following sub headings:

2.3.1 Information Management Practices and Job Performance

A study clarified the impact of information technology on individual and job performance, a theoretical model was presented linking organization and end user traits, information quality, system /service quality, industry traits and tasks performed using a system to give a perception of organizational performance impact through ease of system use, perceived individual performance impact, attitudes toward using the system, and system use[113]. The results indicate that measures of organizational traits, individual traits, information quality, system /service quality, industry traits and tasks performed using the system impact perceived performance of the marketing organization mediated individual performance impact, attitudes toward using the system, and system use.

A study titled "The role of information technology in improving corporate performance: A Case Study Jordanian Free Zones Corporation"[113]. This study aimed to determine the role of information technology in improving the efficiency of the performance of the Free Zones Corporation Jordan during the period 1996 – 2005. The study found the following results: Received an improvement in all elements of information technology,

with the difference in the rates of improvement, No significant correlation between the size of the investment, hardware, software, and workers in the field of information technology with all the effectiveness of the institutional performance indicators except for the goal of return on cost. No impact for each of the size of the investment, hardware, software, and workers in the field of information technology at all effective institutional performance indicators except for the goal of return on cost.

Another study was titled "The impact of the information management practices to improve the efficiency and effectiveness of the Jordanian Commercial Banks[113]. A Case Study of Arab Bank". This study aimed to identify the impact of information management practices, to improve the efficiency and effectiveness of the Arab Bank from the perspective of both the staff and the Arab Bank management and dealing with customers. Arab Bank has efficiently provided hardware and software required for operation of the system, as evidenced by The study on the existence of a positive relationship between the linear size of investment in information management practices and the bank's profits greater the volume of investment in information management practices increased the bank's profits.

A scholar studied the modern information systems and their impact on the performance of employees, a survey on the General Customs Authority, Saudi Arabia[114]. This study aimed know the sources of information flow in the Customs Department, and the identification and classification of internal and external information of interest, and find out the positive role of systems use modern information on the performance of employees, as well as knowledge of the negative role of the systems use modern

information on the performance of employees. Among the most important findings of the study 61% of respondents do not know for specialized training programs in the field of modern information technology, and answered 24.2% of respondents said that it is not already present in the training programs, Lack of knowledge of staff interest in e-commerce, Endorsed by 91.5%of respondents believed that the use of modern information systems will contribute to the accuracy of the business, Approved by 87% of respondents believed that in the event of use slept interest information will improve the performance of modern interest, Approved by 87% of respondents believed that the use of modern information systems will facilitate the work of the staff, The majority of respondents agreed that there are administrative and financial constraints, operational and psychological facing the use of modern management information systems of interest.

Another relevant study was "Evaluation of the Role of Management Information System in Administrative Decision-Making at the University of Jordan Evaluation of the Role of information management practices in Administrative Decision-Making at the University of Jordan"[115]. The study intended to explore the subject of information management practices in general, and assess the role of the employed information systems in administrative decision making at the University of Jordan.

Furthermore, the study examined the connection between information management practices and quality of information to administrative decision making. The study found that the relationship between information management practices and quality of information contribute was positive. Which means that good quality management information system leads to good organizational decision. In a study on the role of

information management practices in measuring job performance in the KwaZulu-Natal Department of Arts and Culture[116]. Government departments collect process and use information for planning and reporting to comply with diverse legislation at operational and strategic level. Information systems play an important role in the collection and processing of information, making it possible to process large quantities of information, and synchronise and share it. Information management practices are used to process information both at strategic and operational level to monitor activities, assess and plan new services, and monitor trends which enable senior managers to effectively manage the strategic direction of an organisation. Information management practices play an important role in measuring job performance[117]. The purpose of the study was to describe the role of information management practices in measuring job performance in the KwaZulu-Natal Department of Arts and Culture.

The role of information management practices in business environment has advanced over time to become an integral part of its business operations in Nigeria[118]. This study revealed the various challenges and prospect of information management practices in Nigeria. The study was conducted in Federal Capital Territory, Abuja, North-Central Nigeria with the use of questionnaire and interview so as to collect data that was statistically analysed using the Z-test. The study also attempted to highlight the impact of management information system on Nigeria Business Organization. It sought to determine how the information system could help an organization to perform effectively. The study recommended that business organization should introduce flexibility in the nature or pattern and structure of information management practices, attention should also be paid to communication through the media agencies as a way of promoting

company's control of the market as well acquiring appropriate and suitable computer software and program to meet information management practices ever growing growth and expansion in the global business market environment.

In a research conducted on The Role of information management practices to Increase Productivity in the Workforce (Case Study of Iran)[119]. The purpose of this survey research was to study the role of information management practices in increasing human resource productivity. Statistical population included all 462 personnel in upper, middle and lower level of the organization under the study. Sample population by use of Morgan Table was 210, selected by random sampling. Instrument for data gathering was designed by researcher based on the six characteristics of information introduced. Data collected was analyzed by use of descriptive methods, central tendency measures, and T test. The study revealed that related information and cost-effectiveness of information were two most important factors associated with the productivity of human resources. The study has suggested the benefits of using on-the-job-trainings, management support of IMS distribution of information through networking.

A researcher conducted a research on the Effect of Management Information System on Organizational Performance: Applied Study on Jordanian Telecommunication Companies[120]. This study examines the concept of information management practices and job performance, and examines the relationship between information management practices and job performance in Jordan. The population of the study includes all telecommunication companies located in Amman city, a sample of (100) employees based on (10) branches of telecommunication companies was selected randomly for the

purpose of this study. The study found that employees in Jordanian telecommunication companies have positive attitudes towards information management practices. Also result of the study reveals that employees in Jordanian telecommunication companies have positive attitudes towards databases because Managerial system in Jordanian telecommunication companies has databases. The study result reject Hypotheses that states: There is no statistical significant relationship between management information system and job performance in telecommunication companies in Jordan. A good information management practices is carefully planned and designed, installed, managed and improved in order to meet changing demands.

In another study on "The Influence of Management Information System and Information Technology on Management Performance and Satisfaction"[121]. The study aimed to examine the relationship between management information systems and the firm of performance and business strategy. A sample of (170) executive managers, who work in various business firms, were examined. Questionnaire instrument was used to evaluate firm performance and business strategy. The analysis establishes that information management practices and IT enhance job performance and business strategy. In addition, the study induced that the more volume of information needed, the more advanced the information management practices should be provided. In addition, business strategy will be more effective if organizations have enough and more reliable IT. The more employed of reliable IT and information management practices provided, the more successful firm performance is. IT can enhance and help increasing the efficiency and effectiveness of firm performance.

Furthermore, researched on Using information management practices to boost job Performance was carried out[122]. The study emphasizes the importance of information management practices for corporate performance. Prior studies have been reviewed to substantiate theories that explain how information management practices affect corporate performance. Information management practice is providing information that relates to possible future events, efficiency and output rates. Furthermore, it was discovered that greater Information management practices capability leads to a higher degree of strategic performance. it was also noted that with the use of valid information systems, the company can exchange information more effectively and efficiently. In addition, a way to increase company operations and improve their overall effectiveness, companies adopt new management techniques with the goal of enhancing overall decision-making processes, improve results and finally reduce costs.

Investigation on information systems and their effect on job performance in higher education institutions was done[123]. Partial least square was employed in analyzing the data. The analysis of results indicates that there are capacities associated with information systems that influence the success of these systems, and that this success affects job satisfaction and job commitment and through the latter to job performance. In another study, a researcher investigated Information management practices system and job performance of Seven-Up Bottling Company in Aba and Port Harcourt. One hundred and seventeen respondents were sampled for the study.

Descriptive statistics and Spearman‘s rank correlation were used for data analysis and hypothesis testing. The study findings reveal that there is a positive significant

relationship between management information system and job performance of Seven Up bottling company in Aba and Port Harcourt. A scholar investigated the impact of accounting information systems on job performance using Saudi‘s SMEs as the focus of the study. Smart partial least squares were used to analyze the data and to test the study hypotheses. Findings proof that using an AIS has a significant impact on job performance generally and on all its dimensions including cost reduction, improving quality and effective decision making. Almazán,

A scholar examined the influence of information systems on organizational results[124]. A total of 133 companies of Tamaulipas state, Mexico were sampled for the study. Partial Least Squares (PLS) statistical technique was employed in analyzing the data. The results of the empirical analysis indicate that information quality is the most important precedent for user satisfaction and for the utility of the IS, given that the users consider the availability and accuracy of the information to be a key element for the successful implementation of a system, followed by the quality of the system, and the service. Several researchers investigated the relationship between the use of management information systems and job performance in Kenindia Assurance Company Limited. Ordinal scale was employed in analyzing the data. The study findings revealed that the use of Information management practices had enhanced access to resources and employee satisfaction. The results of the study indicate that the new IS tends to cause fear and anxiety among employees who think that the system is out to take their jobs.

In a study to determine computerized information management procedures and their connection to raising staff productivity at the Palestinian cellular communications firm

Jawwal[125]. A questionnaire was created with the intention of gathering information and measuring the study variables in order to meet the study's objectives. SPSS data analysis was used. The study came to a number of conclusions, the most significant of which is that the requirements of operation and management of computerized Management Information Systems (physical, software, human, organizational) exist and play a statistically significant role in enhancing the performance of the employees of the Palestinian Cellular Telecommunications Company – Jawwal. Due to demographic factors (scientific level, years of experience, place of employment, and job level), there are statistically significant differences between the respondents' Computerized Management Information Systems and their relationship to improving the job performance of the employees of the Palestinian Cellular Telecommunications Company - Jawwal.

The study offered several recommendations at its conclusion, the most crucial of which is the requirement to stay current with technical advancements in the field of management information systems and to assure the adoption of cutting-edge hardware and software. To maintain the availability of contemporary networks and work to resolve network issues such issues with interruptions and poor communication that emerged from the study's findings. Hold user-specific information technology classes to raise users' understanding of the possibilities of the hardware and software they use, rather than focusing solely on how to use. In a study to determine the role of knowledge-based computerized management information systems in the administrative decision-making process, it was found that these systems can reduce or limit potential problems, particularly those related to unintended bias and ambiguity.

Since these problems control the gathering of information for the primary knowledge base, and since knowledge-based systems, computer information systems constitute a dynamic, constructed, and programmed throughout specialized knowledge based systems programming languages[126]. That is, they learn from the experience and knowledge gained. They can be used to build intelligent business decision making systems. The research found a set of recommendations, including: the need to use knowledge-based computerized information systems in the administrative decision-making process. And the configuration of tires capable of using modern applications of information technology in various administrative levels. As well as benefit from the advantages offered by the knowledge As a result, individuals gain knowledge and experience. They could be included into the creation of systems for making wise business decisions. A number of recommendations were found as a result of the research, including the requirement for knowledge-based computerized information systems to be used in administrative decision-making. Additionally, there are tires that can be configured to use contemporary information technology at different administrative levels. In addition, you can take advantage of the time, effort, and financial savings that knowledge-based approaches provide, as well as their ability to better adapt to changing circumstances in the outside world.-based with respect to the effort, time and money and to be able to respond to environmental conditions and changes.

The Dar Al-Shifa Medical Complex underwent a research to determine the reality of integrating the elements of computerized health information systems127. Data was gathered by the researchers using a questionnaire technique. The researchers tested the questionnaire's internal consistency, structural validity, and consistency using the random stratified sample approach, which involved distributing 30 samples. (220) questionnaires were given out to the study community after the test's validity and reliability were confirmed.

A total of 197 replies were obtained, with an 89.5% return rate. The results showed that the variables of (gender), (qualification), (place of work), (years of service), and (domains combined) did not statistically significantly differ from the averages of the sample of the study on these areas and the domains combined (Job title). The findings indicated that there were age-related statistically significant differences in the sample mean on these topics for those 40 years of age and older.

The results confirmed that there are statistically significant differences between the averages of the sample estimates of the study on this field due to the nature of the work in favor of those whose nat A total of 197 replies were obtained, with an 89.5% return rate. The results showed that the variables of (gender), (qualification), (place of work), (years of service), and (domains combined) did not statistically significantly differ from the averages of the sample of the study on these areas and the domains combined (Job title). The findings indicated that there were age-related statistically significant differences in the sample mean on these topics for those 40 years of age and older.

According to the findings, there are statistically significant variations between the study sample's averages on these two fields as a result of the years of service, which favours those who have served for at least ten years. Following the study, several recommendations were made, including: In order to implement work mechanisms in computerized health information systems and have direct contact with staff in clinics and divisions to provide services and technical support as soon as possible with the best quality, it is necessary to establish a specialized department of computerized health information systems, with clear responsibilities, and includes technical and administrative specialists and health personnel in the number and efficiency required. Senior management should support users more by encouraging them to use computerized health information systems and recognizing their various needs. a desire to contribute material resources towards the computerized health information system's technology and equipment. The requirement for database systems in clinics and divisions for making administrative and medical decisions

In order to implement work mechanisms in computerized health information systems and have direct contact with staff in clinics and divisions to provide services and technical support as quickly as possible with the best quality, it is necessary to establish a specialized department of computerized health information systems, with clear responsibilities, and includes technical and administrative specialists and health personnel in the number and efficiency required. Senior management should increase user support by promoting the use of computerized health information systems and recognizing the various demands of users, interest in contributing the physical resources for the computerized health information system's tools and equipment. The necessity of

using database systems in clinics and other settings where administrative and medical decisions are made, as doing so increases the effectiveness of those judgments by boosting their quality[127].

By using the social survey approach to interview employees who directly perform the duties and activities of human resources departments in the central security agencies in Riyadh, a study was conducted to determine the impact of automation in increasing the performance of human resources departments. In general, it was weak, although automation may greatly aid in the planning and hiring of human resources as well as the identification of training needs significantly[128]. The study demonstrated that there exist barriers that restrict the use of automation and showed a considerable improvement in the performance of human resources departments. In a study, it was determined how management information systems and information technology affected how effectively a company was managed. The study came to a number of conclusions, the most significant of which was that administrative information systems and information technology boost the efficacy of the organization, the efficiency of its performance, and the improvement of its strategic work. The more efficient the organization, the more effective it is, and the better the culture of employees in the organization towards the efficiency and effectiveness of performance. In study on the discussion of the advantages that can be achieved by business organizations as a result of their use of modern information technology, especially Internet technology and communication networks. Culture of employees inside the organization is better and more supportive of efficiency and effectiveness of performance the more efficient and successful the

organization is. In research on the debate of the benefits that business organizations might realize as a result of their usage of contemporary information technology, particularly Internet technology and communication networks.

The more productive, an organization is, the more An exploratory analysis of the application of these contemporary technologies in Palestinian reality was part of the study. Information is accessible through information transfer technologies for internal users and decision-making. The research has come to the most significant conclusions that the majority of Palestinian companies do not use these techniques, and that the managers' ignorance of the significance of the Internet and their poor English proficiency are the most significant causes of this failure, while the qualifications of those managers, the caliber of the training courses they received, and the size of the companies is an important contributing factor. In a study aimed at demonstrating the impact of regulatory and technical factors on the applications of management information systems in the banking sector[129]. Regulatory and technical elements' effects on the banking industry's use of management information systems were examined in a study with that goal in mind[129]. As a result of the study, it was determined that management information should be developed with input from employees.

In another study that examines the function of these systems in the decision-making process in the Palestinian universities in the Gaza Strip, the focus is on identifyi ng whether there are any variations in the management information systems that are use d in the universities, as well as the effectiveness of the people who use them.[130]. The study concentrated on evaluating the utilization of information management strategi

es and he quality of the information in the decision-making process, the quality and use. According to the study's findings, there are differences in the elements of information m anagement practices at the Islamic University, and there is a significant correlation betw een the organizational level of the Department of Information Systems and the accuracy and effectiveness of information used in decision-making process.

Based on input and output models of information system functions used to support the effectiveness of functional processes and enhance the performance of institutions[131], a study established a model to assess the performance of information systems. The three outputs and trends that make up the model of management that this study proposes are: the effectiveness of the system, the effectiveness of the information, the effectiveness of the information, the effectiveness of the service, the effectiveness of the system in terms of ease of use, rapid response, as well as its impact on the functional performance of employees, and the effectiveness of the information represented. In all actions, from the creation of the system to its use in support and consultation, the quality of the information is important for its design, use, and value as well as its effect on staff productivity and service effectiveness. The success of the concept, as well as how it positively affects organizations' efficacy and increases their operational efficiency. Commentary on earlier studies.

The review of earlier research reveals the many settings in which they were carried out, the various activities of the organizations to which they were applied, the range of variables they addressed, and the variety of statistical techniques they employed to collect and evaluate data. These studies have highlighted the significance of

management information systems and, if used effectively, their critical role in achieving the organization's mission and goals, provided they receive the necessary support from the organization's management and are implemented in the right environment.

In a research conducted on the variables affecting the Kuwaiti public service's information management behavior service[132]. The purpose of the study was to assess how personal and professional characteristics affected the information behavior of public sector managers. Age, education, and the information system in use were found to be the main factors influencing managers' information management behaviors. The same research was carried out by another researcher enterprise information management's use of intelligence decision systems in Turkey[133]. According to the study, intelligence technique is a new instrument for managing information. Systems that help decision-making by gathering, analyzing, and diagnosing issues, suggesting potential solutions, and assessing the suggested solutions are referred to as intelligence techniques. The study emphasized the necessity for cross-functional strategy integration and the need for information management investment to be driven by both intelligence methodologies and business strategy and demands

.A scholar also looked at how labor organizations keep their records.in Botswana[134]. The study which was quantitative in nature used a survey strategy to gather responses from 45 respondents'. Responses were gathered through a survey approach for the study, which was quantitative in nature. Although the report accepts that information management procedures exist in various organizations, they are not up to the required standard. The outcome demonstrates that there are numerous issues with information

management programs that affect all of the activities, including creation, storing, processing, and distribution. The study's findings confirm the necessity of information management policies and strategies for successful performance. A researcher explored the development of information management techniques from the viewpoints of users. The review determined that information overload and fragmentation are the two main issues with information management techniques. Information processing demands placed on people or organizations exceed their capacity, level of expertise, and processing time, which is what is meant by information overload. The assessment defines information fragmentation as a situation where data are in diverse formats, stored, and dispersed across multiple devices and places while being processed by different applications. The assessment revealed that, despite the fact that technology has made it easier to collect, create, receive, store, and distribute information, managing and using it wisely is challenging. Organizational resources have stayed constant despite the amount of information that people and organizations generate growing every day.

A scholar developed several guidelines for efficient information management that are necessary and are regarded as important success elements for information management. projects[135]. The review outlines the main issues that face information management programs in modern organizations, such as the large number of disparate information management systems that are hardly coordinated, the absence of clear policies and guidelines for information management programs, the lack of support from top management, and the lack of the physical and other resources required for efficient information management. Due to these difficulties, the information is of poor quality, inconsistent, duplicated, and outdated. The study suggests that information management

programs should acknowledge the complexity of demands and make plans to satisfy these needs in order to address some of these problems. The organization's entire employees must actively participate in information management projects in order for them to be successful, and strong leadership is also required. Lastly, information management programmes should be developed based on sound policies and strategies that are derived from the organisational strategy.

Iron Mountain carried out a similar study to evaluate the compliance standard for information management and compare information management programs across five best practice categories. The analysis showed that information management practices have significantly improved, although there are still some issues with policies and processes that need to be resolved. The report on electronic records management notes that although policy drafting has improved, most organizations have not started implementing them. The study's analysis of the best information management methods found five key areas: policies and procedures, retention, indexing and access, privacy and disposal, and audit and accountability. The poll provided the following details regarding the development of information management: 94% of the organisations sampled are investing more in information management, and 72% do not have a strategic plan for information management. It also came to light that 80% of the organisations do have a formal policy, only 37% did indicate that the policies are consistently applied[136]. The results of the survey indicate that much have been done on investment and formulation of policy regarding information management. However, the policies are not well implemented and in some cases strategic plan on information management is lacking. This suggests that information management issues are different

from those of information technology and the former require the attention and involvement of all the organisational members, especially the top level managers.

Several scholars set out to research organizational obstacles to coordination, particularly those brought on by information management and technology. issues[137]. The study showed that, in comparison to information technology, dealing with information management necessitates a larger degree of organizational change. In a review to determine the level of awareness regarding the necessity of efficient information management techniques and to pinpoint the difficulties many African nations face in that regard. The study unequivocally states that the numerous initiatives for reducing poverty being undertaken by the different African governments will be ineffective if they do not contain specific policies and tactics that address governments' records. The paper cites the following difficulties using particular examples from several African nations: Problems related to the colonial administration' failure to develop a suitable record/information management plan include a lack of finance, outdated and inadequate infrastructure, and a shortage of people who have received the necessary training on digital. The study argued that until these issues are addressed appropriately no significant impact will be made in Africa in terms of development since effective information management is an integral part of any country's rebuilding process.

Various ideas were used in the information to assess how people normally arrange their data. According to the study's findings, organized information can be used for three different things, including information retrieval, which represents the users' knowledge of the information pieces and how they relate to one another, informs users of activities

that still need to be completed. The review also emphasizes the crucial and critical function that information management plays in enhancing retrieval, serves as a reminder to users of activities that need to be completed, and reflects users' comprehension of information items and their relationships with one another. The assessment highlights information management's crucial and crucial role in improving job performance. In a quest to determine how information management investment worth job performance, some scholar argued that a number of studies have found out that, while investing in information has not increased profitability and productivity, it has considerably contributed to the expansion of output in the United States in information technology[138]. The study argues that numerous studies that look into how investments in information technology (IT) will result in beneficial outcomes maintain that a number of elements, including a firm's competitive edge and innovative technology, account for job performance. This shows that an organization's success may be indirectly impacted by an investment in IT.

There is strong evidence of a correlation between the acceleration of productivity and the intensive use of information technology (IT) in the late 1990s[139] according to a study to assess the relationship between investment in information managed by technology and productivity payoffs in United States industries. It was discovered in a similar study to assess the significant increase in information technology investment in the 1990s that the increase may be attributed to the decline in the cost of information technology goods, but not necessarily because IT can increase productivity, which contradicts the finding of a study conducted a study to evaluate IT investment cost and benefit that organisations have experienced due to IT implementation. The study used

survey method to collect data from 126 construction firms, which were Small and Medium scale Enterprises (SMEs). Three key findings emerged from the study namely: that different types of organisations invest differently in IT, investment in IT was not influenced by the size of the organisation and lack of strategic vision served as a challenge in justifying IT investment. The study concluded that the ability of construction SMEs to compete depends, to a large extent, on the role of managers, tangible investment in intellectual capital, investment in ICT and strategic capacity. According to a survey by Information Management Solution, 15% of an organization's revenue is spent on the creation, management, and distribution of information. Additionally, 60% of employees' time is spent working with information, 75% of records are still kept on paper, and 65% of workers' time is spent looking for information. The study underlines how regulating information generation and growth, lowering operating costs, boosting productivity, and protecting sensitive information will all contribute to better job performance when information is managed as a valuable resource. Eventually, all of these will make organizations competitive. All these will eventually give organisations competitive advantage[140].

A study observed that the information management landscape is wide and diverse and organisations depend on many information sources to make key decisions[141]. Only 13% of respondents, according to the survey, have a defined information management plan, while 72% have improved adherence to rules, regulations, and policies. 87% of respondents reported that information management has cut costs and enhanced efficiency, while 68% said that it has contributed to revenue growth. According to that review, organizations should start developing information management strategies with

the goal of integrating several systems into a single system, which will give them a strategic/competitive edge. A scholar studied how information management practices has aided managers in making decisions and identified the following key performance benefits: efficient and effective departmental coordination, quick and accurate referencing, access to pertinent data and documents, a decrease in labor costs, and assistance with day-to-day operations of the organization, including accounting, stock control, and many others. The study's findings suggest that MIS—often referred to as information management by experts like Davis—helps organizations save money, time, and labor, which ultimately enhances job performance. A set out to assess the financial advantages of information management as well as its business worth. The study found that information management includes direct business costs but also generates indirect business value, making it exceedingly challenging to evaluate the investment in information management. Business objectives, implementation, and business outcome are the three key information management projects that have been recognized. This means that in order to implement the initiatives and evaluate their effectiveness, business objectives take into account the organizational goals and objectives that the information management initiative addresses. This is done through the use of technical, business design, and operational means. The study's findings support the business value of information management and its return on investment.

2.3.2 Information Technology Practices and Job Performance

The success of any organization can be measured by the performance of workers in any establishment. This gives in such an establishment the ability to put in their very best in

a way that it will benefit their organization towards meeting the set goals and objectives. The relationship between information technology practices and organizational performance has been theoretically and practically investigated. Theoretical and Practical studies undertaken of these writers suggests that the office automation is both an external and an internal condition that can influence working spirit and result in instantly finished jobs[142]. A related study researched to know the impact of information technology practices on how fast factory workers could be in Sirpurm, India. The methodology they used is cross-sectional. Descriptive study with one time interview and pretested questionnaires'from 230 employee who were working in different eight factories and cluster sampling methodology were used to collect data. Finally the result showed that information technology have an effect on how factory workers could be fast in executing their work with technologies and require adequate measure to improve the facilities and thereby the health status of workers.

In similar vein, a study conducted on the information technology practices and employee performance in selected brewing firms in Anambra state, Nigeria. The sample size was 233 arrived at using yemane formula while questionnaires were allocated using bowely proportion allocation formula. Finally the finding of study revealed that there is a significant and positive relationship between information technology practice and employee performance. The study recommended that employees should be consulted before mounting equipment and adjustments' should be built into the design and layout if possible so as to adjust positioning to suits different categories of workers.

The effect of information technology on employees 'commitment in agro-based industries in Cross River State, Nigeria was investigated. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation (r). The Findings revealed that office automation such as communication flow, integration and access control and security that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good information technology in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity[142].

Another study examined the effect of two constituents of information technology practice (perceive ease of use and perceive usefulness) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel[144]. The analyses revealed that participants who perceived their office technology as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness. The two constituents of information technology practices were also found causing significant variance in employees' job behaviour and their perception of organizational effectiveness. Regression analyses revealed that among the various components of information technology practices predominantly contribute to employees' job behaviour and organizational effectiveness.

An empirical study attempted to investigate the Employee Perception towards Effectiveness and Impact of Environment Management System. This study was conducted at the Tamilnadu textile processing mill society Ltd, Erode. The research design used in this study is descriptive. The sample size is taken for the study is 100 respondents in Tamilnadu Textile Processing Mill, Erode. The needed data were collected as both primary and secondary data. The primary data is collected from structured questionnaire which are following in the open end, closed end, like scale and the numerical scale. The major findings of the study is based on the analysis and the highly effectiveness of the environment management system and it helps to reduce the environmental impact. In this analyze suggested that implementing new technology to save the working cost in order to use the new technology to give on the job training. The recycling will reduce the EMS impact. Finally, it is concluded that it will help to improve the employees working environment and create the awareness about the environment management system and also it increases the profit and the environment clean[142].

A related study researched provided another important empirical evidence to investigate the effect of workplace environment's factors (information communication technology) towards employees' performance. Data was collected through the survey method; total 139 employees participated from three main workplace of Miyazu (M) Sdn. Bhd. Based on the findings it shows that only supervisor support is not significant towards the employees' performance. Meanwhile, job aid and physical workplace environment are having a significant relationship towards the employees' performance. Employees'

performance level is depending on the quality of the employees' factors workplace environment which are the job aid, supervisor support and also the physical workplace environment. The three factors determine on how the employees' get engaged or attached to the organization. By conducting this project, the researcher could be able to identify the factors that could contribute to workplace environment that affect employees' performance. Therefore, the main purpose of this research is to investigate and to get a clearer picture on the factors that affect employees' performance from three different working places at Miyazu Malaysia Sdn. Bhd. The places of Miyazu Malaysia Sdn. Bhd. Include the Miyazu's Head Quarters, Miyazu's Stamping Plant and Miyazu's tooling plant.

A study investigated the impact of information technology practices in job satisfaction from banking sector, educational institute and telecommunication industry in Quetta, Pakistan. The study employed a quantitative methodology; the target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. Finally the result of the study showed that there is a positive relationship between information technology practices and job satisfaction[143].

2.4 Conceptual Framework

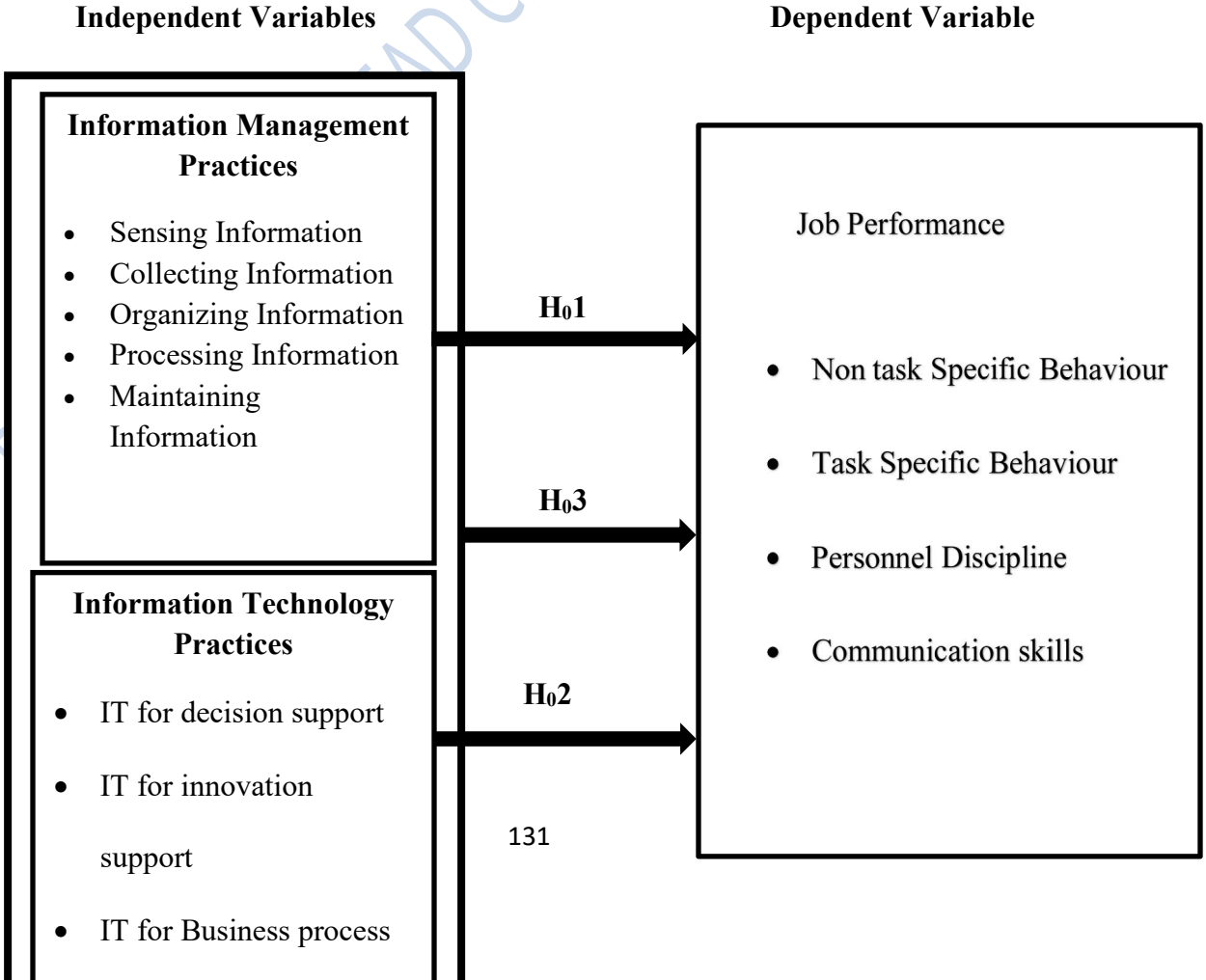

Figure 2.1 Conceptual Model Information Management Practices, Office Automation and Job Performance

Source: Researcher's Fieldwork. 2022

According to the conceptual model of the study, the dependent variable of this study is job performance. Job performance in the context of this study will be measured using John Campbell theory of job performance. The job performance (dependent variable) has four measures relevant for this study which includes: non-task specific behaviour, task specific behaviour, personnel discipline and communication. Job performance which is the dependent variable is also backed up by John Campbell Theory as the theory that explains how people learn new behaviours, news, attributes and so on. The independent variables are information management practices and information technology practices. Information management practices are measured with sensing information, collecting information, organizing information, processing information, and maintaining while information technology practices has four measures relevant for this study which include: IT for management support, IT for innovation support, IT for business process support and IT for operational support which were all adopted from Marchand's Information Orientation Theory. The suggestion in this model is based on

the belief that, the quality of the input of the two independent would invariably affects the quality of output which in this case is job performance of secretaries of tertiary institutions in Lagos State, Nigeria. The independent variable of information management practices and information technology practices was hinged on the Marchand's information orientation theory. The stages form the measures used for the study.

The independent variable information technology is hinged on the technology acceptance model which explains how people learn new things, skills, ideas, knowledge and so on. The conceptual framework illustrates the influence of information management practices and information technology practices on performance of secretaries of tertiary institutions in Lagos State, Nigeria. With these variables, this study will identify the influence of information management practices and job performance of secretaries in hypothesis one; the relative influence of information technology on secretaries' performance in tertiary institutions in Lagos State in hypothesis two; combined influence of information management practices and information technology on job performance of secretaries in hypothesis three. Inferences will be drawn from the results of the hypotheses analysed and useful recommendations to improve performance of secretaries will be given.

2.5 Summary of Literature Reviewed

This chapter has reviewed related literature relevant to this research work. Literature reviewed on the concept of job performance, explored its meaning and discussed

empirical findings on performance of secretaries from series of tertiary institutions. The review on literature on performance of secretaries showed that non-task specific performance, task specific performance, personnel discipline and communication were strong components of secretaries' performance. Literature gives a deep insight into various meanings of secretaries' duty.

Review of literature on job performance in this study has revealed paucity of studies on job performance of secretaries in tertiary institutions in Nigeria. Literatures reviewed in this study indicate that information management practices have a strong influence on various components of secretaries' performance. Unfortunately, many academic managers treat their staff as ordinary civil servants which has led to decay in our education sector. Secretaries are not adequately trained on the office automation, professional information management is not guaranteed, staff depend on personal efforts for capacity building and further training. Also, literature on reviewed showed that the independent variables (information management practices and office automation) with secretaries' performance have been studied individually but most studies on Information management practices and job performance are based on investigation of information management practices and job performance of organizations and job performance of organisations' employees in general. None of these studies have been specific on secretaries.

This literature addresses the definition of office automation and its effective use by secretaries of tertiary institutions. An author Marshall McLuhan offered us a useful vehicle to organize the apparent mayhem and confusion surrounding this ever-elusive

term. Simply stated, the evolution of the computer medium has had a direct influence on the meaning of office automation. A somewhat cumbersome and relatively manual form of information management practices forced educators to look at the impact of office automation on job performance of secretaries especially in tertiary academic institutions. The introduction of different computer skills like powerpoint, electronic method of disseminating information, excel, electronic information recycling process completely changed the definition of computer skills. Initially it was synonymous with being able to program, for programming was the only way to do anything concrete with the computer. Programming lead to highly sophisticated software that enabled users to do a variety of tasks. Investigators of computer skills responded with definitions incorporating evolutionary principles and planning. Others valiantly tried to incorporate a plethora of application software skills into the list of criteria required to become computer literate. The computer revolution was still not over, and soon computer skills were completely overwhelmed with the exponential explosion of computer technology. Prices plummeted. Quantity and variety of software soared. The ease with which application software could be run allowed educators to react and examine basic assumptions surrounding computer skills. Eventually, investigators were forced to accept a personal-needs approach to computer skills. Clearly there were too many computer activities to be understood and conquered by any one individual. It was up to the individual to pick his/her special use of the computer skills. In the final analysis, computer technology has quickly eroded the need for defining computer skills. Basic reading and comprehension skills are all that is required to do highly complicated and sophisticated tasks with a computer. The quest for an all-encompassing definition of

computer skills has not come up empty-handed. Evolution of computer skills have forced office managers to reevaluate their skills to meet up with advancement and improved use of computer skills to make office work faster and easier.

This study therefore is poised to study the influence of Information management practices and office automation on job performance of secretaries in tertiary institution in Lagos State. None of the studies combined information management practices together with office automation skills which this study intends to carry out. Some other studies done on use of Technology and job performance were mostly done also on use of Technology and job performance of entire organizations. Few were done on effect of use of technology on job performance of employees and none done specifically on secretaries' job performance. This is the gap the researcher intends to fill.

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Chapter Three

Methodology

This chapter presents the methodology to be used in this study. It includes the research design strategies employed, population, sample, data collection and operation of variables.

3.1 Research Design

This study adopted a descriptive survey design as it attempted to study a subset of a population at a point in time and to determine influence of information management practices and information technology on job performance of secretaries in tertiary institutions in Lagos State, Nigeria. Researches based on this design are conducted to assess the status quo of a particular phenomenon of interest without manipulation of variables. This design is considered appropriate for this study because it saves time, expenses and the amount of quality information yielded is valid and reliable.

3.2 Population of the Study

The population of this study comprised of 1189 secretaries of all the tertiary institutions in Lagos State, Nigeria which include; Lagos State University of Science and Technology, Lagos State University, University of Lagos, Yaba College of Technology, Adeniran Ogunsanya College of Education, Anchor University, Augustine University, Caleb University, and Federal College of Education (See Table 3.1).

Table 3.1: Population of the Study

S/N	Name of Institution	Number in each Institution
1.	Lagos State University of Science and Technology	111
2.	Lagos State University	151
3.	University of Lagos	201
4.	Yaba College of Technology	124
5.	AdeniranOgunsanya College of Education	135
6.	Anchor University	141
7.	Augustine University	101
8.	Caleb University	110
9.	Federal College of Education	115
Total		**1189**

Source: Lagos State Ministry of Education (2020).

3.3 Sample Size and Sampling Technique

The sample size of this study is two hundred and ninety – one (291) which is made up of the secretaries of Lagos State University of Science and Technology, Lagos State University, University of Lagos, Yaba College of Technology, Adeniran Ogunsanya College of Education, Anchor University, Augustine University, Caleb University, and Federal College of Education. The sampling technique used for this study is multistage sampling technique. This is because the first stage comprised all tertiary institutions in Lagos State. Proportionate sampling technique was also used. This sample size was gotten from Krejcie and Morgan (1970)[1] sample size table as shown in Table 3.2;

Table 3.2: Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	**1200**	**291**	6000	302
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: Krejcie and Morgan (1970) Sample Size Determination Table

The 291 copies of the questionnaire was distributed to the tertiary institutions according to the proportionate sampling as shown in Table 3.3. In each institution, the copies of the questionnaire will be administered using random sampling technique which would give the eligible respondents equal chance to be selected or participate in the study as shown in Table 3.3.

Table 3.3 Proportionate Sampling Calculation for the Sample Used

S/N	Name of Institutions	% of total population	Calculated no for each sample
1.	Lagos State University of Science and Technology	$\frac{111}{1189}$ X 100 = 9%	$\frac{9\ X\ 291}{100}$ = 26
2.	Lagos State University	$\frac{151}{1189}$ X 100 = 13%	$\frac{13\ X\ 291}{100}$= 38
3.	University of Lagos	$\frac{201}{1189}$ X 100 = 17%	$\frac{17\ X\ 291}{100}$= 50
4.	Yaba College of Technology	$\frac{124}{1189}$ X 100 = 10%	$\frac{10\ X\ 291}{100}$= 29
5.	AdeniranOgunsaya College of Education	$\frac{135}{1189}$ X 100 = 11%	$\frac{11\ X\ 291}{100}$= 32

6.	Anchor University	$\frac{141}{1189}$ X 100 = 12%	$\frac{12\ X\ 291}{100}$ = 35
7.	Augustine University	$\frac{101}{1189}$ X 100 = 9%	$\frac{9\ X\ 291}{100}$ = 26
8.	Caleb University	$\frac{110}{1189}$ X 100 = 9%	$\frac{9\ X\ 291}{100}$ = 26
9.	Federal College of Education	$\frac{115}{1189}$ X 100 = 10%	$\frac{10\ X\ 291}{100}$ = 29
	Total	**100%**	**291**

3.4 Description of Research Instrument

Data was collected using a structured questionnaire titled: Information Management Practice, Information Technology Practices and job Performance (IMPOAJP). The instrument is a structured questionnaire adapted from previous empirical studies[2]. This study also adopted the Likert scale design which allowed the researcher provide their opinion about the issue under study. The instrument elicited opinion and perception of secretaries of the various schools on issues such as information management and information technology and Performance of secretaries.

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

Section B: This section was designed to collect data on Performance of secretaries. The performance scale covers these measures such Non-task performance, task performance, personnel discipline and communication which were adapted from scholar in different context[2]. Each of the adapted questionnaires was considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficients for the variables, which were done through a pilot study using 30 copies of a questionnaire administered to office managers at the Federal University of Agriculture, Abeokuta, were 0.7, 0.8, 0.6, and 0.76, respectively. Sample of the items in the questionnaire included: I set organization mission as priority; I encourage my colleagues on the need to unlearn and relearn contemporary research practices. The response options available to respondents following the modified Likert-type scale include Very high = 4, High = 3, Low = 2, Very low = 1. The number of items in this section is 22.

Section C: This section was designed to collect data on information management practices. The information management practices scale, which indicates activities that are done, covers its measures, like sensing information, collecting information, organizing information, processing information, maintaining information, and closing the information cycle, which were adapted from scholars in different contexts[3]. Each of the adapted questionnaire were considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the variables were 0.7, 0.8. 0.6, and 0.76 respectively. Examples of questions are: I can process all electronic documents in my office/unit/section competently. The response options available to respondents following the Likert-type scale include Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. The number of items in this section is 18

Section D: This section was designed to collect data on information technology practices. The information technology practices scale which indicates the level of technological office of each staff and the measures of information technology are IT for management support, IT for innovation support, IT for business process support and IT for operational support. Each of the adapted questionnaire were considered reliable given the reliability tested result reported by scholars[3]. The Cronbach's alpha coefficient for the variables were 0.7, 0.8. 0.6, and 0.76 respectively. Example of question is: Top management support results in more efficiency of information technology. The response options available to respondents following the Likert-type scale include Always=4, Very Often=3, Rarely=2, Never=1. The number of items in this section is 12.

3.5 Validity of Research Instrument

Face and content product validity was done with the input of the supervisor and some experts in the field of information management. Corrections made was incorporated in constructing the final questionnaire which was given out to the respondents for the study.

3.6 Reliability of the Instrument

The researcher subjected the questionnaire to a reliability test to check internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using 30 copies of the questionnaire which

was administered to office managers of Federal University of Agriculture, Abeokuta ad which was not part of the study.

Table 3.4: Summary of Reliability Test

	Validate Cronbach Alpha
Job Performance	0.904
Information Management Practices	0.720
Information Technology Practices	.710

3.7 Administration of Research Instrument

A letter of introduction and project attestation form was obtained from the Department of Information Management, Lead City University which was used to gain permission to conduct the survey from the management of all tertiary institutions in Lagos State. A two day training was conducted for five research assistance to ease the administration, retrieval and initial sorting of copies of the questionnaires. The researcher and research assistants worked with the human resource manager of the institutions to ensure confidentiality of their responses while briefing them on the need for adequacy of responses and advantages embedded in the findings of the study. Two hundred and ninety-nine copies of questionnaires were allotted to the institutions according to the proportionate sample but two hundred and twenty-six copies were actually administered, while the remaining 65 copies were not returned..

3.8 Methods of Data Analysis

Data collected from respondents were analyzed using the descriptive and inferential statistics. Descriptive statistics (frequency counts distribution, simple percentage and mean) was be used to analyze data to answer research questions one to three. The justification for using the descriptive analysis is that it helps to analyze all the variables in the study and to provide answers to the research questions raised. Inferential analysis was used to test null hypotheses one to two while multiple regression for hypothesis three. All hypotheses in the study were tested at level of 0.05 significance. The data collected for the study was analyzed using Statistical Package for Social Sciences (SPSS), Version 24.

Endnotes

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Chapter Four

Results and Discussions of Findings

This chapter shows the results of the breakdown of data collected from the participants in the study range and discussions of findings arising from the study.

4.1 Data Presentation and Analysis

Response Rate:	**Frequency**	**Percent**
Sample Size:	291	100%
Total Questionnaire Distributed	291	100%
Total Questionnaire Retrieved	252	86.59%
Invalid Questionnaire	22	8.73%

Valid Questionnaire	226	89.68%

The above table shows that number of questionnaire retrieved from the administration of the research instrument. A total number of 291 copies of the questionnaire was administered. 0nly 252 questionnaire were retrieved. Afterwards, it was discovered that only 226 questionnaire were valid.

4.1 Demographic Characteristics of Respondents

The demographic data of the respondents were collected and examined using descriptive statistics such as frequencies and percentages and presented in tables below.

4.1.1 Distribution of Respondents by Gender

Table 4.1: Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	124	54.9	54.9	54.9
Male	102	45.1	45.1	100
Total	226	100	100	

Source: Field Survey, 2022

Table 4.1 suggests the gender distribution of secretaries in Lagos State higher institution of learning. With a sample size of 226 respondents, the data in the table records that there are 124 female and there 102 male respondents. By this, there were more female secretaries than male secretaries in higher institution of learning in the Lagos State. This implies that the secretarial profession is still dominated by the female gender.

Table 4.2: Age Distribution of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
25 to 35 years of age	63	27.9	27.9	27.9
36 to 50 years of age	103	45.6	45.6	73.5
51 years and above	60	26.5	26.5	100
Total	226	100	100	

Source: Field Survey, 2022

In terms of age range distribution of secretaries in Lagos State, this category of workforce poses itself to be very agile. A total number of 103 respondents are within the age range of 36 to 50 years of age. This accounts for about 45.6% of the total number that made up respondents for this study. Sixty-three respondents say that they are within the age range of 25 to 35 years of age. This is about 27.9% of the total number of respondents. The last age range is that of 51 years and above, a total number of 60 respondents fall within this age range. If one looks at the age range of 25 to 35 years of age and that 36 to 50 years of age, there are a total number of 166 respondents out of the total sample size of 226 respondents that made up this study. And that is about 73.5%. With this data, secretaries in Lagos state are very mush agile with their work because with the age range as indicated by them, they are still in the prime of their life meaning that they still have many years ahead of them to do more exploits.

Table 4.3: Educational Qualification of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
HND	57	25.2	25.2	25.2
BSc	62	27.4	27.4	52.7

MBA	31	13.7	13.7	66.4
MSc	76	33.6	33.6	100
Total	226	100	100	

Source: Field Survey, 2022

The above is about the educational qualification secretaries in Lagos state. Fifty-seven respondents which accounts for 25.2 % of the total sample size of this study claim to possess the higher national diploma, otherwise known as HND. Sixty-two respondents, which were about 27.4% indicated that they had a first degree. 31 (13.7%) and that they had a master's degree in business administration while 76 (33.6%) indicated that they had a master's degree in other fields of study. With this data, secretaries in Lagos state are well educated. Therefore it would expected that there would be high level of professionalism among these category of workforce.

Table 4.4: Years of Experience of Secretaries in Tertiary Institutions in Lagos State

	Frequency	Percent	Valid Percent	Cumulative Percent
1 to 10 years	71	31.4	31.4	31.4
11 to 20 years	72	31.9	31.9	63.3
21 years and above	83	36.7	36.7	100
Total	226	100	100	

Source: Field Survey, 2022

Experience is one aspect of work life that cannot be done away with. This experience talks about itself in the above table in the context of years of work experience of secretaries in higher institution of learning in Lagos State. A total number of 71 respondents indicating that so far they had spent about 10 years as secretaries in higher institution of learning in the state. Seventy-two respondents also say that their work

experience is within 11 to 20 years while 83 respondents say that they have experience of 21 years. The implication of this years of experience as reported in the table above is that secretaries in higher institution of learning in Lagos State have many years of experience, indicating that most of these secretaries are thoughbred professionals.

4.2 Research Questions

4.2.1 Research Question 1:

What is the level of Job Performance of Secretaries in Tertiary Institutions in Lagos State, Nigeria?

Table 1: Level of Job Performance of Secretaries in Tertiary Institutions in Lagos State

Job Performance	VH (%)	H (%)	L (%)	VL (%)	Std.	Mean
Task Specific Behaviour						
I fulfil all the requirements of my job	60 (26.5)	63 (27.9)	56 (24.8)	47 (20.8)	1.092	2.60
I achieve all the objectives of my job.	55 (24.3)	42 (18.6)	88 (38.9)	41 (18.1)	1.051	2.49
I complete all duties assigned to me on time	53 (23.5)	45 (19.9)	82 (36.3)	46 (20.4)	1.063	2.46
I go extra miles to carry out duties outside my job description	42 (18.6)	74 (32.7)	60 (26.5)	50 (22.1)	1.034	2.48
Average Mean:						**2.50**

Non-Task Specific Behaviour						
I am never reluctant in helping my colleagues to do their work	62 (27.4)	57 (25.2)	67 (29.6)	40 (17.7)	1.069	2.62
I am always available to help my colleagues to do their work	68 (30.1)	56 (24.8)	76 (33.6)	26 (11.5)	1.016	2.73
I always volunteer to make sure that all my colleagues assignment are ready on time	24 (10.6)	21 (9.3)	13 (45.6)	78 (34.5)	.930	1.96
I seek for task to accomplish without expecting anything in return	45 (19.9)	68 (30.1)	58 (23.5)	60 (26.5)	1.086	2.43
Average Mean:						**2.43**
Communication Skills						
I listen attentively when my boss gives me instructions to carry out	32 (14.2)	19 (8.4)	114 (50.4)	61 (27.0)	.957	2.10
I communicate effectively with my colleagues in my place of work and it helps me perform well at my place of work	69 (30.5)	59 (26.1)	63 (27.9)	35 (15.5)	1.062	2.72
I write well and also document records well in my space of work.	53 (23.5)	52 (23)	75 (33)	46 (20.4)	1.064	2.52
I communicate effectively with other staff in my place of work	61 (27)	38 (16.8)	85 (37.6)	42 (18.6)	1.080	2.62
Average Mean:						**2.49**
Personnel Discipline						

I always come to work on time	64 (28.3)	47 (20.8)	79 (35)	36 (15.9)	1.061	2.54
I am always motivated to achieve my institutions' goals	28 (12.4)	108 (47.6)	47 (20.8)	43 (19)	.939	2.65
Working to beat deadline for goal achievement in my institution has always been my top most priority	61 (27)	61 (27)	68 (30.1)	36 (15.9)	1.044	2.71
Average Mean:						**2.63**
Grand Mean:						**2.51**

Source: Field Survey, 2022

Key: Very High (VH) =4, High (H) = 3, Low (L) = 2, Very Low (VL) = 1
Decision Rule: 1.00 – 1.49 (very low), 1.50 – 2.49 (low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)

From the grand mean score, it is clear that the job performance level of secretaries in Lagos state is just at an average level. The grand mean score is the addition of all the average mean score of each indicator of a variable divided by th total number of indicators. Therefore, with a grand mean score of 2.51 on a scale of 1 to 4, the performance level of secretaries in higher institutions in Lagos state is just at an average level. Four major factors culminated into this average level of performance. These four factors also serve as the indicators of the variable – job performance. The indicators are: Task specific behavior, non-task specific behavior, communication skills and personnel discipline. Task specific behavior as an indicator of job performance in this study attracted an average mean score of 2.50 on a scale of 1 to 4. Non-task specific behavior attracted a mean score of 2.43 on a scale of 1 to 4. This mean score is below average.

This means that secretaries in higher institutions of learning in Lagos state do not concern themselves that much with tasks outside their job areas.

Another indicator used in this study to measure job performance was communication skills. The communication skills of these category of workforce in Lagos state is also not encouraging. Their communication skill was at an average level of 2.49. This means that these workers are largely unable to communicate with their bosses, colleagues effectively. In terms of personal discipline, it was at an average level of 2.63. This was the only indicator of job performance in this study that actually recorded an above average mean score. An addition of all the average mean score of each this indicator divided by the total number of indicators which is 4 brought about the grand mean score of 2.51 on a scale of 1 to 4. This is what determined the job performance level of secretaries in higher institution of learning in Lagos State as far as this study is concerned. More precisely, some items in the survey on job performance must have also contributed the average level of job performance as far as this study is concerned.

For instance, an item under communication skills which recorded a low mean score says "I listen attentively when my boss gives me instruction to carry out". This particular item attracted a mean score of 2.10 on a scale of 1 to 4. This may suggest to the fact that there exists a measure of seems insubordination on the part of some secretaries in Lagos state. Generally, the job performance level of secretaries in higher institutions of learning in Lagos State is not too encouraging. Many other items in the survey for job performance in this study also attracted low mean scores. Hence, the job performance of these secretaries is just at an average level.

4.3.1 Research Question 2:

What are the various information management practices existing among secretaries in tertiary institutions in Lagos State, Nigeria?

Table 2: Information Management Practices as Perceived by Secretaries in Tertiary Institution

Information Management Practices	SA (%)	A (%)	D (%)	DA (%)	Std.	Mean
Sensing Information:						
My organization is innovative to the extent that it has positive impact on her income	68 (30.1)	59 (26.1)	65 (28.8)	34 (15)	1.055	2.76
My institution solves problem always by being proactive	73 (32.3)	50 (22.1)	78 (34.5)	25 (11.1)	1.028	2.81
My institution introduces new courses all the time	74 (32.7)	61 (27)	65 (28.8)	26 (11.5)	1.022	2.73
Average Mean:						**2.76**
Collecting Information						
To what extent do you agree/disagree with the following statements?	70 (31)	59 (26.1)	63 (27.9)	34 (15)	1.059	2.83
My institution provides access to existing information and knowledge	82 (36.3)	54 (23.9)	59 (26.1)	31 (13.7)	1.059	2.76
My institution has filter mechanisms to prevent information overload	72 (36.3)	52 (23.9)	78 (26.1)	24 (13.7)	1.071	2.52
Average Mean:						**2.70**
Organizing Information						
To what extent do you	50	56	82	38	1.018	2.58

agree/disagree with the following statements?	(27)	(23)	(31.4)	(16.1)		
My institution has indexing and classifying method for linking databases together	61 (27)	52 (23)	71 (31.4)	42 (16.6)	1.016	2.69
My institution has all facilities to organize information.	68 (30.1)	55 (24.3)	68 (30.1)	35 (15.5)	1.077	2.83
Average Mean:						**2.70**
Processing Information:						
To what extent do you agree/disagree with the following statements?	85 (37.6)	48 (21.2)	63 (27.9)	30 (13.3)	1.063	2.56
I can process all electronic Documents in my office/unit/section competently	63 (27.9)	55 (24.3)	71 (23.5)	43 (24.3)	1.078	2.55
Available ICT facilities are used effectively for processing of data/ information in my office	55 (24.3)	57 (25.2)	71 (31.4)	43 (19)	1.139	2.65
Average Mean:						**2.58**
Maintaining Information						
After processing, information are released from my office/unit/ section almost immediately they are requested for easy maintenance	63 (27.9)	58 (25.7)	69 (30.5)	36 (15.9)	1.058	2.55
Documents needed are easily retrieved and disseminated to where requested.	56 (24.8)	56 (24.8)	71 (31.4)	43 (19)	1.052	2.50
Majority of information is now disseminated electronically in my	59 (26.1)	57 (25.2)	49 (21.7)	61 (27)	1.062	2.66

office/unit/section	
Average Mean:	**2.57**
Grand Mean:	**2.66**

Source: Field Survey, 2022

Key: Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1
Decision Rule: Decision rule: 1.00 – 1.49 (very low), 1.50 – 2.4 (low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)

The way and manner by which information management is being practiced among secretaries in higher institution of learning in Lagos State is a little bit encouraging. A grand mean score of 2.66 on a scale of 1 to 4 served as the level of information management practices in higher institution of learning in the State. Five indicators were used to measure information management practices in this study. These indicators were: Sensing information, collecting information, organizing information, processing information and maintaining information. Information sensing attracted a mean score of 2.76 on a scale of 1 to 4. Organizing information attracted a mean score of 2.70 also on a scale of 1 to 4. Other indicators such as processing information and maintaining information attracted mean scores of 2.58 and 2.57 respectively. All the indicators used to measure information management practices in this study were quite above the bench mark score of 2.50. This implies that to a large extent secretaries in higher institution of learning in Lagos State are practicing information management. For instance, sensing information as one of the indicators recorded a mean score of 2.76. This means that secretaries in higher institution of learning in Lagos State are very much proactive in nosing for information that will make them do better in their jobs. The same goes for collecting information. This indicator attracted a mean score of 2.70 on a scale of 1 to 4.

The implication of this is that secretaries in the state's higher institution of learning collect information professionally to a reasonable extent. The other two indicators which were just at the average level were processing and maintaining information. These indicators attracted a mean score of 2.58 and 2.57 respectively. These were the down sides to the variable. It seems secretaries in higher institutions of learning in Lagos State are not professional enough to know how to process information and maintain information. Regardless of these average mean scores, the overall mean score affirms that to a certain extent information management practices is still being well carried out among secretaries in higher institution of learning in the state.

4.2.1 Research Question 3:

What are the various information technology practices existing in tertiary institutions in Lagos State, Nigeria?

Table 3: Information Technology practices in Tertiary Institutions in Lagos State

Information Technology Practices	A	VO (%)	R (%)	N (%)	Std. (%)	Mean
IT for decision Support						
Information technology adoption in my school bring about effective decision making	67 (29.6)	52 (23)	71 (31.4)	36 (15.9)	1.148	2.41
Information technology in my institution makes me and my colleagues take accurate decision	43 (19)	52 (23)	85 (37.6)	46 (20.4)	1.068	2.47
Information technology makes	56	44	77	49	1.017	2.60

my work very easy in my place of work	(24.8)	(19.5)	(34.1)	(21.7)		
Average Mean:						**2.49**
IT for innovation support						
There are sufficient level of organizational research and development activities that takes place in my office	65 (28.8)	48 (21.2)	70 (31)	43 (19)	1.088	2.61
Research institute of the school have sufficient skilled personnel and specialized equipment to respond to innovation related needs of my institution.	45 (19.9)	93 (41.2)	42 (18.6)	46 (20.4)	1.016	2.61
There are enough infrastructure to support new and growing high technology in my institution	56 (24.8)	60 (26.5)	75 (33.2)	35 (15.5)	1.096	2.44
Average Mean:						**2.55**
IT for Business Process Support						
There is availability of workflow automation software in my institution	58 (25.7)	48 (21.2)	56 (24.8)	64 (28.8)	1.024	2.68
There is management information system software in my institution	63 (27.9)	64 (28.3)	63 (27.9)	36 (15.9)	1.024	2.90
There is availability of robotic process automation technology in my institution	93 (41.2)	44 (19.5)	62 (27.4)	27 (11.9)	1.154	2.65
Average Mean:						**2.74**
IT for Operational Support						
I use internet communication technology available in school to keep current on the institution's	49 (21.7)	71 (31.4)	85 (37.6)	21 (9.3)	.922	2.65

activities and development						
I have data management skills, data mining/report creation skills, and data sharing skills.	46 (20.4)	63 (27.9)	66 (29.2)	51 (22.6)	1.054	2.46
I use internet communication technology tools in my institution to improve my information management skills	82 (36.3)	42 (18.6)	54 (23.9)	48 (21.2)	1.169	2.70
. **Average Mean:**						**2.60**
Grand Mean:						2.59

Source: Field Survey, 2022

Key: Strongly Agree (SA) =4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SDA) = 1
Decision Rule: Decision rule: 1.00 – 1.49 (very low), 1.50 – 2.4 (low), 2.50 – 3.49 (High), 3.50 – 4.00 (Very High)

There are various information technology practices existing among secretaries in higher institution of learning in Lagos State. But then the level of information technology practices among these category of workers in Lagos State is at 2.59 on a scale of 1 to 4. This means that to a certain extent secretaries in higher institution of learning are technologically savvy minded kind of worker though not at a high level. 4 metrics was used to measure information technology practices. These metrics are: IT for decision support, IT for innovation support, IT for business process support and IT for operational support. The average mean score for each of this indicator are as follows: 2.49, 2.55, 2.74 and 2.60 respectively. Out of all these indicators, only IT for decision support is below average. What this suggests is that decision making in higher

institution of learning in Lagos State especially decisions that concern secretaries are nothing to write home about. What this could also mean is that many of the secretaries working in the state are not making use of IT related tools to carry out their duties effectively and efficiently. In terms of IT operational support as another indicator of information technology practices, at an average mean score of 2.6, IT operational support is also just being practiced minimally. This will definitely also have an adverse effect on the job performance level of secretaries in the state. This could imply that some of the secretaries are not exposed that much to be technologically inclined. IT for innovation support is another indicator for information technology practices in this study. It was also one of the indicators that was just at the average level. This indicator attracted a mean score of 2.55. The implication of this mean score is that, it seems the management of higher institution of learning in Lagos State are not doing enough to make work easy for secretaries in the state. This is due to the fact that some secretaries expressed negative opinions as regards how their day to day tasks is not being supported with IT related facilities. IT for business process support was one indicator that was much above the bench mark score of 2.50. with a mean score of 2.74, secretaries expressed the fact that their institutions is very much supported with many state of the art facilities especially to carry out business transactions in their various schools. These businesses could be admission processes, deployment of management information systems, and availability of artificial intelligence applications among others. Overall, the Information technology practices among secretaries in higher institutions in Lagos State is quite encouraging.

4.3 Test of Hypotheses

$H_0$1: There will be no significant influence of information management practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria

Model Summary no significant influence of information management practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325[a]	.106	.098	.39124

a Predictors: (Constant), information management practices

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.023	1	.023	.135	.714[b]
	Residual	38.151	224	.170		
	Total	38.174	225			

a. Dependent Variable: Job performance

b. Predictors: (Constant), information management practices

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.444	.140		17.404	.000
	Information management practices	.019	.052	.025	.367	.714

a. Dependent Variable: job performance

Source: Field Survey, 2022

The first null hypothesis of this study to be tested says "there will be no significant influence of information management practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria". This null hypothesis was accepted due to the outcome of the result of the hypothesis. The outcome has it that information management practices will not significantly influence job performance. This is because the probability value which is also the *p* value has a value of .714, this value is greater than 0.05. Therefore, since the significant rule says that once the *p* value is greater than 0.05, then there is no significance. The degree of association between information management practices and job performance is denoted by the value of *R* and also by extension, the value of adjusted R^2. The value *R* in the table above shows a value of .025. The implication of this is that the level of relationship between Information management practices and job performance is 25%. With this level of relationship, information management practices will only contribute to the job performance level of secretaries in higher institutions in Lagos State by 25%. There are other factors that would actually account for the remaining 75% for job performance to be effective among secretaries in higher institutions in Lagos State. It is therefore, evident that there is weak positive relationship between information management practices and job performance in Lagos State tertiary institutions.

Ho2: There will be no significant influence of information technology on job performance of secretaries in tertiary institutions in Lagos, Nigeria.

Model Summary no significant influence of information technology on job performance of secretaries in tertiary institutions in Lagos, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325[a]	.106	.102	.39042

a. Predictors: (Constant), information technology practices

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.030	1	4.030	26.443	.000[b]
	Residual	34.143	224	.152		
	Total	38.174	225			

a. Dependent Variable: job performance

b. Predictors: (Constant), information technology practices

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.651	.166		9.945	.000
	Information technology practices	.324	.063	.325	5.142	.000

a. Dependent Variable: Job performance

Source: Field Survey, 2022

The study is second null hypothesis is "there will be no significant influence of information technology on job performance of secretaries in tertiary institutions in Lagos, Nigeria". Because of how the hypothesis's conclusion turned out, this null hypothesis was rejected. The conclusion is that information technology practices do have a big impact on how well people do their jobs. This is due to the probability

value's p value, which is.000, having a value of.000. Over 0.05, this value is present. Since the p value must be less than 0.05 in order for there to be a significance, this is in accordance with the significant rule. The value of R and, by extension, the value of modified R^2 indicated the strength of the relationship between information technology practices and job performance. R in the aforementioned table has a value of 325. This suggests that there is a 32.5% correlation between information technology techniques and job performance. Information technology techniques will only make a 32.5% contribution to the work performance level of secretaries in higher institutions in Lagos State with this level of interaction. Other elements would truly make up the remaining 67.5% for secretaries working in higher education institutions in Lagos State to perform their jobs effectively. We conclude by stating that there is just a marginally positive association between information technology methods and job performance.

$H_0$3: There will be no significant combined influence of information management practices and information technology of secretaries of tertiary institutions in Lagos State, Nigeria.

Model Summary no Significant Combined Influence of Information Management Practices and Information Technology of Secretaries of Tertiary Institutions in Lagos State, Nigeria.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325[a]	.106	.098	.39124

a. Predictors: (Constant), information management practices, information technology practices

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.039	2	2.020	13.194	.000[b]
	Residual	34.134	223	.153		
	Total	38.174	225			

a. Dependent Variable: job performance

b. Predictors: (Constant), information management practices, information technology practices

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.621	.209		7.771	.000
	Information technology practices	.324	.063	.324	5.122	.000
	Information management practices	.012	.049	.015	.239	.811

a. Dependent Variable: job performance

Source: Field Survey, 2022

The third null hypothesis in this study is from a joint perspective. The hypothesis says "there is no significant combined influence of information management practices and information technology of secretaries of tertiary institutions in Lagos State, Nigeria". The result has it that a combination of Information technology practices and

Information management practices influence job performance. Reason being that information technology practices significantly influenced job performance ($p > 0.05$) while information management practices did not ($p < 0.05$). The relationship between the two independent variables and job performance is 0.325. This implies that with a combination of both information technology practices and information management practices, only about 32.5% of these two variables is having a sort of weak positive relationship with job performance. The remaining 67.5 will come from other external variables that will determine job performance. Also, in the table, the F-value (13.194), the unstandardized coefficient values of .324 and .012, the t value of.239, are other factors that can influence job performance.

4.4 Discussion of Findings

Research question one says "What is the level of job performance of secretaries in tertiary institutions in Lagos State, Nigeria"? The job performance of level of secretaries in higher institutions in Lagos state was at an average level. Studies have shown that to a large extent task specific behaviour is a determinant of job performance [1]. Task specific behaviour as an indicator of job performance in this study was at a level of 2.50. This was exactly at an average level. Not high enough to determine job performance.

Meanwhile some studies have actually reported that to a large extent task specific behaviour can actually bring about job performance [2,3,4]. Another indicator of job performance in this study is non-task specific behaviour. This indicator was at a mean

score level of 2.43 on a scale of 1 to 4. This mean score shows that non-task specific behaviour as an indicator of job performance is very low. Studies have shown that non-task specific behaviour is to a large extent a determinant of job performance [5, 6]. But in the case of this study, it seems it is not. Communication skills have been indicated to be a strong component of job performance by some studies [7, 8, 9]. In this study communication skills was very low. It had an average mean score of 2.10 on a scale of 1 to 4. This means that to a large extent the communication skill level of secretaries in higher institution of learning in Lagos State can be said to ex[lain why they are not performing well.

In terms of personnel discipline, this was a much above average. With a mean score of 2.63 on a scale of 1 to 4, it is not out place to say that these categories of workers in higher institution of learning in Lagos State are quite disciplined. Studies have shown that high level discipline on the part of staffs will go a long way in making them to perform in their jobs [10, 11]. The second research question in this study has to do with various information management practices among secretaries in higher institution of learning in Lagos state. Five indicators were used to measure these variable. Sensing information, which is one of the indicators of information management practices attracted a mean score of 2.76 on a scale of 1 to 4. This particular indicator also served as the indicator that had the highest mean score. This shows that secretaries in higher institutions of learning in Lagos State are very much proactive in detecting harmful information to the survival of their organization.

Studies have also shown that being proactive will go a long way in enhancing employees' job performance [12]. Organizing information and collecting information also had an attractive mean score. Their mean scores were both 2.70 on a scale of 1 to 4. This implies that secretaries in higher institution of learning in Lagos state do carry out their duties professionally. Secretaries are known to always collect and organize information. This is one professional trade mark of their job [13, 14]. Possessing information and maintaining information are the last indicators of information management practices as far as this study is concerned. They both had mean scores that were just above average, 2.58 and 2.57 respectively on a scale of 1 to 4. Going by the mean scores of these two indicators, secretaries in higher institution of learning in Lagos State are not professional when it comes to processing and maintaining information.

Research question three is about information technology practices among secretaries in higher institution of learning in Lagos State. Four indicators were used to measure information technology practices. They are: IT for decision support, IT for innovation support, IT for business process support and IT for operational support. IT for business process had the highest mean score. With a mean score of 2.74 on a scale of 1 to 4, it is clear that IT for business process is well practiced among secretaries in higher institutions of learning in Lagos State. IT for operational support served as the second most practiced form information technological practices. A mean score of 2.60 on a scale of 1 to 4 served as the mean score for this indicator. This also means that among secretaries in higher institution of learning, IT for operational support is also well practiced. IT for innovation support is moderately practiced among secretaries in higher

institution of learning in Lagos state. This indicator recorded a mean score of 2.55 on a scale of 1 to 4. The last indicator which is IT for decision support attracted an average mean score of 2.49 on a scale of 1 to 4. The implication of this indicator is that secretaries do not have a good understanding of IT for decision support due to management of higher institutions in Lagos State's inadequate training on the use of pertinent IT tools and secretaries' own lack of improvement in higher education institutions in Lagos State.

Three null hypotheses was tested in this study. The first one stated that" there is no significant influence of information management practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria". This null hypothesis was accepted because it was found that information management practices did not significantly influence job performance. This contradicts the findings of some other studies [15, 16, 17]. These studies have reported that information management practices do influence job performance.

The study's second null hypothesis stated "there is no significant influence of information technology on job performance of secretaries in tertiary institutions in Lagos, Nigeria". Again many studies have also reported that information technology practices do influence job performance [18, 19, 20]. This is also in line with the findings of this study whereby it is being reported that information technology practices do influence job performance. The last hypothesis of this study is from a joint says "There will be no significant combined influence of information management practices and information technology of secretaries of tertiary institutions in Lagos State, Nigeria".

The findings of this null hypothesis has it that information technology practices do influence job performance while information management practices did not. Hence, the researcher observed that most previous studies did not combined information management practices together with office automation skills which this study intends to carry out. Some other studies done on use of Technology and job performance were mostly done also on use of Technology and job performance of entire organizations. Few were done on effect of use of technology on job performance of employees and none done specifically on secretaries' job performance, which the researcher has been able to fill.

The studies also revealed that a proper deployment of information management practices as well as information technology practices in tertiary institutions in Lagos State will enhance the job performance of secretaries. Hence the aim of the study is to investigate the influence of information management practices, information technology practices and job performance of Secretaries in tertiary institutions in Lagos State, Nigeria.

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Chapter Five

Conclusion

5.1 Summary of Findings

This study examined the influence of information management practices, information technology practices on job performance of secretaries in higher institutions in Lagos State. The study made use of 291 secretaries in selected higher institution of learning in Lagos state. The following are summary of the findings of this study.

i. The performance level of secretaries in tertiary institutions in Lagos State is at an average level

ii. Sensing information is the prevalent form of information management being practiced by secretaries in tertiary institutions in Lagos State.

iii. Information technology practiced by secretaries in tertiary institutions in Lagos State is within an average level of operation.

iv. Information technology practices was found to significantly influence job performance of secretaries in higher institutions of learning in Lagos State.

v. Information management practices was found not to significantly influence job performance of secretaries in tertiary institutions in Lagos State.

vi. From a joint hypothetical perspective, only information technology was found to 'significantly influence job performance of secretaries in tertiary institutions in Lagos State, Information management practices did not.

5.2 Conclusion

This study found that the practice of information management among secretaries in higher institution of learning in Lagos State is just a little bit above average. Also, the performance level of secretaries in higher institution of learning in Lagos State is at an average level. In terms of communication skills of secretaries of higher institution of learning in Lagos state, the study revealed that communication skills of this category of workers is nothing to write home about. However, Information technology as being practiced by secretaries in higher institutions of learning in Lagos state is within an average level of operation. Information management practices were found not to significantly influence job performance of secretaries in higher institutions of learning

in Lagos State. Hypothetically, only information technology was found to significantly influence job performance of secretaries in higher institutions of learning in Lagos State. Information management practices did not, therefore leading to decline in the job performance of secretaries in Lagos State, Nigeria.

5.3 Recommendations

It is believed by the researcher that a proper deployment of information management practices as well as information technology practices in tertiary institutions in Lagos State will enhance the job performance of secretaries. Hence the aim of the study is to investigate the influence of information management practices, information technology practices and job performance of Secretaries in tertiary institutions in Lagos State, Nigeria.

In tandem with the findings of this study, the following recommendations are hereby postulated.

i. For effective communication to take place among secretaries, the management of higher institution of learning should organize trainings for these set of workers so as to enable them become professionals when it comes to communicating effectively.

ii. The management of higher institution of learning in Lagos state should adopt all the indicators of Information management practices as well as that of Information technology practices. This will contribute immensely to the job performance level of secretaries in higher institution of learning in Lagos state.

iii. Secretaries in higher institution of learning in Lagos state should be compensated handsomely if they carry out extra jobs within the institution.

iv. Maintaining information is one aspect of information management practices that secretaries in Lagos state lack professionalism, therefore, it is recommended that these set of workforce should be trained on how information should be handled in the course of their jobs.

v. Taking decisions by secretaries should be engineered by IT related factors. It is therefore, imperative as well that secretaries in higher institution of learning in Lagos state should actually avail themselves of making use of state of the art IT facilities during the course of their jobs.

5.4. Contribution to Knowledge

This study has shown that the lace of job performance among any category of workers cannot be over emphasized. There are certain factors that can actually contribute to the job performance of any category of worker in resent day Nigeria. These major factors are: information management practices and Information technology practices. Communication skills will also go a long way in contributing to the job performance level of secretaries in higher institution of learning in Lagos state. This study also showed that it is important for secretaries to be compensated when they do extra jobs.

When they are not compensated, they tend to become docile in carrying out their duties. Decision making by secretaries should be fuelled by IT related factors.

5.5 Suggested Areas for Further Studies

This study can be investigated in some other ways as highlighted below:

i. This study could be replicated in other geographical areas in the country using different educational institutions.

ii. Information management practices and information technology practices variables can be investigated in job management of other employees in the organization.

iii. A comparative study can be used for different organisations e.g. private and public institutions, educational and private organizations.

iv. Other methods of data collection and analysis can be used e.g. using interview in addition to questionnaire use.

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Lead City University, Ibadan
Department of Information Management,
Questionnaire

Dear Respondent

My name is Christiana Omoye IDIAKE, a Post Graduate student of the above-named institution. I am gathering data for doctoral research titled "**information management practices and Information Technology practices and job performance of secretaries of tertiary institutions in Lagos State, Nigeria**." The questionnaire is strictly meant for academic purpose. Kindly respond honestly to the questions as this will assist the researcher a great deal. To the best of the researcher ability, all information provided shall be treated with utmost confidentiality, and will be used for research purpose only.

Thank you for your cooperation.

Yours faithfully,
Christiana. Omoye IDAIKE

Section A: Bio-data of Respondent
Instruction: Please, tick (√) the appropriate answers to the questions asked below:

1. Gender: (a) Male ( ) (b) Female ( )
2. Age: (a) 25–35 years ( ), (b) 36–50 years ( ), (c) 51 years and above ( )
3. Qualification: (a) HND ( ) (b) B.Sc. ( ) (c) MBA, ( ) (d) M.Sc. ( ) (e) PhD. ( ) (f) Others
4. Work Experience: (a) 1–10 years ( ), (b) 11– 20years ( ), (c) 21 years and above ( )

Section B: Job Performance of Secretaries in Tertiary Institutions in Lagos State

Instruction: The statements in this section concerns job performance measures as applicable to your institution. Please tick the appropriate choice that indicates your opinion. Using the four-point Likert-type-scale provided.

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

S/N	In what way will you rate your staff in the following?	VH 4	H 3	L 2	VL 1

	Task Specific Behaviour				
1	I do fulfil all the requirements of my job				
2	I achieve all the objectives of my job				
3	I complete all duties assigned to me on time				
4	I go extra miles to carry out duties outside my job description				
	Non-Task Specific Behaviour				
5	I am never reluctant in helping my colleagues to do their work				
6	I am always available to help my colleagues to do their work				
7	I always volunteer to make sure that all my colleagues assignment are ready on time				
8	I seek for task to accomplish without expecting anything in return				
	Communication Skills				
9	I listen attentively when my boss gives me instructions to carry out				
10	I communicate effectively with my colleagues in my place of work and it helps me perform well at my place of work				
11	I write well and also document records well in my place of work				
12	I communicate effective with other staff in my place of work				
	Personnel Discipline				
13	I always come to work on time				
14	I am always motivated to achieve my institutions' goals				
15	Working to beat deadline for goal achievement in my institution has always been my top most priority				

Section C: Information Management Practices as Perceived by Secretaries in Tertiary Institutions in Lagos State.

Instruction: The statement in this section concerns information management practices as applicable to the secretaries of your institution. Please indicate the extent to which you agree or disagree with each statement in relation to your institution and answer by selecting one of the alternatives 4, 3, 2, 1, using the 4-point Likert-type scale provided.

Strongly Agree (SA) = 4; Agree (A) = 3; Disagree (D) = 2; Strongly Disagree (SD) = 1

	Sensing Information: To what extent do you agree/disagree with the following statements?	**SA 4**	**A 3**	**D 2**	**SD 1**
1	My organization is innovative to the extent that it has positive impact on her income	4	3	2	1
2	My institution solves problem always by being proactive	4	3	2	1
3	My institution do introduce new courses all the time	4	3	2	1
	Collecting Information: To what extent do you agree/disagree with the following statements?	**SA**	**A**	**D**	**SD**
4	My institution do provide access to existing information and knowledge	4	3	2	1
5	My institution has filter mechanisms to prevent information overload	4	3	2	1
6	My institution has training and rewarding programs for her employees	4	3	2	1
	Organizing Information: To what extent do you agree/disagree with the following statements?	**SA**	**A**	**D**	**SD**
7	My institution has indexing and classifying method for linking databases together	4	3	2	1
8	My institution has all facilities to organize information.	4	3	2	1
9	My institution has training and rewarding programmes for employees to accurately and completely organize information for which they are responsible for	4	3	2	1
	Processing Information: To what extent do you				

	agree/disagree with the following statements?				
10	I can process all electronic documents in my office/unit/section competently	4	3	2	1
11	Available ICT facilities are used effectively for processing of data/ information in my office.	4	3	2	1
12	There are laid down information management procedures by the school management. e.g. format of documents.to process information	4	3	2	1
	Maintaining Information				
13	After processing, information are released from my office/u nit/section almost immediately they are requested for easy maintenance				
14	Documents needed are easily retrieved and disseminated to where requested.				
15	Majority of information is now disseminated electronically in my office/unit/section				

Section D: Information Technology Practices

Instruction: The statement in this section concerns information technology as observed by the secretaries of your institution. Please tick the appropriate choice that indicates your opinion using the four-point Likert scale provided below.

Always (A) =4, Very Often (VO) =3, Rarely (R) =2, Never (N) =1

S/N	IT for decision Support	A	VO	R	N
		4	3	2	1

1.	Information technology adoption in my school bring about effective decision making				
2.	Information technology in my institution makes me and my colleagues take accurate decision				
3.	Information technology makes my work very easy in my place of work				
	IT for innovation support				
4.	There are sufficient level of organizational research and development activities that takes place in my office				
5.	Research institute of the school have sufficient skilled personnel and specialized equipment to respond to innovation related needs of my institution.				
6.	There are enough infrastructure to support new and growing high technology in my institution				
	IT for business process support				
7	There is availability of workflow automation software in my institution				
8	There is management information system software in my institution				
9	There is availability of robotic process automation technology in my institution				
	IT for Operational Support				
10	I use internet communication technology available in school to keep current on the institution's activities and development				
11	I have data management skills, data mining/report creation skills, and data sharing skills.				
12	I use internet communication technology tools in my institution to improve my information management skills.				

Appendix II

Bio-data

Full Name:	Christiana Omoye **Idiake**
Date and Place of Birth:	23rd December, 1959 at Ishan, Edo State
Nationality/How Acquired:	Nigerian and by Birth
State of Origin/Local Govt. Area.:	Edo State and Esan-West Local Government Area
Permanent Home Address:	13 Aiyeleto Street, Barracks Bus-Stop, Off Funsho Williams Avenue, Surulere, Lagos.
Current Postal Address:	Office and Information Technology Management Department

Lagos State University of Science and Technology, Ikorodu.

E-mail Address: christianaomoye@yahoo.com

Personal Mobile Number: 08023656549 0R 08181134460

Marital Status : Married

Number and Age of Children: Three (3) – Age, 37, 34 and 26

Educational Institution(s) With Dates:

1. Lead City University, Ibadan - 2019 (in view)
2. Lead City University, Ibadan - 2016 - 2018
3. Ladoke Akintola University, Ogbomoso - 2010 - 2013
4. Ladoke Akintola University, Ogbomoso - 2008 - 2010
5. Lagos State Polytechnic, Ikorodu - 2002 - 2005
6. Laspoth Konsult, Ikosi - 2002
7. Federal Polytechnic, Auchi - 1990 -1991
8. Lagos State Polytechnic, Isolo (formerly known as Lagos State College of Science & Technology) - 1982- 1985
9. Metropolitan College, Isolo - 1974 -1979
10. Marywood Grammar School (Remedial, Iponri - 1979- 1980

Educational and Professional Qualifications Obtained With Dates:

A.

1. Ph.D in Office and Information Management (in view) - 2018
2. MSc in Office and Information Management - 2018
3. MBA in Management Science (Human Resources Option) - 2013

4. Post Graduate Diploma in Management - 2010
5. Higher National Diploma in Secretarial Studies - 2005
6. Certification in Computer (Laspotech Konsult, Ikosi) - 2002
7. Confidential Secretary Grade II - 1991
8. National Diploma in Secretarial Administration - 1985
9. West African School Certificate - 1980

B.

1. National Institute of Office Administrators and Information Managers (NIOMIN) (Fellow Member) - 2020

2. Association of Business Education of Nigeria (Professional Member - 2015
3. The Institute of Entrepreneurs, Nigeria (Associate Member) - 2013
4. Nigerian Institute of Management (Associate Member) - 2012
5. Institute of Public Management (Full Member) - 2011

Work Experience with Dates:

NAL Merchant Bank, Lagos

1984 Four Months Industrial Training
Position: Student Secretary
Responsibility: All Secretarial Duties

Mak Associate,

1984-1985 Toyin Street Ikeja, Lagos
Position: Administrative Secretary

Responsibility: All Secretarial Duties

Basic Secretarial Studies.
1985 – 1990 Jattu, Edo State
Position: Administrative Secretary

Responsibility: All Secretarial and Administrative Duties

Auchi Polytechnic, Auchi,

1990 – 1994 Auchi, Edo State
Position: Confidential Secretary
Registry Unit of the Polytechnic **(Attached to Establishment and Students' Affairs Unit Heads)**

Responsibility:

- ✓ Performing Secretarial Duties
- ✓ Typing of memos, letters, Notice of Meetings and performing other Administrative duties
- ✓ Covering of meetings
- ✓ Take dictations from the superior Officers and producing same in a readable form with less supervision in good time.
- ✓ Responsible/Taking care of Superior Officers
- ✓ Performing any other duties assigned to me from time to time.

Osita Motors, (now Pleasant Motors)

1994 – 1999 Funsho Williams Avenue, Lagos
Position: Administrative Secretary

Responsibility: All Secretarial and Administrative Duties

JEM Private School, Ojodu, Omole Estate

1999
Position: Administrative Secretary

Responsibility: All Secretarial and Administrative Duties

Lagos State Polytechnic, Ikorodu

1999 – 2015: Registry Unit of the Polytechnic **(Attached to Deans, Directors of Schools, Bursar and some Unit Heads)**
Position: Asst, Chief Conf. Secretary

Responsibility:

- ✓ Performing Secretarial Duties
- ✓ Typing of memos, letters, Notice of Meetings and performing other Administrative duties

- ✓ Covering of meetings for Academic Board
- ✓ Take dictations from the superior Officers and producing same in a readable form with less supervision in good time.
- ✓ Responsible/Taking care of Superior Officers offices
- ✓ Performing any other duties assigned to me from time to time.

Lagos State Polytechnic, Ikorodu

2010 till date

School of Part-Time Studies (Regular)
Office Technology & Management Department
Lagos State Polytechnic, Isolo campus
Position: Part-Time Lecturer

Responsibility:

Lecturing of NDI & NDII students on the following courses;

- ✓ Keyboarding
- ✓ Office practice I &II
- ✓ Records Management
- ✓ ICT, I & II
- ✓ Shorthand and other courses that might be assigned to me from time to time by the HOD

Lagos State Polytechnic, Ikorodu

2010 – 2013

School of Part-Time Studies (Annex)
Office Technology & Management Department
Lagos State Polytechnic, (Obalende Annex)
Position: Part- Time Lecturer

Responsibility:

Lecturing of NDI & NDII students on the following courses;

- ✓ Career Development
- ✓ Office practice I &II
- ✓ Records Management

Lagos State University of Science and Technology Ikorodu, Lagos

June 2015 till Date: Office Technology & Management Department
Lagos State Polytechnic, Isolo Campus
Position: FULL-TIME LECTURER

Responsibility:

Lecturing of HNDI, HND 2, NDI & NDII students on the following courses:

- ✓ Business Communication I
- ✓ Office Administration and Management I & 2
- ✓ Professional Career Development
- ✓ Office practice I &II
- ✓ Records Management
- ✓ Keyboarding
- ✓ Shorthand and other courses that might be assigned to me from time to time by the HOD

Academic Publications:

Academic Textbook:

(1) Theories and Principles of Office Administration and Management
Co- Author)

- 2020

Journal Publication:

1. ***Alasiri, W.A. (Ph.d), Banjo, K.A. (Ph.d), Damisola O. Adewumi & Idiake, C.O.****. Academic Mentoring in Enhancing Competence among Teaching Staff in Tertiary Institution in Nigeria. Study of Lagos State Polytechnic, Ikorodu, Lagos, Nigeria (Currently Lagos State University of Science and Technology). Journal of Behavioral Informatics. Digital Humanities & Development Research Vol 8 No. 11, pp.35-52*
DOI No: dx.doi.org/10.22624/AIMS/BHI/V8NIP4
- 2022

2. **Lawal Abiola (Ph.D), Damisola Omolara Adewumi & Idiake Christina O. (2022*):*** *Office Technology and Change Management amid Covid-19 Pandemic: Study of Ikorodu*
Local Government, Lagos State, Nigeria. Social Informatics, Business, Politics Law,

Environmental Science and Technology Journal. Vo. 8 No. 1 Pp 9-18
DOI No.: dx.doi.org/10.22624/AIMS/SIJ/V8N1P2
- 2022

3. **Idiake Christiana Omoye:** Impact of Information Management on Job Performance of Office Managers in Lagos University of Science and Technology (LASUSTECH) in COVID -19 Era. Theme: World Economy Reality and Uncertainty of Global Market in Pandemic Era. School of Management and Business Studies (SMBS). International. Held 5th -8th 2021 at 500 Seaters, Lagos State Polytechnic, Ikorodu - **2022**

4. **Chinyere Jennifer Odumade & Christiana Omoye Idiake (2018)**: The Consequences of Leadership Style in Team Work Management. International Journal of Management Sciences and Humanities. Vol. 6, No. 1, pp 93 – 104. ISSN: 2360-9214 E-ISSN.: 2360-9222 - 2018

5. **Dr. Sanni, M. B. A., Faseyiku, I. O., Damisola O. Adewumi & Idiake C.O (2021)** Entrepreneurship Training and Industrialization among SMEs in Oshodi/Isolo Local Government Area of Lagos State. International Journal of Management, social Science and Humanitarian. Lago State University of Science and Technology Ikorodu, Lagos State.

Conference Proceedings

1. Idiake Christiana Omoye, Adekanmbi Oluyemin & Odumade Chinyere Jennifer – Office Rumor as Canker worm to Organisation and Human Development in Lagos State University of Science and Technology. Proceedings of International Multidisciplinary Conference. Theme: Educational Legacies & Pragmatic Research Innovations for Addressing Global Challenges Held in Lagos State University of Science and Technology, Ikorodu. - 2022

2. **Christiana Omoye Idiake**: The Role of Information Dissemination in curtailing Rumor Office in Contemporary Office: Study of Lagos State Polytechnic, Ikorodu. Proceedings of 28th iSTEAMS – Conference AIUWA The Gambia International Conference - 2021

3. ***Abel Samuel Adesanya (Ph.D), Damisola Adewunmi, 1babslols Oluwayemi Oginni Ph.D) & Idiake Christiana Omoye:*** School of

Management and Business Studies (SMBS) 2021 International Conference Theme: ***COVID-19 In Nigeria: Entrepreneurial Pains and Gains in Lagos Metropolis*** Held 5th -8th 2021 at 500 Seaters, Lagos State Polytechnic, Ikorodu

4. **Adenekan T.E. Ph.D, Idiake Christian Omoye**: Office Management in the COVID-19 Era. Proceedings of 27th iSTEAMS – IEEE International Multidisciplinary Conference Theme: Scaling Multidisciplinary Research for Global Impact. Held in Academic City University College, Accra, Ghana; 2021 DOI: https//doi.org/10.22624/AIMS/iSTEAMS.2021/V27P28

M.Sc Thesis

Impact of Computerized Information Management on Business Processes in Organization. - 2018

Book of Abstract

Postgraduate Students' Theses/Dissertations: Maiden Edition ISSN 2682 - 5627 Lead City University, Ibadan, Book of Abstract: Impact of Computerized Information Management on Business Processes in Organization - 2018

Papers Delivered at Conferences/Seminars/Workshops

1. ***Abel Samuel Adesanya (Ph.D), Damisola Adewunmi, 1babslols Oluwayemi Oginni Ph.D) & Idiake Christiana Omoye:*** School of Management and Business Studies (SMBS) 2021 International Conference Theme: ***COVID-19 In Nigeria: Entrepreneurial Pains and Gains in Lagos Metropolis*** Held 5th - 8th 2021 at 500 Seaters, Lagos State Polytechnic, Ikorodu

2. Adenekan T.E. Ph.D & Idiake Christian Omoye: Office Management in the COVID-19 Era. Proceedings of 27th iSTEAMS – IEEE International Multidisciplinary Conference Theme: Scaling Multidisciplinary Research for Global Impact. Held in Academic City University College, Accra, Ghana; 2021

3. **Idiake Christiana Omoye, Oluyemi Adekanmbi & Odumade Chinyere Jennifer:** Office Rumor as a Canker worm to

Organisation and Human Development in Lagos State University of Science and Technology. Paper presented at the LASUSTECH 30th iSTEAMS Multidisciplinary Innovation Conference .May, 2022 Pp 233-260. *DOI:https://doi.org/10.22624/AIMS/ISTEAMS/LASUSTECH2022v302p20*

4. **Idiake Christina Omoye:** Records Management and Information Security as essential tools for
enhanced corporate Performance of Selected Companies in Lagos State. Paper presented at the National Institute of Office Administrators and Information Managers (NIOAIM). Theme : Repositioning Office Administrator and Information Management for Innovation Development and Global Competitiveness. Held between 7th and 10th February, 2022

5. **Idiake Christiana Omoye**: The Role of Information Dissemination in curtailing Rumor Office in Contemporary Office: Study of Lagos State Polytechnic, Ikorodu. Proceedings of 28th iSTEAMS – Conference AIUWA. The Gambia International Conference - 2021

6. **Christiana Omoye Idiake**: Research Partnership and Technological Collaboration Between Academics in Tertiary Institutions Amidst and after COVID-19 Pandemic Era.Paper Presented at SMBS International Conference - 2021

7. **Dr. Sanni, M. B. A., Faseyiku, I. O., Damisola O. Adewumi & Idiake C.O** Entrepreneurship Training and Industrialization Among SMEs in Oshodi/Isolo Local Government Area of Lagos State. *Paper Presented at SMBS International* - 2021

Conferences/Seminars/Workshops Attended with Dates

1. International National Institute of Office Administrations and Information Managers (NIOAIM) conference. Held between 7th and 10th February, 2022. Theme: Repositioning Office Administration and Information Management for Innovation and Sustainable Development and Global Competitiveness - 2022

2. Multidisciplinary Conference. Theme: Educational Legacies & Pragmatic Research Innovations for Addressing Global Challenges Held in Lagos State University of Science and Technology, Ikorodu. - 2022

3. Impact of Information Management on Job Performance of Office Managers in Lagos University of Science and Technology (LASUSTECH) in COVID -19 Era. Theme: World Economy Reality And Uncertainty of Global Market in Pandemic Era. School of Management and Business Studies (SMBS). International. Held 5th -8th 2021 at 500 Seaters, Lagos State Polytechnic, Ikorodu - 2022

4. *Office Technology and Change Management amid Covid-19 Pandemic: Study of Ikorodu Local Government, Lagos State, Nigeria. Social Informatics, Business, Politics Law, Environmental Science and Technology.* - *2022*

5. The 28th International Science, Technology, Education, Arts, Management & The Social Sciences (iSTEAMS) Multidisciplinary Theme: ***Beyond the Spark, Adapting multidisciplinary Research to Address Human Capital and Development Challenges in Africa***. 24th -26th October, 2021

6. Society for Multidisciplinary and Advanced Research Techniques in Africa (SMART)- ***Theme: Scaling Multidisplinary Research for Global Impact*** the 27th Edition. Held in Academic City University College Ghana - 2021

7. School of Management and Business Studies (SMBS) 2021 International Conference **Theme**: ***World Economy: Reality and Uncertainty of Global Market in Pandemic Era*** Held 5th -8th 2021 at 500 Seaters, Lagos State Polytechnic, Ikorodu.

8. Chartered Institute of Certified Secretaries and Reporters of Nigeria's 32nd Annual National Conference held in Abuja between 12th and 15th November, 2019.Theme: The Chartered Certified Secretary and Official reporter in Strategic management.

9. Liprorich Consulting Limited Conference/Workshop held on the 10th February 2022 at Lead City University Ibadan, Conference Hall. Theme: Upskilling for Professionalism in the information Age.

10. National Institute of Office Administrations and Information Managers (NIOAIM) conference. Held on June 18, 2022 at Lead City, Ibadan. Theme: Managing Personal Finance for Professional Success

Names and addresses of three (3) Referees

(i) Educational

Prof. Erwat

Department of Office and Information Management
Lead City University
Ibadan – Oyo State.

Tel. No.: 08037278848

(ii) **Employer**

Mr. Oluyemi Adekanbi

Head of Department
Office & Information Technology Department.
Lagos State Polytechnic
Isolo Campus Lagos.

Tel. No.: 08027599644

(iii) **Personal**

Rev. Dave Asifor

Church of God Mission Int'nl Inc.
Oludegun Avenue,
Mafoluku, Oshodi,
Lagos

Tel. No. 08137259576

Signature **Date**

University Compliance Certification

This is to certify that this Thesis written by **Christiana Omoye IDIAKE** with Matriculation No. **LCU/PG/000656** in the Department of Information Management of the Faculty of Communication and Information Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

Signature	**Date**