

**Office Automation, Records Filing and Job Performance of Secretarial Staff in Ministry of
Education, Ekiti State, Nigeria**

**Adejoke Alice ALADESURU-AMUDA
LCU/PG/001696**

**Being M.Sc Thesis Submitted to the Department of Information Management, Faculty of
Communication and Information Sciences, Lead City University, Ibadan, Oyo State,
Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master Degree (M.Sc) in
Office and Information Management**

2022

Certification

This is to certify that, **Adejoke Alice ALADESURU-AMUDA** with matriculation number **LCU/PG/001696** carried out this research work titled “**Office Automation, Records Filing and Job Performance of Secretarial Staff in Ministry of Education in Ekiti State, Nigeria**” in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, For the award of Master of Science Degree (M.Sc) in Office and Information Management and that this has not been previously submitted.

Dr. Lydia A. Awobenu
(Supervisor)

Date

Dr. Sophia V. Adeyeye
(Head of Department)

Date

Dedication

This thesis is dedicated to God Almighty the Author and Finisher of my Faith.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Acknowledgement

I cannot but say that this thesis work has been made possible by the assistance of many institutions and individuals and there is no amount of thanks that can quantify efforts rendered during the course of this work.

I commend and appreciate the effort of my supervisor Dr. L.A. Awobenu for her guidance on this work. To the Head of Department of Information Management, Dr. S.V. Adeyeye, I am grateful for all the support given to me. I appreciate Prof. L. A Ihebuzor, the Dean of the Faculty of Communication and Information Science, Lead City University, all lecturers in the Faculty, Prof. Afolakemi Oredein, the Provost, Postgraduate College, and other members of staff of the Postgraduate College, Lead City University for providing a very conducive environment for learning and support during my programme in the University. I am grateful to all lecturers of Information Management Department, Professor E.A Erwat, Dr. T. E. Adenekan, Dr. O.D. Bakare, Dr. T. Samuel, Dr., K.O. Lateef, Dr. S. Tunmibi (Post-Graduate Coordinator), Dr. F.B. Oguntoye, Mrs. K.O. Popoola, Mrs. O.A. Ologbosere, Mrs. O.R. Oboh, Mr. I.A. Adeniran, Mrs O.E. Ibronke, Mrs. V.O. Ahamze and our departmental administrator, Mrs. D.O. Balogun. I specially commend the effort of Mrs. O.E. Ibronke, thank you for all you do in ensuring the completion of this thesis.

This acknowledgement is not complete if I fail to appreciate my dear husband, Mr. Amuda Oladipo Tajudeen and my lovely children Eniola, Marvelous, Laughter, Maxwell and Moyinoluwa for their encouragement. With a heart of gratitude, I appreciate my dear parents, Prince and Mrs. Aladesuru Adeniyi, my siblings, Prince Adebayo, Adeyemi and Adedayo Aladesuru. Also, I acknowledge my friends, Mrs. Bolatito Olayinka and Mrs. Omolade Rhoda. To every of my colleagues at Bamidele Olumilua University of Education, Science and

Technology, Ikere Ekiti, Ekiti State, whose support cannot be measured, I say a big thank you to Dr. V. O. Makinde, Mrs. Omodiya, Mr. Olayinka Abiodun George, Mr. Oluranti Oyewole and others.

Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the error (s) if any, found in this work.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Abstract

Job performance is crucial for provision of quality services in the organizations which in turn raises the satisfaction of the customers. However, secretarial staff were perceived not to be well trained in handling information technology and also some of the technology available for record filing are not in vogue, this has resulted in decline of job performance of these staff. Hence, this study investigated the influence of Office Automation, Records Filing and Job Performance of Secretarial Staff in Ministry of Education in Ekiti State, Nigeria. Correlational survey research design was adopted for the study. The population consists of one hundred and ninety-six secretarial staff in Ekiti State Ministry of Education and total enumeration was adopted for the sample techniques. A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literature. The reliability co-efficient for the constructs was 0.9. Data collected was analyzed using descriptive and inferential statistics. Findings revealed that Office automation and record filing used by secretarial staff of Ekiti State Ministry of Education significantly influenced the job performance of secretaries in the organisation (Adj. $R^2 = 0.470$, $F(2,185) = 83.986$, $p = 0.000$). This study therefore concluded that improving record filing method both manually and technologically made them to be attractive to work and will eventually result in improved job performance among secretarial staff of Ekiti State Ministry of Education. Also, regular training, and exposure to proper training programmes on how to use ICT facilities and office equipment effectively and efficiently will enhance their job performance. The study recommended that Ekiti State government should empower secretaries with different method of record filing for them to improve their record keeping, retrieval, processing and disposal skills.

Keywords: Office Automation; Records Filing; Job Performance; Secretaries; Ministry of Education.

Word Count: 284

Table of Contents

Title	Page
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
Table of Contents	vi
List of Tables	ix
List of Figures	x
Abbreviations	xi
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	14
1.3 Aim and Objectives of the Study	15
1.4 Research Questions	15
1.5 Hypotheses	16
1.6 Significance of the Study	16
1.7 Scope of the Study	17
1.8 Limitation to the Study	18
1.9 Operational Definition of Terms	18
Endnotes	20

Chapter Two: Literature Review

2.1	Conceptual Review	23
2.1.1	Overview of Job Performance	24
2.1.2	Overview of Office Automation	38
2.1.3	Overview of Records Filing	62
2.2	Theoretical Framework	73
2.2.1	John Campbell Theory	73
2.2.2	Cognitive Task Theory	77
2.2.3	Record Life Cycle Theory	84
2.3	Review of Empirical Studies	85
2.3.1	Office Automation and Job Performance	85
2.3.2	Record Filing and Job Performance	89
2.4	Conceptual Framework	91
2.5	Summary of Literature	92
	Endnotes	95

Chapter Three: Methodology

3.1	Research Design	109
3.2	Population of the Study	109
3.3	Sample and Sampling Techniques	111
3.4	Instrument for Data Collection	111
3.5	Validity of the Research Instrument	112
3.6	Reliability of the Research Instrument	112

3.7	Administration and Methods of collection of the Research Instrument	113
3.8	Method of Data Analysis	114
	Endnotes	115

Chapter Four: Results and Discussion of Findings

4.1	Presentation of Data	116
4.2	Response to the Research Questions	119
4.3	Test of Hypotheses	132
4.4	Discussion of Findings	139
	Endnotes	149

Chapter Five: Conclusion

5.1	Summary of Findings	151
5.2	Conclusion	152
5.3	Recommendations	153
5.4	Contribution to knowledge	154
5.5	Area of Further Research/Studies	155
	Bibliography	157
	Appendix I Research Instrument (Questionnaire)	172
	Bio-data	177
	University Compliance Certification	179

List of Tables

Table	Title	Page
3.1	Determining sample size of a known population	110
3.2	Results of Pilot Study	113
4.1	Response Rate	116
4.2	Demographic Characteristics of Respondents	117
4.3	Descriptive Analysis of Responses on level of Job Performance of Secretarial staff	119
4.4	Descriptive Analysis of Responses on level of Office automation	124
4.5	Descriptive Analysis of Responses on level of Records filing	128
4.6	Summary of regression analysis for the influence of Office automation on Job performance of Secretarial staff	132
4.7	Summary of regression analysis for the influence of Records filing on Job performance of Secretarial staff	135
4.8	Summary of Multiple Regression Analysis for the Influence of Office Automation and Records Filing on Job performance of Secretarial Staff	137

List of Figure

Figure	Title	Page
2.1	Conceptual Framework	91

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

List of Acronyms

Abbreviation	-	Meaning
WE	-	Work Environment
JP	-	Job Performance
TE	-	Training Experience

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Chapter One

Introduction

1.1 Background to the Study

Job performance is critical for organizations to provide high-quality services, which increases customer happiness. The relevance of job performance may be seen in the development of value for an employees, which may be equal to or more than the expected value by those who provide the assets, allowing the business to continue to exist. Individual job performance is important for both organizations and people. Job performance is defined as the behavior displayed or something done by an employee. It is worth noting that individual job performance is sometimes linked to work habits that are important for attaining corporate goals and are under the control of the individual job holder. Performance management in the workplace has become a key indication in gauging job performance because of this broad knowledge. Job performance is measured in a variety of ways. First, as a method of achieving a goal or set of goals inside a job, role, or organization, but not as the actual results of actions taken within a work¹. It is also defined as a coordinated effort to complete tasks that involve converting inputs into high-quality outputs consistent with the staff's skills, abilities, and experience, with the assistance of supporting factors and the appropriate working environment, in order to complete this effort accurately, quickly, and affordably². This is true for all businesses, including educational institutions.

Job performance is defined as activities or behaviors that add to or detract from corporate goals, and encompasses both productive and unproductive employee behaviors³. The

achievement of high levels of performance via productivity and efficiency has long been a top objective for organizations. For a business to achieve a high degree of performance progression, a highly pleased work force is an important need. Worker satisfaction motivates them to put up more effort in their jobs, and they work harder and better as a result. As a result, every company strives to develop a satisfied workforce in order to maintain the company's well-being. However, the overall functioning of the company is dependent on the efficient and effective work of individual employees. As a result, every business places a high value on individual employee performance in order to achieve high organizational productivity. The organization's overall performance tends to improve as a result. In other words, a contented individual employee, as well as his work and devotion, are critical to the organization's success. Supervisory evaluations, productivity indices, absenteeism, turnover, pay, and promotion have all been used as criteria measures in studies of personnel practices and programs aimed to improve human job performance. Despite the fact that all of these metrics are thought to represent performance to some extent, there has been minimal debate regarding the conceptual status of the underlying performance construct. Given the importance of work performance in companies, it is obvious that individual performance evaluation should be as accurate and trustworthy as feasible. Over the last decade, a number of work performance measurements have been utilized. Performance ratings, work knowledge examinations, and archival data, for example, have all been used to evaluate job performance⁴.

Performance evaluations, job knowledge tests, and archival data will be utilized to measure job performance in this study, which will be based on John Campbell's Theory of Job Performance⁵. The term "performance ratings" refers to evaluating and comparing a worker's

performance or pace rate to a specified performance level when doing a specific activity in an organization. A job knowledge test will assess an individual's factual knowledge about the role as well as his or her procedural knowledge, whereas archival records refer to documents rather than artifacts or published materials, however collections of archival records may contain artifacts.

Performance evaluation is a formal and productive procedure to measure the job performance of secretarial staff in ministry of education and results based on their job responsibilities. It is used to gauge the amount of value added by the staff in terms of increased outcome, in comparison to standards of the ministry. All organizations that have learned the art of “winning from within” by focusing inward towards their staff, rely on a systematic performance evaluation process to measure and evaluate staff performance regularly. Ideally, staff are graded annually on their work anniversaries based on which they are either promoted or are given suitable distribution of salary raises. Performance evaluation also plays a direct role in providing periodic feedback to staff, such that they are more self-aware in terms of their performance metrics. Periodic performance evaluation is a staff’s report card from his/her manager that acknowledges the work he/she has done in a specific time and the scope for improvement. An employer can provide consistent feedback on a staff’s strengths and strive for improvement in the areas that the employees need to work on. A manager should evaluate his/her team member regularly and not just once a year. This way, the team can avert new and unexpected problems with constant work being done to improve competence and efficiency.

Job knowledge is the understanding of a set of responsibilities specific to a secretarial work that are undergone by secretarial staff, as well as the ongoing capacity to stay abreast of changes in job functions. It is sometimes referred to as "intellectual capital," a worker's knowledge of a particular job should closely match the actual job performance required.

Archival data refer to information that already exists in the secretarial files of Ekiti State Ministry of Education. These files were originally generated for reporting or research purpose, it's often kept because of legal requirements, for reference, or as an internal record. It involves data tiering, protects older data that is not needed for everyday operations of the secretariat. A data archiving strategy reduces primary storage and allows an organization to maintain data that may be required for regulatory or other needs. Data archiving is intended to protect older information that is not needed for everyday operations but may have to be accessed occasionally. Data archiving tools (technological tools) deliver the most value by reducing primary storage and the related costs, rather than acting as a data recovery tool. Unstructured data archive tools are in high demand because of the opportunity to drastically reduce overall storage costs since most data is now unstructured and often residing on expensive, high-performance storage devices in Ekiti State Ministry of Education. Archive data storage, meanwhile, is typically on a low-performance, low-cost, high-capacity storage medium.

All organizations that have mastered the art of “winning from within” by concentrating inward on their people use a systematic performance rating procedure to periodically assess and evaluate employee performance. Employees are ideally assessed on their performance

once a year, after which they are either promoted or given a fair wage rise distribution. Performance ratings also play a direct function at the global level in delivering frequent feedback to employees so that they are more self-aware of their performance indicators. It functions as an integrated platform for both employees and employers to reach a shared understanding of what constitutes great performance. This aids in increasing communication, which in turn leads to better and more accurate team measurements, as well as improved performance results for individual employees and the business as a whole. Performance evaluations are utilized by the majority of organizations in the United States to support choices about training and career development, remuneration, transfers, promotions, and reductions in force or employment termination. In the developed world, such as the United States of America. Technology is used to track employee performance, which has helped organizations grow significantly. It also makes knowledge testing easier, which keeps employees on their toes by encouraging them to seek knowledge on a regular basis in order to improve themselves, and it has helped organizations improve by keeping good records. It is a distinct scenario in our area of the world, particularly in African countries, where specialists from Asia are enlisted to help us progress our technologies.

Ratings of job performance, maintaining records, and obtaining additional information and skills to improve one's ability at work, which will reflect in the organization where one works, are all things that may be done to improve one's ability at work. Organisations have not taken care of job ratings, record filing and maintaining, or obtaining additional knowledge and skills, and employees in the public sector, such as government agencies and ministries, and parastatals, are simply working to be paid. They believe that they would be paid whether or not they provide good outcomes, which has led them to work insincerity and cut corners.

This approach is shared by the Ekiti State Ministry of Education. Workplace conditions, record filings, job evaluations, and learning knowledge and skills are all extremely tough, and this has resulted in a drop in job performance among ministry employees, which has harmed education in the state in recent years.

However, automation 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 office automation. 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. Office automation 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 information⁷.

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 access⁸. When it comes to information technology study, the first step is to identify the office automation system, which is crucial. Today, one of the problems being debated in both academic and applied areas is the deployment of office automation in organizations and businesses⁹. Communication, access control and security, and integration are the office automation measures to be used in this research.

The capacity to interact in a fluent manner is a key element of any automation 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 automation system. Form builders may be used to collect data, show data from other systems, and even create approval screens for managers. 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.

Access control and security is a method of safeguarding an organization's systems, and it necessitates the ability to set access rights across the board. Automation of offices is done by computing office environment; access control is security techniques that regulates who or what can be viewed or use resources in a computing environment. It is a fundamental concept in security that minimizes risk to the business or organization activities. Physical access control limits access to campuses, buildings, rooms and physical information technology assets.

Integration is one of the biggest challenges that organizations face when attempting to automate their processes. Cloud-based solutions also offer advanced security features to protect data from being compromised, while integration is one of the biggest challenges that organizations face when attempting to automate their processes. Other tools, such as email marketing and the company's records management system, should function effortlessly with an office automation system. It is evident from the preceding description that office automation plays a significant role in a variety of human activities¹⁰. This activity, however, also encompasses the secretary's contributions to office technology and management as an employee in an organization, as well as the critical role the secretary plays in achieving the organization's goals and objectives. A secretary's responsibilities in an organization include the coordination and administration of the office environment, the management of the superior's official duties, and a variety of other functions¹¹.

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 throughout time to include more than just typing and greeting and handling visitors to the organization¹². 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 career¹³. 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.

The cognitive activities of secretary office automation are critical in improving the secretary's performance. This is because cognitive tasks result in cognitive load, which in turn leads to performance. The concept of cognitive burden is fictitious¹⁴. As a result, information is a critical instrument that the secretary employs in his work. For a long time, secretaries have played an important role in their individual organizations, but the profession's practice is taking far too long to adapt¹¹. It has been stated that knowledge promotes human progress, as well as business and educational development. According to other assessments, information is essential, and access to information is critical¹⁵. Data, pictures, texts, papers, sounds, and a variety of other objects are intelligently arranged to make sense of information.

The process of categorizing records and placing them in the right position in the file plan is known as recording. Records, folders, categories, and retention schedules are all stored in the file plan. Records filing guarantees that information can be quickly retrieved and deleted when no longer needed, allowing businesses to not only function on a day-to-day basis, but also to meet their legal and financial obligations. Records filing is all-encompassing since it specifies how records should be maintained from the time they are generated until they are disposed of or archived. Documents filing is a branch of general administrative

administration that focuses on improving efficiency in the creation, maintenance, usage, and disposal of records throughout their life cycle. This is because an efficient records filing program is meant to improve efficiency and economy in the administration of records by including components of a records filing system, such as a good filing system, which would improve retrieval of needed documents. For the purposes of this study, the efficiency and effectiveness to be used for record filing were adapted from Frank Upward theory of record management.

Efficiency is defined as doing the right thing the first time for maximum production. Record filing efficiency could be improved by removing inactive and duplicate records from the filing system. The retention and access times will improve dramatically. The active filing system needs less floor space for active response in terms of search and retrieval of the files. Conducting thorough inventory checks at least once a year to improve the organisation of the records. This will also help the ministry to know whether the filing system is running smoothly or not. This can be tested by doing some self-research if it is possible. Traditional cabinets are not space efficient and file retention is slow. Change to more modern storage systems is necessary through the provision and implementation of office automation machines.

Effectiveness is defined as doing the right thing the right manner. Records management is defined by the International Standard Organization as "the field of management responsible for the effective and systematic control of the creation, receipt, maintenance, use, and disposition of records, including processes for capturing and maintaining evidence of business activities and transactions in the form of records." The effective and successful operation of the educational system relies heavily on record keeping. It is crucial in the

administration of educational institutions because it chronicles the design and implementation of suitable course of services, allowing for adequate job monitoring. Paper continues to be considered as the substance for recordkeeping in administrative documentations in traditional paper-based organizations such as universities¹⁷. The strategy is to save and keep physical copies of documents generated in the course of the ministry's day-to-day operations as evidence of an action, decision, or procedure.

The process of record keeping, on the other hand, offers a framework for storing, preserving, and disposing of records and the information contained within them. As a result, they are meant to assist all members of staff by allowing service continuity and assessment while maintaining anonymity. This framework is given by guidelines intended to educate individuals about professional record keeping decisions. The “Ethical Principles of Psychologists and Code of Conduct,” for example, is typically necessary for the preservation of proper records of psychological services, according to the American Psychological Association. The nature and scope of the record in Nigeria, as in America, would vary based on the purpose, venue, and context of the services. Regardless of the record, it is critical that the employees get acquainted with the legal and ethical standards for record keeping in their respective professional settings and jurisdictions. In general, record keeping must adhere to some amount of secrecy, adequate maintenance, security, content and context preservation, and so on¹⁸. Unfortunately, Nigeria's record-keeping and management situation, particularly in the educational system, has not been very effective due to a lack of management component¹⁹. Personnel (secretaries and filing clerks) who maintain the registration systems with file cabinets storing the paper documentation of university activity, according to a study,

are insufficient and even unaware of their tasks²⁰. This raises concerns about the accuracy and trustworthiness of records stored in such a system.

The International Standard Organization defines records management as “the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of information about business activities and transaction in the form or records”. Record keeping occupies a strategic position in the efficient and effective management of the education system. In fact, it is central in the administration of institutions of learning because it documents the planning and implementation of appropriate course of services allowing proper monitoring of work. In the conventional paper based organizations such as the universities, paper continues to be viewed as the material for records in administrative documentations¹⁸. The approach is for records created in the course of day-to-day business of the ministry to be stored and kept in hard copies as evidence of an action, decision or process. However, the process of record keeping provides a framework for keeping, maintaining and providing for the disposition of records and what is contained in them. They are therefore intended to benefit all members of staff by facilitating continuity and evaluation of services and preserving privacy. In Nigeria, just as in America, the nature and extent of the record will vary depending upon the purpose, setting and context of the services.

However, whatever the record maybe, it is important that the staff get familiar with the legal and ethical requirements for record keeping in their specific professional contexts and jurisdiction. Generally, record keeping must be guided by some level of confidentiality,

proper maintenance, security, preservation of the content and context, etc¹⁸. Unfortunately, the Nigeria situation in the business of record keeping and management especially in the educational system has not be too successful because of lack of management component¹⁹.

In a researcher's view, personnel (secretaries and filing clerks) who maintain the registry systems with filing cabinets containing the paper evidence of university business are inadequate and in fact ignorant of their responsibilities²¹. This calls to question the reliability and authenticity of records kept in such a system. Giving credence to this, a researcher asserted that record management practice in Nigeria has a number of problems which may include insufficient skilled and experienced record management personnel and possibly, low priority of record management in the scheme of things. Other associated problems of recording, keeping identified generally in the educational system in Nigeria include lack of record manual and filing guidelines which lead to loss of vital information and inadequate computer terminals²¹. Others are difficulty in record retrieval and lack of appreciation by management and staff of the need for well-controlled record. The result of the foregoing is high profile failures in accountability. The management of these problems would mean the development of efficient and effective options within and between universities, this indeed requires urgent attention. In lieu of the above discussion, this study seeks to investigate the influence of office automation, record filing on job performance of secretarial staff in Ekiti State Ministry of Education.

1.2 Statement of the Problem

Job performance is crucial for provision of quality services in the organizations which in turn raises the satisfaction of the customers. Secretarial staff in Ministry of Education engages in

keeping records and files of the ministry, reporting day-to-day activities, etc. Without the relevant office automation, which is the adoption of electronic devices to carry out office functions in order to improve efficiency and effectiveness of Ekiti State Ministry of Education, job performance may be adversely affected. In organizations, workers expect to be provided with the necessary tools that will enable them carry out their duties with speed, accuracy and efficiency. Most of the time, this is not the case in government establishments. The equipment and facilities are out of date which has led to decline in job performance of secretarial staff in Ekiti State Ministry of Education. If care is not taken, this will affect education in Ekiti State and will affect education in the state up to national level because it is what is produced that will eventually have effect on the nation's economy on the long run. Automation of office activities and documents will correct past mistakes of doing work and filing activities for future references and corrections.

Secretarial staff are perceived not to be well trained in handling information technology and also some of the technology available for record filing are not in vogue, this has resulted in decline of job performance of these staff¹⁷. Several studies have been carried out in the area of job satisfaction, and job performance, office automation and job performance but not specifically on influence of office automation, record filing and job performance of secretarial staff in Ekiti State Ministry of Education. Hence, this study investigated the influence office automation, records filing on job performance of secretarial staff in Ministry of Education, Ekiti State.

1.3. Aim and Objectives of the Study

The aim of the study is to investigate the influence of office automation, record filing on job performance of secretarial staff in Ekiti State Ministry of Education. The objectives that guided the study were to:

- i. determine the level of job performance of secretarial staff of Ekiti State Ministry of Education;
- ii. ascertain the level of office automation of secretarial staff of Ekiti State Ministry of Education;
- iii. identify different methods of records filing available for secretarial staff of Ekiti State Ministry of Education;
- iv. determine the influence of office automation on job performance of secretarial staff of Ekiti State Ministry of Education,
- v. examine the relative influence of records filing on job performance of secretarial staff of Ekiti State Ministry of Education and
- vi. determine the combined influence of office automation and records filing on job performance of secretarial staff of Ekiti State Ministry of Education.

1.4 Research Questions

The following research questions will guide the study

- i. What is the level of job performance of secretarial staff of Ekiti State Ministry of Education?
- ii. What is the level of office automation of secretarial staff of Ekiti State Ministry of Education?

- iii. What are the different methods of records filing available for secretarial staff of Ekiti State Ministry of Education?

1.5 Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance:

H₀₁: There will be no significant influence of office automation on job performance of secretarial staff of Ekiti State Ministry of Education.

H₀₂: There will be no significant relative influence of records filing on job performance of secretarial staff of Ekiti State Ministry of Education.

H₀₃: There will be no combined influence of office automation and records filing on job performance of secretarial staff of Ekiti State Ministry of Education.

1.6 Significance of the Study

This research work will be of great benefit to staff of Ekiti State Ministry of Education, Human Resource Managers, Entrepreneurs, Employees, Researcher and Government.

This research work will seek to attend to the knowledge required by the secretarial staff of Ekiti State Ministry of Education by unveiling the potentials of the secretaries because if required technology are made available by the government and the secretaries are trained on how to use them, there will be improvement on job performance of the secretarial staff.

Ultimately, it will proffer lasting solution to some of related problems of human resource management combating record keeping and automation by letting human resources managers

to procure the required ICT facilities for appropriate record filing which will result in eventual increment of job performance of secretaries.

It will assist Entrepreneurs in knowing how to keep their records for future purpose and allow them to know when they are supposed to dispose records that are not useful in an automatic manner.

The findings of this study will help employees to acquire more knowledge to boost their experience in order to enhance and speed up their job and being satisfied with their jobs.

It will also serve as link and guide for future researchers of related study and for governments and private institutions to know what their staff want so as to work efficiently and effectively for best result emanating from job performance. Because this study is based on current events that are still unfolding, it is expected that the study will provide relevant and current information to scholars and students that would embark on researches about different aspects of public relations practices and raise further questions for future researchers of Office automation.

1.7 Scope of the Study

This study focused on the influence of office automation, records filing and job performance of secretarial staff of Ekiti State Ministry of Education, Ekiti State, Nigeria. The measures of job performance are performance ratings, test of knowledge, archival records. The measures used for records filing include efficiency, and effectiveness while the measures used for office automation are communication, integration and access control and security. The geographical scope covers Secretarial Staff of the Ekiti State Ministry of Education, Ekiti

State, Nigeria. The respondents were office secretaries, administrative staff and receptionist of Ekiti State Ministry of Education, Ekiti State, Nigeria.

1.8 Limitation of the Study

The major issues that limited this study were retrieving information from respondents, who in this regard are secretarial staff in Ekiti State Ministry of Education, the nature of their work makes them less receptive. Also, time factor for retrieval of information, and the financial implications of carrying out this study limited the study.

1.9 Operational Definitions of Terms

Job Performance: Job performance is a means to reach a goal or set of goals by secretarial staff of Ekiti State Ministry of Education.

Performance Rating: This is the level or pace selected as standard for secretarial staff of Ekiti State Ministry of Education to perform certain tasks.

Test of Knowledge: This is a written electronically delivered test undertaken by secretarial staff of the Ekiti State Ministry of Education.

Archival Records: This is the accumulation of historical records by secretarial staff of Ekiti State Ministry of Education.

Office Automation: This is varied computer machinery and software used by secretarial staff of Ekiti State Ministry of Education to digitally create, collect, store, manipulate, and relay office information.

Communication: This is the exchange of information by speaking, writing or using some other medium by secretarial staff of Ekiti State Ministry of Education.

Integration: This is the act or process of uniting records by secretarial staff of Ekiti State Ministry of Education.

Access control and security: It is a process whereby Ekiti State Ministry of Education deploy security analytics layers using technology.

Records Filing: This is the process by which secretarial staff of Ekiti State Ministry of Education classify records and put them into the correct location in the file plan.

Efficiency: This is the state or quality whereby secretarial staff of Ekiti State Ministry of Education are efficient without waste of time.

Effectiveness: This is the degree to which the secretarial staff of Ekiti State Ministry of Education is successful in producing a desired result at the appropriate time.

Secretarial Staff: These are persons who handle correspondence, keep records and do general clerical work for Ekiti State Ministry of Education.

Endnotes

1. K. G. Brown, H. Le, & F. L. Schmidt. *Specific Aptitude Theory Revisited: is There Incremental Validity for Training Performance?* **International Journal of Selection and Assessment**, 17(1), 2006, 112-128.
2. M., Franco-Santos, & O., David. *Reviewing and Theorizing the Unintended Consequences of Performance Management Systems*, **International Journal of Management Reviews**, 20(3), 2018, 696-730.
3. N. M., Dudley, K. A., Orvis, J. E., Lebiecke, & J. M., Cortina, 'A Meta-Analytic Investigation of Conscientiousness in The Prediction of Job Performance: Examining the Intercorrelations and the Incremental Validity of Narrow Traits', **Journal of Applied Psychology**, 5(3), 2006, 45-60.
4. J. P., Campbell. *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*. In M. Dunnette & L.M Houghs (eds), *Handbook of Industrial and Organizational Psychology*. (Vol 1, 2nd Edn. pp 687-731. **Consulting Psychologists Press**, 2006

5. J. P. Campbell, R. A. McCloy, S. H. Oppler, & C. E., Sager. *Theory of Performance*, in C. W. Schmitt & W. C. A. Borman (eds), *Personnel Selection in Organizations*. San Francisco: **JosseyBass**, pp. 35-70. 2003.
6. R. T., Watson, M. C., Boudreau, & A., Chen. *Information Systems and Environmentally Sustainable Development: Energy Informatics and New Directions for the IS Community*, **MIS Quarterly**, 34(1), 2001, 23-38.
7. M. N., Razali, S. H., Othman, A. F., Jamaludin, N. H., Adi Maimun, R., Abdul Jalil, Y., Adnan, & S. H., Zulkarnain. *Big Data Analytics for Preventive Maintenance Management*, **Planning Malaysia**, 19(17), 2021, 423-438.
8. S. Mohammad. *Purposes of Automation Plan, New Plan of Automation Comprehensive System Advance*, *Social Security Publication in Persian*, No. 96, 2018.
9. E. Michael, Y. Mahmoud. *Advanced Manufacturing Technology Adoption and Performance: The Role of Management Information Systems Departments*, **Integrated Manufacturing Systems**, 14(5), 2012, 409-422.
10. I., Kashif, S. T., Hassan, & H., Peng. *Analyzing the Role of Information and Telecommunication Technology in Human Development: Panel Data Analysis*, **Environmental Science and Pollution Research**, 26(15), 2019, 15153-15161.
11. F. O., Ohiwerei, & C., Okosun. *The Relevance of Secretarial Staff in Utilization of ICT in the 21st Century in Nigerian Universities*, **World Journal of Innovation and Modern Technology**, 4(1), 2021, 23-34.
12. C. A., Ejeka. *Office Management Skills Required of Office Technology and Management Graduates In Ebonyi State Civil Service*, **Nigerian Journal of Business Education (NIGJBED)**, 8(1), 2021, 183-189.
13. M. E., Akpomi, I., Ben-George, & K. R., Wolugbom. *Adaptability to Evolving Office Technology amongst Office Management and Technology Graduates of Rivers State Universities*, **Nigerian Journal of Business Education (NIGJBED)**, 8(2), 2021, 175-186.
14. M. K., Alam. *A Systematic Qualitative Case Study: Questions, Data Collection, NVivo Analysis and Saturation*, **Qualitative Research in Organizations and Management**, 16(1), 2021, 1-31. <https://doi.org/10.1108/QROM-09-2019-1825>
15. C. P., Ugbala, K. A., Owolabi, A. O., Adesina, & T. B., Ajayi. *Public Library as a Source of Business Information for Small-Scale Business Enterprises in Nigeria*, **Public Library Quarterly**, 40(5), 2021, 454-467, DOI: 10.1080/01616846.2020.1794768
16. I., Dovbischuk. *Innovation-oriented Dynamic Capabilities of Logistics Service Providers, Dynamic Resilience and Firm Performance during the COVID-19 Pandemic*, **The**

17. J. B., Fadokun. *Deregulation and Professional Development in School Personnel*, Lecture presented at the National Institute for Educational Planning and Administration, Ondo, 2004.
18. A. B., Abdullahi, A. A., Abiola, & O. I., Abdulwahab. *An Assessment of Records Management Practice in Selected Local Government Councils in Ogun State, Nigeria*, **Journal of Information Science Theory and Practice**, 4(1), 2016, 49-64.
19. J., Ukaogba, & I. N., Nwankwo. *Record Management Practices of Principals for Effective Administration of Secondary Schools in Delta State*, **International Journal of Innovative Science and Research Technology**, 5(6), 2020, 499-505.
20. M. J., Phiri, & A. G., Tough. *Managing University Records in the World of Governance*, **Records Management Journal**, 28(1), 2018, 47-61. <https://doi.org/10.1108/RMJ-11-2016-0042>
21. V., Tsabedze, & M., Ngoepe. *A Framework for Archives and Records Management Education in an Open Distance E-learning Environment in eSwatini*, **Education for Information**, 36(2), 2020, 157-175.
22. A. A., Ogundele. *Staff Development for Improvement School Management*, In: NA Nwagwu, ET Ehiemetalor, MA Ogunu, M Nwadiani (Eds.), *Current Issues in Educational Management in Nigeria*, Benin City: NAEAP, 2001.
23. C. C., Utulu. *Quality of University Education in Nigeria: Problems and Solution*, **Journal of the Commonwealth Council for Educational Administration and Management**, 29(1), 2001, 303-317.

Chapter Two

Literature Review

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

2.1 Conceptual Review

2.1.1 Overview of Job Performance

2.1.2 Overview of Office Automation

2.1.3 Overview of Records Filing

2.2. Theoretical Review and Framework

2.2.1 John Campbell Theory of Job Performance (1990)

2.2.2 Mehler Cognitive Task Theory (2000)

2.2.3 Frank Upward Theory of Record Life Cycle Theory (1980)

2.3 Review of Empirical Studies

2.3.1 Office Automation and Job Performance

2.3.2 Record Filing and Job Performance

2.4 Conceptual Framework

2.5 Summary of Literature Reviewed

2.6 Appraisal of Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Overview Job Performance

Job performance very much depends on perception, values and attitudes. There appear to be so many variables influencing the job performance that is almost impossible to make sense of them. Performance is defined as a function of individual ability and skill and effort in a given situation¹. In the short run, employee's skills and abilities are relatively stable. Effort is an internal force of a person which makes him or her to work willingly when employees are satisfied with their job and their needs are met, they develop an

attachment to work or we say that they make an effort to perform better. Increased effort results in better job performances.

Job performance is one of the most important criterion measures in the industrial and organizational psychology research². This is based on the fact that job performance has always been reported as a significant indicator of organizational performance although it has been conceptualized in many different ways³. Performance is oftentimes assessed in terms of financial figures as well as through the combination of expected behaviour and task-related aspects⁴. Additionally, employee job performance into 'can do' and 'will-do'. The former refers to the knowledge, skill, ability, and other characteristics (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 work⁵. Job performance as work outcomes and job relevant behaviours. Work outcomes deal with task performance, such as quality or quantity 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, job performance 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. Absolute value of performance is based on the objective results, such as total points from sales or productivity, while relative judgments are performance evaluation made based on the behavioural related aspects that are very subjective in nature⁶.

In relation to different conceptualizations of job performance, employees' behaviours at work constitute job performance. 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. 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 supervisory ratings are 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.

Job performance has been viewed as task proficiency and is rated by one's immediate supervisor in the workplace⁸. 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 behaviors⁹. The in-role behaviors are distinguished from the extra-role behaviors, which go beyond the formal employment contract¹⁰. Job performance plays an important role in the economic stability of the firm and enhances its visibility in the market, by directly affecting the productivity of the company. Consequently, the motivation and stimulation at work encourage the employees to do their utmost, so that to reach the goals, and objectives planned by the direction, by increasing the workers' productivity.

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's why, we had ourselves, to start by exposing the meaning of satisfaction 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. Job performance is affected by the worker's contentment towards his or her own position or job, and that is called "job satisfaction". From this point, we could define job satisfaction as the personal and psychological feeling of contentment and ease the worker or employee has at his work. 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 goals¹⁰. 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 behavioral 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 quality¹¹. 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 endeavor¹². 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 detached¹³. 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 time¹⁴. 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 performance¹⁵. 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 role¹⁶. 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 ways¹⁷. Those who invest emotional energy into their roles enhance performance through the promotion of increased connection among coworkers in pursuit of organizational goals¹⁸. Investments of emotional energies also help individuals meet the emotional demands of their roles in a way that results in more complete and authentic performance¹⁹.

Individual job performance consists of distinct sets of activities that contribute to an organization in different ways²⁰. Accordingly, it is important to consider how different aspects of job performance might be influenced by engagement. The first narrow aspect of job performance is task performance, defined as those activities that are directly

involved in the accomplishment of core job tasks, or activities that directly support the accomplishment of tasks involved in an organization's "technical core". Behaviors that comprise task performance are established and central to any given job; there is consensus about what they are; and they are relatively static overtime²¹. Because engaged individuals invest their physical, cognitive, and emotional energies into their work roles, they should exhibit enhanced performance because they work with greater intensity on their tasks for longer periods of time, they pay more attention to and are more focused on responsibilities, and they are more emotionally connected to the tasks that constitute their role.

Some scholars have considered both the organizational and individual perspective of job performance for assessment purpose. As a result, both organizational records (objective evaluation) and subjective (individual) evaluation measures have been categorized. The objective measures considered the result based evaluation and subjective measures considered judgment based on personal traits. According to the nature the subjective measures are difficult to decide than the objective measures²². A decision was argued by a distinction between accuracy (quality or lack of errors) and quantity (volume of output) as one of the earliest attempts for hypothesizing job performance. As a result, he has scheduled measures of job performance into five including: Unit of production, Quality of work, Tenure, Supervisory, and Leadership abilities²³.

Moreover, a researcher distinguished between hard criteria and soft criteria. While the hard criteria were the organizational records, the soft criteria were the subjective evaluation²⁴. Organizational records were classified into direct measures and indirect measures based on the production and personal data. Direct measures of production data

included the number of units produced, quality of products in terms of scrap material produced and so forth. Such organizational records are considered more 'Objective' evaluation. Indirect measures depend on human judgment²⁵. Individual job performances are considered 'Subjective' evaluation that can be either ratings or rankings such as tenure, tardiness, lateness, accidents, filing grievances, promotion rates and absence etc. a study described characteristics that can predict future job performance to include: Past performance of related jobs, Job knowledge, Psychomotor skills, Cognitive abilities, Social skills and Job related attitudes such as Need for enthusiasm, Stress and control, Achievement²⁶.

Generally, job performance data were categorized into two groups including judgmental and nonjudgmental measures²⁷. Although judgmental methods are more widely used, objective performance indices (for example: production output, scrap rates and time to complete a task) have been useful measures of performance for routine, manual jobs and these measures have received renewed attention²⁸. Further, other nonjudgmental measures that do not directly measure performance but would provide information on the general health of the organization (for example: grievances, accidents, absenteeism and turnover were considered). Moreover, the following discussion is based on dimensions of job performance which have been used by previous researchers for their studies and few of them are summarized in chronological order. Pro-social organizational behaviour and the most pro-active behaviours include personal initiatives. Consequently, employees show personal initiatives when their behaviours fit an organization mission, when their goals have a long-term focus, and when they are capable of finding a solution for the challenging situation. The easy way to identify the forms of pro-social behaviour is

observing the acts of members such as helping, sharing, donating, and volunteering. 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 directed²⁸.

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 favourably, Assisting co-workers with personal matters²⁹.

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 performance³⁰. 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 time³¹.

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 scale³². 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 well³³. 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 description³⁴.

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 accomplished³⁵. 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 objectives³⁶. 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 performance³⁷. In another study job performance is defined as "the result of three factors: skill, effort, and the nature of working conditions³⁸. 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 requirements³⁹. Similarly, Job performance is also seen as the outcome of an individual's performance while performing his functions⁴⁰.

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 perform⁴¹. 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 costly⁴².

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 control⁴³. 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 individual⁴⁴. It is measure through the level of achievement of business and social objectives and responsibilities from the perspective of the judging party⁴⁵. The key indications of job performance are the individual personal characteristics including competency and ability to deal with role conflict⁴⁶. 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 workplace⁴⁷.

It is as an assessment of the efficiency and effectiveness of a worker or group of workers⁴⁸. In actual terms, job performance is a component which directly affects an organization's profits⁴⁹. 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 satisfaction⁵⁰. 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 effectiveness⁵¹. 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 traits⁵². Many factors could affect employee's job performance including physical work environment, equipment, meaningful work, performance expectation, and feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes⁵³. However, the physical work environment has been widely studied since it contributed a considerable concern on the employee's job performance.

Many researchers agree that Job performance is a multidimensional variable which in general consists of two dimensions: task performance and contextual performance where promotions and rewards decisions are based on the relative values set by the manager on behaviors related to task performance and contextual performance reflected by the subordinate⁵⁴.

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 services⁵⁵. 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.

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.

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 terms⁵⁶. 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.

2.1.2 Overview of Office Automation

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 correspondence⁵⁷. 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 umbrella⁵⁸. Office automation is the use of self-regulating machines to execute office tasks formerly done manually or through semi-mechanical means. Office automation has changed the secretarial duties from the manual method to purely mechanized process. Office automation involves the application of integrated information handling tools and methods to improve the productivity of people in an office operation. As such, office automation is the integration of the computer application into the office tasks to make the work faster, easier and consistent⁵⁹. Office automation is the process of replacing human

work with work done by machines or system designed to perform a specific combination of action automatically or repeatedly⁶⁰. 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 easier⁶¹. 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 reports⁶². Modern day offices are equipped with technologically sophisticated gadgets that inform accuracy and efficiency of work output⁶³.

If an office must function effectively especially in this country, the organization must go technologically in its basic operation⁶⁴. Machine make for higher accuracy and speedy operations and reduces work tensions and also relieves monotony and fatigue on the part of workers⁶⁵. 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 easier⁶⁶. 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 reports⁶⁷. Modern day offices are equipped with technologically sophisticated gadgets that inform accuracy and efficiency of work output⁶⁸.

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 information⁶⁹. Secretarial functions in the world over have undergone tremendous technical transformations i.e. secretarial functions which

were previously done manually have been mechanized⁷⁰. On the other hand, it was noted that ICT has posed several challenges to secretaries in the execution of their duties⁷¹. Supporting this claim, any office staff of today that is lacking in Information Communication Technology would find work boring and uninteresting⁷².

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 place⁷³. 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 skills⁷⁴.

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 framework⁷⁵. 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 value⁷⁶.

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 experience⁷⁷. 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 technologies⁷⁸.

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 contexts⁷⁹. 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 interaction⁸⁰. Information communication technology has replaced the traditional equipment used by office managers 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 office managers⁸¹.

Office automation 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. Office automation 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. Office automation 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 society⁸².

The greatest potential of office automation 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 operations⁸³. 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 percent⁸⁴. 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 automation⁸⁵. The second reason for interest in office automation 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 office automation 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 narrower view of office automation 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 systems⁸⁶. 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 office automation⁸⁷. 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 filed 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.⁸⁸. 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 have 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 patterns⁸⁹. 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 minimum 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 activities⁹⁰. 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"⁹¹. 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 compose and distribute correspondence will be reduced⁹². 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 acquisition 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"⁹³. 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.

Automated office systems, 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 personnel⁹⁴. 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 units into "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 group⁹⁵. 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 jobs⁹⁶. 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 communications⁹⁷.

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 job⁹⁸. 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 work⁹⁹. 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 promotion¹⁰⁰.

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"¹⁰¹. 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 mode¹⁰². 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-

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 systems¹⁰³. 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 relationships. 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 has predicted that information systems and operations research tend to increase the rationality of the manager's job¹⁰⁴. 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 find it desirable to distort or block upward communications¹⁰⁵. 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 milestones 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 systems¹⁰⁶. If a 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 automated 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" 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 at lower 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 locomotion¹⁰⁷.

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 activities¹⁰⁸. High levels of interdependence among departments can lead to one department acquiring high levels of power over another¹⁰⁹. Conditions of high interdependence can also lead to interdepartmental conflict¹¹⁰. 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 rigid¹¹¹.

Structure and Processes Given a mature, integrated, organization-wide automated 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 uncertainty¹¹². 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 automated office systems in organizations will continue and probably increase as productivity improvements are demonstrated¹¹³. 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 automated office 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, increased 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 automated office system. Because the technology is relatively new, many organizations will begin with a prototype office automation 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 implementation¹⁴. 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.

Automated office 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 automated office 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.

2.1.3 Overview of Records Filing

Records can be described as anything that contains information which has been created or received in the course of business and which can be used as evidence of business transaction. Several researchers have made significant effort towards providing a candid explanation to what a record, records filing and records management practices really entail¹¹⁵. A record is a documented proof of an event that embodies some elements of action, usually embarked on by individual or a work group in the course of their business which gives birth to a definable outcome¹¹⁶. A record is any medium or device which embodies the attributes of being used as a tool in which information can be recorded¹¹⁷. These media include paper, magnetic tape and disc, microfilm, audio-tape, film, slide, photograph and other medium of electronic data storage. Records management is an activity embarked on for the sole purpose of keeping track of information which can be used as a proof or evidence of an activity or action undertaken and a basis on which future decisions are made¹¹⁸.

Records ranges from simple memos and scribbled note, email, to invoice mail. Records serve many functions in organizations. They are the channel through which government can be held accountable to the people. Records are essential in the conduct of office business and make administration more efficient and effective. Records document official transactions and judgments and decisions are based on reliable records. Records play an

essential role in all spheres of human engagements, and are integral variables in the pursuit of business inclined activities and the maintenance of social interaction. Hence the origin of systems of archival record keeping can be traced to over several millennia in Mesopotamia before spreading to Egypt, the Mycenaean world, and the Persian Empire, continuing through the Hellenistic and Seleucid periods¹¹⁹.

Records serve the primary function of keeping track of information, and its reproduction for use at a later stage. In trying to pinpoint the rationale behind the act of record keeping, Records are created for various reasons and can possess either a short term or a long time (archival) value¹²⁰. It can be to serve administrative function, fiscal function, and legal function or to serve as a source of information. He stressed further that records which have a long term value should be adequately preserved, because they create room for an easy understanding of the past. Records which embody an enduring (long term) value should be meticulously handled and stored away because they serve as a medium through which past events and phenomenon could be reinvented to form parts of the present reality. Recorded information helps the civil service in planning, decision making and controlling. For effective planning, decision making and controlling to take place, there must be timely access to records¹²¹.

Records especially in the public sector are as essential as other public resources such as assets and finances, public records therefore; should be accorded same measure of importance or value placed on other public resources. In addition, public records unlike other public resources are not easily replaceable when misplaced or damaged, this distinctive nature of public records makes it a delicate item, and as such should be

handled with all carefulness. In essence, records are veritable tools in the effective administration of an organization. From the meaning provided by scholars on what record is, it can be deduced that a breakdown in the transfer of information between component units in an organization, consequently will result to a breakdown in the administrative and executive operations thus hindering effective service delivery. The administrative functions of governments and public office holders would also be brought to halt as a result of a breakdown in the process of record creation, transfer, storage, retrieval and reproduction as all government officials depend on records from their own files for the day to day performance of their work.

A records management policy refers to an official document that guides records management in an organization. The purpose of a records management policy is to ensure that full and accurate records of all activities of an organization are created, managed and retained or disposed of appropriately in accordance with relevant legislation. This will enable the organization to achieve information accessibility, control of growth of records, help to minimize litigation risk and safeguard vital records. It also helps in ensuring accountability and transparency and protection of rights and interests of clients and the community. Failure to control the creation of records may delay decision making, the more information managers need to sift through and assimilate the more cumbersome and slow the decision-making process becomes¹²². A study conducted on the analysis of records management and organizational performance in a polytechnic in Nigeria, the findings of the study indicated that records management in the institution was found to be comprehensive as there are records management policies and manual in place which are being used. This implies good records management practice¹²³. In another study on

Management of Students' Records at Koforidua Polytechnic, the findings revealed that there is no such policy guiding the management of student records. In the absence of such a policy the polytechnics lack the mandate and direction for the creation, use and preservation of records¹²⁴.

Records management program implies a systematic approach, framework and strategies developed so as to attain efficiency in the process of record handling, control and management. Records management programme seeks to efficiently and systematically control the lifecycle (creation, use, maintenance, archive or disposal) of records that are routinely generated as a result of activities and transactions. Notably, the purpose of a records management program is to develop programs which will provide knowledge on the proper and adequate procedures to employ in the handling of records all through its life cycle¹²⁵. Some researchers stressed that a well-organized records management program saves a lot of money for the administration of the public service by helping to control the quantity and quality of information created and by ensuring the maintenance of the information in a manner that effectively serves the need of the organization¹²⁶. For an organization to attain efficiency in all its activities ranging from service delivery, enthronelement of good governance and its attributes, such organization should embark on practices which advance a records management programme. This is so because the attainment of good governance in any sector (public or private) is highly influenced by the availability of valid and reliable records¹²⁷.

Some scholars highlighted eleven elements of a comprehensive records management program. These include records management feasibility study and records survey; filing system for active records; records retention and disposal planning; management of semi-

active and inactive records; management of the creation and generation of different types of records; vital records protection programme; policy and procedures documentation; training programmes and ongoing review¹²⁸. Similarly, it was concluded that the structure and organization of a records management program must be based on the following components: personnel management; financial management; forms management and control; reports management and control; correspondence management and control; records management procedures manual; files management and control; records centre management; vital Records management and control; records inventory and appraisal; records retention and disposition schedule; directives management and control; mails management; micrographic and reprographic management; archives management and ICT management and equipment management¹²⁹.

A good records management program will result in the control over the creation and growth of records¹³⁰. Despite decades of using non-paper storage media, paper records continue to escalate in government offices. An effective records management program limits the generation of records or copies not required to operate the business and ensure there is a system for destroying useless records or retiring inactive records thus stabilizing the growth of records in all formats. Recordkeeping requires money 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 and effective system. Implementing a records management program provides an opportunity to affect some cost savings in space and equipment and to utilize staff more productively. There are various practices in the management of records. These practices are also referred to records management

processes. The processes are: records capture/creation, records classification, records storage, records preservation, records security and records disposal.

Record creation simply refers to the establishment of records. Records are not borne out of thin air, they are created from actual happenings. Record creation stage is the first stage in the life cycle of records management, and as such care should be taken, because the level of success attained in this stage may affect the other stages of the record life cycle. The creation of records must be properly captured on an appropriate medium after creation so that they are readily available for institutional support. In government ministries like Ekiti State Ministry of Education, a record is either received or created, the creation of a record starts when a letter is produced, an e-mail is written, a form is completed or a pamphlet is printed in any government ministry or nongovernmental organization, as every unit of the ministry needs records in order to attain efficiency and effectiveness.

Records are filed in order to make its retrieval as at when needed easy. Record filing involves sorting each record created or received and taking a proper documentation of such records. Records may be organized based on their level of importance, their usability in the day to day administration of the organization. They can also be classified in a manner which reflects the nature of their creation. According to International Records Management Trust 'classification' organizes records into categories, based on the functions and activities the records represent, so that decisions about their organization, storage, transfer and disposal may be made on a category-wide basis, not file by file or item by item. Records can be filed using different benchmarks such as numeric, alpha-numeric, alphabetical or chronological. Notably, there is no generally

accepted method of record filing as most organizations tend to adopt methods of filing which aligns with their modus operandi and ensure administrative conveniences.

The second phase in the records life cycle is the storage of records. Records should be stored in such a manner so as to facilitate user access and ensure that they are protected from unauthorized access, use, disclosure, removal, deterioration, loss or destruction. An organization should lay down guidelines on the storage of records including sensitive or classified records. This involves preparing and placing records into their proper storage place and when a request is made for it, it must be quickly retrieved from storage for use. For records in paper form, organizations should note that paper deteriorates rapidly in an environment of high temperature and humidity. Education information management indicated that records that are managed effectively eliminate cases of missing files, increase physical filing space, reduce lengthy turnaround time in retrieving files and lengthy client waiting time. It also assists in tracking the movement of paper records in public sector institutions. A study noted that records at the Ministry of Information and Strategy in Nigeria kept their records safe on Compact Disks and flash drives¹³¹. When records are no longer active that is they are no longer needed for active use they may be stored and protected using appropriate equipment and environment and human controls to ensure record security¹³². However, the registries might be unable to sustain the digitized system due to the rate at which equipment and software become obsolete and fail to migrate digitized records to other media formats such as magnetic and optical media as a preservation measure¹³³.

The reason for preserving records is to protect them from injurious factors such excess heat or lighting, fire break outs and humidity and prolong their life span. The issue of

disaster control and preparedness is another issue that is not taken seriously in Nigeria as revealed in the few available literature. The reason for preserving records is to protect them from injurious factors such as excess heat or lighting, fire breakouts and humidity and prolong their life span. Disaster management plan is a formal written plan, on the basis of identified potential accidents together with their consequences, describes how such accidents and their consequences should be handled either on site or off site¹³⁴.

Disaster management also known as disaster preparedness is regarded as an essential part of any records management programme. Disaster management ensures that organizations are prepared to respond quickly to emergencies. Disaster mitigation, or the ability to identify risks and prevent some emergencies from happening, should always play a key role in an institution's emergency preparedness and planning efforts. For instance, a scholar carried out a study on the assessment of records management system in the establishment division of two universities in Nigeria. The study found out that there is no policy on records management practices and no disaster preparedness in case of any disaster.

Security issues in most public organizations like the ministries should follow traditional norms. Safety measures such as locking cabinets, employing security personnel, cameras, Closed Circuit Television (CCTVs), alarm systems, fire warnings and protection systems are mostly taken for the physical security of records. On the other hand, electronic security measures such as such as firewalls, passwords, encryption, security copies and access rights for each user category are some of the tools used for securing electronic records integrity, accuracy and trustworthiness. In most government ministries, vital

records are filed in a secure location that is locked to safeguard against loss, tampering, or use by unauthorized personnel. Records managers and personnel must take reasonable steps to protect the personal and confidential information it holds from misuse and loss and from unauthorized access and modification or disclosure. This is very essential in institutions like the ministries where on daily basis, confidential records are created and maintained. Access rights in organizations are stipulated by the management that prescribes who is authorized or mandated to access confidential and non-confidential records. The lack of security controls in organizations exposes the organization to lose private and confidential records about the individuals and the organization as a whole.

Disposition of records is the third phase in the records life cycle. Record destruction may not necessarily imply the utter destruction of records. After records have been retained for a long or short time, depending on the level of vitality of the record, records are then put away either through physical and complete destruction or by transferring or moving it to a permanent storage site within the organization or to an external records storage facility called archive. Notably, it is part of the responsibilities of the management to decide the fate of records which no longer serve the organization, that is, the actual destruction of records which no longer serve the company to pave way for useful ones. In a study on court records management and efficient administration of justice in Nigeria, the study found that there was no coordinated records disposal program leading to accumulation of records, a situation which made retrieval of records difficult and stressful¹³⁵. The study equally revealed that appraisal of records was rarely undertaken as records were disposed of after conclusion of court cases without any form of appraisal. It

is important to use appraisal techniques to support decisions about retention that is which record can be destroyed and which record merit longer term or indefinite retention.

A retention and disposal schedule refers to the document that prescribes the length of time that ministry records are to be retained and disposal action when this time has been reached. It is also known as disposal list, disposition schedule, records schedule, retention schedule, or transfer schedule. Records Retention is the length of time set for retaining records before disposal by the government body. In a study on the use of records retention schedule in the public sector in Ghana, the findings of the study show that there is no public sector organization in Ghana that applies an agency specific schedule as they are not in existence¹³⁶. Therefore, the absence of an agency specific schedule is a serious weakness in the governments' disposition infrastructure. In another study on the management of records for effective administration of universities in North Central, Nigeria, it was discovered that no standard policy on retention and disposal of records¹³⁷.

Vital Records refers to a record facility where items like legal documents of an organization, title deeds, major contracts, property plans, minutes of certain meetings, insurance policies among others are stored away safely for future use. Vital records by inclination are often irreplaceable and should be treated with utmost carefulness, and as such adequate measures are put in place in order to safeguard these categories of document from every form of destruction or damage be it fire, burglary, insect attack among others, as these documents can make or mar the continual existence of such an organization, hence they should never be destroyed. In asserting the degree of significance a vital record is to an organization, Massey University Records Management policy opined that, vital records embody those records whose absence can bring the

continual existence and operation of an organization to a halt, as they contain information which are essential in re-establishing the organization in the event of a disaster which destroys all other records in the organization¹³⁸.

Records management has been described as a profession that is constantly evolving. This has implications on the skills and competencies needed to manage records. Training should be an ongoing activity for all staff involved in the management of records from their creation to their destruction or preservation. Whilst records management requires that records designers and creators be imparted with some levels of skills in the management of records, the records professionals require an upgrade of their skills that they apply in the course of their work. Unfortunately, those entrusted with the management of records are not equipped with the necessary skills and know-how to ensure that records are managed and preserved in a state that will make it accessible in organizations such as government agencies and ministries. The International Records Management Trust declared that public officials in various organizations lack the requisite skills concerning the nature of records and record keeping, and about why they need to exist, why they need to be managed, and what their responsibilities are for the management of such records over time¹³⁹.

2.2. Theoretical Review and Framework

The theoretical review explores the different theories and model that can explain the influence of Office Automation and Records filing on job performance of Secretarial staff in Ministry of Education, Ekiti State, Nigeria. Three theories were reviewed which include;

John Campbell Theory of Job Performance, Cognitive Task Theory and Record Life Cycle Theory.

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.

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 behaviour. 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 revenue 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 of 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 of 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 includes 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 model 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, ideas¹⁴⁰.

2.2.2 Cognitive Task Theory by Mehler (2000)

Mehler (2000) have defined cognitive task as an approximation to human cognitive processes for the purpose of comprehension and prediction¹⁴¹. Though comprehension and prediction are not always easily distinguishable, modeling is a form of learning where individuals ascertain how to act or perform by observing another individual. It is on this note, that some scholars defined perception on cognitive tasks is indicating that a procedure could be anticipated by using human cognitive domain to make certain predictions on a specific task. These tasks could either be cognitive, affective or psychomotor. Based on the above cognitive task theories, this study intends to investigate the secretarial cognitive tasks using office automation system in order to address some limitations and shortcomings of the secretaries in the area of managing secretarial tasks using manual records and operations. This will help to reduce the secretary's cognitive workload demands which will later increase effectiveness, efficiency and optimal utilisation of the secretaries for an ideal service delivery.

Cognitive work load refers to the total amount of mental effort being used in the working memory. Cognitive load theory as a theory that largely is about how information and learning flows, or how information and learning is restricted through the human brain. The secretary's cognitive mental work load used in doing work in the office was investigated to go in accord with what was described above. Therefore, cognitive learning process how the secretary's learning process is all about. Generally, according to Jones, this process is controlled by two main memory systems. First is the working memory which has limited capacity. Particularly, the rule is that an individual can remember not more than 7 (+2) items in any given situation¹⁴². Once those working memory limits are exceeded, the learning process starts to go down. On the other hand, long term memory has an unlimited capacity but is primarily used for storage. Although these two memory systems work together, long term memory cannot engage in thinking or learning processes like working memory. This assertion brings to the researcher of this work the need for the secretary's cognitive domain to have some supports in terms of identifying an appropriate cognitive task component for the secretary to perform tasks in a more conducive manner by relaxing and reducing the secretary's cognitive thinking and energy. This is possible by identifying the office automation system software's used by the secretary during data collection and interviews. Cognitive load theory proposes to differentiate different load groups of working memory, in a context of instruction, intrinsic load is inherent to task.

This study is concerned with three main types of cognitive load Intrinsic, germane and extraneous load. All the three elements of cognitive are essential to the secretary for

proper understanding of instructions and work performance as well as how the secretary can learn more about the office automation software and other working skills with the aim of understanding and utilising the software properly. The three types of cognitive workload are important to this study because it deals with the mental work or difficulty associated with the content of a given tasks. When considering knowledgeable activities, automation is a primary mechanisms of learning. It is therefore important to discuss cognitive load theory in order to bring out the main story of this study. Cognitive load theory is concerned with the manner in which the secretary's cognitive resources are focused and used during learning while working and how the secretaries solve problems in their working places¹⁴³. Many learning and problem solving procedures encourage by instructional schemas results in individuals engaging in cognitive activities for removed from ostensible goals of the tasks. The lack of concordance of cognitive demands of some tasks and the goals of those tasks first became apparent in studies concerned with relations between learning and problem solving¹⁴⁴. Cognitive load theory deals with learning and problem solving difficulty that is artificial in that it can be manipulated by instructional design. An instruction design is a theory that offers explicit guidance on how to help individuals learn and develop. The kinds of learning and development may include cognitive, emotional, social, physical, and spiritual. Cognitivist view of instructional design is to construct new knowledge with their own experiences. This is where learners learn how to think and how to learn to solve their learning problems. This theory is essential to the secretary to use office automation system as learning resources for acquiring new working skills. This is because, instructions deal with teaching and learning activities. These activities could assist secretaries to learn office automation

software skills and move the knowledge from short term memory to long term memory. Effective instruction would enable secretaries acquire specified skills, knowledge, and attitudes. Another important aspect in this study is the cognitive load theory. Cognitive load theory is concerned with skills for managing working memory load in order to facilitate the changes in long term memory associated with schema construction and automation. Cognitive load theory differentiates between three types of cognitive load: intrinsic, extraneous, and germane. Intrinsic load when the cognitive load is imposed by the number of information elements and their interactivity. If the load is imposed by the manner in which the information is presented to learners and by the learning activities required of learners, it is called 'extraneous' or 'germane'. Whereas, extraneous or ineffective load is imposed by information and activities that do not contribute to the processes of schema construction and automation, germane or effective load is related to information and activities that foster these processes. Intrinsic, extraneous, and germane load are considered additive in that, taken together, the total load cannot exceed the memory resources available if learning is to occur.

The difficulties faced during learning new knowledgeable tasks can fluctuate dramatically. Learning can vary from being easy to hard. Some of the reasons for variations in simplicity of acquisition, such as changes in amount of information, are obvious. In other cases, two tasks may appear to have roughly similar amounts of information but differ completely in the effort required to achieve perfection. The way in which the information is processed can either be controlled or automatic. Schemas provide the basic unit of knowledge and through their operation a substantial proportion of learning mediated intellectual performance could be explained. Any cognitive activity

that requires deliberate thought is being processed in a controlled fashion. Readers thinking about the contents of this research work are engaged in controlled processing. On the other hand, automatic processing occurs without conscious control. Well learned material can be processed automatically without conscious effort allowing attention to be directed elsewhere.

Cognitive task analysis is the analysis of how tasks are accomplished, including a detailed explanation of both manual and mental activities, task and element durations, task frequency, task allocation, task complexity, environmental conditions, necessary clothing and equipment, and any other unique factor(s) involved in or required for one or more people to perform a given task¹⁴⁵. This study had extracted description of how the secretaries use their cognitive knowledge to do their work using office automation so as to make work faster and increase performance. This is to find out how they have problems when the tasks are not managed well and how the office automation system help their cognition in managing their job.

Cognition has to do with how a person understands and acts in the world; it is the set of abilities or processes that are part of nearly every human action. Cognitive abilities are brain-based skills needed to carry out tasks from simple to the most difficult. This has more to do with the processes of how an individual learns, remembers, solves problems, and pays attention rather than with any actual knowledge. For instance, answering the telephone involves at least: perception (hearing the ring tone), decision making (answering or not), motor skill (lifting the receiver), language skills (talking and understanding language), and social skills (interpreting tone of voice and interacting

properly with another human being). The secretary performs several functions in the office. These functions are the capacity that allow an individual to control and coordinate thoughts and behaviour which include selective attention, decision-making, voluntary response inhibition and working memory. Each of these executive functions has a role in cognitive control, for example filtering out less important information, holding in mind plans to carry out some functions in the future and inhibiting impulses. Cognition is not merely a process, but a “mental” process. In other words, cognition refers to the mental process by which external or internal input is transformed, reduced, elaborated, stored, recovered, and used. As such, it involves a variety of functions such as perception, attention, memory coding, retention, and recall, decision-making, reasoning, problem-solving, imaging, planning and action execution. Such mental processes involve the generation and use of internal representations to varying degrees, and may operate independently at different stages of processing¹⁴⁶.

Unfortunately, attention is a concept that psychologists have been particularly reluctant to define. Attention is commonly considered as the first step in perception. A common view is that attentional processes are required because the environment contains more information than can be processed and comprehended at any given time. Attentional processes can be viewed as protecting an organism from information overload and are selective in that they allow processing of some stimuli while disregarding others. Attention is defined as the behavioral and cognitive process of selectively concentrating on a discrete aspect of information, whether deemed subjective or objective, while ignoring other perceivable information¹⁴⁷. Attention has also been defined to be the allocation of limited processing resources. In the context of human information

processing, attention is the process that, at a given moment, enhances some information and inhibits other information. The enhancement enables the secretary to select some information for further processing, and the inhibition enables the secretary to discard or set some information aside according to its importance or urgency.

Perception is the process by which organisms interpret and organise sensation to produce a meaningful experience of the world. The adjustment to reality is what is perceived as perception¹⁴⁸. In other words, it is a situation a person is confronted with a situation or stimuli, the person interprets the situation into something meaningful based on previous experiences. However, what an individual interprets or perceives may be substantially different from reality. Perception as the ability to visually perceive objects around us in response to the patterns of light of what those objects cast on our eyes. There could be more human cognitive ability functions that would be identified to be relevant to the secretaries as mentioned: Induction: the ability to observe a phenomenon and discover the underlying principles or rules that determine its behaviour, General Sequential Reasoning (RG): the ability to reason logically using known premises and principles. This ability is also known as deductive reasoning or rule application. Working Memory Capacity (WM): the ability to direct the focus of attention to perform relatively simple manipulations, combinations, and transformations of information within primary memory while avoiding distracting stimuli and engaging in strategic and controlled searches for information in secondary memory¹⁴⁹.

2.2.3 Frank Upward Theory of Record Life Cycle Theory (1980)

The Records Life Cycle Model perceives records as an analogy of a biological organism, which is born, lives and dies, and a record, which is created, maintained and used for as long as it has continuing value and is then disposed of either by destruction or by archival. The features of the records life cycle model imply that the model is more applicable and suitable for organizations dealing with the management of paper records. The life cycle model has been shown by researchers not to be suitable for organizations or studies investigating the management of electronic records. The perceived weaknesses of the records life cycle theory led to the development of the records continuum theory. The records continuum theory originated in Canada but was developed and adopted in Australia in the 1980s and 1990s by Australian archival theorist¹⁵⁰. In the continuum theory, records are seen as a continuous process, from creation to disposition, without a clear cut demarcation in transition from one record phase to the other. Records continuum model brings together records managers and archivists under an integrated recordkeeping framework with the same goal: to guarantee the reliability, authenticity, and completeness of records¹⁵¹. A records continuum perspective can be contrasted with the life cycle theory. The life cycle theory argues that there are clearly definable stages in record-keeping and creates a sharp distinction between current and historical record-keeping. The record continuum, on the other hand, has provided records managers and archivists with a way of thinking about the integration of record-keeping and archiving processes. The life cycle theory sees records passing through stages until they eventually 'die', except for the 'chosen ones' that are reincarnated as archives.

In recent time, the act of records management has been simplified and made more efficient through the advent of modern technological gadgets and devices such as

computers, video, audio tape and film. These devices have the capacity to accommodate large volumes of records, and have also dealt with the bottlenecks which encumbered the processes of record keeping in the ancient time, thus allowing the process of record creation, processing, organizing and retrieval to be done at a speed of light. Irrespective of these developments, paper record storage still remains the most predominantly used in most government establishments not exempting Ekiti State Ministry of Education.

2.3 Review of Empirical Studies

2.3.1 Office Automation 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 office automation 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 jobs¹⁵². A related study researched to know the impact of office automation 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 employees who were working in different eight factories and cluster sampling methodology were used to collect data. Finally, the result showed that office automation has 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 workers¹⁵³.

In similar vein, a study conducted on the office automation 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 office automation 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 office automation 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 productivity¹⁵⁴.

Another study examined the effect of two constituents of office automation (communications and security) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel¹⁵⁵. 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 office automation 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 office automation 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 clean¹⁵⁶.

A related study researched provided another important empirical evidence to investigate the effect of workplace environment's factors (information communication technology) towards employees' performance¹⁵⁷. Data was collected through the survey method; total 139 employees participated from three main workplaces 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 office automation 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 office automation and job satisfaction¹⁵⁸.

2.3.2 Record Filing and Job Performance

Empirical investigations have recapitulated that enriched and motivating job design provides employees the opportunity to use different skills and talents to perform tasks, associate or identify themselves closely with the task completed, feel empowered in performing the job through autonomy obtained from the job, and get adequate feedback from the job done. In essence, enriched and complex jobs are associated with positive attitudinal outcomes. This state determines the incumbents' job performance. Taken together, it is hypothesized that job characteristics have a significant and positive influence on job performance among employees¹⁵⁹.

Another meta-analytic review revealed that self and supervisor ratings correlated moderately ($r = 0.35$) as did self and peer ratings ($r = 0.36$), whereas correlations between peer and supervisory ratings were higher ($r = 0.62$)¹⁶⁰. Comparing the reliability of peer and supervisor ratings, findings yield higher correlations of different supervisor's ratings assessing the same individual compared to different peers ratings evaluating the same individual¹⁶¹. Investigation on the impact of the performance dimension (e.g., technical

knowledge, integrity, and leadership) and rating source (i.e., peer, self, and supervisor) as well as the degree of measurement equivalence across sources. Results suggest that the impact of the underlying performance dimension is comparable across different rating sources¹⁶². Thus, conclusion was made that ratings from different sources are to some extent comparable. However, there is no perfect convergence of ratings across sources and at present it is not clear if this is attributable to systematic or random error components¹⁶³. Literature examining the effect of contextual performance on managerial evaluations suggests that manager ratings should, aside from evaluations of task performance, incorporate ratings of contextual performance and that the effects of contextual performance on organizational performance and success are at least as great as those of task performance¹⁶⁴. As it is not always possible to assess multiple performance dimensions in practice, it is valuable to know if there is one general factor in ratings of job performance. This question using a meta-analytic framework, and their results suggest that there is one large general factor¹⁶⁵.

2.4 Conceptual Framework

Figure 2.1 shows the relationship between the study variables and the indicators of measurability are indicated. The arrows show the direction of influence.

Independent Variables

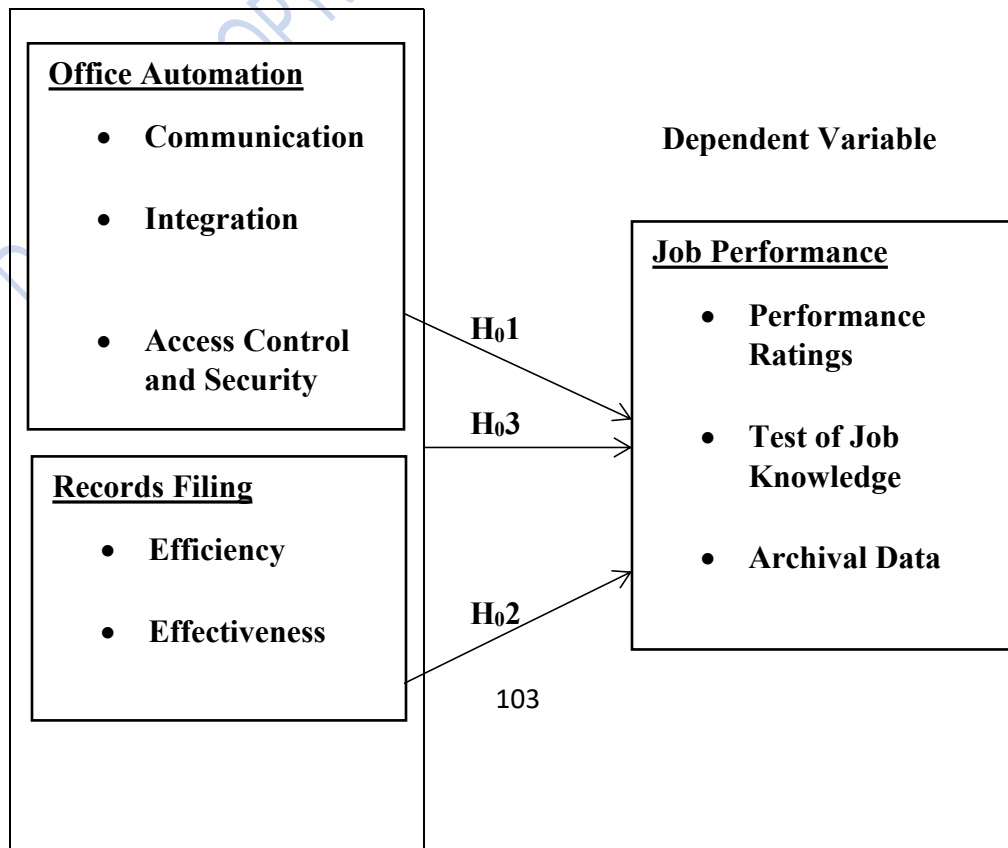


Figure 2.1 Conceptual Framework on Office Automation, Records Filing and Job Performance

Source: Researcher's Conceptual Model, (2022)

As conceptualized diagrammatically in Figure 2.1, the dependent variable is job performance with three measures which are performance ratings, test of job knowledge and archival data, these three measures were adopted⁵. and also the independent variables are office automation and records filing. The measures for office automation are communication, integration and access control and security while the measures for records filing are efficiency, effectiveness and economy. In the first hypothesis the measures of office automation are being linked with those of job performance as depicted above diagrammatically, which dictates as follows that when office are properly automated with modern technology and not outdated, it enhance communication skills, give information adequate security which will in turn improve job performance of secretarial staff of Ekiti State Ministry of Education. While in the second hypothesis, it indicates the linking of measures of records filing with those of job performance which signifies that regular performance rating, test of knowledge and proper records results in efficient, and effective record keeping and management by secretarial staff of Ekiti State Ministry of Education and vice versa. Lastly, in the third hypothesis, it link the combine influence of the two independent variables (office automation and records filing) to the dependent variable (job performance), this signifies that the more and timely secretarial

staff of Ekiti State Ministry of Education are being rated and rewarded with the ratings, the more they are being tested which will make them update their skills and knowledge, the perfect their communication skills, integration of records, security of records, efficient and effective records and vice versa.

2.5 Summary of Literature Reviewed

This chapter highlights scholars' opinions about the topic of this research which is the influence of office automation, records filing and job performance of secretarial staff in Ministry of Education, Ekiti State. The review shows the importance of office automation, records filing and job performance for employees in organisations especially public sectors. The review on the conceptual framework has clarified the concepts (office automation, records filing and job performance). It shows the relationship between the dependent variable (job performance) and the independent variables (office automation, and records filing). This study therefore is poised to study the influence of office automation and records filing on job performance of secretarial staff in Ministry of Education, Ekiti State, Nigeria. None of the studies combined office automation together with records filing which this study intends to carry out.

The review focused on what office automation is globally, discussed to Africa, Nigeria and to secretarial staff of Ekiti State ministry of education considering how they are effective and efficient in record filing to improve job performance. The concept also accessed record filing skills of secretarial staff of Ekiti state ministry of education by looking into it effectiveness and efficiency so as to improve staff performance rating and test of job knowledge which will eventually increase job performance.

Studies established that most of the technological equipment that automate record filing and improve efficiency are not provided while those that are available have been damaged and not replaced, which has made it difficult to increase efficiency and effectiveness of work⁴². Review of record filing shows that most of the government agencies and parastatals of Ekiti State ministry of education have poor record management implementation which occur as a result of poor record cycle; machines are not in place for keeping, usage, retrieval and disposal of records¹¹.

Studies also show that secretarial staff are faced with many challenges in record filing, several scholars have also studied office automation, records filing and job performance of secretarial stayy⁵¹. From literature there are few studies that have combined office automation, record filing as dimensions to determine the implementation of technology for better job performance globally but none in the study area. This is a gap that this study intends to fill.

Endnotes

1. H., Masood, U., Azmat, S., Sarwar, I. H., Adil, & S. H., Mustafa Gillani. *Impact of Job Satisfaction, Job Stress and Motivation on Job Performance: A Case from Private Universities of Karachi*, **Kuwait Chapter of the Arabian Journal of Business and Management Review**, 9(2), 2020, 31-41.
2. W. C., Borman. *Introduction to the Special Issue: Personality and the Prediction of Job Performance: More Than the Big Five*, **Human Performance**, 17(3), 267-269, 2014.
3. S., Sujata, & H. S., Grewal. *Organizational Citizenship Behavior on Task Performance (An Initiative towards Sustainable Entrepreneurship Development)*, **The International Journal of Analytical and Experimental modal Analysis**, 12(2), 2020, 2277-2287.
4. S., Mario, N., Delgadob, & J. A., Morianoc. *Organizational Psychology*, **Journal of Work and Organizational Psychology**, 37(2), 2021, 85-92.
5. L., Filip, P. R., Sackett, & C., Zhang. *Personnel Selection: A Longstanding Story of impact at the Individual, Firm, and Societal Level*, **European Journal of Work and Organizational Psychology**, 30(3), 2021, 444-455.
6. A. Carmeli. *Exploring Determinants of Job Involvement: An Empirical Test among Senior Executives*, **International Journal of Manpower**, 26(5), 457-472, 2019.
7. J. P., Campbell, J. J., McHenry, & L. L., Wise. *Modelling Job Performance in a Population of Jobs*, **Personnel Psychology**, 43(2), 313-333, 2019.

8. A. E., Edwin. *Self-employment: An Option for Professional Secretaries in Nigeria*, **J. Contemporary Bus.Edu. Res.**, 1(1), 2008, 25-30.
9. G. F., Blondheim, & A., Somech. *Student Organizational Citizenship Behavior: Nature and Structure among Students in Elementary and Middle Schools*, **Teaching and Teacher Education**, 83, 2019, 110-119.
10. W. C., Borman & S. J., Motowidlo. *Expanding the Criterion Domain to Include Elements of Contextual Performance*, in Schmitt, N. & Borman, W. C. (Eds.), **Personnel Selection in Organization**, Jossey Bass, San Francisco, CA, 2018.
11. R. L., Kahn, D. M., Wolfe, R. P., Quinn, J. D., Snoek, & R. A., Rosenthal. *Organizational Stress: Studies in Role Conflict and Ambiguity*. **New York: Wiley**, 1964.
12. B. E., Ashforth, & R. H., Humphrey. *Emotion in the Workplace: A Reappraisal*, **Human Relations**, 48, 97– 125, 2015.
13. S., Greg, & M. H., Jacobsen. *Misgivings about Goffman: Social Structure, Power and Politics in the Work of Erving Goffman*, In *Critical and Cultural Interactionism*, 12-29, Routledge, 2019.
14. D., Katz, & R. L. Kahn. *The Social Psychology of Organizations*, **New York: Wiley**, 1997.
15. S. P., Brown, & T. W., Leigh. *A New Look at Psychological Climate and Its Relationship to Job Involvement, Effort, and Performance*, **Journal of Applied Psychology**, 81, 2016, 358–368.
16. K. E., Weick, & K. H., Roberts. *Collective Mind in Organizations: Heedful Interrelating on Flight Decks*, **Administrative Science Quarterly**, 38, 357–381, 2013.
17. J. P., Campbell. *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, vol. 1 (2nd ed.): 687–732. Palo Alto, CA: **Consulting Psychologists Press**, 1990.
18. D. R., Ilgen, & J. R., Hollenbeck. *The Structure of Work: Job Design and Roles*. In M. D. Dunnette & L.M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, Palo Alto, CA: **Consulting Psychologists Press**, 2019.
19. R., Erkowitz, G., Bowen, R., Benbenishty, & J. D., Powers. *A Cross-Cultural Validity Study of the School Success Profit Learning Organization Measure in Israel*, **Children & Schools**, 2013.

20. T., David, & H. A., Myüz. *The Sampling Precision of Research in Five Major areas of Psychology*, **Behavior Research Methods**, 51(5), 2019, 2039-2058.
21. E. M., Smith, J. K., Ford, S. W., Kozlowski, M. A., Quinones, & A., Ehrenstein. *Building Adaptive Expertise: Implications for Training Design Strategies, in Training for a Rapidly Changing Workplace: Applications of Psychological Research*, Washington, DC, 2017, 89-118.
22. C., Viswesvaran, F. L., Schmidt, & D. S., Ones. *Is There a General Factor in Ratings of Job Performance? A Meta-Analytic Framework for Disentangling Substantive and Error Influences*, **Journal of Applied Psychology**, 90, 2015, 108-131.
23. J. E., Hunter, & R. F., Hunter. *Validity and Utility of Alternative Predictors of Job Performance*, **Psychological Bulletin**, 96, 2014, 72-98.
24. F. J., Landy, & J. L., Farr. *The Measurement of Work Performance: Methods, Theory, and Applications*, **Academic Press**, 2003.
25. A. R., Bass, & J. N., Turner. *Ethnic Group Differences in Relationships among Criteria of Job Performance*, **Journal of Applied Psychology**, 57(2), 2019, 101.
26. A. P. Brief, & S.J. Motowidlo. *Prosocial Organizational Behaviors*, **Academy of Management Review**, 11(4), 2016, 710-725.
27. H., N., Najihah Erani, F. A., Mansor, M. Z. Hashim, N., Muhammad, & W. N., Hazimah. *The Relationship between Physical Workplace Environment and Employees' Performance*, **Journal of Contemporary Social Science Research**, 4(1), 2020, 56-67.
28. J., Hill, & R., Aylwin. *British Business Leaders Urged to Consider the Impact of Design, As Report Shows It Can Affect Workforce Performance by Up To 11per Cent*, p. 5. 2015.
29. M. M., Khtatbeh, A. S., Mahomed, S. A., Rahman, & R., Mohamed. *The Mediating Role of Procedural Justice on the Relationship between Job Analysis and Employee Performance in Jordan Industrial Estates*, **Heliyon** 6(10), 2020, e04973.
30. M. Franco-Santos, M. Kennerley, P. Micheli, V. Martinez, S. Mason, B. Marr, & A. Neely. *Towards a Definition of a Business Performance Measurement System*, **International Journal of Operations & Production Management**, 27(8), 784-801, 2015.
31. M. S., Sharma, & M. V., Sharma. *Employee Engagement to Enhance Productivity in Current Scenario*, **International Journal of Commerce, Business and Management**, 3(4), 595-604, 2017.

32. G. L., Stewart, H. C., Stephen, & C. M., Charles. *Self-leadership: A Paradoxical Core of Organizational Behavior*, **Annual Review of Organizational Psychology and Organizational Behavior**, 6, 2019, 47-67.
33. J., Andreia. *The Perceived Leadership Style and Employee Performance in Hotel Industry – A Dual Approach*, **Review of International Comparative Management**, 2(13), 2016, 295 – 299.
34. J., Anitha. *Determinants of Employee Engagement and their Impact on Employee Performance*, **International Journal of Productivity and Performance Management**, 63(3), 2014, 308-323.
35. R. E., Levey. *Sources of Stress for Residents and Recommendations for Programs to Assist Them*, **Acad Med**, (76), 2015, 50-142.
36. N. A., Sharakh, & A. R., Hamid. *Evaluation of the Impact of Incentives on the Performance Level of the Palestinian Telecommunications Company from the Point of View of Employees*. Master of Business Administration Unpublished, Al-Azhar University, Gaza, **Palestine**, 2016.
37. N., Zahra. *The Relationship between Islamic Work Ethics and Religiosity on Job Performance: The Mediating Effect of Work Engagement*, A Master thesis, Utara University, **Malaysia**, 2015.
38. I., Nikolova, S., Dave, H. V., Coillie, & H. D., Witte. *Job Insecurity and Employee Performance: Examining Different Types of Performance, Rating Sources and Levels*, **European Journal of Work and Organizational Psychology**, 2022, 1-14.
39. Z. S., Al-Khalifa. *Organizational Culture and Its Role in Raising the Level of Performance: A Survey of the Officers of the College of Command and Staff of the Saudi Armed Forces*, Master of Administrative Sciences, College of Graduate Studies, Naif Arab University for Security Sciences, Saudi Arabia, 2016.
40. M., Rotundo. *The Relative Importance of Task, Citizenship, and Counterproductive Performance to Global Ratings of Job Performance: A Policy-Capturing Approach*. **Journal of Applied Psychology**, 87(1), 2015, 66-80.
41. E., Sinha. *The Skills and Career Path of an Effective Project Manager*, **International Journal of Project Management**, 19, 2015, 1-7.
42. P., Hersey, & K. B., Blanchard. *Management of Organization Behavior Utilizing Human Resources*, (8th. ed.), **Englewood Cliffs. NJ: Prentice-Hall**, 2008.
43. J. M., Howell, & C. A., Higgins. *Champions of Technological Innovation Administration Science Quarterly*, 35, 2015, 317-341.

44. S. M., Jex. *Organizational Psychology: A Scientist-Practitioner Approach*. John Wiley & Sons, **New York**, 2015.
45. J., Jalal. *Improving Employee Productivity through Work Engagement: Empirical Evidence from Higher Education Sector*, **International Journal of Industrial Engineering Computations**, 6, 2019, 61-70.
46. D. L., Obdulio. *How Management Can Improve Corporate Culture in Order to have an Effective Work Environment*, **Trade Publication**, 75(8), 2018, 14-17.
47. D. S., Muchhal. *HR Practices and Job Performance*, **IOSR Journal of Humanities and Social Science (IOSR-JHSS)**, 19(4), 2016, 55-61.
48. P.V.C. Okoyo, & A. Ezejiolor. *The Effect of Human Resource Development on Organizational Productivity*, **International Journal of Academic Research in Business and Social Sciences**, 3(10), 2018, 250-268.
49. L. E., Gomez, & P., Bernet. *Diversity Improves Performance and Outcomes*, **Journal of the National Medical Association**, 111(4), 2019, 383-392.
50. R., Stup. *Control the Factors that Influence Employee Success, Managing the Hispanic Workforce Conference*, **Cornell University and Pennsylvania State University**. 2015.
51. S. J., Motowidlo, & M. J., Schmit. *Performance Assessment in Unique Jobs*. In D. R. Ilgen & E. D. Pulakos (Eds.), *The Changing Nature of Performance*, **San Francisco: Jossey-Bass**, 2016, 56-86.
52. N., Befort, & K., Hattrup. *Valuing Task and Contextual Performance: Experience, Job Roles, and Ratings of the Importance of Job Behaviors*, **Applied H.R.M. Research**, 8(1), 2016, 17-32.
53. M., Armstrong, & S., Taylor. *Armstrong's Handbook of Human Resource Management Practice*, **Kogan Page Publishers**, 2020.
54. J. S., Rinehart. *Office Practice Risk Management*, In *Ambulatory Gynecology*, Springer, New York, NY, 2018, 343-363.
55. L. F., Ademiluyi. *An Assessment of the Continued Relevance of the Secretarial Profession in era age of Office Technology*, **Nigerian Journal of Business Education (NIGJBED)**, 3(1), 2018, 47-56.
56. B., Janarthanan, & Y. K., Dwivedi. *Role of Cognitive Absorption in Building User Trust and Experience*, **Psychology & Marketing**, 38(4), 2021, 643-668.

57. G., Guan, & L., Yun. *Advanced Hybrid Information Processing*, Springer International Publishing, 2019.
58. D., Gülyüz, & B., Oznacar. *Evaluation of the Opinions of the Manager, Teacher, Employees (Secretary and Servants) about School Management of the Digitalization and Management Processes of the System Engineering Model in Education*, **Amazonia Investiga**, 7(16), 2018, 243-253.
59. A., Onifade. *The Third Millennium Secretary and Information and Communication Technology: Nigerian Experience*, **African Journal of Business Management**, 3(8), 2019, 333-339.
60. A. E., Edwin. *Self-Employment: An Option for Professional Secretaries In Nigeria*. **J. Contemporary Bus.Edu. Res.** 1(1), 2018, 25-30.
61. A. C., Tony-Okeme, M. O., Jacob, & J. I., Ofulue. *Gaps in Training and Practice: Office Technology and Management (OTM) Students in Perspective*, **Nigerian Journal of Business Education (NIGJBED)** 9(1), 2022, 248-256.
62. A. P., Duniya. *Electronic Office Skills Required by Secretaries in Polytechnics in Kogi State*, **Business Education Journal**, 8(1), 2011, 169-180.
63. A. L., Okute. *Impact of Information and Commission Technology on the Nigerian Business Environment: Implication for Business Educators, Secretarial Programme*, **Business Education Journal**, 3(1), 2018, 27 - 35.
64. R. A., Atakpa. *Office Practice & Management: Practical Approach*. Agbor, **Royal Pace Publications**, 2011.
65. M. M., Dosunmu, A. O., Bukki, O. A., Akintola. *Influence of Office Automation on Secretarial Administrators' Effectiveness in Ogun State-Owned Universities*, **IOSR Journal of Research & Method in Education (IOSR-JRME)**, 7(3), 2007, 49-52.
66. F. O., Eze. *Modern Office Information Technology: Effective Secretarial and Office Management*, Enugu State Local Government Commission, 2000.
67. E., Nwaokwa, & B. E., Okoli. *Information of Communication Technology on the Influence Performance of Secretaries in Government Ministries in Nasarawa State, North-Central Nigeria*, **Research Journal of Information Technology**, 4(3), 2012, 93-97.
68. A., Nonye. *Capacity Building in Modern Office Technology: An Imperative for Effective Secretarial Productivity*. **Asian Journal of Business Management**, 5(2), 2013, 193-196.

69. J., Buseni. *Effects of Information and Communication Technology on Secretaries' Performance in Contemporary Organisations in Bayelsa State, Nigeria*, **Information and Knowledge Management**, 3(5), 2013, 87-93.
70. K., Willis. *What are Quantitative Research Methods For Business: A Skill Building Approach*, New York: **John Wiley & Sons**, 2010.
71. E., Turban, D., Leidner, E., Mclean, & J., Wetherbe. *Information Technology for Management*, New York: **John Wiley & Sons**, 2008.
72. F. U., Chukwumezie. *The Internet Competencies Required of Secretaries in A Technological Environment*, **Business Education Journal**, 3(5), 2002, 24-36.
73. K., Schwalbe. *Information Technology Project Management*, **Cengage Learning**, 2013.
74. Y., Boladele. *Secretarial Efficiency in an Automated Office*, **Journal of the School Vocational and Technical Education**, 7(1), 2002, 123-134.
75. I. O., Ayelotan. *A Comparative Analysis of the Supervisor's Ratings of Male and Female Secretaries' Job Performance Effectiveness and Productivity in some selected Tertiary Institutions in Ogun State*, **Gateway Journal of Business Education**, 2(1), 2012.
76. S., Agere, V., Lemieux, & P., Mazikana. *Better Information Practices: Improving Records and Information Management in the Public Sector, Managing the Public Service Strategies for Improvement*, London: **Commonwealth Secretariat**, 2019.
77. E., Shepherd. *Why are Records in the Public Sector Organizational Assets?* **Records Management Journal**, 16(1), 2006, 6-12.
78. O. D., Ifenaike, & W. M., Olatokun. *Freedom of Information Law and Records Management Practices among Records Managers in Nigeria's Premier University*, **Library Philosophy and Practice (e-journal)**, 2020, 4734. <https://digitalcommons.unl.edu/libphilprac/4734>
79. C. J., Igbokwe-Ibeto. *Records Management in the Nigeria Public Sector and Freedom of Information Act: The Horn of Dilemma*, **International Journal of Development and Management Review (INJODEMAR)**, 8(1), 2013, 214-229.
80. B. W., Dearstyne. *The Management of Local Government Records: A Guide for Local Officials*, New York: **American Association for State and Local History**, 2015.
81. S. O., Popoola. *Records Management Programmes in Nigeria: A Survey of the Osun State Civil Service*, **Nigerian Libraries**, 34(1), 2017, 38.

82. J., Kennedy, & C., Schauder. *Records management: A Guide for Students and Practitioners of Records Management*. Melbourne: **Longman**, 2014.
83. J. A., Thomas & C. I., Stephen. *Information Flow in Research and Development Laboratories*, **Administrative Science Quarterly**, 2017.
84. G. W. Allport, & L. Postman, *The Psychology of Rumor*. Russell and Russell, **New York**, 1965.
85. C., Argyris. *Management Information Systems: The Challenge to Rationality and Emotionality*, **Management Science**, 17, 2018.
86. H. Bair, James. *Productivity Assessment of Office Information Systems Technology. Paper Presented at Trends and Applications: Distributed Processing Conference, National Bureau of Standards, Gaithersburg, MD*, 2018.
87. H. Bair, *James Communications in the Office of The Future: Where the Real Payoff May Be*. Proceedings of the International Computer Communications Conference, **Kyoto, Japan**, September 2017.
88. R., West & T. H., Lynn. *Introducing Communication Theory: Analysis and Application*, New York City: McGraw Hill, 2014.
89. A., Tella. *Availability and use of ICT in South-Western Nigeria Colleges of Education*, **African Research Review**, 5(5), 2011, 315 – 331.
90. H. C., James. *Evaluating the Impact of Office Automation and Top Management Communications*. AFIPS National Computer Conference Proceedings, **Montvale, N.J.**, 2013.
91. M. H., Olson, & H. C., Lucas. *The Impact of Office Automation on the Organization: Some Implications for Research and Practice*, Communications of the ACM 25, 11, 1982, 838-847.
92. B. G. Champness, & M. F. Davies. *The Maier Pilot Experiment*. Unpublished Communications Studies Group 2019
93. C., Alphonse. *Interactive Human Communication*, **Scientific American**, 232(3), 1975, 36-46.
94. W., Conrath, W., David, & J. H., Bait. *The Computer as an Interpersonal Communications Device: A Study of Augmentation Technology and its Apparent Impact on Organizational Communication*, Proceedings of the Second International Conference on Computer Communications, 2008.

95. D. W., Conrath, C. A., Higgins, R. H., Irving, C. S., Thachenkary. *Determining the Need for Office Automation: Methods and Results*, **Office Technology and People**, 1(4), 1983, 275-294. <https://doi.org/10.1108/eb022616>
96. L., Cooper, Cary & J., Marshall. *Sources of Managerial and White-Collar Stress*. In C.L. Cooper & R. Payne (Eds.), *Stress at Work*. John Wiley and Sons, **New York**, 2006.
97. H., Downing. *Word Processors and The Oppression of Women*. In T. Forester (Ed.), *The Microelectronics Revolution*. MIT Press, **Cambridge, Mass** 2017.
98. C., Edwards. *An Analysis of Usage and Related Perceptions of NLS-A Computer Based Text Processing and Communications Systems*, Unpublished Report, **Bell Canada**, 2012.
99. C. A., Ellis, & G. J., Nutt. *Office Information Systems and Computer Science*, **ACM Computing Surveys (CSUR)**, 12(1), 1980, 27-60.
100. G. H., Engel, G., Joseph, R. A., Lowenstein, & W. G., Traub. *An Office Communications System*, **IBM Systems Journal**, 18(3), 1979, 402-431.
101. L. E., Martin. *Productivity in New Forms. Special Advertising Section*. **Time Magazine**, 2016.
102. D. P., Tagbotor, R. Y., Adzido, & P. G., Agbanu. *Analysis of Records Management and Organizational Performance*, **International Journal of Academic Research in Accounting, Finance and Management Sciences**, 5(2), 2015, 1-16.
103. S. T., Odeyemi, A. O., Issa, & H. T., Saka. *Management of Records in the Judiciary of South-western States of Nigeria*, **Information Manager**, 11(1-2), 2011, 45-55.
104. M., Ngoepe, & T. W., Van Der. *An Exploration of Records Management Trends in the South African Public Sector*, **Mousaion**, 27(1), 2009.
105. I. C., Norbert. *The Management of Personnel Records in the President's Office, Public Service Management, Government of Tanzania*, PhD diss., Moi University, 2010.
106. J., Kennedy, & C., Schauder. *Records Management: A Guide for Students and Practitioners of Records Management*, Melbourne: **Longman**. 2014.
107. R., Jaiyeola. *Information Communication Technology as a Tool for Effective Performance of Chartered Accountants*, **The Nigerian Accountant Journal**, 4(1), 2007, 147-155.

108. F. J. Chirwa. *An Investigation of the Knowledge Levels and Practices of Records Management Staff at the Ministry of Education, Science and Vocational Training and Early Education*. A Dissertation Submitted to the University of Zambia in Partial Fulfillment of the Requirements of the Award of the Degree of Master of Library and Information Studies, **The University of Zambia, Lusaka**, 2014.
109. T., Ojo, *Communication Networking: ICT and Health Information in Africa*. **Information Development**, 22(2), 2019, 94-101.
110. V. E., Unegbu, & B. O., Adenike. *Challenges of Records Management Practices in the Ministry of Information and Strategy, Lagos State, Nigeria*. **Journal of Library & Information Science**, 3 (2), 2013, 240-263.
111. S., Briggs. *Technological Differences in Job Characteristics, Employee Satisfaction and Motivation: A Synthesis of Job Design Research and Socio-technical Systems Theory*, **High Educational Research Development** 12(1), 1993, 73 – 85.
112. P. Nabombe, *An Assessment of Records Management at the Courts of Law in Zambia: The Case of Court Registries Contribution Towards Access to Justice*. A PhD Dissertation Submitted to the Department of Library and Information Studies, **University of Zambia**, 2012.
113. A., Abioye, *Court Records Management and Efficient Administration of Justice in Nigeria*. **African Journal of Library, Archives & Information Science**, 24 (1), 2014, 27-39.
114. P. U. Akor, & J. Udensi. *Assessment of Records Management System in Establishment Division of Two Universities in Nigeria*, **International Letters of Social and Humanistic Sciences**, (10)13, 2013, 97-109.
115. P. C., Bantin. *Strategies for Managing Electronic Records: A New Archival Paradigm? An Affirmation of Our Archival Traditions?* [Online], 18 April 2016.
116. A. B., Abdulrahman. *Management of University Records for Effective Administration of Universities in North Central Nigeria*, **International Journal of Library and Information Science**, 7(3), 2015, 47-54.
117. Massey *University Records Management Policy*. Available from: https://www.massey.ac.nz/massey/.../policy-guide/policy-guide_home. 2015.
118. M., Hoyle, & P., Sebina. *Fostering Trust and Transparency in Governance: Investigating and Addressing the Requirements for Building Integrity in Public Sector Information System in the ICT Environment*, 2006.

119. J. P., Campbell, R. A., McCloy, S. H., Oppler, & C. E., Sager. *A Theory of Performance*, in C. W. Schmitt & W. C. A. Borman (eds), *Personnel Selection in Organizations*. San Francisco: **Jossey Bass**, pp. 35-70, 2013.
120. E. D. Pulakos, N. Schmitt, D.W. Dorsey, S. Arad, J.W. Hedge, & W. C. Barman, '*Predicting Adaptive Performance: Further Tests of a Model of Adaptability*', **Human Performance**, 15, 2013, 299-323.
121. M., London, & E. M. Mone. *Continuous Learning*', in D. R. Igen & E. D. Pulakos (eds), *The Changing Nature of Performance: Implications for Staffing, Motivation, and Development*. San Francisco: **Jossey-Bass**, 2019, 119-153.
122. E. D., Pulakos, E. Arad, M. A., Donovan, & K.E. Plamondon. *Adaptability in the Workplace: Development of A Taxonomy of Adaptive Performance*, **Journal of Applied Psychology**, 85, 2020, 612-624.
123. J. P. Campbell, M. B. Glaser, & F. L. Oswald. *The Substantive Nature of Job Performance Variability*', in K. R. Murphy (ed.), *Individual Differences and Behavior in Organizations*. San Francisco: **Jossey-Bass**, 2016, 258-299.
124. C. Viswesvaran, D.S. Ones, & F.L. Schmidt, F. L. '*Comparative Analysis of the Reliability of Job Performance Ratings*', **Journal of Applied Psychology**, 81, 2017, 557-574.
125. J. M., Conway. *Distinguishing Contextual Performance from Task Performance for Managerial Jobs*, **Journal of Applied Psychology**, 84(1), 1999, 3.
126. C., Viswesvaran, D. S., Ones, & F.L. Schmidt. *Comparative Analysis of the Reliability of Job Performance Rating*', **Journal of Applied Psychology**, 81, 2016, 557-574.
127. B. Mehler, R. Bryan F.C. Joseph, & A.D. Jeffery. *Impact of Incremental Increases in Cognitive Workload on Physiological Arousal and Performance in Young Adult Drivers*, *Transportation research record* 2138, 1, 2009, 6-12.
128. C. D., Wickens, S. H., William, G. H., Justin, & S., Banbury. *Engineering Psychology and Human Performance*, Routledge, 2021.
129. M. Jones, M. *Managing Extraneous Cognitive Load*. In B. Hoffman (Ed.), **Encyclopedia of Educational Technology**. 2015.
130. E. Galy, M. Cariou, & C. Mélan, *What is the Relationship between Mental Workload Factors and Cognitive Load Types*, **International Journal of Psychophysiology**, 83(3), 2012.
131. M. Jones, *Managing Extraneous Cognitive Load*. In B. Hoffman (Ed.), **Encyclopedia of Educational Technology**. 2010.

132. J. Sweller, & P. Chandler, *Cognitive Load Theory and Format of Instruction. Cognition and Instruction* 8(4), 293-322 Copyright © 1991, Lawrence Erlbaum Associates, Inc. **University of New South Wales**. 2011.
133. C.S. Doyle. *Information Literacy in An Information Society: A Concept for the Information Age*. **Diane Publishing**. 2014.
134. S., Buxbaum. *Library Services for Business Students in Distance Education Issues and Trends*, **The Harworth Press Inc.**, New York, 2002.
135. J. Sweller, F. Paas, & A. Renkl, *Cognitive Load Theory: Instructional Implications of the Interaction between Information Structures and Cognitive Architecture*, *Instructional Science* 32: 1–8, © 2004 Kluwer Academic Publishers. Printed in the **Netherlands**, 2014.
136. K. Kobayashi, *Information and Communication Technology: A look at the future. England: Pergamon Infotech Ltd.*, 1998. K
137. R. E., Clark, D. F., Feldon, J. G., van Merriënboer, K. A., Yates, & S., Early. Cognitive Task Analysis, In *Handbook of research on educational communications and technology*, 577-593, Routledge, 2008.
138. P. Michelon, *What are Abilities and Skills and How to Boost Them. Tracking Health and Wellness Application of Brain Science*. 2016.
139. A.R. Luria, *Higher Cortical Functions in Man*. Oxford, UK: **Basic Books Inc**. 2018.
140. J.B. Sarah, & C. Suparna, *Development of the Adolescent Brain: Implications for Executive Function and Social Cognition. Journal of Child Psychology and Psychiatry* 2016.
141. S. Collina, N. Bruno, & M.A. Brandinmonte, *Psychological Concepts: An International Historical Perspective*. Hove, UK: **Psychology Press**. 2016.
142. L. Savannah, M. Rana, T. Ro-Anna, G. Leana, G. Jekiya, M. Chelsea, & R. Gabriela. *Cognitive Psychology: Attention, Memory, and Multitasking*. 2017.
143. R. J. Gerrig, & G.Z. Philip, *Psychology and Life*. Allyn & Bacon Publishers, Boston, MA. Copyright (c) Pearson Education. Copyright © 2002 by Allyn & Bacon. (16th Edition). Pearson Education Company 75 Arlington Street Boston, **Massachusetts** 02116. 2012.
144. S., Elizabeth. *The Psychology of Attention*, Psychology Press, 2006.

145. S. P., Vecera, & R., Matthew. *Spatial Attention: Normal Processes and their Breakdown*, **Neurologic clinics**, 21(3), 2003, 575-607.
146. J. R., Anderson, & J., Crawford. *Cognitive psychology and its implications*, San Francisco: wh freeman, 1980.
147. Lindsay, Peter H., and Donald A. Norman. *Human information processing: An Introduction to Psychology*, **Academic Press**, 2013.
148. C., Obisi, R., Samuel, & A., Ilesanmi. *Influence of Workforce Planning on Organizational Performance in the Manufacturing Industry of Lagos, Nigeria*. **Global Business Review**, 21(2), 2018, 404-417. <https://doi.org/10.1177/0972150918778980>
149. R., Ogundokun, M., Adebisi, O., Abikoye, A., Adeniyi, T., Oladele, & N., Akande. undefined. **Protocols.io**. <https://doi.org/10.17504/protocols.io.unveve6> 2018.
150. C. O., Akomolafe, & V. O., Adesua. *Accreditation of Academic Programmes and University Administration in Public Universities in South West Nigeria*, **International Journal for Cross-Disciplinary Subjects in Education (IJCDSE)**, 11(1), 2020, 4221-4229.
151. H. Y. Park, J. Ofori-Dankwa, & D. R. Bishop. undefined. **Human Relations**, 47(3), 353-366. <https://doi.org/10.1177/001872679404700306> 2018.
152. J. G., Adegbite. *The Education Reform Agenda: Challenges for tertiary education administration in Nigeria*; being a paper presented at the sixth annual seminar of the Conference of Registrars of Colleges of Education in Nigeria (South West Zone) at College of Education, Ikere-Ekiti, Ekiti State, 2017.
153. M., Bustos-Orosa. *Curriculum in Primary Education (Philippines)*. **Bloomsbury Education and Childhood Studies**. <https://doi.org/10.5040/9781350996526.008> 2020.
154. R. Byrne, undefined. *Authors group*. <https://doi.org/10.1287/bdf52ce5-d919-4330-98e1-a0a7470f1b0c> 2020.
155. D. H., Waters. *The Effect of New Technology on Prestige, Self-Esteem and Social Relationships of University Library employees*, **Journal of Library Education**, 20(1), 1988, 16 – 22.
156. M. Cave, S. Hanney, & M. Henkel, *Performance Measurement in Higher Education-Revisited*. **Public Money & Management**, 15(4), 2013, 17-23.

157. A. P. Igbojekwe, *Emotional Labour and Employee Performance Appraisal: The Missing Link in Some Hotels in South East Nigeria*. **International Journal of Hospitality and Tourism Systems**, 8(2), 2015. <https://doi.org/10.21863/ijhts/2015.8.2.016> 2015.
158. R., Bradley, & D., Vlachopoulos. *The Meaning of Mission Statements to School Practice and Professional Development: An Interpretative Phenomenological Analysis*, **Educar** 57, 1, 2021, 49-63.
159. P. K., O'Brien. *Integrating Information and Communication Technologies (ICTs) in Nigeria Tertiary Education: The African Symposium*, An Online Journal Education Research Network, 1996. Retrieved from: <http://www.ncsc.edu/ncsu/aern/44pp>.
160. I., Akiomi, N., Kawakami, K., Tsuno, K., Tomioka, & M., Nakanishi. *Organizational Justice and Major Depressive Episodes in Japanese Employees: A Cross-sectional Study*, **Journal of occupational health**, 55(2), 2013, 47-55.
161. A. Adams, & M. A. Sasse. Users are not the enemy, **Communications of the ACM**, 42(12), 2019, 40-46.

Chapter Three

Methodology

This chapter presents the methodology used in this study. It includes the research design strategies employed, population, sample, data collection and method of data analysis.

3.1 Research Design

This study adopted descriptive research and correlational as it studied a subset of population at a point in time and to determine the influence of office automation, records filing and job performance of secretarial staff in Ekiti State Ministry of Education. The advantage of the design is robustness with respect to distribution of data is easy to compute the detailed information that can be derived from the test; it is used in studies for which parametric assumptions cannot be met, and its flexibility in handling data.

3.2 Population of the Study

The population of this study consists of one hundred and ninety – six (196) secretarial staff of Ekiti State Ministry of Education, The Ministry of Education has a number of departments which are: finance and accounts, administration and supply, planning,

research and statistics, evaluation and standard, schools(public and private), quality assurance, schools sport, science, technology and mathematics, tertiary education, examinations and records, procurement, while the agencies are: Teaching Service Commission(TSC), State Universal Basic Education Board (SUBEB), Agency for Adult and Non – Formal Education (AANFE), Board for Technical and Vocational Education (BTVE), Library Board, Education Trust Fund (ETF), School Enterprise and Wealth Creation and Scholarship Board as indicated in Table 3.1 below.

Table 3.1: Population of the Study

S/N	Departments/Agencies	Sample Population
1	Finance and Accounts	6
2	Administration and Supply	9
3	Planning, Research and Statistics	8
4	Evaluation and Standard	7
5	Schools (Public and Private)	10
6	Quality Assurance	11
7	Schools Sport	7
8	Science, Technology and Mathematics	12
9	Tertiary Education	12
10	Examinations and Records	10
11	Procurement	9
12	Teaching Service Commission (TSC)	10
13	State Universal Basic Education Board (SUBEB)	15
14	Agency for Adult and Non – Formal Education (AANFE)	13
15	Board for Technical and Vocational Education	14

	(BTVE)	
16	Library Board	12
17	Education Trust Fund (ETF)	12
18	School Enterprise and Wealth Creation Agency	9
19	Scholarship Board	10
	Total	196

Source: Ekiti State Ministry of Education

3.3 Sample and Sampling Procedure

The sample size of this study is one hundred and ninety-six (196) which is made up of secretarial staff in all the departments and agencies of Ekiti State Ministry of Education.

Total enumeration was adopted for the sample techniques.

3.4 Description of the Research Instrument

The instrument used was a structured questionnaire which was used to gather data from the respondents because it analyzed the structured questions and responses easily to achieve the study's objective. This study adopted the Likert scale design which allowed the researcher in listing options where respondents choose from. The instrument of this study is made up of four sections.

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

Section B: Job performance scale which indicates the rate which each of the staff are rated with

skills and knowledge acquired, the scale is of four point which are: Very high = 4, High = 3, Low = 2, Very low = 1. The research instrument will be divided into various sections which was designed to elicit responses on the topic under review. The research instrument was adapted³. The Cronbach alpha values are found ranging from 0.70 and 0.883 respectively.

Section C: Office automation scale which indicated how advanced in terms of technology and automation the information and records of the department or agency is. This scale was a four-point response which is: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. The research instrument was adapted⁴. (Cronbach alpha values of 0.67 were recorded).

Section D: Records filing scale which indicated how efficient and effective the departments or agencies records are, and how time records could be retrieved. The scale was also of four-point which are: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1. This instrument was adapted³. Cronbach alpha value of 0.70 was recorded.

3.5 Validity of Research Instrument

The items for the instrument were gathered through related literature review and adaptation from questionnaires that have been used by other researchers. Both face and content product validity was done with the input of the supervisor and other experts in the field of information management. Corrections made were incorporated in constructing the final questionnaires were given out to the respondents of the study.

3.6 Reliability of the Research 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 were administered to the secretarial staff of Ondo State Ministry of Education, which is not part of the study, twenty-eight (28) copies were retrieved. Data obtained were subjected to Cronbach's alpha reliability test to establish internal consistency of the items. From the result obtained, the items in the scales displayed sufficient reliability value satisfying the rule of thumb for internal consistency with a Cronbach alpha value of above 0.7. Table 3.4 shows the results of the pilot study.

Table 3.2: Result of Pilot Study

Variable	Cronbach Alpha
Job Performance	
Performance ratings	0.923
Test of job knowledge	0.770
Archival data	0.934
Office Automation	
Communication	0.966
Integration	0.765
Access control and security	0.930
Records Filing	
Efficiency	0.888
Effectiveness	0.764

Source: Researcher's compilation (2022)

3.7 Administration and Methods of Collection of the Research Instrument

A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literatures. This instrument works well with a descriptive survey research mainly because it supports the collection of data regarding opinion and perception of respondents at a point in time on current issues.

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 Ekiti State Ministry of Education. A two (2) day training was conducted for five (5) research assistance to ease the administration, retrieval and initial sorting of copies of the questionnaires. The researcher and research assistants worked with an assistance from the ministry 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. In all 196 copies of the questionnaires was administered to the secretarial staff of Ekiti State Ministry of Education.

3.8 Methods of Data Analysis

The researcher analyzed the data collected using the descriptive and inferential statistics. Descriptive statistics (mean, frequency distribution, standard deviation and percentage) was used to analyze research questions one to three. Influential analysis was used to analyze null hypotheses one to two while multiple regression analysis was used to analyze the third hypothesis. All hypotheses in the study were tested at 0.05 level of significance. The data collected for the study was analyzed using Statistical Product and Service Solution (SPSS), Version 24.

Endnotes

1. R.V. Krejcie University of Minnesota, Duluth. Daryle & W. Morgan, **Texas A and M.University**. 1970
2. J.P. Campbell, R.A. McCloy, S.H. Oppler, & C.E. Sager. *A Theory of Performance'*, in C.W. Schmitt & W. C. A. Borman (eds), *Personnel Selection in Organizations*. **San Francisco: JosseyBass**, 2013, 35-70.
3. H. A., Toops. *The Criterion, Education and Psychological Measurement*, 4, 1944, 271-297.
4. B. E., Ashforth, & R.H. Humphrey, *Emotion in the workplace: A Reappraisal*, **Human Relations**, 48, 2015, 97– 125.

Chapter Four

Results and Discussion of Findings

This chapter dealt with data presentation, analysis and the interpretation of the results. The analysis is guided by the specific objectives and the hypotheses that were formulated in the study. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretation below the tables. Section two presents inferential statistics and discussion of findings comes at the later end of the chapter. The results presented were based on the research questions and hypotheses, which the study set out to answer and examine. A total of one hundred and ninety-six (196) copies of questionnaire were administered, and one hundred and ninety-two (192) copies were returned. After sorting the questionnaires only one hundred and eighty-eight (188) copies were certified as duly filled and considered usable. The useable questionnaire represented 95.9% response rate. The high response rate was recorded as the researcher administered

the instruments with the help of research assistants who put concerted efforts in reaching out to the secretaries to request them to participate in the study. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Response Rate:	Frequency	Per cent (%)
Returned and used	188	95.9%
Not Returned/Returned but not used	8	4.1%
No of distributed Questionnaire	196	100%

Source: Field Survey Data (2022)

4.1 Demographic Characteristic of Respondents

This section is descriptive and it presents the demographic characteristics of the respondents. Table 4.2 shows analysis of the gender, age, qualification, length of service and job level of the respondents.

Table 4.2 Demographic Characteristic of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	48	25.5%
	Female	140	74.5%
Age	21-30 years	14	7.4%
	31-40 years	36	19.1%
	41-50 years	37	19.7%
	51-60 years	16	8.5%
	61 -65 years	85	45.2%
Academic Qualification	ND/NCE	89	47.3%
	B.Sc/BA/HND	59	31.4%
	PGD/MBA/MSc/MA	29	15.4%
	MPhil	1	0.5%

	PhD	10	5.3%
Length of Service	Below 5 years	10	5.3%
	6-10 years	45	23.9%
	11-15 years	48	25.5%
	16 years+	85	45.2%
Job Level	Top Management	31	16.5%
	Middle Management	68	36.2%
	Operational Management	89	47.3%

Source: Field Survey Results (2022)

This section consists of background and respondents' information that describes basic characteristics such as gender of the respondents, age of the respondents, educational level, Job level, and length of service. Table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in Table 4.2. Profile of gender indicated that 48 respondents representing 25.5% were male while 140 respondents representing 74.5% were female, indicating that most of the respondents were female. Demographic and personal profile of respondents as shown in table 4.2 by age revealed that 14 respondents representing 7.4% were between the ages of 21-30 years, 36 respondents representing 19.1% were between 31-40 years, 37 respondents representing 19.7% were between 41-50 years, 16 respondents representing 8.5% were between 51-60 years, and 85 respondents representing 45.2% were between 61-65 years, indicating that most of the respondents were between 61-65 years.

Also, 89 respondents representing 47.3% had ND/NCE, 59 respondents representing 31.4% had B.Sc/BA/HND, 29 respondents representing 15.4% had PGD/MBA/MSc/MA, 1 respondent representing 0.5% had MPhil, and 10 respondents representing 5.3% had

PhD. Furthermore, 10 respondents representing 5.3% had below 5 years length of service, 45 respondents representing 23.9% had 6-10 years, 48 respondents representing 25.5% had 11-15 years working experience, and 85 respondents representing 45.2% had 16 years+. However, 31 respondents representing 16.5% are Top management, 68 respondents representing 36.2% are Middle management, and 89 respondents representing 47.3% are Operational management.

4.2 Response to the Research Questions

Research Question One: What is the level of job performance of secretarial staff of Ekiti State Ministry of Education?

Table 4.3: Descriptive Analysis of Responses on the Level of Job Performance of Secretarial Staff of Ekiti State Ministry of Education

Performance Rating	SA	A	D	SD	Mean
I knew where I stood in my last performance because of on-going feedback and was not surprised at the overall rating in performance	62 (33.0%)	120 (63.8%)	5 (2.7%)	1 (0.5%)	3.29
My supervisor recognized and appreciated my accomplishments and contributions accurately in my last review	32 (17.0%)	147 (78.2%)	7 (3.7%)	2 (1.1%)	3.11
My supervisor recognizes and appreciates my accomplishments and contributions throughout the year	42 (22.3%)	58 (30.9%)	86 (45.7%)	2 (1.1%)	2.74

My performance evaluation form accurately reflects the important aspects of my job	43 (22.9%)	62 (33.0%)	82 (43.6%)	1 (0.5%)	2.78
I know what I can do in my performance to receive a higher performance rating	36 (19.1%)	70 (37.2%)	12 (6.4%)	70 (37.2%)	2.38
Test of Knowledge	SA	A	D	SD	Mean
My agency/department evaluates, by conducting inspections/audits/reviews on its records management program	26 (13.8%)	74 (39.4%)	86 (45.7%)	2 (1.1%)	2.66
My unit has established performance goals for its records management programs and staff	35 (18.6%)	71 (37.8%)	80 (42.6%)	2 (1.1%)	2.74
My agency/department conduct test regularly so as to improve the staff skills	28 (14.9%)	140 (74.5%)	17 (9.0%)	3 (1.6%)	3.03
Staff engage in professional courses for knowledge and skill update and upgrade	98 (52.1%)	62 (33.0%)	25 (13.3%)	3 (1.6%)	3.36
My agency/department invite professionals to test staff knowledge and skills	19 (10.1%)	142 (75.5%)	19 (10.1%)	8 (4.3%)	2.91
Archival Data	SA	A	D	SD	Mean
Access Archives and documented meetings and decisions	30 (16.0%)	133 (70.7%)	22 (11.7%)	3 (1.6%)	3.01
My department has the right tool for tracking all records	26 (13.8%)	71 (37.8%)	87 (46.3%)	4 (2.1%)	2.63
Letters are follow up and it is duly retrieved	31 (16.5%)	141 (75.0%)	15 (8.0%)	1 (0.5%)	3.07
My agency/department have records management directive on timely basis	35 (18.6%)	137 (72.9%)	13 (6.9%)	3 (1.6%)	3.09
My agency/department have permanent non-electronic records	30 (16.0%)	131 (69.7%)	25 (13.3%)	2 (1.1%)	3.01
Weighted Mean of Job Performance					2.92

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high. SA= Strongly Agree, A= Agree, D= Disagree, SD= Strongly Disagree

Source: Field Survey Results (2022)

According to results in Table 4.3. 33.0% of respondents strongly agree that they knew where they stood in their last performance because of on-going feedback and was not surprised at the overall rating in performance, 63.8% agree, 2.7% disagree and 0.5% strongly disagree. On average, the respondents indicated that they knew where they stood

in their last performance because of on-going feedback and was not surprised at the overall rating in performance has a mean of 3.29. Results also indicated that 17.0% of respondents strongly agree that their supervisor recognized and appreciated their accomplishments and contributions accurately in their last review, 78.2% agree, 3.7% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their supervisor recognized and appreciated their accomplishments and contributions accurately in their last review has a mean of 3.11.

Results also indicated that 22.3% of the respondents agree that their supervisor recognizes and appreciates their accomplishments and contributions throughout the year, 30.9% agree, 45.7% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their supervisor recognizes and appreciates their accomplishments and contributions throughout the year has a mean of 2.74. Results also indicated that 22.9% of the respondents strongly agree that their performance evaluation form accurately reflects the important aspects of their job, 33.0% agree, 43.6% disagree, and 0.5% strongly disagree. On average, the respondents indicated that their performance evaluation form accurately reflects the important aspects of their job has a mean of 2.78. Results also indicated that 19.1% of the respondents strongly agree that they know what they can do in their performance to receive a higher performance rating, 37.2% agree, 6.4% disagree, and 37.2% strongly disagree. On average, the respondents indicated that they know what they can do in their performance to receive a higher performance rating has a mean of 2.38.

According to results in Table 4.3. 13.8% of respondents strongly agree that their agency/department evaluates, by conducting inspections/audits/reviews on its records

management program, 39.4% agree, 45.7% disagree and 1.1% strongly disagree. On average, respondents indicated that their agency/department evaluates, by conducting inspections/audits/reviews on its records management program has a mean of 2.66. Results also indicated that 18.6% of respondents strongly agree that their unit has established performance goals for its records management programs and staff, 37.8% agree, 42.6% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their unit has established performance goals for its records management programs and staff has a mean of 2.74.

Results also indicated that 14.9% of the respondents agree that their agency/department conduct test regularly so as to improve the staff skills, 74.5% agree, 9.0% disagree, and 1.6% strongly disagree. On average, the respondents indicated that their agency/department conduct test regularly so as to improve the staff skills has a mean of 3.03. Results also indicated that 52.1% of the respondents strongly agree that staff engage in professional courses for knowledge and skill update and upgrade, 33.0% agree, 13.3% disagree, and 1.6% strongly disagree. On average, the respondents indicated that staff engage in professional courses for knowledge and skill update and upgrade has a mean of 3.36. Results also indicated that 10.1% of the respondents strongly agree that their agency/department invite professionals to test staff knowledge and skills, 75.5% agree, 10.1% disagree, and 4.3% strongly disagree. On average, the respondents indicated that their agency/department invite professionals to test staff knowledge and skills has a mean of 2.91.

According to results in Table 4.3. 16.0% of respondents strongly agree that they access archives and documented meetings and decisions, 70.7% agree, 11.7% disagree, and

1.6% strongly disagree. On average, respondents indicated that they access archives and documented meetings and decisions has a mean of 3.01. Results also indicated that 13.8% of respondents strongly agree that their department has the right tool for tracking all records, 37.8% agree, 46.3% disagree, and 2.1% strongly disagree. On average, the respondents indicated that their department has the right tool for tracking all records has a mean of 2.63. Results also indicated that 16.5% of the respondents agree that letters are followed up and it is duly retrieved, 75.0% agree, 8.0% disagree, and 0.5% strongly disagree. On average, the respondents indicated that letters are followed up and it is duly retrieved has a mean of 3.07.

Results also indicated that 18.6% of the respondents strongly agree that their agency/department have records management directive on timely basis, 72.9% agree, 6.9% disagree, and 1.6% strongly disagree. On average, the respondents indicated that their agency/department have records management directive on timely basis has a mean of 3.09. Results also indicated that 16.0% of the respondents strongly agree that their agency/department have permanent non-electronic records, 69.7% agree, 13.3% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their agency/department have permanent non-electronic records has a mean of 3.01.

Overall, the weighted mean for job performance is 2.92 and this suggest that the respondents agree with many of the statement representing job performance of secretarial staff of Ekiti State ministry of education. Despite an overall mean of 2.92 which shows that level of job performance of secretarial staff of Ekiti State ministry of education is moderately high, more effort is required by the management of Ekiti State ministry of

education to ensure that secretarial staff operate at an optimum level by ensuring that performance evaluation form accurately reflects the important aspects of their job, provide the right tool for tracking all records and stating what do to receive a higher performance rating.

Research Question Two: What is the level of office automation of secretarial staff of Ekiti State Ministry of Education?

Table 4.4: Descriptive Analysis of Responses on the Level of Office Automation of Secretarial Staff of Ekiti State Ministry of Education

Communication	SA	A	D	SD	Mean
Easy access to information	27 (14.4%)	70 (37.2%)	87 (46.3%)	4 (2.1%)	2.64
There is slow access to the written information and the time of the administrative process	27 (14.4%)	136 (72.3%)	19 (10.1%)	6 (3.2%)	2.98
There is access to work programs	33 (17.6%)	139 (73.9%)	15 (8.0%)	1 (0.5%)	3.09
Information and records are available to all departments and agencies without delay	98 (52.1%)	74 (39.4%)	13 (6.9%)	3 (1.6%)	3.42
There is seamless dissemination of information from the departmental head to the most junior staff	37 (19.7%)	128 (68.1%)	18 (9.6%)	5 (2.7%)	3.05
Integration	SA	A	D	SD	Mean
Have an intranet system that allow access to information including correspondences	25 (13.3%)	137 (72.9%)	18 (9.6%)	8 (4.3%)	2.95
Proper coordination of data	28 (14.9%)	136 (72.3%)	21 (11.2%)	3 (1.6%)	3.01
My unit have procedures to enable the migration of records to new storage media for ease access	34 (18.1%)	138 (73.4%)	14 (7.4%)	2 (1.1%)	3.09
My unit ensures that records management functionality, including the capture, retrieval, and retention of records according to agency policy	34 (18.1%)	135 (71.8%)	17 (9.0%)	2 (1.1%)	3.07
My agency/department complies with the Global Records Retention Schedule	26 (13.8%)	139 (73.9%)	16 (8.5%)	7 (3.7%)	2.98

Access Control and Security	SA	A	D	SD	Mean
There is control access to data	25 (13.3%)	72 (38.3%)	88 (46.8%)	3 (1.6%)	2.63
There are time limits to data access	25 (13.3%)	76 (40.4%)	85 (45.2%)	2 (1.1%)	2.66
There is a person in my unit responsible for coordinating and overseeing the implementation of the records management program	35 (18.6%)	138 (73.4%)	14 (7.4%)	1 (0.5%)	3.10
My unit has a network of designated employees within each program and administrative area who are assigned records management responsibilities	22 (11.7%)	142 (75.5%)	22 (11.7%)	2 (1.1%)	2.98
My unit implemented internal controls to ensure that the records are not accessed by external body	107 (56.9%)	63 (33.5%)	14 (7.4%)	4 (2.1%)	3.45
Weighted Mean					3.00

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.
SA= Strongly Agree, A= Agree, D= Disagree, SD= Strongly Disagree

Source: Field Survey Results (2022)

According to results in Table 4.4. 14.4% of respondents strongly agree that they have easy access to information, 37.2% agree, 46.3% disagree and 2.1% strongly disagree. On average, the respondents indicated that they have easy access to information has a mean of 2.64. Results also indicated that 14.4% of respondents strongly agree that there is slow access to the written information and the time of the administrative process, 72.3% agree, 10.1% disagree, and 3.2% strongly disagree. On average, the respondents indicated that there is slow access to the written information and the time of the administrative process has a mean of 2.98. Results also indicated that 17.6% of the respondents agree that there is access to work programs, 73.9% agree, 8.0% disagree, and 0.5% strongly disagree. On average, the respondents indicated that there is access to work programs has a mean of 3.09. Results also indicated that 52.1% of the respondents strongly agree that there is information and records are available to all departments and agencies without delay, 39.4% agree, 6.9% disagree, and 1.6% strongly disagree. On average, the respondents

indicated that there is information and records are available to all departments and agencies without delay has a mean of 3.42. Results also indicated that 19.7% of the respondents strongly agree that there is seamless dissemination of information from the departmental head to the most junior staff, 68.1% agree, 9.6% disagree, and 2.7% strongly disagree. On average, the respondents indicated that there is seamless dissemination of information from the departmental head to the most junior staff has a mean of 3.05.

According to results in Table 4.4. 13.3% of respondents strongly agree that they have an intranet system that allow access to information including correspondences, 72.9% agree, 9.6% disagree and 4.3% strongly disagree. On average, respondents indicated that they have an intranet system that allow access to information including correspondences has a mean of 2.95. Results also indicated that 14.9% of respondents strongly agree that there is proper coordination data, 72.3% agree, 11.2% disagree, and 1.6% strongly disagree. On average, the respondents indicated that there is proper coordination of data has a mean of 3.01. Results also indicated that 18.1% of the respondents agree that their unit have procedures to enable the migration of records to new storage media for easy access, 73.4% agree, 7.4% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their unit have procedures to enable the migration of records to new storage media for easy access has a mean of 3.09.

Results also indicated that 18.1% of the respondents strongly agree that their unit ensures that records management functionality, including the capture, retrieval, and retention of records according to agency policy, 71.8% agree, 9.0% disagree, and 1.1% strongly

disagree. On average, the respondents indicated that their unit ensures that records management functionality, including the capture, retrieval, and retention of records according to agency policy has a mean of 3.07. Results also indicated that 13.8% of the respondents strongly agree that their agency/department complies with the Global Records Retention Schedule, 73.9% agree, 8.5% disagree, and 3.7% strongly disagree. On average, the respondents indicated that their agency/department complies with the Global Records Retention Schedule has a mean of 2.98.

According to results in Table 4.4. 13.3% of respondents strongly agree that there is control access to data, 38.3% agree, 46.8% disagree, and 1.6% strongly disagree. On average, respondents indicated that there is control access to data has a mean of 2.63. Results also indicated that 13.3% of respondents strongly agree that there are time limits to data access, 40.4% agree, 45.2% disagree, and 1.1% strongly disagree. On average, the respondents indicated that there are time limits to data access has a mean of 2.66. Results also indicated that 18.6% of the respondents agree that there is a person in their unit responsible for coordinating and overseeing the implementation of the records management program, 73.4% agree, 7.4% disagree, and 0.5% strongly disagree. On average, the respondents indicated that there is a person in their unit responsible for coordinating and overseeing the implementation of the records management program has a mean of 3.10.

Results also indicated that 11.7% of the respondents strongly agree that their unit has a network of designated employees within each program and administrative area who are assigned records management responsibilities, 75.5% agree, 11.7% disagree, and 1.1%

strongly disagree. On average, the respondents indicated that their unit has a network of designated employees within each program and administrative area who are assigned records management responsibilities has a mean of 2.98. Results also indicated that 56.9% of the respondents strongly agree that their unit implemented internal controls to ensure that the records are not accessed by external body, 33.5% agree, 7.4% disagree, and 2.1% strongly disagree. On average, the respondents indicated that their unit implemented internal controls to ensure that the records are not accessed by external body has a mean of 3.45.

In all, the weighted mean for level of office automation of secretarial staff of Ekiti State Ministry of Education is 3.00 and this suggest that the respondents agree with many of the statement representing office automation of secretarial staff of Ekiti State Ministry of Education. Specifically, of the issues such as 'Easy access to information' with a mean score of 2.64, 'there is control access to data' with a mean score pf 2.63, and 'There are time limits to data access' with a mean score of 2.66, shows that despite an overall mean of 3.00 which shows that the office automation of secretarial staff of Ekiti State Ministry of Education is moderately high, the underlining issues discovered as presented above suggest a lot of effort is needed regarding office automation to ensure better employee performance. Management of Ekiti State Ministry of Education need to conduct periodic training for their secretarial staff on issues bothering office automation communication, integration and access control and security.

Research Question Two: What is the level of record filing of secretarial staff of Ekiti State Ministry of Education?

Table 4.5: Descriptive Analysis of Responses on the Level of Record Filing of Secretarial Staff of Ekiti State Ministry of Education

Efficiency	SA	A	D	SD	Mean
Records are easily tracked when needed	26 (13.8%)	75 (39.9%)	9 (4.8%)	78 (41.5%)	2.26
Reports and information are disseminated with ease	25 (13.3%)	67 (35.6%)	20 (10.6%)	76 (40.4%)	2.22
My agency/department developed and implemented internal controls to ensure that records are not destroyed before the end of their retention period	33 (17.6%)	70 (37.2%)	83 (44.1%)	2 (1.1%)	2.71
My agency/department often review and update its vital records inventory	23 (12.2%)	153 (81.4%)	11 (5.9%)	1 (0.5%)	3.05
Records are made to be available and useful when needed	103 (54.8%)	63 (33.5%)	21 (11.2%)	1 (0.5%)	3.43
Effectiveness	SA	A	D	SD	Mean
Administrative and general office policies are implemented	94 (50.0%)	69 (36.7%)	22 (11.7%)	78 (41.5%)	3.35
My unit requires that all appointed officials, receive training on the importance of appropriately managing records under their immediate control	31 (16.5%)	139 (73.9%)	16 (8.5%)	2 (1.1%)	3.06
My unit evaluates, its records management program to ensure that it is compliant with all applicable records management regulation	25 (13.3%)	146 (77.7%)	15 (8.0%)	2 (1.1%)	3.03
My unit vital records plans are part of the Continuity of Operations Plan	26 (13.8%)	137 (72.9%)	23 (12.2%)	2 (1.1%)	2.99
My agency's email system(s) retain the intelligent full names on directories or distribution lists to ensure identification of the sender and addressee.	27 (14.4%)	135 (71.8%)	21 (11.2%)	5 (2.7%)	2.98
Weighted Mean					2.90

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high. SA= Strongly Agree, A= Agree, D= Disagree, SD= Strongly Disagree

Source: Field Survey Results (2022)

According to results in Table 4.5, 13.8% of respondents strongly agree that the records are easily tracked when needed, 39.9% agree, 4.8% disagree and 41.5% strongly disagree.

On average, the respondents indicated that the records are easily tracked when needed has

a mean of 2.26. Results also indicated that 13.3% of respondents strongly agree that the reports and information are disseminated with ease, 35.6% agree, 10.6% disagree, and 40.4% strongly disagree. On average, the respondents indicated that the reports and information are disseminated with ease has a mean of 2.22. Results also indicated that 17.6% of the respondents agree that their agency/department developed and implemented internal controls to ensure that the records are not destroyed before the end of their retention period, 37.2% agree, 44.1% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their agency/department developed and implemented internal controls to ensure that the records are not destroyed before the end of their retention period has a mean of 2.71. Results also indicated that 12.2% of the respondents strongly agree that their agency/department often review and update its vital records inventory, 81.4% agree, 5.9% disagree, and 0.5% strongly disagree. On average, the respondents indicated that their agency/department often review and update its vital records inventory has a mean of 3.05. Results also indicated that 54.8% of the respondents strongly agree that records are made to be available and useful when needed, 33.5% agree, 11.2% disagree, and 0.5% strongly disagree. On average, the respondents indicated that the records are made available and useful when needed has a mean of 3.43.

According to results in Table 4.5. 50.0% of respondents strongly agree that administrative and general office policies are implemented, 36.7% agree, 11.7% disagree and 41.5% strongly disagree. On average, respondents indicated that administrative and general office policies are implemented has a mean of 3.35. Results also indicated that 16.5% of the respondents agree that their unit requires that all appointed officials, receive training on the importance of appropriately managing records under their immediate

control, 73.9% agree, 8.5% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their unit requires that all appointed officials, receive training on the importance of appropriately managing records under their immediate control has a mean of 3.06.

Results also indicated that 13.3% of respondents strongly agree that their unit evaluates, its records management program to ensure that it is compliant with all applicable records management regulation, 77.7% agree, 8.0% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their agency/department requires that their unit evaluates, its records management program to ensure that it is compliant with all applicable records management regulation has a mean of 3.03. Results also indicated that 13.8% of the respondents strongly agree that their unit vital records plans are part of the Continuity of Operations Plan, 72.9% agree, 12.2% disagree, and 1.1% strongly disagree. On average, the respondents indicated that their unit vital records plans are part of the Continuity of Operations Plan has a mean of 2.99. Results also indicated that 14.4% of the respondents strongly agree that their agency email system(s) retain the intelligent full names on directories or distribution lists to ensure identification of sender and addressee, 71.8% agree, 11.2% disagree, and 2.7% strongly disagree. On average, the respondents indicated that their agency email system(s) retain the intelligent full names on directories or distribution lists to ensure identification of sender and addressee has a mean of 2.98.

In all, the weighted mean for level of record filing of secretarial staff of Ekiti State Ministry of Education is 2.90 and this suggest that the respondents agree with many of the statement representing office automation of secretarial staff of Ekiti State Ministry of

Education. Specifically, of the issues such as ‘Records are easily tracked when needed’ with a mean score of 2.26, and ‘Reports and information are disseminated with ease’ with a mean score of 2.22, shows that despite an overall mean of 2.90 which shows that the record filing of secretarial staff of Ekiti State Ministry of Education is moderately high, the underlining issues discovered as presented above suggest a lot of effort is needed regarding record filing to ensure better employee performance. Management of Ekiti State Ministry of Education need to conduct periodic training for their secretarial staff on issues bothering record filing efficiency and effectiveness.

4.3 Presentation of Hypotheses

The null hypothesis one which states that there will be no significant influence of office automation on job performance of secretarial staff of Ekiti State Ministry of Education was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of office automation sub-measure. The data for office automation (independent variable) was generated by summing responses of all variable items respectively while that of job performance of secretarial staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.6a-c

Table 4.6a-c: Summary of Regression Analysis for the Influence of Office Automation on Job Performance of Secretarial Staff of Ekiti State Ministry of Education

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 ^a	.451	.442	.27881

a. Predictors: (Constant), AccessControlSecurity, Communication, Intergration

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.768	3	3.923	50.461	.000 ^b
	Residual	14.303	184	.078		
	Total	26.070	187			

a. Dependent Variable: Performance

b. Predictors: (Constant), AccessControlSecurity, Communication, Intergration

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.375	.211		1.773	.078
	Communication	.398	.070	.386	5.712	.000
	Intergration	.119	.063	.138	1.891	.060
	AccessControlSecurit y	.330	.072	.297	4.598	.000

a. Dependent Variable: Performance

Source: Field Survey Data (2022)

From the results in Table 4.6a, office automation has strong positive relationship with the job performance of office automation on job performance of secretarial staff of Ekiti State Ministry of Education ($R = 0.672$). The coefficient of determination (Adj. R^2) of 0.442 shows that office automation predicts 44.2% of the variation in job performance of secretarial staff of Ekiti State Ministry of Education, while the remaining 55.8% variation in job performance of secretarial staff of Ekiti State Ministry of Education is explained by other extraneous other than those examined. Table 4.6b presents the results of ANOVA (overall model significance) of regression test which revealed that office automation has a significant influence on job performance of secretarial staff of Ekiti State Ministry of Education. This can be explained by the F-value (50.461) and low p-value (0.000) which

is statistically significant at 95% confidence interval. Hence, the result posited that office automation in use in Ekiti State Ministry of Education significantly influenced the job performance of its secretarial staff.

Furthermore, the results of regression coefficients in table 4.6c, revealed that at 95% confidence level, a unit change in Communication will lead to a 0.398 increase in the job performance of secretarial staff of Ekiti State Ministry of Education, given that all other factors are held constant. Also, a unit change in Access and Control Security will lead to 0.330 increase in the job performance of secretarial staff of Ekiti State Ministry of Education, given that all other factors are held constant.

Of all the office automation sub-variables examined, Communication has the highest relative influence ($\beta = 0.398$). In second position is Access and Control Security ($\beta = 0.330$). However, Integration has insignificant relative influence. All the relative influence (communication and access & control security on job performance) were positive and statistically significant at probability values less than 0.05 except integration. On the strength of this result (Adj. $R^2 = 0.442$, $F(3,184) = 50.461$, $p = 0.000$), this study rejects the null hypothesis one (H_01) which states that there will be no significant influence of office automation on job performance of secretarial staff of Ekiti State Ministry of Education.

The null hypothesis two which states that there will be no significant relative influence of records filing on job performance of secretarial staff of Ekiti State Ministry of Education, was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of influence of records sub-measure. The data

for influence of records filing (independent variable) was generated by summing responses of all variable items respectively while that of job performance of secretarial staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.6a-c

Table 4.7a-c: Summary of Regression Analysis for the Influence of Influence of Records Filing on Job Performance of Secretarial Staff of Ekiti State Ministry of Education

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.438	.432	.28150

a. Predictors: (Constant), RecordEffectiveness, RecordEfficiency

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.411	2	5.705	72.001	.000 ^b
	Residual	14.660	185	.079		
	Total	26.070	187			

a. Dependent Variable: Performance

b. Predictors: (Constant), RecordEffectiveness, RecordEfficiency

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.655	.176		9.379	.000
	RecordEfficiency	.432	.037	.654	11.550	.000
	RecordEffectiveness	.028	.054	.029	.506	.614

a. Dependent Variable: Performance

Source: Field Survey Data (2022)

From the results in Table 4.7a, records filing has strong positive relationship with the job performance of secretarial staff of Ekiti State Ministry of Education ($R = 0.662$). The coefficient of determination ($\text{Adj. } R^2$) of 0.432 shows that records filing predicts 43.2%

of the variation in job performance of secretarial staff of Ekiti State Ministry of Education, while the remaining 56.8% variation in job performance of secretarial staff of Ekiti State Ministry of Education is explained by other extraneous other than those examined. Table 4.6b presents the results of ANOVA (overall model significance) of regression test which revealed that records filing has a significant influence on job performance of secretarial staff of Ekiti State Ministry of Education. This can be explained by the F-value (72.001) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that records filing system in use in Ekiti State Ministry of Education significantly influenced the job performance of its secretarial staff.

Furthermore, the results of regression coefficients in table 4.7c, revealed that at 95% confidence level, a unit change in record efficiency will lead to a 0.432 increase in the job performance of secretarial staff of Ekiti State Ministry of Education, given that all other factors are held constant. However, a unit change in Record effectiveness will lead to no significant influence on job performance of secretarial staff of Ekiti State Ministry of Education, given that all other factors are held constant. In all record efficiency that has the only significant relative influence on job performance ($\beta = 0.432$). However, records filing effectiveness has insignificant relative influence. On the strength of this result (Adj. $R^2 = 0.432$, $F(2,185) = 72.001$, $p = 0.000$), this study rejects the null hypothesis two (H_02) which states that there will be no significant relative influence of records filing on job performance of secretarial staff of Ekiti State Ministry of Education..

The null hypothesis three which states that there will be no significant influence of office automation and records filing on job performance of secretarial staff of Ekiti State

Ministry of education was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of office automation and record filing. The data for office automation and record filing (independent variable) was generated by summing responses of all variable items respectively while that of job performance of secretarial staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.8a-c

Table 4.8a-c: Summary of Regression Analysis for The Influence of Office Automation and Record Filing on Job Performance of Secretarial Staff of Ekiti State Ministry of Education

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690 ^a	.476	.470	.27177

a. Predictors: (Constant), RecordFiling, OfficeAutomation

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.406	2	6.203	83.986	.000 ^b
	Residual	13.664	185	.074		
	Total	26.070	187			

a. Dependent Variable: Performance

b. Predictors: (Constant), RecordFiling, OfficeAutomation

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.395	.197		2.002	.047
	OfficeAutomation	.578	.085	.479	6.825	.000
	RecordFiling	.271	.069	.274	3.909	.000

a. Dependent Variable: Performance
Source: Field Survey Data (2022)

From the results in Table 4.8a, office automation and record filing have strong positive significant relationship with the job performance of office automation on job performance of secretarial staff of Ekiti State Ministry of Education ($R = 0.690$). The coefficient of determination (Adj. R^2) of 0.470 shows that office automation predicts 47% of the variation in job performance of secretarial staff of Ekiti State Ministry of Education, while the remaining 53% variation in job performance of secretarial staff of Ekiti State Ministry of Education is explained by other extraneous other than those examined. Table 4.8b presents the results of ANOVA (overall model significance) of regression test which revealed that office automation and record filing have a significant influence on job performance of secretarial staff of Ekiti State Ministry of Education. This can be explained by the F-value (83.986) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that office automation and record filing in use in Ekiti State Ministry of Education significantly influenced the job performance of its secretarial staff.

Furthermore, the results of regression coefficients in table 4.6c, revealed that at 95% confidence level, a unit change in office automation will lead to a 0.578 increase in the job performance of secretarial staff of Ekiti State Ministry of Education, given that all other factors are held constant. Also, a unit change in record filing will lead to 0.271 increase in the job performance of secretarial staff of Ekiti State Ministry of Education, given that all other factors are held constant. The office automation has the highest relative influence ($\beta = 0.578$) followed by record filing ($\beta = 0.271$). All the relative

influence of office automation and record filing were positive and statistically significant at probability values less than 0.05. On the strength of this result (Adj. $R^2 = 0.470$, $F(2,185) = 83.986$, $p = 0.000$), this study rejects the null hypothesis three (H_{03}) which states that there will be no significant combine influence of office automation and records filing on job performance of secretarial staff of Ekiti State Ministry of Education.

4.4 Discussion of Findings

The findings of hypothesis one reveal that office automation in use in Ekiti State Ministry of Education significantly influenced the job performance of its secretarial staff. Hence, the findings of hypothesis one found support in prior empirical studies. For instance, A related study researched to know the impact of office automation 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 office automation 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 workers¹.

In similar vein, a study conducted on the office automation 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 office automation 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 office automation 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 productivity².

Another study examined the effect of two constituents of office automation (communications and security) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel¹⁵⁵. 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 office automation 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 office automation 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 clean³.

A related study researched provided another important empirical evidence to investigate the effect of workplace environment's factors (information communication technology) towards employees' performance⁴. 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 office automation 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 office automation and job satisfaction⁵.

The findings of hypothesis two reveal that records filing system in use in Ekiti State Ministry of Education significantly influenced the job performance of its secretarial staff. Hence, the findings of hypothesis two found support in prior empirical studies. For instance, in essence, enriched and complex jobs are associated with positive attitudinal outcomes. This state determines the incumbents' job performance. Taken together, it is

hypothesized that job characteristics have a significant and positive influence on job performance among employees⁶.

Another meta-analytic review revealed that self and supervisor ratings correlated moderately ($r = 0.35$) as did self and peer ratings ($r = 0.36$), whereas correlations between peer and supervisory ratings were higher ($r = 0.62$)⁷. Comparing the reliability of peer and supervisor ratings, findings yield higher correlations of different supervisors ratings assessing the same individual compared to different peers ratings evaluating the same individual⁸. In an investigation on the impact of the performance dimension (e.g., technical knowledge, integrity, and leadership) and rating source (i.e., peer, self, and supervisor) as well as the degree of measurement equivalence across sources. Results suggest that the impact of the underlying performance dimension is comparable across different rating sources⁹. Thus, conclusion was made that ratings from different sources are to some extent comparable. However, there is no perfect convergence of ratings across sources and at present it is not clear if this is attributable to systematic or random error components¹⁰. Literature examining the effect of contextual performance on managerial evaluations suggests that manager ratings should, aside from evaluations of task performance, incorporate ratings of contextual performance and that the effects of contextual performance on organizational performance and success are at least as great as those of task performance¹¹. As it is not always possible to assess multiple performance dimensions in practice, it is valuable to know if there is one general factor in ratings of job performance. This question using a meta-analytic framework, and their results suggest that there is one large general factor¹².

The findings of hypothesis three revealed that office automation and record filing in use in Ekiti State Ministry of Education significantly influenced the job performance of its secretarial staff. Hence, the findings of hypothesis two found support in prior empirical studies. For instance, a study conducted on the office automation 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 office automation 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 office automation 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 productivity¹³.

Another study examined the effect of two constituents of office automation (communications and security) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel¹⁴. 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 office automation 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 office automation 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 clean¹⁵.

A related study researched provided another important empirical evidence to investigate the effect of workplace environment's factors (information communication technology) towards employees' performance¹⁶. 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.

In an investigation on the impact of the performance dimension (e.g., technical knowledge, integrity, and leadership) and rating source (i.e., peer, self, and supervisor) as well as the degree of measurement equivalence across sources. Results suggest that the impact of the underlying performance dimension is comparable across different rating

sources¹⁷. Thus, conclusion was made that ratings from different sources are to some extent comparable. However, there is no perfect convergence of ratings across sources and at present it is not clear if this is attributable to systematic or random error components¹⁸. Literature examining the effect of contextual performance on managerial evaluations suggests that manager ratings should, aside from evaluations of task performance, incorporate ratings of contextual performance and that the effects of contextual performance on organizational performance and success are at least as great as those of task performance¹⁸. As it is not always possible to assess multiple performance dimensions in practice, it is valuable to know if there is one general factor in ratings of job performance. This question using a meta-analytic framework, and their results suggest that there is one large general factor¹⁹.

The findings of this study equally aligned with John P. Campbell who described 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 variables²⁰. 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 revenue 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 merchandise²¹. In addition, the findings aligned with the outcome of Records Life Cycle Model of Frank Upward which perceives records as an analogy of a biological organism, which is born,

lives and dies, and a record, which is created, maintained and used for as long as it has continuing value and is then disposed of either by destruction or by archival. The features of the records life cycle model imply that the model is more applicable and suitable for organizations dealing with the management of paper records. The life cycle model has been shown by researchers not to be suitable for organizations or studies investigating the management of electronic records²². Therefore, on the strength of the support found in prior existing studies with this present study's result, the study can conclude that office automation, record filing have positive and significant influence on job performance of secretarial staff of Ekiti State Ministry of Education.

Endnotes

1. E. Belogolovsky, & S. A. Omech, *Teachers' Organizational Citizenship Behavior: Examining the Boundary between In-Role Behavior and Extra-Role Behavior from the Perspective of Teachers, Principals and Parents*, **Teaching and Teacher Education**, 3(1), 2019, 422-435.
2. W. C., Borman & S. J., Motowidlo. *Expanding the Criterion Domain to Include Elements of Contextual Performance*, in Schmitt, N. & Borman, W. C. (Eds.), **Personnel Selection in Organization**, Jossey Bass, San Francisco, CA, 2018.
3. R.L. Kahn, D.M. Wolfe, R.P. Quinn, J.D. Snoek, & R.A. Rosenthal, *Organizational Stress: Studies in Role Conflict and Ambiguity*. New York: **Wiley**, 1964.
4. B.E. Ashforth, & R.H. Humphrey, *Emotion in the Workplace: A Reappraisal*. **Human Relations**, 48, 2015, 97– 125.
5. E. Goffman. *Encounters: Two Studies in the Sociology of Interaction*. Indianapolis: **Bobbs-Merrill**, 2020.
6. D. Katz, & R.L. Kahn, *the Social Psychology of Organizations*. New York: **Wiley**. 1997.
7. S.P. Brown, & T.W. Leigh. *A New Look at Psychological Climate and its Relationship to Job Involvement, Effort, and Performance*. **Journal of Applied Psychology**, 81, 2016, 358–368.
8. K. E., Weick, & K.H. Roberts. *Collective Mind in Organizations: Heedful Interrelating on Flight Decks*, **Administrative Science Quarterly**, 38, 2013, 357–381.
9. J. P., Campbell. *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*. In M. Dunnette & L.M Houghs (eds), *Handbook of Industrial and Organizational Psychology*. (Vol 1, 2nd Edn. pp 687-731. **Consulting Psychologists Press**, 2006.
10. D. R., Ilgen, & J. R., Hollenbeck. *The Structure of Work: Job Design and Roles*. In M. D. Dunnette & L.M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, Palo Alto, CA: **Consulting Psychologists Press**, 2019.
11. R., Erkowitz, G., Bowen, R., Benbenishty, & J. D., Powers. *A Cross-Cultural Validity Study of the School Success Profit Learning Organization Measure in Israel*, **Children & Schools**, 2013.

12. H. A., Toops. *The Criterion, Education and Psychological Measurement*, 4, 1944, 271-297.
13. E. M., Smith, J. K., Ford, S. W., Kozlowski, M. A., Quinones, & A., Ehrenstein. *Building Adaptive Expertise: Implications for Training Design Strategies, in Training for a Rapidly Changing Workplace: Applications of Psychological Research*, Washington, DC, 2017, 89-118.
14. C. Viswesvaran, F. L. Schmidt, & D.S. Ones. *Is there a General Factor in Ratings of Job Performance? A Meta-Analytic Framework for Disentangling Substantive and Error Influences*, **Journal of Applied Psychology**, 90, 2015, 108-131.
15. J. E. Hunter, & R. F. Hunter. *Validity and Utility of Alternative Predictors of Job Performance*, **Psychological Bulletin**, 96, 2014, 72-98.
16. F. J. Landy, & J. L. Farr. *The Measurement of Work Performance: Methods, Theory, and Applications*, **Academic Press**, 2013.
17. A. R. Bass, & J. N. Turner. *Ethnic Group Differences in Relationships among Criteria of Job Performance*, **Journal of Applied Psychology**, 57(2), 2019, 101.
18. A. P. Brief, & S.J. Motowidlo, *Prosocial Organizational Behaviors*. **Academy of Management Review**, 11(4), 2016, 710-725.
19. A. Oswald. *The Effect of Working Environment on Workers Performance: The Case of Reproductive and Child Health Care Providers in Tarime District*. Unpublished. **Muhimbili University of Health and Allied Sciences**, 2017.
20. J. Hill, & R. Aylwin: *British Business Leaders Urged to Consider the Impact of Design, as Report Shows It Can Affect Workforce Performance By Up To 11per Cent*, p. 5. 2015.
21. J. P. Campbell, R.A. McCloy, S.H. Oppler, & C.E. Sager, 'A Theory of Performance', in C. W. Schmitt & W. C. A. Borman (eds), *Personnel Selection in Organizations*. **San Francisco: JosseyBass**, 2013, 35-70.
22. B. Mehler, R. Bryan F.C. Joseph, & A.D. Jeffery, *Impact of Incremental Increases in Cognitive Workload on Physiological Arousal and Performance in Young Adult Drivers*. 2020.

Chapter Five

Conclusion

This chapter presents and discusses the summary of findings, conclusions and provides useful recommendations, contributions to knowledge and suggestions for further studies.

5.1 Summary of Findings

The main objective of this study is to investigate the influence of office automation and record filing on job performance of secretarial staff of Ekiti State Ministry of Education. The study has five chapters so as to achieve its main objective. The chapter one presented the background to the study which affirms that investment in office automation and modern record filing enhance job performance of secretarial staff of Ekiti State Ministry of Education. Several studies have been done on office automation, record filing and job performance. Also, empirical submission has been made about office automation and record filing to enhance job performance of secretarial staff of Ekiti State Ministry of Education and to be motivated to work diligently however scholars have recommended the need for more studies on office automation and record filing especially to tackle the matters arising from slow record retrieval and manual record keeping which had made job performance be on the decline among secretarial staff of Ekiti State Ministry of Education. etc.

The data generated were sorted, coded, and analyzed to establish the statistical significance of the influence of office automation and record filing on job performance of secretarial staff of Ekiti State Ministry of Education, and final acceptance of the

hypotheses were made. From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the main empirical findings of this study:

- i. The level of job performance of secretarial staff is moderately high in Ekiti State Ministry of Education.
- ii. The level of record filing of secretarial staff of Ekiti State Ministry of Education is moderately high.
- iii. Office automation used by secretarial staff in Ekiti State Ministry of Education significantly influenced the job performance of secretaries in the organisation.
- iv. Record filing used by secretarial staff in Ekiti State Ministry of Education significantly influenced the job performance of secretaries in the organisation.
- v. Office automation and record filing used by secretarial staff of Ekiti State Ministry of Education significantly influenced the job performance of secretaries in the organisation.

5.2 Conclusion

Many government agencies and organisations regardless of their size have in principle that job performance is important for success. The essence of performance is significant when it comes to defining success of an organisation, the need to provide ICT facilities and modern office equipment is critical because it is key to better job performance secretarial staff of the organisation. On the other hand, office automation influence job performance by helping to enhance record storage, record processing and record retrieval in order to achieve the organisation set out objectives. Improving record filing method both manually and technologically made them to be attractive to work and will eventually

result in improved job performance among secretarial staff of Ekiti State Ministry of Education. Also, regular training, and exposure to proper training programmes on how to use ICT facilities and office equipment effectively and efficiently will enhance their job performance.

5.3 Recommendations

Based on the findings in this study, the following recommendations were made:

- i. Ekiti State government need to ensure that all factors that enhance secretarial job and timely retrieval of files and documents by secretaries should be made available so as for the secretaries to improve their performance.
- ii. Ekiti State government should provide up-to-date modern office equipment and ICT facilities to enhance secretarial staff job.
- iii. Ekiti State government should empower secretaries with different method of record filing for them to improve their record keeping, retrieval, processing and disposal skills.
- iv. Since office automation positively and significantly influence job performance of secretaries, Ekiti State government should ease secretarial work by provision of necessary equipment so as to improve their job performance.
- v. Since record filing positively and significantly influence job performance of secretarial staff of Ekiti State Ministry of Education, government should focus on organizing and sponsoring secretaries for more training to enhance secretarial work performance of the secretaries.
- vi. With a strong positive influence of office automation and record filing on job performance of secretaries, government of Ekiti State must continue to give regular training to the staff to improve performance.

5.4 Contribution to Knowledge

This study offers significant contribution to literature conceptually, theoretically, and empirical.

Conceptually, the study focused on identifying gaps in literature pertaining to office automation, record filing and job performance. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher to analyze the gaps identified in literature. The model combined independent variables (office automation and record filing) and dependent variable (job performance) with measures ranging from dimensions of office automation (communication, integration and access control and security), record filing measures (efficiency and effectiveness) and job performance (performance rating, test of job knowledge and archival data). The model also can be adapted to suite future studies.

From the theoretical stand point the Frank Upward Theory of Record Life Cycle Theory was strengthened. The theory posits that records as an analogy of a biological organism, which is born, lives and dies, and a record, which is created, maintained and used for as long as it has continuing value and is then disposed of either by destruction or by archival. The features of the records life cycle model imply that the model is more applicable and suitable for organizations dealing with the management of paper records. This study's results are in accordance with these theoretical perspectives.

Empirically, the study is able to add to recent literature on the interaction among office automation, record filing and job performance. Though, studies on office automation, record filing and job performance abound in develop economy context, however empirical study from developing countries like Nigeria seems to be few in this regard.

This means not much is known about using office automation and modern record filing to reinforce job performance of secretarial staff of Ekiti State Ministry of Education. Hence by the findings of the three null hypotheses examined, the study become a basis for reference for future study on office automation, record filing and job performance. Moreover, the study provides findings which later scholars can use to buttress the empirical submissions in their study.

Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for Ekiti State government in terms of record cycling.

5.5 Areas of Further Research

This study focused on influence of office automation, record filing and job performance of secretarial staff of Ekiti State Ministry of Education. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

- i. The present study was carried out in the Ministry of Education in Ekiti State, further studies in the area of office automation, record filing and job performance can as well be carried out in other ministries so as to be able to enhance secretarial work especially record cycling in other ministries in the state.
- ii. This study investigated office automation; record filing and job performance of secretarial staff in Ekiti State Ministry of Education, a comparative study among sectors in the Ministry could be explored so as to improve general governmental work.

- iii. A cross-sectional survey design was used in the course of the study, and this means evidence of causality cannot be established hence, future study may consider the longitudinal survey design to explain causality on a long period of time.

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA

Bibliography

Books

- Allport, G. W. & Postman, L. *The Psychology of Rumor*. Russell and Russell, **New York**, 1965.
- Anderson, J. R., & Crawford, J. *Cognitive psychology and its implications*, San Francisco: freeman, 1980.
- Armstrong, M., & Taylor, S. *Armstrong's Handbook of Human Resource Management Practice*, Kogan Page Publishers, 2020.
- Atakpa, R. A. *Office Practice & Management: Practical Approach*. Agbor, Royal Pace Publications, 2011.
- Buxbaum, S., *Library Services for Business Students in Distance Education Issues and Trends*, The Harworth Press Inc., New York, 2002.
- Campbell, J. P. *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*. In M. Dunnette & L.M Houghs (eds), *Handbook of Industrial and Organizational Psychology*. (Vol 1, 2nd Edn. pp 687-731. Consulting Psychologists Press, 2006
- Campbell, J. P., Glaser, M. B., & Oswald, F. L. *The Substantive Nature of Job Performance Variability*', in K. R. Murphy (ed.), *Individual Differences and Behavior in Organizations*. **San Francisco**: Jossey-Bass, 2016, 258-299.
- Campbell, J. P., McCloy, R.A., Oppler, S.H., & Sager, C.E. *A Theory of Performance*', in C. W. Schmitt & W. C. A. Borman (eds), *Personnel Selection in Organizations*. **San Francisco**: Jossey Bass, 2003, 35-70.
- Borman, W. C., & Motowidlo, S. J. *Expanding the Criterion Domain to Include Elements of Contextual Performance*, in Schmitt, N. & Borman, W. C. (Eds.), *Personnel Selection in Organization*, Jossey Bass, **San Francisco**, CA, 2018.
- Clark, R. E., Feldon, D. F., van Merriënboer, J. G., Yates, K. A., & Early, S. *Cognitive Task Analysis*, In *Handbook of Research on Educational Communications And Technology*, 577-593, Routledge, 2008.
- Collina, S., Bruno, N., & Brandinmonte, M. A. *Psychological Concepts: An International Historical Perspective*. Hove, UK: **Psychology Press**. 2016.
- Cooper, L., Cary & Marshall, J. *Sources of Managerial and White-Collar Stress*. In C.L. Cooper & R. Payne (Eds.), *Stress at Work*. John Wiley and Sons, **New York**, 2006.

- Downing, H. *Word Processors and the Oppression of Women*. In T. Forester (Ed.), *The Microelectronics Revolution*. MIT Press, **Cambridge, Mass** 2017.
- Doyle, C.S. *Information Literacy in an Information Society: A Concept for the Information Age*, Diane Publishing. 2014.
- Edwards, C. *An Analysis of Usage and Related Perceptions of NLS-A Computer Based Text Processing and Communications Systems*, Unpublished Report, Bell **Canada**, 2012.
- Elizabeth, S. *The Psychology of Attention*, Psychology Press, 2006.
- Gerrig, R. J., & Philip, G. Z. *Psychology and Life*. Allyn & Bacon Publishers, Boston, MA. Copyright (c) Pearson Education. Copyright © 2002 by Allyn & Bacon. (16th Edition). Pearson Education Company 75 Arlington Street Boston, **Massachusetts** 02116.
- Goffman, E. *Encounters: Two Studies in the Sociology of Interaction*. Indianapolis: Bobbs-Merrill, 2020.
- Greg, S., & Jacobsen, M. H. *Misgivings about Goffman: Social Structure, Power and Politics in the Work of Erving Goffman*, In *Critical and Cultural Interactionism*, 12-29, Routledge, 2019.
- Guan, G., & Yun, L. *Advanced Hybrid Information Processing*, Springer International Publishing, 2019.
- Hersey, P., & Blanchard, K. B. *Management of Organization Behavior Utilizing Human Resources*, (8th. ed.), Englewood Cliffs. **New Jersey**: Prentice-Hall, 2008.
- Ilggen, D. R., & Hollenbeck, J. R. *The Structure of Work: Job Design and Roles*. In M. D. Dunnette & L.M. Hough (Eds.), *Handbook of Industrial and Organizational Psychology*, Palo Alto, CA: Consulting Psychologists Press, 2019.
- Jex, S. M. *Organizational Psychology: A Scientist-Practitioner Approach*. John Wiley & Sons, **New York**, 2015.
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. *Organizational Stress: Studies in Role Conflict and Ambiguity*. **New York**: Wiley, 1964.
- Katz, D., & Kahn, R. L. *The Social Psychology of Organizations*, **New York**: Wiley, 1997.
- Kennedy, J., & Schauder, C. *Records management: A Guide for Students and Practitioners of Records Management*. Melbourne: **Longman**, 2014.

- Kobayashi, K. *Information and Communication Technology: A Look at the Future. England: Pergamon Infotech Ltd., 1998.*
- Krejie, R.V. University of Minnesota, Duluth. Daryle & W. Morgan, Texas A and M. University. 1970.
- Landy, F. J., & Farr, J. L. *The Measurement of Work Performance: Methods, Theory, and Applications*, Academic Press, 2003.
- Lindsay, Peter H., & Donald A. Norman. *Human Information Processing: An Introduction to Psychology*, Academic Press, 2013.
- London, M., & Mone, E. M. *Continuous Learning'*, in D. R. Igen & E. D. Pulakos (eds), *The Changing Nature of Performance: Implications for Staffing, Motivation, and Development*. San Francisco: Jossey-Bass, 1999, 119-153.
- Luria, A.R. *Higher Cortical Functions in Man*. Oxford, UK: Basic Books Inc. 2018.
- Motowidlo, S. J., & Schmit, M. J. *Performance Assessment in Unique Jobs*. in D. R. Igen & E. D. Pulakos (Eds.), *The Changing Nature of Performance*, San Francisco: Jossey-Bass, 2016, 56-86.
- Rinehart, J. S. *Office Practice Risk Management*, in *Ambulatory Gynecology*, Springer, New York, NY, 2018, 343-363.
- Sweller, J., & Chandler, P. *Cognitive Load Theory and format of Instruction*. *Cognition and Instruction* 8(4), 293-322 Copyright © 1991, Lawrence Erlbaum Associates, Inc. University of New South Wales.
- Sweller, J., Paas, F. & Renkl, A. *Cognitive Load Theory: Instructional Implications of the Interaction between Information Structures and Cognitive Architecture*, *Instructional Science* 32: 1–8, © 2004 Kluwer Academic Publishers. Printed in the Netherlands.
- Turban, E., Leidner, D., Mclean, E., & Wetherbe, J. *Information Technology for Management*, **New York**: John Wiley & Sons, 2008.
- West, R., & Lynn, T. H. *Introducing Communication Theory: Analysis and Application*, **New York City**: McGraw Hill, 2014.
- Wickens, C. D., William, S. H., Justin, G. H., & Banbury, S. *Engineering Psychology and Human Performance*, Routledge, 2021.
- Willis, K. *What are Quantitative Research Methods For Business: A Skill Building Approach*, **New York**: John Wiley & Sons, 2010.

Conferences/Proceedings

- Adegbite, J. G. *The Education Reform Agenda: Challenges for tertiary education administration in Nigeria*; being a paper presented at the sixth annual seminar of the Conference of Registrars of Colleges of Education in Nigeria (South West Zone) at College of Education, Ikere-Ekiti, Ekiti State, 2017.
- Conrath, W., David, W., & Bait, J. H. *The Computer as an Interpersonal Communications Device: A Study of Augmentation Technology and its Apparent Impact on Organizational Communication*, Proceedings of the Second International Conference on Computer Communications, 2008.
- James, H. B. *Communications in the Office of The Future: Where the Real Payoff May Be*. Proceedings of the International Computer Communications Conference, **Kyoto, Japan**, September 2017.
- James, H. B. *Productivity Assessment of Office Information Systems Technology. Paper Presented at Trends and Applications: Distributed Processing Conference, National Bureau of Standards, Gaithersburg, MD*, 2018.
- James, H. C. *Evaluating the Impact of Office Automation and Top Management Communications*. AFIPS National Computer Conference Proceedings, **Montvale, N.J.**, 2013.

Dissertations

- Al-Khalifa, Z. S. *Organizational Culture and Its Role in Raising the Level of Performance: A Survey of the Officers of the College of Command and Staff of the Saudi Armed Forces*, Master of Administrative Sciences, College of Graduate Studies, Naif Arab University for Security Sciences, Saudi Arabia, 2016.
- Chirwa, F. J. *An Investigation of the Knowledge Levels and Practices of Records Management Staff at the Ministry of Education, Science and Vocational Training and Early Education*. A Dissertation Submitted to the University of Zambia in Partial Fulfillment of the Requirements of the Award of the Degree of Master of Library and Information Studies, **The University of Zambia, Lusaka**, 2014.
- Nabombe, P. *An Assessment of Records Management at the Courts of Law in Zambia: The Case of Court Registries Contribution Towards Access to Justice*. A PhD Dissertation Submitted to the Department of Library and Information Studies, **University of Zambia**, 2012.
- Norbert, I. C. *The Management of Personnel Records in the President's Office, Public Service Management, Government of Tanzania*, PhD diss., Moi University, 2010.

Sharakh, N. A., & Hamid, A. R. *Evaluation of the Impact of Incentives on the Performance Level of the Palestinian Telecommunications Company from the Point of View of Employees*. Master of Business Administration Unpublished, Al Azhar University, Gaza, **Palestine**, 2016.

Zahra, N. *The Relationship between Islamic Work Ethics and Religiosity on Job Performance: The Mediating Effect of Work Engagement*, A Master thesis, Utara University, **Malaysia**, 2015.

Internet sources

Bantin, P. C. *Strategies for Managing Electronic Records: A New Archival Paradigm? An Affirmation of Our Archival Traditions?* [Online], 18 April 2016.

Journals

Abdullahi, A. B., Abiola, A. A., & Abdulwahab, O. I. *An Assessment of Records Management Practice in Selected Local Government Councils in Ogun State, Nigeria*, **Journal of Information Science Theory and Practice**, 4(1), 2016, 49-64.

Abdulrahman, A. B. *Management of University Records for Effective Administration of Universities in North Central Nigeria*, **International Journal of Library and Information Science**, 7(3), 2015, 47-54.

Abioye, A. *Court Records Management and Efficient Administration of Justice in Nigeria*. **African Journal of Library, Archives & Information Science**, 24 (1), 2014, 27-39.

Adams, A. & Sasse, M. A. *Users are not the Enemy*, **Communications of the ACM**, 42(12), 2019, 40-46.

Ademiluyi, L. F. *An Assessment of the Continued Relevance of the Secretarial Profession in era age of Office Technology*, **Nigerian Journal of Business Education (NIGJBED)**, 3(1), 2018, 47-56.

Agere, S., Lemieux, V., & Mazikana, P. *Better Information Practices: Improving Records and Information Management in the Public Sector, Managing the Public Service Strategies for Improvement*, London: **Commonwealth Secretariat**, 2019.

Akiomi, I., Kawakami, N., Tsuno, K., Tomioka, K., & Nakanishi, M. *Organizational Justice and Major Depressive Episodes in Japanese Employees: A Cross Sectional Study*, **Journal of Occupational Health**, 55(2), 2013, 47-55.

- Akomolafe, C. O., & Adesua, V. O. *Accreditation of Academic Programmes and University Administration in Public Universities in South West Nigeria*, **International Journal for Cross-Disciplinary Subjects in Education (IJCDSE)**, 11(1), 2020, 4221-4229.
- Akor, P. U. & Udensi, J. *Assessment of Records Management System in Establishment Division of Two Universities in Nigeria*, **International Letters of Social and Humanistic Sciences**, (10)13, 2013, 97-109.
- Akpomi, M. E., Ben-George, I., & Wolugbom, K. R. *Adaptability to Evolving Office Technology amongst Office Management and Technology Graduates of Rivers State Universities*, **Nigerian Journal of Business Education (NIGJBED)**, 8(2), 2021, 175-186.
- Alam, M. K. *A Systematic Qualitative Case Study: Questions, Data Collection, NVivo Analysis and Saturation*, **Qualitative Research in Organizations and Management**, 16(1), 2021, 1-31. <https://doi.org/10.1108/QROM-09-2019-1825>
- Alphonse, C. *Interactive Human Communication*, **Scientific American**, 232(3), 1975, 36-46.
- Andreia, J. *The Perceived Leadership Style and Employee Performance in Hotel Industry – A Dual Approach*, **Review of International Comparative Management**, 2(13), 2016, 295 – 299.
- Anitha, J. *Determinants of Employee Engagement and their Impact on Employee Performance*, **International Journal of Productivity and Performance Management**, 63(3), 2014, 308-323.
- Argyris, C. *Management Information Systems: The Challenge to Rationality and Emotionality*, **Management Science**, 17, 2018.
- Ashforth, B. E., & Humphrey, R. H. *Emotion in the Workplace: A Reappraisal*, **Human Relations**, 48, 2015, 97– 125.
- Ayelotan, I. O. *A Comparative Analysis of the Supervisor's Ratings of Male and Female Secretaries' Job Performance Effectiveness and Productivity in some selected Tertiary Institutions in Ogun State*, **Gateway Journal of Business Education**, 2(1), 2012.
- Bass, A. R., & Turner, J. N. *Ethnic Group Differences in Relationships among Criteria of Job Performance*, **Journal of Applied Psychology**, 57(2), 2019, 101.
- Befort, N., & Hattrup, K. *Valuing Task and Contextual Performance: Experience, Job Roles, and Ratings of the Importance of Job Behaviors*, **Applied H.R.M. Research**, 8(1), 2016, 17-32.

- Belogolovsky, E., & Omech, S. A. *Teachers' Organizational Citizenship Behavior: Examining the Boundary Between In-Role Behavior and Extra-Role Behavior from the Perspective Of Teachers, Principals And Parents*, **Teaching and Teacher Education**, 3(1), 2019, 422-435.
- Blondheim, G. F., & Somech, A. *Student Organizational Citizenship Behavior: Nature and Structure among Students in Elementary and Middle Schools*, **Teaching and Teacher Education**, 83, 2019, 110-119.
- Boladele, Y. *Secretarial Efficiency in an Automated Office*, **Journal of the School Vocational and Technical Education**, 7(1), 2002, 123-134.
- Borman, W. C. *Introduction to the Special Issue: Personality and the Prediction of Job Performance: More Than the Big Five*, **Human Performance**, 17(3), 267-269, 2014.
- Bradley, R., & Vlachopoulos, D. *The Meaning of Mission Statements to School Practice and Professional Development: An Interpretative Phenomenological Analysis*, **Educar**, 57(1), 2021, 49-63.
- Brief, A. P., & Motowidlo S. J. *Prosocial Organizational Behaviors*, **Academy of Management Review**, 11(4), 2016, 710-725.
- Briggs, S. *Technological Differences in Job Characteristics, Employee Satisfaction and Motivation: A Synthesis of Job Design Research and Socio-technical Systems Theory*, **High Educational Research Development** 12(1), 1993, 73 – 85.
- Brown, K. G., Le, H., & Schmidt, F. L. *Specific Aptitude Theory Revisited: is There Incremental Validity for Training Performance?*, **International Journal of Selection and Assessment**, 17(1), 2006, 112-128.
- Brown, S. P., & Leigh, T. W. *A New Look At Psychological Climate and Its Relationship to Job Involvement, Effort, and Performance*. **Journal of Applied Psychology**, 81, 2016, 358–368.
- Buseni, J. *Effects of Information and Communication Technology on Secretaries' Performance in Contemporary Organisations in Bayelsa State, Nigeria*, **Information and Knowledge Management**, 3(5), 2013, 87-93.
- Bustos-Orosa, M. *Curriculum in Primary Education (Philippines)*. **Bloomsbury Education and Childhood Studies**, <https://doi.org/10.5040/9781350996526.008> 2020.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. *Modeling Job Performance in a Population of Jobs*, **Personnel Psychology**, 43(2), 313-333, 2019.

- Carmeli, A. *Exploring Determinants of Job Involvement: An Empirical Test among Senior Executives*, **International Journal of Manpower**, 26(5), 457-472, 2019.
- Cave, M., Hanney, S. & Henkel, M. *Performance Measurement in Higher Education Revisited*. **Public Money & Management**, 15(4), 2013, 17-23.
- Chukwumezie, F. U. *The Internet Competencies Required of Secretaries in a Technological Environment*, **Business Education Journal**, 3(5), 2002, 24-36.
- Conrath, D. W., Higgins, C. A., Irving, R. H., & Thachenkary, C. S. *Determining the Need for Office Automation: Methods and Results*, **Office Technology and People**, 1(4), 1983, 275-294. <https://doi.org/10.1108/eb022616>
- Conway, J. M. *Distinguishing Contextual Performance from Task Performance for Managerial Jobs*, **Journal of Applied Psychology**, 84(1), 1999, 3.
- David, T., & Myüz, H. A. *The Sampling Precision of Research in Five Major areas of Psychology*, **Behavior Research Methods**, 51(5), 2019, 2039-2058.
- Dearstyne, B. W. *The Management of Local Government Records: A Guide for Local Officials*, New York: **American Association for State and Local History**, 2015.
- Dosunmu, M. M., Bukki, A. O., & Akintola, O. A. *Influence of Office Automation on Secretarial Administrators' Effectiveness in Ogun State-Owned Universities*, **IOSR Journal of Research & Method in Education (IOSR-JRME)**, 7(3), 2007, 49-52.
- Dovbischuk, I. *Innovation-oriented Dynamic Capabilities of Logistics Service Providers, Dynamic Resilience and Firm Performance during the COVID-19 Pandemic*, **The International Journal of Logistics Management**, 33(2), 499-519. <https://doi.org/10.1108/IJLM-01-2021-0059>
- Dudley, N. M., Orvis, K. A., Lebiecke, J. E., & Cortina, J. M. *A Meta-Analytic Investigation of Conscientiousness in the Prediction of Job Performance: Examining the Inter-correlations and the Incremental Validity of Narrow Traits'*, **Journal of Applied Psychology**, 5(3), 2006, 45-60.
- Duniya, A. P. *Electronic Office Skills required by Secretaries in Polytechnics in Kogi State*, **Business Education Journal**, 8(1), 2011, 169-180.
- Edwin, A. E. *Self-employment: An Option for Professional Secretaries in Nigeria*, **J. Contemporary Bus.Edu. Res.**, 1(1), 2008, 25-30.
- Ejeka, C. A. *Office Management Skills Required of Office Technology and Management Graduates In Ebonyi State Civil Service*, **Nigerian Journal of Business Education (NIGJBED)**, 8(1), 2021, 183-189.

- Ellis, C. A., & Nutt, G. J. *Office Information Systems and Computer Science*, **ACM Computing Surveys (CSUR)**, 12(1), 1980, 27-60.
- Engel, G. H., Joseph, G., Lowenstein, R. A., & Traub, W. G. *An Office Communications System*, **IBM Systems Journal**, 18(3), 1979, 402-431.
- Erkowitz, R., Bowen, G., Benbenishty, R., & Powers, J. D. *A Cross-Cultural Validity Study of the School Success Profit Learning Organization Measure in Israel*, **Children & Schools**, 2013.
- Eze, F. O. *Modern Office Information Technology: Effective Secretarial and Office Management*, Enugu State Local Government Commission, 2000.
- Filip, L., Sackett, P. R., & Zhang, C. *Personnel Selection: A Longstanding Story of impact at the Individual, Firm, and Societal Level*, **European Journal of Work and Organizational Psychology**, 30(3), 2021, 444-455.
- Franco-Santos, M., Kennerley, M., Micheli, P., Martinez, V., Mason, S., Marr, B., & Neely, A. *Towards a Definition of a Business Performance Measurement System*, **International Journal of Operations & Production Management**, 27(8), 784-801, 2015.
- Franco-Santos, M., & David, O. *Reviewing and Theorizing the Unintended Consequences of Performance Management Systems*, **International Journal of Management Reviews**, 20(3), 2018, 696-730.
- Galy, E., Cariou, M., & Mélan, C. *What is the Relationship between Mental Workload Factors and Cognitive Load Types*, **International Journal of Psychophysiology**, 83(3), 2012.
- Gomez, L. E., & Bernet, P. *Diversity Improves Performance and Outcomes*, **Journal of the National Medical Association**, 111(4), 2019, 383-392.
- Gülyüz, D., & Oznacar, B. *Evaluation of the Opinions of the Manager, Teacher, Employees (Secretary and Servants) about School Management of the Digitalization and Management Processes of the System Engineering Model in Education*, **Amazonia Investiga**, 7(16), 2018, 243-253.
- Hill, J., & Aylwin, R. *British Business Leaders Urged to Consider the Impact Of Design, As Report Shows It can Affect Workforce Performance By Up To 11per Cent*, 5, 2015.
- Howell, J. M., & Higgins, C. A. *Champions of Technological Innovation Administration Science Quarterly*, 35, 2015, 317-341.

- Hoyle, M., & Sebina, P. *Fostering Trust and Transparency in Governance: Investigating and Addressing the Requirements for Building Integrity in Public Sector Information System in the ICT Environment*, 2006.
- Hunter, J. E., & Hunter, R. F. *Validity and Utility of Alternative Predictors of Job Performance*, **Psychological Bulletin**, 96, 2014, 72-98.
- Ifenaiké, O. D., & Olatokun, W. M. *Freedom of Information Law and Records Management Practices among Records Managers in Nigeria's Premier University*, **Library Philosophy and Practice (e-journal)**, 2020, 4734. <https://digitalcommons.unl.edu/libphilprac/4734>
- Igbojekwe, A. P. *Emotional Labour and Employee Performance Appraisal: The Missing Link in Some Hotels in South East Nigeria*, **International Journal of Hospitality and Tourism Systems**, 8(2), 2015. <https://doi.org/10.21863/ijhts/2015.8.2.016>.
- Igbokwe-Ibeto, C. J. *Records Management in the Nigeria Public Sector and Freedom of Information Act: The Horn of Dilemma*, **International Journal of Development and Management Review (INJODEMAR)**, 8(1), 2013, 214-229.
- Jaiyeola, R. *Information Communication Technology as a Tool for Effective Performance of Chartered Accountants*, **The Nigerian Accountant Journal**, 4(1), 2007, 147-155.
- Jalal, J. *Improving Employee Productivity through Work Engagement: Empirical Evidence from Higher Education Sector*, **International Journal of Industrial Engineering Computations**, 6, 2019, 61-70.
- Janarthanan, B., & Dwivedi, Y. K. *Role of Cognitive Absorption in Building User Trust and Experience*, **Psychology & Marketing**, 38(4), 2021, 643-668.
- Jones, M. *Managing Extraneous Cognitive Load*. In B. Hoffman (Ed.), **Encyclopedia of Educational Technology**. 2010.
- Kashif, I., Hassan, S. T., & Peng, H. *Analyzing the Role of Information and Telecommunication Technology in Human Development: Panel Data Analysis*, **Environmental Science and Pollution Research**, 26(15), 2019, 15153-15161.
- Khtatbeh, M. M., Mahomed, A. S., Rahman, S. A., & Mohamed, R. *The Mediating Role of Procedural Justice on the Relationship between Job Analysis and Employee Performance in Jordan Industrial Estates*, **Heliyon** 6(10), 2020, e04973.
- Levey, R. E. *Sources of Stress for Residents and Recommendations for Programs to Assist Them*, **Acad Med**, (76), 2015, 50-142.

- Mario, S., Delgadob, N., & Morianoc, J. A. *Organizational Psychology*, **Journal of Work and Organizational Psychology**, 37(2), 2021, 85-92.
- Martin, L. E. *Productivity in New Forms. Special Advertising Section. Time Magazine*, 2016.
- Masood, H., Azmat, U., Sarwar, S., Adil, I. H., & Mustafa Gillani, S. H. *Impact of Job Satisfaction, Job Stress and Motivation on Job Performance: A Case from Private Universities of Karachi*, **Kuwait Chapter of the Arabian Journal of Business and Management Review**, 9(2), 2020, 31-41.
- Mehler, B., Bryan, R., Joseph, F.C., & Jeffery, A.D. *Impact of Incremental Increases in Cognitive Workload on Physiological Arousal and Performance in Young Adult Drivers*, *Transportation research record* 2138, 1, 2009, 6-12.
- Michael, E., & Mahmoud, Y. *Advanced Manufacturing Technology Adoption and Performance: The Role of Management Information Systems Departments*, **Integrated Manufacturing Systems**, 14(5), 2012, 409-422.
- Michelon, P. *What are Abilities and Skills and How to Boost Them*, **Tracking Health and Wellness Application of Brain Science**, 2016.
- Mohammad, S. *Purposes of automation plan, New Plan of Automation Comprehensive System Advance*, *Social Security Publication in Persian*, 96, 2018.
- Muchhal, D. S. *HR Practices and Job Performance*, **IOSR Journal of Humanities and Social Science (IOSR-JHSS)**, 19(4), 2016, 55-61.
- Najihah Erani, H., N., Mansor, F. A., Hashim, M. Z., Muhammad, N., & Hazimah, W. N. *The Relationship between Physical Workplace Environment and Employees' Performance*, **Journal of Contemporary Social Science Research**, 4(1), 2020, 56-67.
- Ngoepe, M., & Van Der, T. W. *An Exploration of Records Management Trends in the South African Public Sector*, **Mousaion**, 27(1), 2009.
- Nikolova, I., Dave, S., Coillie, H. V., & Witte, H. D. *Job Insecurity and Employee Performance: Examining Different Types of Performance, Rating Sources and Levels*, **European Journal of Work and Organizational Psychology**, 2022, 1-14.
- Nonye, A. *Capacity Building in Modern Office Technology: An Imperative for Effective Secretarial Productivity*. **Asian Journal of Business Management**, 5(2), 2013, 193-196.

- Nwaokwa, E., & Okoli, B. E. *Information of Communication Technology on the Influence Performance of Secretaries in Government Ministries in Nasarawa State, North-Central Nigeria*, **Research Journal of Information Technology**, 4(3), 2012, 93-97.
- O'Brien, P. K. *Integrating Information and Communication Technologies (ICTs) in Nigeria Tertiary Education: The African Symposium*, An Online Journal Education Research Network, 1996. Retrieved from: <http://www.ncsc.edu/ncsu/aern/44pp>.
- Obdulio, D. L. *How Management Can Improve Corporate Culture in Order to have an Effective Work Environment*, **Trade Publication**, 75(8), 2018, 14-17.
- Obisi, C., Samuel, R., & Ilesanmi, A. *Influence of Workforce Planning on Organizational Performance in the Manufacturing Industry of Lagos, Nigeria*, **Global Business Review**, 21(2), 2018, 404-417. <https://doi.org/10.1177/0972150918778980>
- Odeyemi, S. T., Issa, A. O., & Saka, H. T. *Management of Records in the Judiciary of South-western States of Nigeria*, **Information Manager**, 11(1-2), 2011, 45-55.
- Ogundele, A. A. *Staff Development for Improvement School Management*, In: NA Nwagwu, ET Ehiemetalor, MA Ogunu, M Nwadiani (Eds.), *Current Issues in Educational Management in Nigeria*, Benin City: **NAEAP**, 2001.
- Ohiwerei, F. O., & Okosun, C. *The Relevance of Secretarial Staff in Utilization of ICT in the 21st Century in Nigerian Universities*, **World Journal of Innovation and Modern Technology**, 4(1), 2021, 23-34.
- Ojo, T. *Communication Networking: ICT and Health Information in Africa*. **Information Development**, 22(2), 2019, 94-101.
- Okoyo, P.V.C. & Ezejiofor, A. *The Effect of Human Resource Development On Organizational Productivity*, **International Journal of Academic Research in Business and Social Sciences**, 3(10), 2018, 250-268.
- Okute, A. L. *Impact of Information and Commission Technology on the Nigerian Business Environment: Implication for Business Educators, Secretarial Programme*, **Business Education Journal**, 3(1), 2018, 27 - 35.
- Olson, M. H., & Lucas, H. C. *The Impact of Office Automation on the Organization: Some Implications for Research and Practice*, *Communications of the ACM* 25, 11, 1982, 838-847.
- Onifade, A. *The Third Millennium Secretary and Information and Communication Technology: Nigerian Experience*, **African Journal of Business Management**, 3(8), 2019, 333-339.

- Oswald, A. *The Effect of Working Environment on Workers Performance: The Case of Reproductive and Child Health Care Providers in Tarime District*. Unpublished. **Muhimbili University of Health and Allied Sciences**, 2017.
- Park, H. Y., Ofori-Dankwa, J., & Bishop, D. R. undefined. **Human Relations**, 47(3), 353-366. <https://doi.org/10.1177/001872679404700306> 2018.
- Phiri, M. J., & Tough, A. G. *Managing University Records in the World of Governance*, **Records Management Journal**, 28(1), 2018, 47-61. <https://doi.org/10.1108/RMJ-11-2016-0042>
- Popoola, S. O. *Records Management Programmes in Nigeria: A Survey of the Osun State Civil Service*, **Nigerian Libraries**, 34(1), 2017, 38.
- Pulakos, E. D., Arad, E. Donovan, M. A., & Plamondon, K.E. *Adaptability in the Workplace: Development of A Taxonomy of Adaptive Performance*, **Journal of Applied Psychology**, 85, 2020, 612-624.
- Pulakos, E. D., Schmitt, N., Dorsey, D.W., Arad, S., Hedge, J.W., & Barman, W. C. *Predicting Adaptive Performance: Further Tests of a Model of Adaptability*, **Human Performance**, 15, 2013, 299-323.
- Razali, M. N., Othman, S. H., Jamaludin, A. F., Adi Maimun, N. H., Abdul Jalil, R., Adnan, Y., & Zulkarnain, S. H. *Big Data Analytics for Preventive Maintenance Management*, **Planning Malaysia**, 19(17), 2021, 423-438.
- Rotundo, M. *The Relative Importance of Task, Citizenship, and Counterproductive Performance to Global Ratings of Job Performance: A Policy-Capturing Approach*. **Journal of Applied Psychology**, 87(1), 2015, 66-80.
- Sarah, J. B., & Suparna, C. *Development of the Adolescent Brain: Implications for Executive Function and Social Cognition*, **Journal of Child Psychology and Psychiatry** 2016.
- Savannah, L., Rana, M., Ro-Anna, T., Leana, G., Jekiya, G., Chelsea, M., & Gabriela, R. *Cognitive Psychology: Attention, Memory, and Multitasking*, 2017.
- Schwalbe, K. *Information Technology Project Management*, **Cengage Learning**, 2013.
- Sharma, M. S., & Sharma, M. V. *Employee Engagement to Enhance Productivity in Current Scenario*, **International Journal of Commerce, Business and Management**, 3(4), 595-604, 2017.
- Shepherd, E. *Why are Records in the Public Sector Organizational Assets?*, **Records Management Journal**, 16(1), 2006, 6-12.

- Sinha, E. *The Skills and Career Path of an Effective Project Manager*, **International Journal of Project Management**, 19, 2015, 1-7.
- Smith, E. M., Ford, J. K., Kozlowski, S. W., Quinones, M. A., & Ehrenstein, A. *Building Adaptive Expertise: Implications for Training Design Strategies*, in *Training for a Rapidly Changing Workplace: Applications of Psychological Research*, Washington, DC, 2017, 89-118.
- Stewart, G. L., Stephen, H. C., & Charles, C. M. *Self-leadership: A Paradoxical Core of Organizational Behavior*, **Annual Review of Organizational Psychology and Organizational Behavior**, 6, 2019, 47-67.
- Stup, R. *Control the Factors that Influence Employee Success, Managing the Hispanic Workforce Conference*, **Cornell University and Pennsylvania State University**. 2015.
- Sujata, S., & Grewal, H. S. *Organizational Citizenship Behavior on Task Performance (An Initiative towards Sustainable Entrepreneurship Development)*, **The International Journal of Analytical and Experimental modal Analysis**, 12(2), 2020, 2277-2287.
- Tagbotor, D. P., Adzido, R. Y., & Agbanu, P. G. *Analysis of Records Management and Organizational Performance*, **International Journal of Academic Research in Accounting, Finance and Management Sciences**, 5(2), 2015, 1-16.
- Tella, A. *Availability and use of ICT in South-Western Nigeria Colleges of Education*, **African Research Review**, 5(5), 2011, 315 – 331.
- Thomas, J. A., & Stephen, C. I. *Information Flow in Research and Development Laboratories*, **Administrative Science Quarterly**, 2017.
- Tony-Okeme, A. C., Jacob, M. O., & Ofulue, J. I. *Gaps in Training and Practice: Office Technology and Management (OTM) Students in Perspective*, **Nigerian Journal of Business Education (NIGJBED)** 9(1), 2022, 248-256.
- Toops, H. A. *The Criterion, Education and Psychological Measurement*, 4, 1944, 271-297.
- Tsabedze, V., & Ngoepe, M. *A Framework for Archives and Records Management Education in an Open Distance E-learning Environment in eSwatini*, **Education for Information**, 36(2), 2020, 157-175.
- Ugbala, C. P., Owolabi, K. A., Adesina, A. O., & Ajayi, T. B. *Public Library as a Source of Business Information for Small-Scale Business Enterprises in Nigeria*, **Public Library Quarterly**, 40(5), 2021, 454-467, DOI: 10.1080/01616846.2020.1794768

- Ukaogba, J., & Nwankwo, I. N. *Record Management Practices of Principals for Effective Administration of Secondary Schools in Delta State*, **International Journal of Innovative Science and Research Technology**, 5(6), 2020, 499-505.
- Unegbu, V. E., & Adenike, B. O. *Challenges of Records Management Practices in the Ministry of Information and Strategy, Lagos State, Nigeria*. **Journal of Library & Information Science**, 3 (2), 2013, 240-263.
- Utulu, C. C. *Quality of University Education in Nigeria: Problems and Solution*, **Journal of the Commonwealth Council for Educational Administration and Management**, 29(1), 2001, 303-317.
- Vecera, S. P., & Matthew, R. *Spatial Attention: Normal Processes and their Breakdown*, **Neurologic clinics**, 21(3), 2003, 575-607.
- Viswesvaran, C., Ones, D.S., & Schmidt, F. L. 'Comparative Analysis of the Reliability of Job Performance Ratings', **Journal of Applied Psychology**, 81, 2017, 557-574.
- Viswesvaran, C., Schmidt, F. L., & Ones, D. S. *Is There a General Factor in Ratings of Job Performance? A Meta-Analytic Framework for Disentangling Substantive and Error Influences*, **Journal of Applied Psychology**, 90, 2015, 108-131.
- Waters, D. H. *The Effect of New Technology on Prestige, Self-Esteem and Social Relationships of University Library employees*, **Journal of Library Education**, 20(1), 1988, 16 – 22.
- Watson, R. T., Boudreau, M. C., & Chen, A. *Information Systems and Environmentally Sustainable Development: Energy Informatics and New Directions for the IS Community*, **MIS Quarterly**, 34(1), 2001, 23-38.
- Weick, K. E., & Roberts, K.H. *Collective Mind in Organizations: Heedful Interrelating on Flight Decks*, **Administrative Science Quarterly**, 38, 2013, 357–381.

Appendix I

Lead City University

Faculty of Communication and Information Sciences (FCIS)

Department of Information Management

Dear Respondent,

I am a Master's student of the above-named institution gathering data for the purpose of academic research on the topic "Influence of office automation, records filing on Job Performance of Secretarial Staff in Ekiti State Ministry of Education. To achieve this, your optimum cooperation is needed, there are no right or wrong answers. All your responses will be kept confidential and used for research purpose only.

Thank you.

Section A: Demographic Information

Gender: Male(), Female ()

Age: 20 – 25 (), 26 – 30 (), 31 – 35 (), 36 – 40 (), 41-45 (), 46 and above ()

Educational Level: NCE () Bachelor's degree () Master's degree () Ph.D ()

Years of experience: 5 – 10 (), 11 – 15 (), 16 – 20 (), 21 – 25 (), 26 - 30 ()

Job Level: Department () Indicate your department _____

Agency: () Indicate your agency _____

Section B: Level of Performance of Secretarial Staff of Ekiti State Ministry of Education

The statement in this section concerns job performance as observed by Ekiti State Ministry of Education. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on level of performance in your department/agency.

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

S/N	In what way have you engaged in the following?	SA 4	A 3	D 2	SD 1
	Performance rating				
1	I knew where I stood in my last performance because of on-going feedback and was not surprised at the overall rating of performance.				
2	My supervisor recognized and appreciated my accomplishments and contributions accurately in my last review.				
3	My supervisor recognizes and appreciates my accomplishments and contributions throughout the year.				
4	My performance evaluation form accurately reflects the important aspects of my job performance.				
5	I know what I can do in my performance to receive a higher performance rating.				
	Test of Knowledge				
6	My agency/department evaluates, by conducting inspections/audits/reviews on its records management program.				
7	My agency/department has established performance goals for its records management programs and staff.				
8	My agency/department conduct test regularly so as to improve the staff skills.				

9	Staff engage themselves in professional courses for knowledge and skill update and upgrade.				
10	My agency/department invite professionals to test staff knowledge and skills.				
	Archival data				
11	Access Archives and documented meetings and decisions				
12	My department has the right tool for tracking all records.				
13	Letters are follow up and it is duly retrieved.				
14	My agency/department have records management directive on timely basis.				
15	My agency/department have permanent non-electronic records.				

Section C: Office Automation in Ekiti State Ministry of Education

The statement in this section is concerned with reward system as observed in Ekiti State Ministry of Education. Using the four-point Likert scale provided below. Please tick the appropriate choice that indicates your opinion on office automation in your department/agency..

S/N	In what way have you engaged in the following?	SA 4	A 3	D 2	SD 1
	Communication				
1	Easy access to information.				
2	There is slow access to the written information and the time of the administrative process.				
3	There is access to work programs.				
4	Information and records are available to all departments and agencies without delay.				
5	There is seamless dissemination of information from the departmental head to the most junior staff.				
	Integration				

6	An integrated environment to access the entire content and information, including letters, drafts, fax, and e-mail, reference works, information about the project is in place.				
7	Proper information and coordination of data.				
8	My agency/department have procedures to enable the migration of records and associated metadata to new storage media where it can easily be assess by appropriate authority.				
9	My agency/department ensures that records management functionality, including the capture, retrieval, and retention of records according to agency policy.				
10	My agency/department complies with the Global Records Retention Schedule.				
	Access Control and Security				
11	There is control access to data.				
12	There is time limits to data access.				
13	There is a person in my agency/department who is responsible for coordinating and overseeing the implementation of the records management program.				
14	My agency/department has a network of designated employees within each program and administrative area who are assigned records management responsibilities.				
15	My agency/department developed and implemented internal controls to ensure that records are not accessed by external body.				

Section D: Records filing in Ekiti State Ministry of Education

The statement in this section concerns Record filing in Ekiti State Ministry of Education. Using the four-point Likert Scale provided below. Please tick the appropriate choice that indicates your opinion.

S/N	Please indicate your level of agreement with the following	SA 4	A 3	D 2	SD 1
	Efficiency				
1	Records are easily tracked when needed				
2	Reports and information are disseminated with ease				
3	My agency/department developed and implemented internal controls to ensure that records are not destroyed before the end of their retention period.				
4	My agency/department often review and update its vital records inventory.				
5	Records are made to be available and useful when needed.				
	Effectiveness				
6	Administrative and general office policies are implemented				
7	My agency/department requires that all appointed officials, including those incoming and newly promoted, receive training on the importance of appropriately managing records under their immediate control.				
8	My agency/department evaluates, its records management program to ensure that it is efficient, effective, and compliant with all applicable records management laws and regulations.				
9	My agency/department vital records plans are part of the Continuity of Operations Plan.				
10	My agency/department email system(s) retain the intelligent full names on directories or distribution lists to ensure identification of the sender and addressee.				

Bio Data

Personal Data

Name:	Aladesuru-Amuda Adejoke Eunice
Sex:	Female
Date of Birth:	12 th November, 1978
Marital Status:	Married
State of Origin:	Ekiti State
Local Government:	Irepodun/Ifelodun
Nationality:	Nigeria
Religion:	Christianity
Discipline:	Secretarial Studies
Number of Children:	Five
Ages of Children:	29, 20, 18, 16, 13 Years
Address:	I King's Palace Igede Ekiti, Ekiti
Telephone:	+2347067183004
Email	aladesuru76adejoke@gmail.com

Educational Institutions Attended with Dates

Masters in Office and Information Management	2022
Bachelor of Science Education B.Sc ED (Secretarial Option)	2016
B.Ed Guidance and Counseling	2006
Nigeria Certificate in Education (NCE) Secretarial Option	2001
Senior School Certificate Examination (GCE)	1996
Primary School Leaving Certificate	1990

Working Experience

Ekiti State Teaching Service Commission (Secretary/Tutor)	2002-2004
College of Education, Ikere-Ekiti (Secretary)	2004 to 2020
Bamidele Olumilua University of Education, Science and Technology, Ikere –Ekiti, Ekiti State.	2020 to Date

Hobbies

Reading, playing games and Listening to Music

Referees

1. Prof. B. Kolade Oyewole
Faculty of Education,
Ekiti State University
Ado Ekiti.
2. Prof. Remi Famiwole
Faculty of Education,
Ekiti State University
Ado - Ekiti.
3. Mrs. J.K. Agbomoagan
Deputy Registrar,
Bamidele Olumilua University of Education,
Science and Technology, Ikere- Ekiti, Ekiti state.

Signature

Date

University Compliance Certification

This is to certify that this Thesis written by **Adejoke Alice ALADESURU-AMUDA** with Matriculation No. **LCU/PG/001696** 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

DO NOT COPY. LEAD CITY UNIVERSITY, NIGERIA