

Records Management Practices, Perceived Organizational Support and Administrative Effectiveness of Secretaries in Public Universities in Lagos State, Nigeria

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Certification

This is to certify that Chioma Ozuruonyeoke AGWATU with matriculation number LCU/PG/003250 carried out this study titled “Records Management Practices, Perceived Organizational Support and Administrative Effectiveness of Secretaries in Public Universities in Lagos State, Nigeria” in the department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State. For the Award of Doctor of Philosophy (PhD) Degree in Office and Information Management and that this work has not been previously submitted elsewhere.

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Dedication

This project is dedicated to the Almighty God.

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RECORDS MANAGEMENT PRACTICES AND ADMINISTRATIVE EFFECTIVENESS OF SECRETARIES IN PUBLIC UNIVERSITIES IN LAGOS STATE, NIGERIA

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Abstract

Administrative effectiveness of secretaries in public universities in Lagos State could be enhanced by necessary records management practices training and organizational support from bosses. The life sustainer of every organization can be traced to records management and organizational support practices which are factors to enhance administrative effectiveness of secretaries. However, a situation whereby the indicators of records management and organizational support is not practiced, there is every tendency that the level of administrative effectiveness of secretaries in such organizations will be questioned. This study investigated the influence of Records Management Practices (RMP), Perceived Organizational Support (POS) on Administrative Effectiveness (AE) of secretaries in public universities in Lagos State, Nigeria. Descriptive research design was adopted. Population consists of 800 secretaries in public universities in Lagos State, Nigeria. Multistage sampling technique was adopted and 245 secretaries served as the sample size for the study. The reliability coefficient for each of the variable ranged from 0.70 to 0.95. Data collected was analyzed using descriptive and inferential statistics. The findings revealed that records management practices ($\beta=0.954$, $t = 49.586$, $F_{(1, 243)}= 2458.806$, $p<0.05$) has significant and positive influence on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria, The result also showed that perceived organizational support ($\beta=0.953$, $t = 48.983$, $F_{(1, 243)}=2399.356$, $p<0.05$) has significant and positive influence on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The result also showed that gender ($\beta=0.160$, $t = 4.887$, $F_{(2, 242)}= 1324.592$, $p<0.05$) has significant and positive impact on influence of perceived organization support ($\beta=0.821$, $t = 25.101$, $F_{(1, 243)}=2399.356$, $p<0.05$) on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. And lastly, the result revealed that records management practices ($\beta=0.511$, $t = 19.885$, $p<0.05$) and perceived organization support ($\beta=0.502$, $t = 19.529$, $p<0.05$) have significant and positive combine influence on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria with $F_{(2, 242)}=3344.512$. The study concluded that in order to achieve a workable Record Management Practices (RMP) there must be a Perceived Organizational Support (POS) that would enhance the Administrative Effectiveness (AE) of secretaries. The study recommended that the organization develop and implement a clear-cut channel of communication.

Key Words: Administrative Effectiveness, Lagos State, Perceived Organizational Support, Public Universities, Records Management Practices, Secretaries.

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List of Acronyms

RMP : Records Management Practices

POS : Perceived Organizational Support

AS : Administrative Effectiveness

RMPPPOSAS : Records Management Practices, Perceived Organizational Support,
Administrative Effectiveness

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Introduction

1.1 Background to the Study

Administrative effectiveness can be defined to denote the ability of the administrator to achieve the goals and objectives of the organization¹. An organization cannot operate effectively unless it is satisfying its objectives. The more objectives the organization can satisfy the more effective the organization is deemed to be. There should therefore be a mutual reinforcement of objectives whereby individuals and organizational objectives are accomplished together¹. Administrative effectiveness also refers to the ability of an organization's administrative systems and processes to achieve their intended goals efficiently and effectively. It involves ensuring that the organization's resources, including personnel, budget, and technology, are utilized in the most efficient and effective manner to achieve the desired outcomes.

In the context of secretaries, the concept of administrative effectiveness refers to the ability of secretaries to perform their administrative tasks efficiently and effectively. This involves carrying out various tasks such as organizing meetings, managing schedules, responding to emails, and other administrative duties in a timely and efficient manner. An effective secretary is one who has excellent communication skills, is organized and can multitask, has good time management skills, and is able to work independently while also being a team player. They are also expected to possess a high degree of professionalism and have a good understanding of the organization's policies and procedures.

A secretary is a member of an organization's personnel who has been trained in secretarial skills and is capable of carrying out their responsibilities successfully and efficiently. According to scholars, a secretary is a person employed in an office to manage letters, maintain records, and

organize appointments for a particular employee or organization. The secretary's primary function is to alleviate, solve, prevent, or lighten the executive's challenging workload. The secretary assists the executive in initiating, managing, and concluding a project. The secretary is a sort of all-purpose sentry, diplomat, psychologist, business lawyer, researcher, writer, and shock absorber, with administrative skills to keep an office running smoothly, assign priorities and judgment, know when to issue orders, and save the boss's time by screening phone calls, visitors, and mail. As a result of the foregoing, there is no question that the secretary is an essential member of an organization who must possess secretarial skills for the company to operate well².

Secretaries play a crucial role in ensuring the smooth functioning of an organization. Their administrative effectiveness is vital for the success of the company as they oversee various administrative tasks such as managing budgets, organizing schedules, coordinating meetings, and supervising staff. In the modern office environment, administrative effectiveness of secretaries can be measured through various performance indicators such as communication skills, organizational skills, leadership skills, problem solving skills, and technology skills. All of these skills combined and other that can be picked up in the dynamic world of work are essential to the administrative effectiveness of secretaries in Nigerian tertiary institutions.

It is evidenced that administrative effectiveness of secretaries is related to communication skills. Effective communication is essential for secretaries whose duty is to convey information to their staff, superiors, and clients. Good communication skills involve active listening, clear and concise messaging, and the ability to adapt communication styles to different stakeholders³. As a secretary, effective communication skills are essential for success in the workplace. According to scholars, effective communication starts with active listening. Listening is a critical skill that

secretaries need to develop. Active listening means paying attention to what the speaker is saying, asking questions when necessary, and responding appropriately³. Secretaries must speak with clarity and conciseness. When communicating with colleagues, clients, or managers, it is important to be clear and concise. Any message passed by a secretary, whether verbal or written, should be easy to understand without using jargon or technical terms that others may not be familiar with. In addition, secretaries should communicate in a professional and courteous manner at all times. It is important to use appropriate language and tone, and avoid any language that could be perceived as disrespectful or offensive.

In addition, secretaries need to be able to adapt their communication skill to suit different people and situations. They must be aware of their audiences and adjust their tone, language, and delivery accordingly. Secretaries working in large organizations must master both verbal and non-verbal communications. Non-verbal communication is an essential part of communication. Secretaries are expected to be aware of body language, facial expressions, and tone of voice to ensure that the message they are passing is received as intended. Written communication skills are also important for secretaries. They must ensure that emails, letters, and other written communication are clear, concise, and professional. Secretaries' administrative effectiveness is also measured by their organizational skills.

Secretaries must be highly organized to handle the various responsibilities that come with their role. They should be able to prioritize tasks, manage multiple deadlines, and maintain accurate records. As a secretary, having strong organizational skills is crucial to manage daily tasks, maintain productivity, and ensure smooth operations in the workplace. Some essential organizational skills that secretaries should develop include time management, multitasking skills, record keeping/management skills, and strategic planning skills. Secretaries are often

responsible for managing multiple tasks and schedules, so it is important to have excellent time management skills to prioritize tasks, meet deadlines, and avoid conflicts. Saddled with multiple responsibilities, secretaries must be able to manage their time effectively to ensure that they are able to achieve as much of their daily tasks as possible. This often requires multitasking and setting priorities.

One of the components of administrative effectiveness is the ability to multitask responsibilities and it is a skill that secretaries should possess. A secretary's role involves juggling multiple tasks and responsibilities simultaneously, so multitasking skill is a factor in their administrative effectiveness. Being able to multitask effectively can help secretary's complete tasks faster, be more productive, and stay on top of deadlines. Effective multitasking however requires the ability to set priorities and stick to them. Secretary should be able to determine which tasks are most important and need to be completed first. This skill requires assessing the urgency and importance of each task and organizing the workload accordingly. In multi-tasking, secretaries are not expected to be all motion without progress. Being busy doing mundane things would not contribute to the effectiveness of any worker. Rather, focusing on the most important tasks while not losing sight of the mundane but required tasks is important. This requires planning skills. Developing strong planning skills can help secretaries stay organized, prioritize tasks, and ensure that everything runs smoothly. Secretaries may also need to plan events, manage budgets, or coordinate projects.

In any human organization, there are bound to be various work-related issues that can affect smooth operation. Secretaries as hubs of information and activities in an organization must therefore possess problem-solving skills. Secretaries must be able to identify problems and find effective solutions to resolve them. They should be proactive and anticipate potential issues

before they arise. Secretaries who fail in this skill may not recognize problems and preempt them before they become crises. Also, when problems emerge, lack of problem-solving skills may contribute to the escalation instead of resolving problems³. A secretary who is unable to solve various problems would be impacted in term of productivity.

In the modern arena, the use of technology by secretaries has become commonplace and inescapable. As a result, administrative effectiveness is also measured by the technological skills of secretaries. Technological skills are essential for secretaries to perform their tasks effectively and efficiently. In today's digital age, secretaries must be familiar with technology to use various software and tools to manage tasks, keep track of schedules, and communicate with staff and stakeholders. Secretaries should be proficient in using office software, such as Microsoft Office or Google Suite, to create and edit documents, spreadsheets, and presentations. These software programs are commonly used in the university environment for various tasks, and proficiency in them is essential⁴.

Another technological skill of administrative effectiveness is file management. Being able to organize electronic files and folders is crucial for secretaries, who handle a large amount of data and documentation. Understanding how to use cloud storage services, such as Google Drive, OneDrive, or Dropbox, is also helpful. Secretaries should also be skilled in email management, including creating and sending emails, managing inboxes, sorting and filtering emails, and using email tools such as calendars and reminders. With the increase in remote work and virtual meetings, secretaries should be proficient in video conferencing software, such as Zoom, Skype, or Teams, to facilitate virtual meetings, webinars, and conference calls. Understanding social media platforms, such as LinkedIn, Twitter, or Facebook, can also help secretaries stay connected with colleagues and clients and stay up-to-date with industry news and trends⁵.

Based on the advancement of data-driven management, secretaries may need to handle and manage data, such as customer databases, contact lists, or inventory systems. Being proficient in data management tools, such as Excel, HubSpot, or QuickBooks, can help secretaries manage data efficiently. Most importantly, secretary must have some skills in protecting the computer hardware and software they use for their works. Secretaries should understand the importance of cyber security and data privacy, including how to safeguard data, protect against malware and phishing attacks, and ensure that confidential information remains secure. Overall, administrative effectiveness in office managers comes down to their ability to effectively manage people, processes, and technology to achieve the company's goals. While administrative effectiveness of secretaries has been identified as an important factor on the overall effective of universities, it has been noted that a significant numbers of secretaries in Nigerian universities have not attained the expected level of administrative efficiency⁵.

In order to improve administrative effectiveness, organizations may adopt various strategies, including the implementation of performance management systems, process improvement initiatives, staff training and development programs, and the use of technology to automate administrative processes. Regular evaluation and monitoring of administrative systems and processes are also essential to identify areas for improvement and ensure that the organization continues to operate effectively and efficiently⁵. However, the following metrics will be used for the administrative effectiveness: communication skill, organizational skills, problem solving skill, technology skills and multi-tasking skill.

Communication skills is the ability to convey or share ideas and feelings effectively. It refers to the abilities and competencies of secretaries in universities in Lagos State, Nigeria that allow them to effectively exchange information, ideas and thoughts with others. They are also needed

to speak appropriately with a wide variety of people whilst maintaining good eye contact, demonstrate a varied vocabulary and tailor your language to your audience, listen effectively, present your ideas appropriately, write clearly and concisely, and work well in a group⁵. Also another metric for administrative effectiveness is organizational skills.

Organizational skills are your abilities to manage time effectively, prioritize tasks, set goals and develop systems for achieving those goals. Employees with good organizational skills can juggle multiple responsibilities simultaneously, stay focused on deadlines, and handle complex projects efficiently. Organization skills are soft skills that help you manage expectations, stay on top of tasks, and deliver results in a timely fashion. Organizational skills help you focus your time, effort and resources on work that matters. Organizational skills also help to keep all stakeholders on track to meet shared goals. By doing so, you're not holding back team members from making progress on their deliverables⁵. While another metric for administrative effectiveness is the problem solving skills.

Problem solving skills is the process of achieving a goal by overcoming obstacles, a frequent part of most activities. Problems in need of solutions range from simple personal tasks to complex issues in business and technical fields. Problem-solving skills are the ability to identify problems, brainstorm and analyze answers and implement the best solutions. This also refers to the ability of secretaries in public universities in Lagos State, Nigeria to identify, analyze and find effective solutions to problems that may arise in the course of their duties⁵. Also another metric for administrative effectiveness is technological skills.

Technological skills are sets of abilities or knowledge used to perform practical tasks in the areas of science, the arts, technology, engineering and math. Technological skills development is the

most efficient strategy for continually up skilling technology teams. It's an organization's ability to use technology skills (both hard skills and leadership skills) as a competitive advantage and driver of business outcomes⁵. And lastly, another metric for administrative effectiveness is the multitasking skills.

Multi-tasking skills help an individual balance and keep track of multiple tasks at once. For instance, the ability to handle several projects at once while meeting all assigned deadlines is an example of a multitasking skill. Employers value multi-tasking skills because it shows that an employee can be efficient in their role. Hiring managers seek efficient candidates because it keeps their businesses running smoothly. In the context of the current study, the researcher examines the roles of records management and perceived organizational support in boosting administrative effectiveness of secretaries in public universities in Lagos State Nigeria⁵.

Records management practices are essential for secretaries as they are responsible for managing and maintaining the organization's records, including sensitive and confidential information. The aspect of management responsible for the systematic creation, maintenance, use, control, reproduction, and disposal of records is records management. The technique of records management is essential to the efficiency and effectiveness of an organization's activities. Also record is the field of general administrative management concerned with improving economy and efficiency in the organization's information generation, control, storage, retrieval, and disposal. Records management is the creation, distribution, maintenance, retention, preservation, retrieval, and disposal of records⁶. The purpose of any records management practice is to transfer such information to the next generation for the establishment of rules, standards, and other

guidelines and responsibilities about the usage of records. The information included in records can be managed manually or electronically so that future generations can utilize it to formulate policies⁷.

Electronic records are digitalized data and files created and stored with the use of computer-aided devices. Electronic records are information stored in a format that can only be processed by a computer or other machine. Scholar defines electronic records as information or data files that are created and saved electronically using computers and application software⁸. Electronic records are crucial tools because they enable more efficient information sharing. Notwithstanding the importance of records in businesses and to institutions such as universities, various studies, lament that a lack of skills and infrastructure to maintain electronic records in companies makes it impossible to access information. The Records Management Practices in this study will be discussed using the following metrics, records creation, records distribution, records preservation, record disposition and record archival.

Records creation is the process of generating a new document or data object that captures information about a particular transaction or event. The purpose of creating records is to ensure that important information is properly documented and preserved for future reference or use. Records can take many forms, including digital files, paper documents, audio or video recordings, or physical objects such as artifacts or specimens. The process of creating records typically involves identifying the relevant information to be captured, entering it into a record-keeping system or database, and assigning appropriate metadata to facilitate its retrieval and organization. Records creation is an essential component of information management and is used in a wide range of contexts, including business, government, healthcare, education, and research⁹. The modern secretary is expected to possess the ability to create a system to manage and organize the

organization's records. The system could include an inventory of records, file plans, retention schedules, and disposition plans. Such system can also be in manual or electronic format. The system should also support other records management processes such as organization of records. So after the records creation we will look into the second stage which is records distribution.

Records distribution refers to both internal and external distribution and the impact on the entire or a portion of a business. During this phase, the record is frequently in use and it may last only a few hours in the case of a transient record or may last a few years. In the distribution stage, organizations classify record for storage and retrieval. Records' distribution may determine the repository where records are stored and who has access to them. Records distribution is essential processes in records management that involve grouping records according to their content, function, or other characteristics. The purpose of classification and categorization is to facilitate the retrieval, use, and disposition of records. Distribution involves assigning records to a specific class or category based on their content or function⁹. So after the records distribution we will look into the third stage which is records preservation.

Records preservation is of utmost importance in records management. Many documents have been lost through time due to torn pages, rust from paper clips, improper storage containers and exposure to negative elements such as pests, water and heat. Also it plays an important role in records retention and disposition, as different categories of records may have different retention requirements based on legal or business considerations¹⁰. Preservation of records are important processes in records management that help secretaries to ensure that records are organized, accessible, and properly managed throughout their lifecycle. The extent to which secretaries in universities are able to classify and categorize the organization's records generated by the university based on their importance, sensitivity, and relevance determines their administrative

effectiveness. This is shown in how accurately they can identify the records that need to be prioritized, managed, and retained. As documents are used for various purposes which include decision making and strategic planning for the future, it is logical that preservation activities should also be a part of records management practices¹⁰. So after the records preservation we will look into the fourth stage which is records disposition.

Records disposition many types of records eventually cease to have any potential value for current operations. Others, such as patient records or customer card information in guest transactions, contain information that companies are only permitted to possess for limited periods. Disposition divides records into permanent and temporary. Organizations keep permanent records indefinitely but may not prioritize their retrieval. All temporary records should have scheduled deletions. Also, Records disposition is the process of securely disposing of records that are no longer needed or required by an organization. This process involves identifying records that have met their retention period or are no longer required for legal or business reasons, and then destroying or deleting them in a manner that ensures their confidentiality, integrity, and availability are maintained. The regular disposal of records helps organizations to reduce clutter, save storage space, and maintain efficient record-keeping systems. It also helps to reduce the risk of unauthorized access, identity theft, and data breaches⁹.

However, before disposing of records, organizations must ensure they comply with any legal or regulatory requirements for record retention and disposal. For example, certain records may need to be retained for a specific period, such as tax records, employment records, or medical records. Organizations may use different methods to dispose of records, such as shredding, incineration, or secure deletion of electronic records. It is important to follow established policies and procedures for record disposal to ensure that sensitive information is properly protected

throughout the disposal process. Secretaries can play an important role in records disposal. So after the records disposition we will look into the final stage which is records archival⁹.

Records Archival are those records that have permanent value of the following nature: legal; fiscal; administrative and historical value as evidence of official business transactions. The records management process helps to ensure that historically significant records, including electronic records are smoothly transferred to archives for permanent preservation, maintaining communication with the record creators and managers' increases effectiveness and reduces costs by ensuring that the records are efficiently transferred and retrieved⁹.

It is mostly believed that secretaries in the university environment are often called upon to assist in the identification and management of records that are no longer needed or required by an organization. As part of their responsibilities, secretaries often handle a wide range of documents and records, including those that are confidential or sensitive. In organizations and institutions such as universities, the role of secretaries in records disposal may include records inventory, retention schedule management, and coordination with stakeholders, logistics and documentation of disposed documents.

While also, secretaries can help to identify and categorize records within an organization, including those that are eligible for disposal. They can also assist in the management of retention schedules that define how long records should be kept and when they can be disposed of. In addition, secretaries can liaise with other departments or stakeholders to ensure that all necessary parties are involved in the disposal process, and that all legal and regulatory requirements are met. Most importantly, secretaries can arrange for the proper disposal of records, including coordinating with external vendors if required. They also have the responsibility of maintaining

accurate and up-to-date documentation related to the disposal process, including audit trails and disposal certificates. Overall, secretaries can contribute to the effective and efficient disposal of records within an organization by ensuring that the process is well-managed, documented, and compliant with legal and regulatory requirements.

Effective records management seems straight forward for any secretary. However, studies have shown that secretaries in Nigerian establishments lack the necessary records management skills. It has been reported that secretaries in Nigeria especially lack modern records management skills especially when it comes to the management of electronic records^{11,12}. In most cases, those who are effective in managing access to records often lack skills in the preservation of both paper and digital records. In addition, it is often found that Nigerian secretaries lack knowledge in the area of records retention and disposal practices¹³. This often affects the overall management of records in organizations and institutions such as universities. When the secretary is deficient in records management practices, it has implications for the administrative effectiveness of such secretaries. However, being skilled in the latest record management practices is not the only factor in administrative effectiveness of secretaries. Other factors that could be considered include perceived organizational support¹³.

Perceived organizational support (POS) is the extent to which employees believe that their organization values their contributions, cares about their well-being, and is committed to meeting their needs. POS reflects the degree to which employees feel supported and valued by their organization, which can have a significant impact on their job satisfaction, motivation, and commitment. In the context of this study, perceived organization support focus on the perception of secretaries regarding the universities they work for. It measures the perception of the

secretaries about the organizational fairness, support from leaders, human resource practices and work conditions in the institutions that employ them.

Organizational fairness, support from leaders, and human resource practices and work conditions are all factors that contribute to employees' perception of organizational support. When employees believe that their organization is fair, supportive, and committed to meeting their needs, they are more likely to perceive high levels of organizational support, which can have a positive impact on their job satisfaction, engagement, and commitment. Organizational fairness refers to the extent to which secretaries perceive that their organization treats them fairly and equitably. This can include fair compensation, opportunities for career development and growth, and a culture of respect and inclusivity. When secretaries perceive that their organization is fair, they are more likely to feel supported and valued, which can contribute to their overall perception of organizational support¹³.

Support from leaders is another important factor that contributes to employees' perception of organizational support. When employees have supportive relationships with their supervisors and feel that they are valued and respected, they are more likely to perceive high levels of organizational support. Supportive leaders can provide guidance, feedback, and recognition, which can help secretaries feel more connected to their organization and more motivated to perform at their best¹³.

Human resource practices and work conditions can also contribute to secretaries' perception of organizational support. When secretaries have access to resources and support, such as training and development opportunities, flexible work arrangements, and a safe and healthy work environment, they are more likely to perceive high levels of organizational support. These

practices and conditions can help employees feel supported and valued, which can improve their overall job satisfaction and engagement.

Work conditions describe the environment in which employees work, which are the physical, social and psychological features of the workplace¹⁴. Work conditions include the condition that work is performed, as well as the performance of the employee. Work conditions are necessary in order to maintain a safe and healthy work environment, by having work conditions in place; it helps to ensure that employees are able to work in a safe and healthy environment. Work conditions also help to improve productivity and efficiency in the workplace. Employees may be classified as being productive, ineffective or overstressed; and these classifications may be based on a variety of factors, employees may be classified as having poor attitudes due to work conditions on their employer¹⁴.

Poor work conditions can also induce stress among employees, which can produce negative work behaviors and reduce productivity. Work conditions may also affect employee productivity, behavior, morale and quality of work¹⁴. Working conditions cover areas such as welfare facilities, ventilation, cleanliness, space, lighting and temperature. Your employer must ensure that your workplace complies with the workplace Health, Safety, and Welfare Regulations. Your Union rep can help if your employer is not doing what they should do¹⁴.

When employees perceive high levels of support from their organization; they are more likely to experience positive outcomes such as increased job satisfaction, higher levels of engagement, improved mental and physical health, and lower rates of turnover and absenteeism. On the other hand, when employees perceive low levels of support from their organization, they may experience negative outcomes such as reduced job satisfaction, lower levels of engagement,

increased stress, and higher rates of turnover and absenteeism. Factors that contribute to employees' perception of organizational support may include fair compensation, opportunities for career development and growth, a positive work environment, supportive relationships with supervisors and colleagues, and recognition and rewards for good performance.

Organizations can improve perceived organizational support by establishing clear communication channels, providing opportunities for feedback and input, recognizing and rewarding good performance, and promoting a culture of respect and inclusivity. By fostering a supportive work environment, organizations can improve employee morale, engagement, and productivity, while also reducing turnover and absenteeism. Indeed, studies elsewhere has shown that perceived organizational support has a significant influence on organizational commitment, employee performance and overall organizational outcome^{15,16,17}

The implication of all these is that when secretaries are well versed in record management practices and have a positive perception of organizational support, it has the potential to enhance their administrative effectiveness. This means that they discharge their duties to the highest level attainable anywhere in the world. Lecturers, students, and relevant stakeholders can access the needed information and communicate with the university as necessary.

However, studies^{2,3,4} have shown that secretaries in Nigerian universities are often deficient in discharging their duties leading to several administrative mishaps such as delay in service delivery, ineffective communication and damages to institutional image. While scholars around the world have examined of records management practices in tertiary institutions and perceived organizational support among various groups of employees, there is a dearth of studies on these variables as it relates to the administrative effectiveness of secretaries in Nigerian tertiary

institutions. Gender in relation to perceived organizational support, in this case gender will be a moderating variable for this study.

Gender differences in the relationship between perceived organizational support and employee perceptions of their communication with top management, immediate supervisors and coworkers are investigated in a university and the respondents were predominantly Caucasian Americans. Gender moderated the relationship between perceived organizational support and two communication variables (coworkers' communication relationship and coworkers' information quality). Males reporting a positive coworker communication relationship also indicated higher perceived organizational support. This pattern did not emerge for females. Males who perceived receiving higher quality information from coworkers reported higher perceived organizational support. While a similar pattern emerged for females, the relationship was weaker. High levels of perceived organizational support lead workers to a more positive orientation towards the organization and enhance the organizational environment, job satisfaction and results¹⁸. Based on the principle of reciprocity, workers who feel supported in the workplace not only help coworkers but also increase their own job satisfaction and organizational commitment, thereby reducing waivers and absenteeism and encouraging better employee performance^{19,20,21}.

Regarding the difference in POS according to gender, this should be indicative of the dynamics between employees' individual characteristics (i.e. gender), perceived work environment (i. e. POS) and emotional labour process^{22,23}. According to another research work, in overall, women need to perceive higher levels of support in their personal and professional environments and value emotional support more than men do^{24,25,26}. However, a study evidence that male workers are more engaged at work when they have a strong perception of "Organizational Support"²⁷, which can be explained by the fact that men place greater importance on their placement and

importance in the organization, as well as being competitive and achievement oriented. It is in line with this background that this study seeks to investigate record management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

1.2 Statement of the Problem

The inefficiency of secretaries is an issue in the administrative structures of universities in Nigeria, especially in the Lagos State. Misplaced files, slowed communication of administrative decisions and updates, unanswered student complaints and a general lack of efficiency in the administrative process all point to the ineffectiveness of Secretaries in tertiary institutions in Lagos State, Nigeria. Preliminary research shows that several secretaries at universities in Lagos State, Nigeria are ineffective when it came to maintaining records. Computer systems and file cabinets both have issues with data loss, misplacement, and retrieval. Some of the administrative records appear to be riddled with faults in their preparation. A breakdown in communication also appears to be an issue. Secretaries are now expected to possess and implement different practices such as electronic records management practices and serve as a link between various units in the organization as well as between the university and the stakeholders who have interactions with the university.

Considering the benefits of effective secretaries and the drawback from having ineffective secretaries, researchers have examined various factors which has contributed to ineffectiveness of secretaries in Nigeria, some of the factors that have been considered include emotional intelligence, ICT skills, work environment, motivation and so on^{3,28}. However, none of the studies have examined the impact of records management practices and perceived organizational

support on the administrative effectiveness of the secretaries especially in the context of universities in Lagos State, Nigeria. Therefore, this study would explore records management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study is to investigate the influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries attached to public universities in Lagos State, Nigeria. The objectives of the study are as follows:

- i. identify the level of administrative effectiveness among the secretaries in public universities in Lagos State, Nigeria.
- ii. examine the prevalent records management practices among secretaries in public universities in Lagos State, Nigeria.
- iii. identify the level of perceived organizational support available to secretaries in public universities in Lagos State, Nigeria.
- iv. determine the influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.
- v. determine the influence of perceived organization support on the administrative effectiveness of secretaries in universities in Lagos State, Nigeria.
- vi. determine the moderating impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

- vii. ascertain the combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

1.4 Research Questions

The study was guided by the following research questions:

1. What is the level of administrative effectiveness among the secretaries in Public Universities in Lagos State, Nigeria?
2. What are the prevalent records management practices among the Secretaries in Public Universities in Lagos State, Nigeria?
3. What is the level of perceived organizational support available to secretaries in public universities in Lagos State, Nigeria?

1.5 Research Hypotheses

The following hypotheses were tested at 0.05 level of significance.

- H₀₁ There is no significant influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.
- H₀₂ There is no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.
- H₀₃ There is no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

H₀₄ There is no significant combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

1.6 Significance of the Study

The findings of the study are expected to be of significant benefits to various stakeholders such as secretaries, administrators, university management, educators, and the larger society. The study is also expected to contribute to the theory and practice of office information management by serving as source document for researchers and scholars in the field.

Secretaries would benefit from the findings of the study as it will update their knowledge about the latest practices in office management and outline key areas where they need to maintain their strength as well as the areas where they are deficient. The recommendations to be provided at the end of the study will also help the secretaries in developing their records management skills while also guiding the management on how to provide the necessary support to enhance administrative effectiveness of the secretaries. In this way, the study will also be of benefit to administrators.

Administrators are the principals to whom secretaries are responsible. Their effectiveness is closely linked to the administrative effectiveness of their secretaries. By empirically identifying factors that affect the administrative effectiveness of secretaries and offering relevant recommendations, administrators will be well-guided on how to boost the administrative effectiveness of their secretaries. The study will indirectly affect the productivity of administrators in the universities through the effective support they would receive from highly

competent and motivated secretaries. Another group of stakeholders who stand to benefit from these studies are university managements.

University managements are concerned with achieving the overall goal the university which is to produce skilled manpower and innovators who will go on to make the society better. In order to achieve this, every unit of the university must be operating at optimum level of competency. As a result, studies such as this which seek to find solutions to perceived inefficiency among secretaries will benefit the university management because secretaries are the hubs around which activities in any organization resolve. The recommendations offered in this study regarding how to boost perceived organization support among secretaries enable the university managements of the concerned institutions to put effective strategies in place in order to eliminate any factor that can demoralize the secretaries and pay more attention to those factors that can make secretaries feel more supported.

Educators, especially in the field of Office Information Management, Office Technology Management and other allied fields will also benefit from the findings of this study. This is because educators need feedbacks on the actual skills needed in the world of work so that they can constantly adjust their teaching to reflect current trends and thus equip their students with all the necessary skills to enhance their administrative effectiveness. Educators can also be guided to develop skill acquisition programs for working secretaries based on the skill gaps identified in this study so that they can help secretaries improve their efficiency.

The study will also be of benefit to the larger society. Universities are very intertwined with the society and its operations and performance outcomes have implications on the larger society. As a result, the society will reap the ultimate benefit of effective secretaries who contribute to

the smooth running of universities and contribute to its efficiency. In addition, effective secretaries also make the interaction between various units of the university and the society smooth productive, and free of rancor.

Most importantly, the study is also expected to contribute to the theory and practice of office information management by serving as source document for researchers and scholars in the field. There is a dearth of empirical studies on the factors responsible for the administrative effectiveness of secretaries, especially in the context of universities in Nigeria. Researchers have written several opinion articles and localized studies but no studies have combined variables such as records management practices and perceived organizational support as done in this study. The study will therefore be a useful addition to the available literature in the field of Office Information Management.

1.7 Scope of the Study

The study is focused on the influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The dependent variable is administrative effectiveness which is measured by communication skills, organizational skills, problem solving skills, technology skills and multitasking skill. The first independent variable is records management practices measured by metrics such as records creation, records distribution, record preservation, records disposition and records archival. The second independent variable is perceived organizational support which is measured by organizational fairness, support from leaders, human resource practices and work conditions. The geographical scope is public universities in the Lagos State, Nigeria. Also,

gender would be a moderating variable in this work while the respondents of the study will be secretaries in various offices and units in the selected public universities in Lagos State, Nigeria.

1.8 Limitations

Limitations to a study are potential weakness. One limitation identified in the proposed study was the threat of self-selection. A second limitation was communication originating from individuals of different generations. These limitations may reflect differences in communication styles. Limitations of language, associations and subject knowledge by the participant could result in misleading data.

1.9 Operational Definition of Terms

Administrative Effectiveness: This refers to the ability of secretaries in universities in southwest Nigeria to efficiently and successfully carry out administrative tasks and responsibilities. It involves effectively managing resources, implementing policies and procedures, making informed decisions, and achieving desired outcomes.

Communication Skill: This refers to the abilities and competencies of secretaries in universities in southwest Nigeria that allow them to effectively exchange information, ideas, and thoughts with others.

Organizational Skills: This is the ability of secretaries in universities in southwest Nigeria to effectively manage tasks, time, and resources to achieve goals and meet deadlines.

Problem Solving Skill: This refers the ability of secretaries in universities in southwest Nigeria to identify, analyze, and find effective solutions to problems that may arise in the course of their duties.

Technological Skills: These are the abilities and knowledge required of secretaries in universities in southwest Nigeria to effectively use and work with various technologies by secretaries in universities in southwest Nigeria.

Multi-tasking Skills: This is the ability of secretaries in universities in southwest Nigeria to work on multiple tasks at once and complete them simultaneously. It helps an individual balance and keep track of multiple tasks at once.

Records Management Practices: This refers to the approach and procedure followed by secretaries in universities in southwest Nigeria in the systematic creation, maintenance, use, control, reproduction, and disposal of records.

Records Creation: It refers to the process followed by secretaries in universities in southwest Nigeria to generate new documents or data entries to capture and store information for future reference or use.

Records Distribution: This refers to both internal and external distribution and the impact on the entire or a portion of a business.

Records Preservation: It is the practice of maintaining and protecting historical, cultural, or important documents, records, and artifacts for future generations by secretaries in universities in Lagos State, Nigeria.

Records Disposition: This refers to the process of securely and legally getting rid of documents, files, or other types of records that are no longer needed or have reached the end of their retention period by secretaries in universities in Lagos State, Nigeria.

Records Archival: This is the last stage in which records are backed up and stored for future use.

Perceived Organizational Support: This refers to the extent to which secretaries in universities in southwest Nigeria believe that their organization values their contributions and cares about their well-being.

Organizational Fairness: It refers to the perceptions of secretaries in universities in southwest Nigeria regarding the institution's fairness in decision-making processes, resource allocation, and distribution of rewards.

Support from Leaders: This refers to the extent to which secretaries in universities in southwest Nigeria, perceive they can look to their immediate supervisors for support and guidance.

Human Resource Practices: This refers to the extent to which secretaries in universities in southwest Nigeria perceive their institutions as committed to their professional development, work-life balance and they are involved in decision making.

Work Conditions: It describes the environment in which employees work. Also, Work Conditions are the physical, social and psychological features of the workplace.

Public Universities: These are universities solely owned by the State Government in Lagos State, Nigeria.

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Chapter Two

Literature Review

This chapter reviewed literature on records management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

2.1 Conceptual Review

2.1.1 Overview of Administrative Effectiveness

2.1.2 Overview of Records Management Practices

2.1.3 Overview of Perceived Organizational Support

2.2 Theoretical Framework

2.2.1 Campbell's Job Performance Model

2.2.2 Records Life Cycle

2.2.3 Perceived Organizational Support Theory

2.3 Review of Empirical Studies

2.3.1 Perceived Organizational Support and Administrative Effectiveness

2.3.2 Records Management Practices and Administrative Effectiveness

2.3.3 Gender as a moderating impact factor on the influence of Perceived Organizational Support on Administrative Effectiveness of Secretaries

2.4 Conceptual Model

2.5 Summary of gap in Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Overview of Administrative Effectiveness

The concept of administrative effectiveness has been defined differently by different authors due to its complex nature. Some researchers defined it as the positive response to administrative efforts and actions with the intention to accomplish stated goal. Although, administrative effectiveness is defined as, the product of a series of complex nested relations and an interaction patternⁱ. An administrator's capacity to forecast problems beforehand shows itself as a result of the characteristics and behaviors in his or her personal relationships and consulting criteriaⁱⁱ. Effective administration requires a balance of skills among many dimensions and these dimensions and parameters are influenced to a different degree by personal, organizational, and environmental contextual factors. In these studies, the focus is on Office Administrators otherwise known as Secretaries.

Naturally, when the world administrator is mentioned, the first thought is that it denotes the leader or boss in an organization. Consciously, it is logical to associate administrators as those who direct the affairs of an organization. This is correctors as administrative work is all about making organizations to run smoothly. Conceptually, and administrator is defined as someone who is responsible for managing and overseeing the day-to-day operations of an organization or a specific department within an organization. Administrators can have a wide range of responsibilities, depending on the nature of the organization and the specific role they holdⁱⁱⁱ.

In general, administrators are responsible for making sure that the organization runs smoothly and efficiently. They may be responsible for managing personnel, overseeing budgets, coordinating activities and programs, and ensuring compliance with relevant laws and regulations. They may also be involved in strategic planning, setting goals and objectives for the

organization, and developing policies and procedures to achieve those goals. Furthermore, an administrator plays a crucial role in ensuring the smooth functioning of an organization. Some of these functions include planning and organizing, staff management, financial management, communication, policy development, decision making, and problem solving. All of these functions, except perhaps, policy development and decision-making constitute the core functions of modern secretaries which explain why they are referred to as office administrators.

A secretary is a member of an organization's personnel who has been trained in secretarial skills and is capable of carrying out their responsibilities successfully and efficiently. According to scholars, a secretary is a person employed in an office to manage letters, maintain records, and organize appointments for a particular employee or organization. The secretary's primary function is to alleviate, solve, prevent, or lighten the executive's challenging workload. The secretary assists the executive in initiating, managing, and concluding a project. The secretary is a sort of all-purpose sentry, diplomat, psychologist, business lawyer, researcher, writer, and shock absorber, with administrative skills to keep an office running smoothly, assign priorities and judgment, know when to issue orders, and save the boss's time by screening phone calls, visitors, and mail. As a result of the foregoing, there is no question that the secretary is an essential member of an organization who must possess secretarial skills for the company to operate well^{iv}.

Secretaries play a crucial role in ensuring the smooth functioning of an organization. They oversee various administrative tasks such as managing budgets, organizing schedules, coordinating meetings, and supervising staff. To effectively do these, they often have to be involved on administrative duties such as planning and organizing. Administrators are responsible for planning and organizing various activities within the organization. This involves

developing goals, creating policies and procedures, and allocating resources to achieve the organization's objectives. For secretaries, they are constantly required to plan and organize meeting, assign task to staff and manage various activities to ensure there are no clash of schedules.

Administrators are also responsible for managing the staff of an organization. This includes recruiting, hiring, training, and evaluating employees. They also oversee the day-to-day operations of the organization, ensuring that everything runs smoothly. For secretaries, especially in large organization such as universities that have their own human resources department, the latter is the most applicable. Secretaries are often given the responsibility of managing staff such as preparing and managing work schedules, keeping the staff connected with the overall head and managing professional relationship and interaction among staff in this organization and between the employees and the applicable publics. Another administrative task is financial management^v.

Administrators are responsible for managing the financial resources of an organization. This includes creating budgets, monitoring expenses, and ensuring that the organization operates within its financial constraints. While organizational administrators are responsible for the whole organization, office administrators are responsible for how the impress and other funds allocated for the effective running of the office is management. Secretaries often have to decide how the money is spent so that the office would not lack any essential material and is able to function smoothly for the whole month^{vi}. Perhaps the most important function of administrators is communication.

Administrators are responsible for maintaining open lines of communication between the organization and its stakeholders. This includes communicating with employees, customers, suppliers, and the community at large. For secretaries, they are the information gatekeepers. They are responsible for the information coming in and going out of the organization. In addition, they also oversee how the information coming from the management reaches the staff and also service as the bridge between the staff and the head of unit or section where they are posted. In most cases, information about the state of an office or organization is best sought from the secretary. The information is often useful for various purposes which include problem solving.

Administrators are also responsible for identifying and resolving problems that arise within the organization. This involves analyzing data, gathering information, and developing solutions that address the root cause of the problem. As pointed out, the information at the disposal of secretaries and their professional training usual prepares them for the task of problem solving in the office. It is often the role of secretaries to ensure that the decisions and actions of the principal is well received by the staff. Also, the secretary also has the responsibility to ensure that only the most critical issue is allowed to reach the desk of the principal. This means that a lot of problems that arise in the workplace must be solved by the secretary unless it really has to get to the attention of the principal^{vii}. Overall, the role of an administrator is multifaceted and requires a diverse set of skills and competencies. Successful administrators must be able to balance the needs of various stakeholders while ensuring that the organization operates efficiently and effectively.

The accomplishment of all these tasks and effective discharge of the duties can all be considered as indicators of administrative performance. Additionally, it has to do with how well the organization is run internally and how its members feel satisfied. The degree to which secretaries

accomplish the aims and objectives of their institutions is known as administrative effectiveness. It also refers to a secretaries' capacity for carrying out administrative duties, such as organizing the material and human resources at their disposal and applying them methodically to the accomplishment of organizational goals. According to an expert on the subject, administrative success is a sign of good management practices, teamwork, employee engagement, quality instruction, a supportive social environment, and upkeep of norms and regulations^{viii}.

This balance includes not only a series of quality behaviors but also many personality traits as an administrator. Administrative effectiveness refers to the ability of an organization's administrative systems and processes to achieve their intended goals efficiently and effectively. It involves ensuring that the organization's resources, including personnel, budget, and technology, are utilized in the most efficient and effective manner to achieve the desired outcomes. In the context of secretaries, the concept of administrative effectiveness refers to the ability of secretaries to perform their administrative tasks efficiently and effectively. This involves carrying out various tasks such as organizing meetings, managing schedules, responding to emails, and other administrative duties in a timely and efficient manner. An effective secretary is one who has excellent communication skills, is organized and can multitask, has good time management skills, and is able to work independently while also being a team player. They are also expected to possess a high degree of professionalism and have a good understanding of the organization's policies and procedures.

One of the ways through which secretaries can achieve administrative effectiveness is through effective communication. Communication can be seen as an administrative tool employed by secretaries to influence the operations and activities in their organizations through human interactions. It serves as the life wire of any effective organization and successful secretaries are

trained and equipped to impact the whole organizational process through effective communication. Communication involves two or more persons sharing personal feelings, purposes and knowledge, and making concerted efforts to understand each other. Communication in school takes place between and among principals, teaching and non-teaching staff, students as well as other stakeholders.

The achievement of the goals of any organization rests on the shoulders of the secretaries as well as other relevant individuals within the organizations through effective communication. Not only that, the management of human, material, time and information which are the main resources in universities cannot be effectively and efficiently utilized without effective communication skills. Communication skills are the communication competencies required for coordination and integration of people and materials to accomplish objectives. A group of scholars defined communication skill as the ability to employ strategic, effective and result-oriented communication acts as a means to an end^{ix}. Another set of scholars saw communication skill as the propensity and dispositions, which people manifest in the process of transmitting attitudes, feelings, insights and facts to others^x.

Effective communication is also critical to good problem-solving and decision-making. Secretaries need to communicate with colleagues, managers, and external stakeholders to gather information and make informed decisions. Good communication skills can lead to better collaboration, improved decision-making, and increased productivity. Similarly, it was argued that communication skill is better understood in terms of the strategies, attitudes, manner and dispositions which a person employs while transmitting ideas to another with a view to influencing the other. From the above discussions, communication skill is the communicative competence needed for information processing and dissemination^{xi}. The communication skill of

a secretary is one of the major requirements for effective running of the office and the achievement of overall objectives of the organization. Administrators' communication skills on the other hand are set of activities, processes or sequences of coordinated events concerned with planning, directing, organizing and controlling of people's effort towards the achievement of organizational goals^{xii}. Administrative communication skill is a tool for performing managerial functions of the school manager. It involves internal and external behavior that provides accurate information necessary for managerial decision making and problem solving.

These skills refer to a repertoire of behavior that serves to convey information to individuals. The eight dimensions of managerial communication skills within the school are listening, critical, creative, observational, persuasive, transactional, collective bargaining, and electronic communication skills. In this study, only three dimensions were implicated and they are electronic communication skill, creative communication skill and collective bargaining skill. Electronic communication skill involves the ability to manipulate electronic gadgets like computers and storing and downloading information from them. Creative communication skill is concerned with clear articulation of vision, optimism, and plans that an organization hopes to achieve.

Integrating new ideas into the receiver's framework of ideas and concepts; developing new insights to overtake the former knowledge, leading to innovation. Collective bargaining skill includes the ability to apply diplomacy, collaborative communication, brainstorming and proficiency in writing². Secretary effectiveness refers to the ability of a secretary or administrative professional to perform their duties efficiently, accurately, and with a high level of competency. The effectiveness of a secretary is crucial for the smooth functioning of an

organization and the overall productivity of the team. The effectiveness is also measured by organizational skills.

Organizational skills can be defined as the ability to plan, coordinate, and prioritize tasks, projects, and resources efficiently to achieve desired outcomes^{xiii}. It involves the ability to set goals, create a plan of action, and manage time effectively to meet deadlines. Organizational skills are critical to personal and professional success. Studies have shown that individuals who possess strong organizational skills are more productive, perform better on the job, and have better job satisfaction^{xiv}. Organizational skills can also lead to higher levels of creativity, innovation, and problem-solving. An effective secretary is expected to possess strong organizational skills. These include the ability to manage multiple tasks, prioritize workloads, and meet deadlines. They should be adept at maintaining schedules, arranging appointments and meetings, and coordinating various administrative activities. Organizational skills are essential to effective management and productivity in the workplace. The ability to manage time, resources, and priorities efficiently is critical to achieving goals, meeting deadlines, and maintaining a high level of performance. The following is a literature review on organizational skills in the workplace¹⁴.

Organizational skills can also help secretaries manage stress in the workplace. Studies have shown that individuals who possess strong organizational skills are better able to manage their workload, prioritize tasks, and avoid feeling overwhelmed. This can lead to a better work-life balance and reduce the risk of burnout. Secretaries in universities would find this important as they would have to deal with a lot of stakeholders all of whom are important in their own rights to the success of the organization. Most importantly, organizational skills ensure that each stakeholder is satisfied and the objective of the organization is achieved. When this is not so,

there may be consequence for the secretary which why being skills in organizing is essential^{xv}. This makes it important that secretaries who lack organizational skills must acquire them through various means.

Organizational skills can be taught and improved through training and development programs. Studies have shown that training programs that focus on time management, goal setting, and prioritization can lead to improved organizational skills and job performance for secretaries and other categories of employees^{xvi}. Interestingly, there are very few studies that have examined the level of organizational skills among secretaries in Nigeria as much as attention have been focused on the contribution of secretaries to organizational effectiveness and success. Indeed, there are large amount of expectation on modern secretaries to play leadership roles in their organizations. This calls for a high degree of organizational skills.

Organizational skills are so critical to effective leadership. Leaders who possess strong organizational skills are better able to manage teams, delegate tasks, and achieve goals. They can also create a culture of accountability and performance, leading to improved productivity and job satisfaction among employees^{xvii}. Overall, organizational skills are critical to personal and professional success in the workplace. Individuals who possess strong organizational skills are more productive, perform better on the job, and have better job satisfaction. Organizational skills can also help individuals manage stress, improve their work-life balance, and lead to better leadership and team management. There are many components that aid organizational skills.

One of the main skills and competencies constituting organizational skills is attention to detail. A secretary needs to pay close attention to detail to ensure accuracy in tasks such as proofreading documents, reviewing reports, and maintaining records. Being meticulous and thorough helps to

minimize errors and ensures the delivery of high-quality work. Experienced secretaries are keenly aware that even the smallest details can cause significant disruption to the schedule and overall operation of the organization. Even something as simple as forgetting someone's birthday or improper seating arrangement in a meeting can have significant implications. Therefore, attention to detail is an attribute of great secretaries which means that those who lack this attribute have to learn it in order to enhance their task efficiency.

Another key component of organizational skills is time management. Secretary Effectiveness relies on efficient time management. Prioritizing tasks, avoiding procrastination, and being able to handle interruptions and changing priorities are vital skills for managing workloads effectively. Secretaries must be able to manage their own time as well as the time of their principals and other members of the organization. Effective time management is a key factor in achieving organizational objectives as time wasting is a drain on resources and goodwill of the organization. In addition to organization skills, another indicator of administrative effectiveness of secretaries is their problem-solving abilities.

Problem-solving skills are the ability to identify, analyze, and solve problems effectively. It involves critical thinking, creativity, and the ability to make informed decisions. Decision-making skills, on the other hand, refer to the ability to choose the best course of action from multiple options based on careful evaluation of available information^{xviii}. The problem-solving and decision-making skills of secretaries are crucial for the smooth functioning of any organization. Secretaries are likely to encounter challenges or situations that require quick thinking and problem-solving abilities. Being able to make sound decisions, think critically, and resolve issues efficiently contributes to overall effectiveness. Secretaries are responsible for

managing the day-to-day operations of an office, which often involves making important decisions and solving complex problems.

Problem-solving and decision-making skills are critical for secretaries as they are responsible for managing the day-to-day operations of an office. They often have to make important decisions and solve complex problems related to scheduling, budgeting, and communication^{xix}. Good problem-solving and decision-making skills can lead to better time management, improved communication, and increased productivity. Problem-solving and decision-making skills can be taught and improved through training and development programs. Studies have shown that training programs that focus on critical thinking, creativity, and decision-making can lead to improved problem-solving and decision-making skills and job performance^{xx}.

Secretaries can use various tools and techniques to improve their problem-solving and decision-making skills. These include brainstorming, mind mapping, SWOT analysis, and decision matrices. These tools can help secretaries analyze problems and make informed decisions based on available information. One key tool for effective problem solving is brainstorming. This is a technique used to generate ideas and solutions to problems. It involves a group of people sharing their ideas and opinions in a non-judgmental environment. This technique can be used to generate a wide range of ideas that can be evaluated later. Effective secretaries should not be islands to themselves but rather be willing to interact with other stakeholders in the organization to come to effective decisions.

Another set of tools useful for effective decision making include SWOT analysis and decision matrices. SWOT analysis is a technique used to evaluate the strengths, weaknesses, opportunities, and threats of a particular situation or project. This technique can help individuals identify the

factors that are contributing to a problem and develop strategies to address them. Decision matrices on the other are tools used to evaluate different options based on a set of criteria. This technique involves creating a matrix with each option listed on the left-hand side and each criterion listed along the top. A score is then assigned to each option for each criterion, and the total score is calculated to determine the best option.

Another useful tool for decision making is Pareto analysis which is a technique used to identify the most significant problems or issues. This technique involves analyzing data and identifying the factors that are contributing to the majority of the problems. The goal is to focus on the most significant problems and develop strategies to address them. These tools can help individuals analyze problems and make informed decisions based on available information. Some of the most commonly used tools include brainstorming, mind mapping, SWOT analysis, decision matrices, and Pareto analysis.

Problem-solving and decision-making skills are critical for secretaries in their day-to-day operations. Good problem-solving and decision-making skills can lead to better time management, improved communication, and increased productivity. Secretaries can improve their problem-solving and decision-making skills through training and development programs and using various tools and techniques. In the modern era, secretaries would find it difficult to attain administrative effectiveness without technology skills.

A modern secretary must have a good understanding of relevant software, tools, and systems used in their role. Proficiency in word processing, spreadsheet applications, email, and other digital tools is essential for creating, organizing, and managing documents and information. In today's modern workplace, information and communication technology (ICT) skills are essential

for almost every profession, including secretaries. Secretaries play a crucial role in managing the day-to-day operations of an organization and supporting senior executives. With the increasing reliance on technology in the workplace, having ICT skills is becoming more important for secretaries to be able to carry out their job effectively and efficiently.

Technological skills are essential for secretaries to carry out various essential tasks such as digital communication. Secretaries need to communicate with colleagues, clients, and stakeholders using various digital communication tools such as email, instant messaging, and video conferencing. They need to be able to use these tools effectively and efficiently to communicate professionally and in a timely manner^{xxi}. Technological skills are also necessary for effective office document management. Secretaries are responsible for managing and organizing documents, including digital files. They need to be able to use document management software to keep track of important files and retrieve them quickly when needed.

Furthermore, secretaries need to manage the calendars of senior executives, scheduling meetings, appointments, and other events. They need to be proficient in using calendar software to avoid scheduling conflicts and ensure that everyone is on the same page. Technology can also help secretaries set automatic reminders using various technologies so that they do not forget necessary dates and events pertaining to the organization and its key stakeholders. In organizations such as universities with many activities, some of which has the potential to overlap, the ability to effectively use digital calendar applications can help secretaries to manage events and tasks without any mishap.

Technological skills also include the ability to use digital data management tools. Secretaries often need to handle data, such as maintaining client and employee records, financial information,

and other sensitive information. They need to be able to use spreadsheet software to manage data effectively and ensure that it is accurate and up-to-date. Also, they must also be able to present the data and information arising from it in a simple, attractive and understandable manner. Secretaries are often responsible for creating presentations for senior executives. They need to be proficient in using presentation software to create engaging and informative presentations that convey key messages effectively.

Nigeria has recognized ICT as an essential tool for its long-term growth. This acknowledgement leads to the preparation and ratification of the Nigerian National Information Technology Policy in 2001 for the revival of the country in general, and its educational sector in particular. The policy includes a vision statement that aims to make Nigeria an IT proficient country in Africa and a worldwide player in the field. This policy recognizes the role that ICT can play in revitalizing the Nigerian educational system, and so calls for the inclusion and proper use of ICT in mainstream education and training. One-third of the policy's aims are educational. ICT skills are therefore becoming increasingly important for secretaries to carry out their job effectively and efficiently. Secretaries need to be proficient in digital communication, document management, calendar management, data management, and presentation skills. Having these skills will make secretaries more valuable to their organizations and help them to advance their careers^{xxii}.

Other components of administrative effectiveness include professionalism and discretion, adaptability and flexibility, teamwork and collaboration, as well as continuous learning and professional development. A secretary often handles sensitive information and interacts with individuals at various levels within the organization. Demonstrating professionalism, maintaining confidentiality, and exercising discretion are key attributes of an effective secretary.

In addition, the ability to adapt to changing circumstances, handle unexpected tasks, and adjust to new processes or technologies is crucial for a secretary's effectiveness. Being open to learning and embracing new challenges ensures the secretary can perform well in a dynamic work environment.

Furthermore, secretaries often work closely with colleagues and other departments. Building strong working relationships, being a team player, and effectively collaborating with others contribute to overall effectiveness and productivity. Most importantly, a secretary's effectiveness can be enhanced by a commitment to ongoing learning and professional development. Keeping up with industry trends, attending training programs, and seeking opportunities for skill enhancement can improve job performance and effectiveness. By embodying these qualities and skills, a secretary can contribute significantly to the smooth functioning of an organization, support the achievement of goals, and positively impact overall productivity and efficiency²³.

2.1.2 Overview of Records Management Practices

In order to fully understand the concept of records management, it is important to look at various definitions of the component words such as the term record. A record can be described in terms of the information it contains or the tangible or physical manner in which it is made. Hence, records differ in content, size, or format in which they appear. Expert record managers have described records as any source of information or material recorded, assembled, or kept in film or in written form^{xxiii}. Another author also defined records as information gathered in any form; received or made routinely in the course of an organization's business or correspondence; and preserved by the organization as proof for organizational processes or activities^{xxiv}. In the context

of the current research, a record may be described as any information that is received, generated, and preserved by Lead City University, Ibadan as prove of procedures that happened and when they happened as evidence for regulatory and legal requirements in whatever format. Consequently, records are vital assets for an organization and without them, the organization cannot function properly. Therefore, system and focused efforts should be directed towards the management of these important records by doing whatever is necessary for the upkeep of organizational records in useful, storable, and retrievable forms. These activities are referred to as record management²⁵.

There have been numerous attempts by experts in the field of record management to find a befitting definition for the concept of records management. For instance, a group of researchers described records management as a management area required for the systematic control of record generation, reproduction, usage, maintenance, and disposition^{xv}. The researchers went further to suggest that record management entails three processes through which records transit including current, non-current, and semi-current. The present phase comprises the development and usage of records on a frequent basis. The non-current stage comprises a procedure where documents are no longer utilized and delivered to the archives following their evaluation. On the other hand, the semi-current stage involves the immediate phase that entails an infrequent reference to records.

In another study, the researcher defines records management as a discipline of management that is concerned with the systematic and efficient regulation of production, use, preservation, reception, and disposal of records²⁵. From this perspective, record management is seen as the process of acquiring, creating and preserving information and evidence linked to business

transactions and operations in record form. Hence, competent record management is crucial for the protection of documents generated in tertiary institutions around the world.

The author further situates records management with the confines of a wider practice which is information management. This is a discipline which involves the holistic processes of managing the information architecture in an organization. This information architecture encompasses components such as records, information, people, software, and hardware that are involved in providing the information. This author therefore emphatically project records management as a vital component of information management. In line with this, other scholars have also explored the relationship between information and records management.

International organization for standardization ISO 15489 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 processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records”.

The ISO 15489 is an international standard that defines best practices for the management of both paper and electronic documents and records. It is based on the Australian standard AS 4390-1996: Records Management, which has advanced paramount system for records keeping. Subsequent to the released of ISO 15489 by ISO, the Australian government withdrew the Australian standard AS 4390- 1996, replacing it with AS ISO 15489. The ISO 15489 standard is intended for any organization that needs to guarantee that their records and documents are effectively maintained, accessible, categorized, and indexed from the creation of the records or document’s life, to the end of their life, which could be either through disposal, archiving, or transferring of the records or the documents to an off-line/off-site storage.

Records management provides managers and information users with good access to information for decision making. Efficient information system creates and makes critical information available for organizational performance. Organizations focus on keeping and maintaining right-size information through retaining the right information and disposing the right documents. Record means “something that represents proof of existence and that can be used to recreate or prove state of existence, regardless of medium or characteristics”^{xxvi}. A record may be created or received in the process of organizational day-to-day transactions, or to satisfy legal requirements. For instance, in educational institutions such as a university, students’ records refer to information or data relating to students. This can be on paper and in electronic formats. In the university system, information management has occupied a considered place in the effective and efficient management of the university. In fact, it is considered as key in the administration of institutions of learning because it supports the planning and implementation of suitable course of services by enabling appropriate monitoring and supervision of work^{xxvii}.

An effective records management will help the universities to meet regulatory and audit requirements and provide proof of university’s activities for litigation support. During auditing exercise, actions are reviewed through consulting and recording details of the documents that legalized the actions. In a situation where the records and information were not properly managed, the audit judgment would not be reliable due to untrustworthy information^{xxviii}. To any organization or institution, information remains a necessary tool in making reference or decision. Efficiency leads the cardinal components of information management without which administering a complex organizations like university becomes difficult if not impossible. However, studies reveal that, information management in Nigerian universities suffers setbacks.

Scholars have observed that Nigerian universities lack policies on central issues of records management such as records appraisal, retention and disposition³¹. In a similar study, the researcher noted that there is problem of lack of accurate information for administrative decisions in Nigerian universities. In addition, this is as a result of increase in records generated at an exponential rate due to the rising number of students being admitted in to the universities³⁰. Other studies also observed that record may be available in an institutional repository of the university and users are not aware of it because its access points were not provided. Similarly, the status of information management in the universities generally lacks efficiency³².

The concept of records management is popular and rooted in most corporate organizations in Africa and ISO 15489 is popular in sub-Saharan Africa among records management professionals, a scholar observed that 70% of Commonwealth Africa heads of records services in the public sector has knowledge of ISO 15489; and 85% of them are willing to adopt it³³. In universities, bulks of records are generated because various departments and units produce evidence of their daily transactions. All administrators, academics and supportive personnel also generate records. Nigerian universities possess huge amount of information on administration, students and other academic information, financial information, etc³⁰. In line with the National Policy on Education, the aim of establishing universities in Nigeria is to develop social transformation, economic modernization and man power training. This implies that documenting events and activities in form of records of an institution particularly in a university in order to promote research and growth of the institutions and for the national development is of paramount importance.

Having investigated the cases of poor governance and conducted case studies in several organizations across industries, a scholar discovers that, it has become clear that records

management is central to good governance in both public and private organizations³⁴. Information and records management are the bedrock of business activity; if there is no information, the management is crippled in its planning and decision-making process³⁵

Despite the important role records and information are playing in running an organization such as a university, many universities in Nigeria are faced with challenges in managing their records and information. In his study on managing e-records in federal universities in Nigeria, activities geared towards managing electronic records are not receiving proper attention in the universities³⁶ There are virtually no records management legislation and no modern technologies to manage e-records efficiently. Moreover, another scholar identifies some systems for processing electronic documents to include decision support system (DSS), Electronic records management system (ERMS) and Online transaction processing system (OLTPS), most of which are not found in Nigerian universities. Lack of these facilities will no doubt affect the management of electronic records³⁷

Information technology is a strategic asset in creating competitive advantage³⁸ This suggests the need for all universities across the world to embrace technology especially as it regards to the management of the information they generate. Experts argue a successful organization is the one that has created superior and competitive IT capabilities in turn enjoy performance to improve company revenue and reduce company costs³⁹ Buttressing this, a scholar describes the effect of insufficient ICT for managing electronic records in Nigerian universities as poorly equipped and that, the universities are not ready for modern records management considering the role technology plays in improving electronic records management system³⁷. Technological advancement has led to increase in creating electronic records in the universities but

unfortunately, the management of these records is far below standard in most African universities⁴⁰.

In addition, several studies conducted have revealed the poor state of records management in the universities which resulted in missing vital documents. Records in Nigerian universities are characterized by unprofessional destruction, improper arrangement and description, lack of proper disaster prevention plan and general lack of guidelines for managing records lifecycle⁴¹. Similarly, another set of researchers argue that a record may be available in an institutional repository of the university and users are not aware of it because access points were not provided for it⁴². This critical situation is consistent with the finding of a study which discovers that top management in Nigerian universities are disturbed about the high rate of missing vital records and the longer time taken by records managers to provide the needed records for decision and other purposes. There is no significant improvement also discovers that there are no functional policies put in place to take care of the records, as such records are lost repeatedly due to inefficient filing system in the universities. Working in the same premises, studies reveal that, Nigerian universities produce large volume of records with frequent duplication of files in all the units and sections of the university in an uncontrolled manner resulting in data redundancy and resource wastage. Increase or rise in number of students admitted into Nigerian universities and the consequent increase in records and information generated also constitute a major challenge in managing information as the university system is expanding at an alarming rate. This buttressed the finding as cited by a scholar who found that most institutions have failed in the keeping and management of records because of the rise in student's population has made data generated too complex to handle and; the offices charged with the analysis of the data are ill-equipped and ill-trained to do so".

In his study on information management system in Nigeria, discovers that, development planners, policy makers and researchers are handicapped by insufficient policy or simply unavailable data and information to facilitate the planning, policy formulation and research process. This was testified by another scholar who also states that there are no functional policies put in place to take care of the records as such, records are lost repeatedly due to inefficient filing system in the universities.

Researchers who analyses the relationship between organizational performance and records management explained that effective records management require the skills of a professional information manager. Who is capable of designing and implementing record manage systems to manage records in all formats right from the stage records creations through their processing, storage, retrieval, as well as, distribution until their elimination or permanent retention in an organization's archives⁴³. Records are crucial informational sources and are the only legally verifiable and credible sources of data that may be used as proof of activities, decisions, and transactions in organizations. Therefore, organizational managers and employees require the documented information in carrying out their official obligations and tasks in an effective, efficient, and transparent way.

In line with this, not only corporate organizations but also government institutions across the world have developed policies and guidelines to ensure effective record management. Researchers from Kenya reported that the record management law of the country specifies that all public entities should generate and maintain documents in proper forms for usage. This clearly emphasizes the need of proper record keeping in the auditing process. Further, the law is very explicit that failing to submit an account for financial expenditure is a violation that might draw legal proceedings. Consequently, it is necessary to develop strong record management

processes to mitigate such concerns, which may spawn greater problems for a business. The practices that constitute effective record management have been outlined in various studies²⁶.

Various researches demonstrate various attempts in identifying records management techniques. Researchers' evaluates the greatest value and best practice in records management. The study suggested some best practices that businesses should implement in order to ensure an efficient records management system. The first suggestion is to form a steering committee comprised of a records manager, IT technical staff, a legal counsel representative, tax, finance, risk management, and human resources to make diverse contributions to the program⁴⁴. It is believed that having a diverse group of people on the records management committee makes the program more thorough and successful in guaranteeing compliance with the records management policy. The committee should also have frequent meetings to examine the program's status.

Another requirement for putting an effective records management practice in place is the establishment of an organization-wide communication strategy. The records management committee should guarantee that the records management team's practices are communicated to all corporate personnel on a regular basis. An intranet site, a corporate newsletter, instructional workshops, or occasional emails are the best ways to convey records management operations to staff. This communication strategy will ensure not only the passing of information about the adopted records management practice but it will tailor the communication process so that the information reaches all intended targets in a way that they would understand. Once this is done, the organization has to put measure in place to ensure that employees and other stakeholders follow policies and procedures on a regular basis⁴⁵

It is important for all organizations that generate records to develop rules and procedures to govern records management processes that may be used universally and consistently across the organization. These rules and regulations are also expected to be properly documented to serve as guide, when necessary, to information managers. Some of the key issues expected to be well articulated in this policy is the continuous and methodical use of document destruction and disposition strategies. The regulations should also include both electronic and paper records. Auditing is another practice. It has been pointed out that records management should be included in organizational audits, and that the audits should be consistent and meet legal criteria⁴⁶.

Regarding, the record management activities themselves. There should be clearly stated policy regarding the kind of record to be kept and the media to be used in its creation and storage include how to dispose obsolete records. The policy should also cover how to deal with archived or non-active records. All of these should be properly inventoried and monitored in line with all security and confidentiality rules⁴⁷. In essence some of the necessary that have been highlighted include document keeping, policy and procedure compliance, access and indexing, and accountability. Records management, should comprise include a retention policy that includes a records retention timeline.

Records retention ensures thorough protection of a company's assets to mitigate litigation and risks. A records retention schedule refers to a file that a firm uses to keep records as operationally and legally required and involves the disposal of records in a controlled and systematic manner. Through a records retention schedule, an organization can efficiently control information storage costs, manage intellectual property issues, locate and retrieve information for legal issues, as well as dispose records when they are no longer useful to an organization⁴⁸. The records retention schedule is divided into four activities such as; identification of major record

groups, the creation of a general classification scheme, carrying out legal research, and overlaying of operational retention processes.

The third practice involves access and indexing of records. The essence of managing record is to ensure that they are accessible and can be easily retrieved when needed for any purpose by the organizations that generated record. An effective records management program depends on an organization's ability to attain information for various purposes such as; business support, decision making and compliance purposes⁴⁹. In this case, record management in the tradition requires creating a filing system which is easy to understand and which the information manager can use to trace any documents. The process of indexing and creating access to organizational records has further made easier with the advent of technology such as information management systems⁵⁰.

In a report by the Provincial Archives of Saskatchewan, professionals outlined the best practices for records management. The report argues that effective records storage and retrieval hinges on effectual records management procedures and policies. Although some of these practices may vary from one organization to another, they are best practices that may help in the efficient records management. These practices include having written procedures and policies related to the filing and classification of records. It was also suggested that these policies and procedures should be availed to all employees⁵¹. In addition to this, the policies and procedures should also be updated and reviewed on a regular basis and should be based on the organization's records management policy and the approved retention schedules. According to the report, it is also important to ensure uniform implementation of information management procedures and policies through the establishment of regulations that stipulate where and how active organizational records should be maintained.

The best way to achieve this is to have a detailed process of establishing classification procedures, version controls, and naming conventions for the documents in all formats to ascertain that the organization applies them consistently. Other practices include closing inventory files when the year ends, regular disposal of records as specified by relevant laws, and ensuring secure destruction of records containing confidential information such as personal health, personal information, or any other sensitive information⁵².

From the foregoing, it can be seen that the record management practices across the world is guided by procedures such as the appointment of a records management committee, establishment of an effective records management activities communication platform, application of policies and procedures, access and indexing, auditing, risk management, and records disposal among others. The implementation of an effective records management needs careful preparation, hard effort, and competent execution. However, an adoption of these best practices might aid in lowering risks related with a records management program in a company. The next part goes more into other benefits of using the established records management procedures. With all the background work done, researchers have also outlined all the activities that constitutes record management.

Researchers have opined that records management includes all activities undertaken to govern the lifespan of records that are frequently created as a consequence of activities and transactions. These activities include record creation, use, maintenance, archiving and/or disposal. Notably, the objective of a records management program is to build programs which will give information on the right and suitable processes to apply in the handling of records all through its life cycle⁵³. It was also highlighted that for an organization to acquire efficiency in all its operations ranging from service delivery, entronement of good governance and its qualities, such organization

should start on practices which advance a records management program. This is so because the accomplishment of effective governance in any sector (public or private) is significantly impacted by the availability of authentic and trustworthy records.

Researchers identified key characteristics of an effective records management approach. 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 program; policy and procedures documentation; training programs and ongoing review⁵⁴.

In another study, the author submitted 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 center management; vital Records management and control; records inventory and evaluation; records retention and disposition schedule; directives management and control; mails management; micrographic and reprographic management; archives management and ICT management and equipment management⁵⁵.

Putting in place a solid records management program will result in the control over the development and expansion of records. Despite decades of adopting non-paper storage systems, the use paper records continue to increase in all sorts of enterprises. An efficient records management program limits the development of records or copies not essential to operate the business and ensure there is a system for discarding worthless records or retiring inactive records consequently stabilizing the growth of records in all forms⁵⁶.

In addition, achieving effective record management involves providing fund for filing equipment, space in offices, and manpower to maintain an organized file system or to seek for missing records when there is no structured and functional system. Implementing a records management program gives a chance to influence some cost reductions in space and equipment and to imply workers work more productively⁵⁷.

Records management frameworks and systems starts with the production and subsequent capture of records in recordkeeping systems, through to their maintenance and usage, and eventually their destruction. Properly designed records management systems limit 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. There are various advantages that organizations can gain by putting in place effective record management practices.

Having a robust record management practice which enhances an organization's capacity to identify and manage its physical and electronic files can help it attain faster, inexpensive, more streamlined access to the needed information. One of the components of record management is record classification. This facilitates the organization of 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 are categorized using several criteria including numeric, alphanumeric, alphabetical or chronological which enable for easier retrieval or usage. Through the focus of the record management planning, it is obvious that record management activities include:

Records creation this stage begins with the creation of receipt of a record. For example you may write a financial report or receive a memo. Also, records are essential for various processes in an association; they give proof to basic leadership, for documentation, for reference and for reaction to enquiry among others. It is along these lines important to screen the creation/receipt and utilization of the records gotten by an association as a method for guaranteeing successful usage of records administration program;

Record distribution this phase includes both internal and external distribution and the impact on the entire or a portion of a business. This is a procedure in records administration that aids different procedures, for example, giving out linkage between individual records that have been given out in a consistent record of activities.

Records Preservation is another aspect of record management. This represents a solid practice of successful record administration in a traditional setup comprising corporate businesses, organizations and also governments. The aim for preserving records is to preserve them from damaging causes such excess heat or lighting, fire break outs and humidity and prolong their life duration. There are several ways of preserving records. They include digitization, micrographic and reprographic management⁵⁸. The available of various technologies has also provided the opportunity for organizations to deploy various systems in record preservation. It was recorded that some Nigerian government institutions often kept their records safe on Compact Disks and flash drives⁵⁹;

Records disposition in most situations this will imply physically arranging the record or in the case of electronics remising the records from the electronic system and it's packing.

Records archival this is the last stage in which records are backed up and stored for future use. The motivation behind following records is to report the developments of such records so that the organization knows where its records are whenever, to screen the utilization of records and keep up an audible trail of record keeping forms, for example, access to records by clients in the future.

However, there are concerned among experts about the ability of institutions in the developing world to adopt modern technology in information management and preservation. This is mainly due to lack of fund, technical support for the digital system owing and the rate at which equipment and software become obsolete. Apparently, this has led many organizations to stick with traditional record management systems. It was reported that in Lesotho government institutions, personnel registers at the ministries were organized as in filing cabinets and information was generally safe and files were quickly accessible by relevant employees. Consequently, record use and management improved. However, in line with several advantages of electronic record management systems, experts have recommended that organizations try to adopt them⁶⁰.

Some benefits of good records management include better use of physical space, saving time, enhanced control of precious information resources, compliance with standards and decrease in its operating expenses. The necessity of records management is increasingly being acknowledged in all kinds of organizations, even those not involved in profit making. Records constitute key sources of information and are practically the only dependable and legally verifiable source of data that may serve as proof of choices, acts and transactions in any organization.

Records management can help to detect fraud and recover the loss. Every organization is prone to dishonest managers and employees. However, if effective record management system has been put in place, it can provide a trail for investigators to track the root of corruption. However, for records to be useful in this capacity, they must be accessible. Organizations keep records for the following reasons; information retrieval, evidence of organization's activities, compliance with regulations. In addition to these the factors motivating organizations to preserve records include administrative value, financial value, legal value and information value.

2.1.3 Overview of Perceived Organizational Support

Secretaries need to be administrative effective in order to justify their employment in organizations and contribute to the achievement of the overall objectives of their employers. However, due to the exigencies, even secretaries who are perceived as effective can become ineffective due to certain factors. One of the factors that can contribute to the administrative effectiveness of secretaries is perceived organizational support.

Perceived organizational support (POS) is the extent to which employees believe that their organization values their contributions and cares about their well-being. The concept of POS has received significant attention in the literature due to its potential to influence employee attitudes, behaviors, and outcomes. It is a concept derived from the organizational support theory and plays a crucial role in shaping employees' attitudes and behaviors within the workplace²³. High perception of organizational support can increase employees' emotional commitment to the

organization and enhance their positive efforts on behalf of the organization in essence, POS represents the extent to which employees feel that their organization is supportive and caring, ultimately affecting their motivation, performance, and commitment. The concept has been defined from different perspectives by various scholars.

One of the popular definitions of perceived organizational support describes the concept as “the extent to which employees believe that their organization values their contributions and is concerned about their well-being⁶²” This definition of perceived organizational support (POS) emphasizes the importance of employees' beliefs about their organization's values and concern for their well-being. According to this definition, when employees feel that their organization values their contributions and cares about their well-being, they are more likely to be committed to the organization, satisfied with their jobs, and willing to exert extra effort on behalf of the organization.

This definition of POS has been widely cited and used in research studies examining the relationship between POS and various employee attitudes and behaviors. For example, studies have found that higher levels of POS are associated with higher job satisfaction, organizational commitment, job performance, and lower turnover intentions. Additionally, research has shown that POS can serve as a buffer against the negative effects of stressors such as workload, role ambiguity, and conflict. One limitation of this definition is that it does not differentiate between the different sources of support that employees may receive from the organization, such as support from supervisors, colleagues, or the organization as a whole. Some studies have suggested that different sources of support may have different effects on employee outcomes.

This has led to a review of the definition to define POS as "the extent to which employees believe that their organization values them and cares about their well-being." While this definition of perceived organizational support (POS) is similar to the first cited, it explicitly mentions that employees' beliefs about the organization's concern for their well-being are also important. According to this definition, when employees believe that their organization values their contributions and cares about their well-being, they are more likely to experience positive outcomes such as job satisfaction, commitment, and engagement²⁶. This definition of POS has been widely used in research studies and has helped researchers understand the mechanisms through which organizational support affects employee outcomes. For example, studies have shown that when employees perceive high levels of support from their organization, they are more likely to reciprocate with positive attitudes and behaviors such as organizational citizenship behaviors and reduced turnover.

One of the strengths of this definition is that it emphasizes the importance of both valuing employees' contributions and caring about their well-being. By acknowledging the importance of employees' well-being, this definition goes beyond a transactional view of organizational support and highlights the role of emotional support in employee outcomes. However, one limitation of this definition is that it focuses primarily on employees' perceptions and beliefs about support, rather than on the actual support that organizations provide. Thus, it is possible that employees may perceive high levels of support even when their organization does not actually provide adequate support. Some studies have suggested that it is important to measure both employees' perceptions of support and the actual support provided by the organization.

Employees' demands and desires should be prioritized in today's competitive climate. The goal of doing the same is to keep them and make them more profitable for the company. It is vital for

any organization to have programs and policies that are appealing and appealing to personnel². In recent years, organizations have become more aware of this issue and are making an effort to establish a supportive environment for their employees in order to retain them for a longer amount of time³. Also, the function of human resources in an organization is the most essential factor for gaining a competitive edge⁶³.

Researchers have observed that the concept of perceived organizational support is based on the ideals encapsulated by social exchange theory” and the norms of “reciprocity” respectively. They say that when an organization acts in beneficial ways to its employee then he or she has an understood obligation to reciprocate in the same manner. This leads towards more dedication and commitment of employees in achieving organizational goals. Scholars posited that the extent to which the socio-emotional need is satisfied, individuals “incorporate organizational membership into their self-identity”⁶³. This serves to support the social exchange relationship, which consequently leads to increased employee’s performance commitment. They become connected as required by their job which leads to the growth of positive attitudes in the organization.

In the same vein, scholars submitted that based on the models of exchange relationships organizational supportive treatment of their employees creates a sense of commitment that encourages the employees to put extraordinary efforts to make the organization achieve its objective. In the same vein, scholars believe that perceived organizational support is a well-thought-out process as far as positive organizational outcomes are concerned. The social exchange concept explains that employees be disposed to interchange valuable treatment that they obtain with positive work-related activities. The concept of perceived organization support is wide. However, according to organizational support theory, organizational support should be discussed under subheadings such as organizational fairness, support from leaders, human

resource practices, work conditions. This is important to guide organizations on what to do for their employees and for the employees to know what to expect from their organizations⁶⁴.

Every individual, including employees of formal organizations wish to be treated fairly and expect justice from their organizations. Organizational fairness refers to employees' perceptions of the fairness and equity of policies, practices, and procedures within their organization⁶⁵. Organizational fairness is also referred to as organizational justice who also focuses on the perception of employees regarding the behavior of their organizations and how this behavior is related to employees' attitudes and behaviors regarding the organization. Organizational fairness, also known as organizational justice, refers to the perception of employees regarding the fairness of the policies, procedures, and practices of their organization. It encompasses three dimensions⁶⁶. It can be broken down into different dimensions, including distributive fairness, procedural fairness, and interactional fairness.

Feelings about the impartiality of outcomes or distributions are at the heart of distributive fairness, an aspect of organizational fairness. Fairness is the degree to which people believe that their interests will be taken into account when decisions are made about the distribution of results. Employees' views on fairness and coherence are thus linked to their views on distributive justice. Distributive fairness is a concept in ethics and political philosophy that concerns the fair distribution of goods and resources in a society. It is based on the idea that resources, opportunities, and benefits should be distributed fairly among members of a society, taking into account factors such as need, merit, and contribution.

There are several theories of distributive fairness, including egalitarianism, which holds that resources and benefits should be distributed equally among all members of society; utilitarianism,

which holds that resources and benefits should be distributed in a way that maximizes overall happiness or well-being; and libertarianism, which holds that resources and benefits should be distributed according to individual entitlements and property rights⁶⁷.

Distributive fairness pertains to the fairness of the distribution of rewards such as pay, promotions, and recognition among employees. This includes whether employees perceive that they receive fair and equitable treatment in terms of the allocation of resources and rewards⁶⁸. An organization's fairness can be measured by the degree to which its employees have faith in its policies and practices. The concept of organizational fairness is employed to demonstrate how a culture of equity can positively impact both individual and organizational outcomes⁶⁹. It is a branch of psychology that focuses on how people feel about justice at work. Employees' performance, involvement, and motivation are all impacted by their outlook on the systemic fairness and transparency of the employee appraisal process⁷⁰.

Procedural fairness refers to the fairness of the procedures and processes used in making decisions that affect employees. This includes whether employees feel they have a voice in decisions that affect their work, whether the decision-making process is transparent and unbiased, and whether they can trust the decision-makers. Procedural fairness or justice is subjective as it relates to the perception of the employee and may not totally refer to the reality on ground. However, it is seen as an important factor in perceived organizational fairness. In line with this, procedural fairness is also defined as an employee's perception of the impartiality of organizational policies and procedures, processes, methods, and mechanisms used to evaluate their work performance⁷⁰.

In this context, procedural fairness refers to the perceived impartiality of the means or process by which outcomes are assigned, but not the outcomes themselves. Typically, procedural justice is evaluated based on whether organizations apply rules and regulations uniformly to every member of the organization, avoid bias in the decision-making process, are ethical in correcting errors, provide adequate notification to employees before decisions that affect them are implemented, and afford every member of the organization an equal opportunity to be heard, appeal, receive accurate information, and provide input into the decision-making process. From this perspective, procedural fairness is closely related to interactional fairness

Interactional fairness pertains to the fairness of interpersonal treatment that employees receive while interacting with their supervisors and coworkers. This includes whether employees feel that they are treated with dignity and respect, whether they receive adequate feedback, and whether they are given a voice in the decision-making. Interactional fairness, also known as procedural justice, refers to the perception that individuals have about the fairness of the processes used to make decisions in formal organizations. It is a critical aspect of organizational justice that refers to the fairness of the procedures that are used in the decision-making process, rather than the outcomes of those decisions.

Interactional fairness connotes the personal tenor of supervisor–subordinate relations, reflecting whether employees perceive that supervisor share information appropriately and treat them respectfully. Two facets of supervisory treatment are frequently discussed as aspects of interactional fairness. Informational and interpersonal dimensions are the two social forms of fairness and are especially relevant when considering relational phenomena⁷¹. Informational fairness deals with the adequacy of explanations regarding execution of policies⁷². Supervisor's

exhibit informational fairness when they clearly explain procedures used to determine employee outcomes.

In formal organizations, interactional fairness can be demonstrated through several practices, including transparency. The decision-making process should be transparent and clear to all parties involved. This includes providing information about the decision-making criteria, the reasons for the decision, and the evidence used to support the decision. Furthermore, employees should be given the opportunity to voice their opinions and provide feedback about the decision-making process. This includes providing opportunities for employees to express their concerns, suggestions, and ideas. However, interactional fairness is more about the relationship between fellow employees than between employees and the organization. This is why mutual respect is an integral aspect of interactional fairness.

Supervisors who demonstrate informational equity assist employees in understanding and situating their workplace because they are a primary source of work-related information. As employees may correlate being "in the know" with social status at work, subordinates should respond positively when supervisors share information. Interpersonal equity entails treating people with regard. When interacting with employees, supervisors demonstrate interpersonal impartiality through courtesy, attentiveness, and sincerity. Subordinates may perceive a supervisor's deferential interpersonal conduct as confirming their organizational standing^{73,74}.

Fair interpersonal treatment by supervisors may also affect employees' routine job attitudes beyond their mood or emotions. Scholars differ on whether interactional fairness is best captured as a single social dimension, or as aspects of process (i.e., informational) and outcome (i.e., interpersonal) fairness⁷⁵. The two dimensions tend to strongly correlate and are often

consolidated under the broader label of interactional fairness. Because our research focuses on interactional fairness rather than comparative strengths or weaknesses of either sub-dimension, we combined them⁷⁵.

As different from procedural or distributive fairness, the adherence management to the social aspects of their dealings with employees is highly important for subordinates. It was therefore suggested that issues of interactional fairness are more immediate for employees than those arising from structural fairness concerns⁷⁴. Scholars noted that emotional reactions to interactional unfairness are more intimate than responses to other forms of fairness. The daily work routine presents supervisors with opportunities to foster interactional fairness as they direct, motivate, and support employees' work efforts. It was found that greater daily inconsistency exists in employee perceptions of social fairness (i.e., interactional) than those determined by organizational policy (i.e., procedural, distributive). This difference likely reflects the continual adjustments that supervisors and subordinates make while adapting to the realities of organizational life.

As noted by experts, supervisors have more discretion over social encounters with employees, whereas systemic factors may constrain supervisors' procedural or distributive actions. Presumably, subordinates are sensitive to interactional fairness because it portends the tenor of future relational engagements. Among the types of fairness, interactional unfairness may have greater potential to evoke immediate affective responses from individuals⁷⁶. Meta-analyses of some existing studies showed interactional fairness negatively related with damaging emotions among employees. Because of such underlying emotions, instances of interactional unfairness might trigger retaliation or vengeful behaviour⁷⁶.

Respectful and dignify interpersonal exchanges between supervisors and subordinates can create close ties and promote attachment. The relational model of fairness posits employees are concerned about their long-term relations with the organization and its representatives⁷⁷. Finding interactional fairness exerted strong effects on organizational citizenship behavior (OCB), scholars argued that employees' interactions with supervisors communicated meaningful information about this relationship. Interactional fairness from supervisors' signals that the subordinate is a valued organizational member, fostering feelings of social acceptance and. Thus, fair treatment validates employees' self-worth and identity with the organization. The assuring nature of interactional fairness may replenish subordinates' intrinsic resources, providing both immediate and enduring emotional benefits^{78, 79}.

Overall, interactional fairness is critical for maintaining a positive organizational climate and fostering employee satisfaction and commitment. When employees perceive those decision-making processes are fair, they are more likely to trust their managers and feel more committed to the organization. Research has shown that when employees perceive their organization to be fair, they are more likely to be satisfied with their jobs, committed to the organization, and willing to put in extra effort. Hence, organizational fairness is essential for creating a positive work environment and achieving organizational goals.

One factor that influences organizational fairness is support from leaders. When leaders provide support to employees, it can signal to employees that they are valued and respected within the organization, which can lead to higher perceptions of fairness. Support from leaders can take many forms, including providing resources, recognizing employees' contributions, and showing concern for employees' well-being.

Another factor that influences organizational fairness is human resource practices. HR practices can have a significant impact on employees' perceptions of fairness, particularly in areas such as performance evaluations, promotions, and pay. When employees believe that these practices are fair and transparent, it can contribute to higher perceptions of distributive fairness. Additionally, HR practices that provide opportunities for skill development and career advancement can contribute to higher perceptions of procedural fairness.

Work conditions also play a role in organizational fairness. Employees are likely to perceive higher levels of fairness when they have reasonable workloads, opportunities for growth and development, and supportive relationships with colleagues and supervisors. On the other hand, poor work conditions, such as high workload, a lack of autonomy, and toxic work environments, can contribute to lower perceptions of fairness. Overall, organizational fairness is an important aspect of employee well-being and can have significant impacts on employee attitudes and behaviors. Support from leaders, fair HR practices, and positive work conditions are all factors that can contribute to higher perceptions of organizational fairness and ultimately lead to positive employee outcomes.

Another key component of organizational support, is perceived leadership support. Support from leadership can be crucial for the success of any organization. Leaders who provide support to their team members can help create a positive work environment, boost employee morale, increase productivity, and foster a sense of loyalty among staff members. Some ways that leadership can provide support include clear communication, provision of resources, employee recognition, feedback and work-life balance.

Leaders who communicate effectively and transparently can help their team members understand their expectations and goals. This can help reduce confusion and increase motivation. Also, leaders who provide their team members with the necessary resources and tools to perform their job can help increase efficiency and job satisfaction. Furthermore, leaders must recognize their team members' hard work and achievements as this can help boost employee morale and create a sense of appreciation among staff members. Leaders who provide constructive feedback can help their team members improve their performance and grow in their careers. Leaders who prioritize work-life balance can help reduce burnout and increase employee well-being.

When leaders demonstrate support for their employees, it can help foster a positive work environment and increase employee satisfaction, motivation, and commitment to the organization. This support can take many forms, such as providing resources and tools to help employees perform their jobs, offering opportunities for development and growth, recognizing and rewarding employee achievements, and showing empathy and understanding in difficult situations. On the other hand, when employees feel that their leaders do not value or support them, they may become disengaged, unmotivated, and less committed to their work. This can lead to higher turnover rates and lower productivity, which can ultimately hurt the organization's bottom line. Therefore, it is important for leaders to prioritize supporting their employees and creating a positive work environment. By doing so, they can help increase employees' perceptions of POS and create a more engaged and productive workforce.

Given that organizational leaders differ in their approach to how they deal with their subordinates, the differential ability of leaders to supply valuable resources and positive experiences to members should be considered when examining the role of perceived leadership support. Some exchanges may provide only intangible benefits, such as understanding and

friendliness. These intangible benefits tend to be a part of most leader–subordinate exchanges. Even in the absence of tangible benefits, a high-quality relationship is valuable and is related to employee well-being. However, in other exchanges, the leader has opportunities to provide more tangible benefits as well, such as successfully defending the employee toward superiors, protecting the employee from unfairness, mobilizing organizational resources for the employee, or exposing the employee to special assignments. In these types of approach, leaders have the potential to create a very positive environment in which employees and subordinates have a high level of perceived leadership support.

Leaders who have a high-quality exchange with the organization, or those who demonstrate high level of support to their subordinates are important in the achievement of the overall organizational objectives. Perceived leadership support is the belief that the leaders in an organization is willing to help, support, and reward their subordinate for achieving routine or extraordinary objectives. This perception develops as a result of how the superior officers in the organization treat those that they. For example, employees who have been included in organizational decisions and recognized by upper management tend to have higher POS⁸⁰. in line with this, a scholar proposed that high perceived leader support would yield such benefits as access to information and other sources of help, which would facilitate the subordinate's ability to perform their assigned tasks. While leadership support may often be a product of leadership style and supervisors' personality, another factor in perceived organizational support that is easy to measure is human resources practices.

Human resource practices refer to the strategic approach that an organizational takes in dealing with all issues relating to its employees. These practices should align with the executive business plan and serve as the foundation and guidelines for managing the company's employees. The

following are examples of HR practices: Setting the HR division's mission and objectives. Some human resource practices that can enhance employees' perceptions of POS include employee involvement and participation. Providing employees with opportunities to participate in decision-making processes and express their opinions can make them feel valued and respected.

Similarly, fair compensation and prompt payment of benefits is another human resource practice that indicates how much an organization values its employees. Providing fair and competitive compensation and benefits can signal to employees that their organization values their contributions and cares about their well-being. While organizations are expected to reward employees in proportion to their ranks, it is important to maintain a balance so that some employees would not perceive that they are not in consideration when benefits are being distributed while they are always called upon to carry out difficult tasks. In addition to this, the opportunity for career development and skill acquisition is a common human resources practices that can indicate organizational support.

Providing employees with opportunities for career development and training can show that the organization is invested in their long-term success. Career development and training are important aspects of an organization's human resource management practices. Career development refers to the process of helping employees grow and advance in their careers within an organization, while training refers to the process of providing employees with the knowledge and skills; they need to perform their jobs effectively.

Career development and training are important for several reasons. First, they can help organizations attract and retain talented employees by providing them with opportunities for growth and development. Employees who feel that their organization is invested in their career

development are more likely to be engaged and committed to their work. Second, career development and training can help organizations build a more skilled and knowledgeable workforce. By providing employees with training and development opportunities, organizations can ensure that employees have the skills and knowledge they need to perform their jobs effectively and contribute to the organization's success⁸¹.

Third, career development and training can help organizations adapt to changing business environments. As technology and other factors change the way organizations operate, employees may need new skills and knowledge to keep up with these changes. By providing training and development opportunities, organizations can ensure that employees are equipped to adapt to changing circumstances and contribute to the organization's success. There are several approaches to career development and training, including formal training programs, on-the-job training, mentoring, coaching, and job rotation. Each approach has its advantages and disadvantages, and organizations may use a combination of approaches to meet the needs of their employees. Career development and training are important aspects of an organization's human resource management practices. By providing employees with opportunities for growth and development, organizations can attract and retain talented employees, build a skilled workforce, and adapt to changing business environments⁸².

Work conditions can be an important aspect of perceived organizational support (POS) for employees. Work conditions refer to various aspects of an employee's work environment, such as the physical working conditions, work schedule, workload, and social interactions with colleagues and supervisors.

When employees perceive that their work conditions are supportive, they are more likely to feel valued and respected by their organization. This can contribute to higher levels of POS, which in turn can lead to greater job satisfaction, commitment to the organization, and better job performance. For example, when employees have reasonable workloads and work schedules, they may feel that their organization is concerned about their well-being and values their contributions. Providing employees with a safe and healthy work environment can also contribute to higher levels of POS. When employees have positive social interactions with colleagues and supervisors, they may feel a greater sense of belonging and connection to the organization.

On the other hand, poor work conditions can contribute to lower levels of POS. For example, if employees feel that their workload is unreasonable or their work schedule is inflexible, they may feel that their organization is not concerned about their well-being. A toxic work environment or negative interactions with colleagues or supervisors can also lead to lower levels of POS. Overall, work conditions can be an important aspect of POS for employees. When employees perceive that their work conditions are supportive, they are more likely to feel valued and respected by their organization, which can lead to a range of positive outcomes for both the employee and the organization.

Work conditions are an important aspect of perceived organizational support for employees in Nigerian tertiary institutions. Several studies have examined the work conditions of employees in Nigerian universities and their impact on employee outcomes such as job satisfaction, organizational commitment, and turnover intentions. One study by examined the work conditions of non-academic staff in Nigerian universities. The study found that academic staff members were dissatisfied with their workload, work environment, and compensation. The authors

suggested that improving these work conditions could lead to greater job satisfaction and organizational commitment among academic staff⁸³.

Another study examined the work conditions of non-teaching staff in Nigerian universities. The study found that non-teaching staff members were dissatisfied with their work environment, compensation, and opportunities for career development. The authors suggested that improving these work conditions could lead to greater job satisfaction and retention among non-teaching staff⁸⁴. A study also examined the work conditions of academic librarians in Nigerian universities. The study found that academic librarians were dissatisfied with their workload, work environment, and opportunities for career development. The authors suggested that improving these work conditions could lead to greater job satisfaction and retention among academic librarians⁸⁵.

The takeaway from these studies is that work conditions are an important aspect of perceived organizational support for employees in Nigerian tertiary institutions. Improving work conditions such as workload, work environment, compensation, and opportunities for career development could lead to greater job satisfaction, organizational commitment, and retention among employees. Further research is needed to explore the relationship between work conditions and employee outcomes, especially on administrative efficiency in Nigerian Tertiary Institutions.

2.2 Theoretical Framework

The adoption of relevant theories in research is informed by the needs to explain, predict, and understand phenomena as well as to challenge existing knowledge. A theoretical framework is therefore a knowledge structure designed to support scientific researches. It outlines and

introduces the theory that explains the core of a research topic. It comprises of terms, their definitions, and pertinent scholarly literature. The theory applied to the current study includes the Campbell Job Performance theory, the Records Life Cycle Model and Organizational Support Theory. These theories are expected to guide the researcher in exploring records management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

2.2.1 Campbell Job Performance Model

The Campbell Job Performance Model, developed by James Campbell in 2012, is a widely recognized framework for understanding and assessing job performance. The model proposes that job performance consists of two primary dimensions: task performance and contextual performance^{xxix}. Task performance refers to the activities and behaviors directly related to the core job responsibilities and job requirements. It includes the specific tasks, duties, and goals that an employee is expected to perform to fulfill their job role effectively. Task performance can be further divided into three components:

Job-specific task proficiency refers to an employee's technical or professional competence in performing the specific tasks and responsibilities associated with their job role. It encompasses the knowledge, skills, and abilities required to carry out job-related functions effectively.

Demonstrated effort involves the level of effort and energy an employee puts into their work. It reflects the motivation, diligence, and commitment an individual exhibits while performing their job tasks.

Task-specific behaviors are the behaviors an employee engages in to accomplish their job tasks efficiently. These behaviors may include problem-solving, decision-making, planning, organizing, and following established procedures.

Contextual performance, also known as organizational citizenship behavior (OCB), refers to discretionary behaviors that are not part of an employee's formal job description but contribute to the overall functioning and effectiveness of the organization. Contextual performance can be categorized into two components:

Organizational citizenship behaviors towards individuals (OCB-I): OCB-I refers to behaviors that involve assisting, supporting, and cooperating with colleagues, peers, or other individuals within the organization. Examples include helping coworkers, offering guidance, and showing respect and consideration.

Organizational citizenship behaviors towards the organization (OCB-O): OCB-O refers to behaviors that contribute to the smooth operation and well-being of the organization as a whole. This may involve behaviors such as advocating for the organization, representing it positively, and engaging in activities that promote its interests.

According to the Campbell Job Performance Model, both task performance and contextual performance are important for overall job performance. While task performance focuses on the core job requirements, contextual performance emphasizes the voluntary behaviors that contribute to a positive work environment and organizational effectiveness.

The Campbell Job Performance Model provides a comprehensive framework for understanding the multidimensional nature of job performance. It helps organizations assess and evaluate performance effectively, set performance standards, identify areas for improvement, and

recognize and reward employees based on their contributions to both task and contextual performance.

Hence, the researcher adopts the theory of Campbell Job Performance as relevant for administrative effectiveness because the theory emphasizes that there must be a voluntary behavior that will help to contribute to a positive work environment which helps in other to achieve an administrative effectiveness in the work place because administrative effectiveness is the product of a series of complex nested relations and an interaction pattern which is influenced to a different degree by personal, organizational and environmental contextual factors. However, the metrics that were used for measuring administrative effectiveness are as follows: communication skills, organizational skills, problem solving skills, technological skills and multitasking skills. While the demographic effort addresses the multitasking skills, task-specific behavior addresses the problem solving skills, contextual performance addresses the communication skills, organizational citizenship addresses the organizational skills while the technological skill is not covered in the Campbell theory of job performance but it is a novel area for this study. So the researcher assumes that the technological skill is part of the skills that enhances administrative effectiveness, for that, it was co-opted for this study.

2.2.2 Records Life Cycle Model

The Records Life Cycle Model was developed in 1930 by Emmett Leahy of the United States National Archives. The model considers records as an analogue between a biological creature, which is born, lives and dies, and a record, which is made, maintained and utilized for as long as it has ongoing value and is subsequently disposed of either by destruction or by archiving. The

records life cycle idea demonstrates the life span of any records in whatever format, whether it is paper based or electronic, as described in the five phases of creation, distribution, usage, maintenance and final disposition.

The attributes of the records life cycle model suggest that the model is more appropriate and acceptable for organizations dealing with the management of paper records. It offers the records manager with a helpful starting-point and platform for building a records management program. It enables the records manager who recognizes the importance of each individual phase to design rules and procedures that are supportive of the other phase in a coordinated approach. For instance, the method in which a document is named and structured will considerably affect the efficiency with which it may be accessed in the maintenance phase. Likewise, when a document is generated, it must be assigned a retention time which will undoubtedly affects many steps taken in the maintenance and disposal phases for example how and where the document will be stored and how and when it will be destroyed^{xxx}.

According to the model, a record's lifespan starts with the writing of a letter, composing an e-mail sent, a form filled or a booklet printed in any section or unit of a university. To ease the utilization of the records by designated officials they must be delivered or dispersed through different techniques such as courier services, postal or office to office distribution. The records are utilized in numerous ways but they are routinely employed in decision making, responding to queries from students, lecturers, regulatory bodies or other stakeholders^{xxxi}.

Three crucial phases in the maintenance of records are storage, retrieval and preservation or protection of records. When a choice has been taken to maintain the record for use at a later time must be stored, retrieved and secured by records managers and register clerks. At maintenance

stage the record is stored or filed which comprises preparing and depositing records into their suitable storage area and when a request is made for it, it must be rapidly retrieved from storage for usage. When records are no longer active, that is, they are no longer needed for active usage they may be restored and preserved using suitable technology and environment and human controls to assure record security. The fifth and last step in the records life cycle is disposal. After the retention time mentioned in the records and retention period has passed, records are disposed of either by destruction or by transfer to a permanent storage site. Records are shifted to a less expensive storage place within the company or to an external records storage facility called an archive. The records life cycle is an essential concept as it illustrates that many connected pieces must work together for an efficient records and information management program^{xxxii}.

While, the record lifecycle model has been found highly appropriate for paper documents, experts in the field and researchers have reported that it is not so useful for organization or studies exploring the administration of electronic records. The identified shortcomings of the records life cycle model led to the creation of the records continuum

Do Not Copy, Lead City University, Nigeria

model^{xxxiii}.

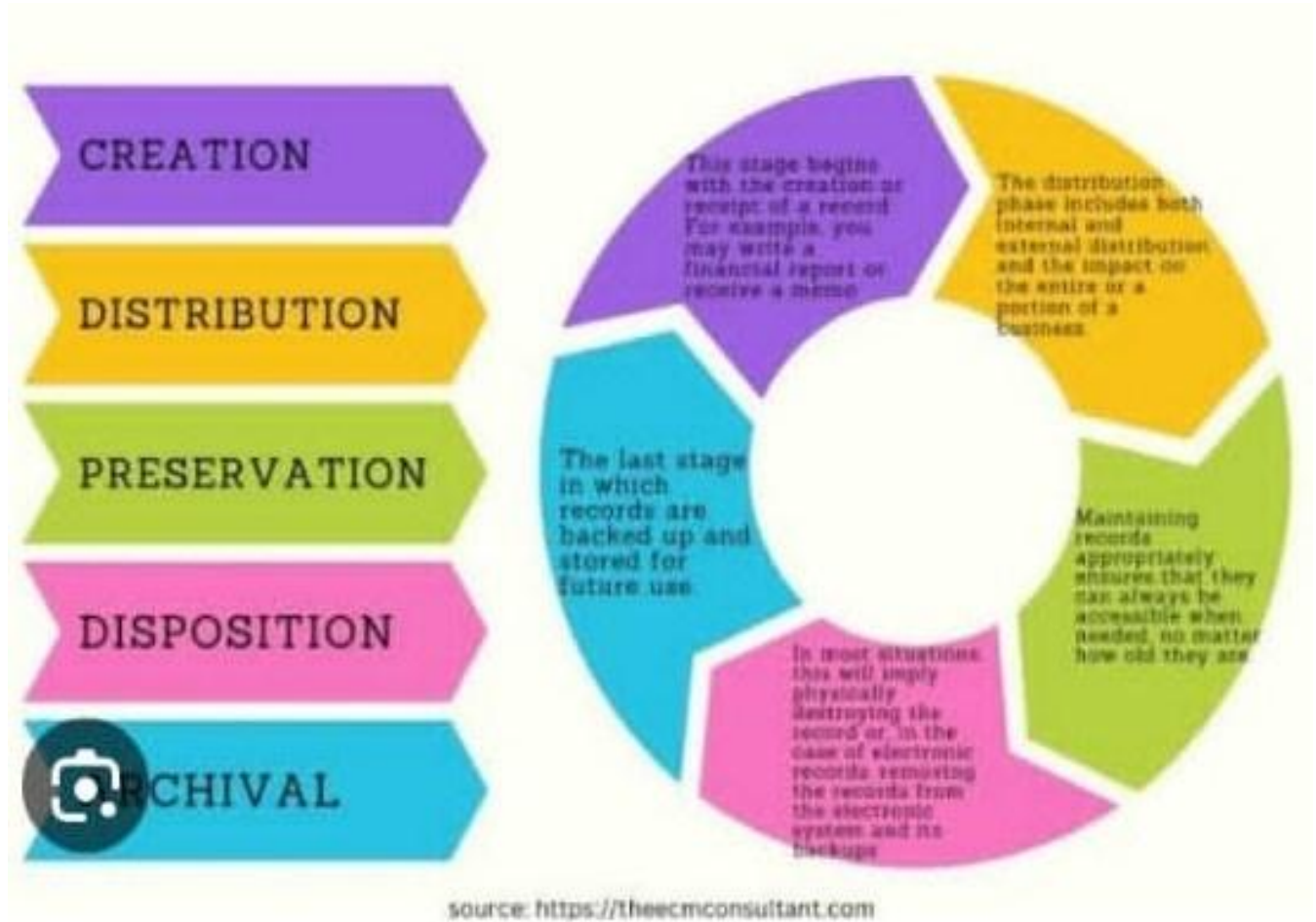


Figure 2.1: Record Life-cycle model

Source: Researcher's work 2023

2.2.3 Perceived Organizational Support Theory

The Organizational support theory (OST) was developed by Eisenberger, Huntington, Hutchinson, and Sowa in 1986. It was further refined by Rhoades and Eisenberger in 2002^{xxxiv}.

The theory posits that, while organizations are often seen as non-living entities, employees usually see the organizations that they work for as a living being, with clearly defined purposes

and intentions. According to the theory, in order to address socio-emotional requirements and evaluate the rewards of increased work effort, employees build a broad perception of how much the organization values their contributions and cares about their well-being. This is supported by scholars who have observed that the personification of organizations is attributable to certain features organizations such as being responsible for the actions of its agents, being a continuous entity that has developed certain culture and norms, and due to the fact that organizations usually exert considerable amount of power, through their agents, over individual employees^{xxxv}.

Employees, who have felt the power of the organization over them, observe its culture and norms and how it takes responsibility for the action of its agents would make subjective judgments in favor of perceived organizational support (POS). This is seen as a meaningful explanation for past perceived favorable or unfavorable treatment from the organization and to help predict future treatment. As an outcome of personification, POS meets employees' socio-emotional needs such as approval, affiliation, esteem, and emotional support. In addition, POS also indicates the potential benefits of exhibiting greater efforts on the organization's behalf⁷⁸.

In the context of secretaries, the way they university they work for treat other employees, both in the same cadre and other categories, provides a prism through which they can evaluate the university. It has to do with how far they think the university has gone in creating an enabling environment for them to perform their administrative duties and accomplish all the tasks they are expected to fulfil. In addition to this, secretaries would also rate how well their jobs have helped them to live a respectable and comfortable live. When this is adjudged positively, secretaries would feel obligation to help the university achieve its goals, become affectively attached to the organization, and expect that increased performance will be rewarded. All of these constitute what is regarded as perceived organizational support (POS). Increases in in-role and extra-role

performance, as well as decreases in stress and withdrawal behaviors such as absenteeism and turnover, would be behavioral benefits of POS. Perceived organizational support is based on three antecedents, organizational fairness, supervisor support, human resources practice, and job/working condition (Figure 2.2)

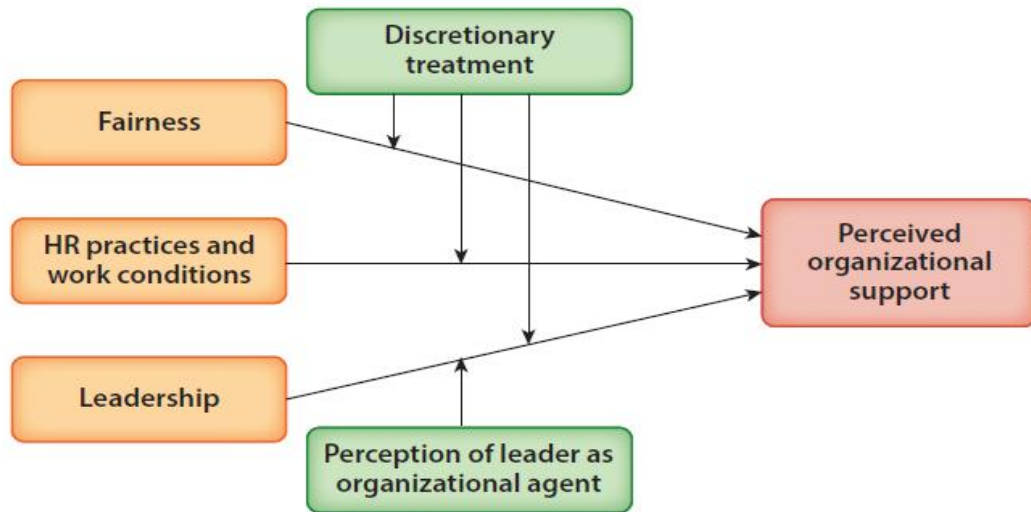


Figure 2.2: Perceived organizational support (POS)

Source: Researcher's work 2023

The OST draws inspiration from both social exchange theory and self-enhancement processes to explain how these antecedents contribute to favorable attitudes and behaviors directed toward the organization. According to OST, a major determinant of POS is organizational fairness. When employees see that the organization is treating them fairly out of its own volition and not due to government or regulatory mandate. This will enhance their perception of support rather than when the perceived that organization is only being fair due to fear of sanctions. For example, a new policy of leaves and bonuses would be likely to be considered by employees to be a

voluntary act by the organization and therefore to produce an increase in POS. In contrast, employees would not be grateful to their organization for adhering to public holidays declared by the government^{xxxvi}.

Fairness is a frequently studied POS antecedent. Researchers in the field of organizational justice frequently classify fairness into three categories: distributive, procedural, and interactional. Distributive fairness involves the equitable distribution of resources in the organization. This means that secretaries need to perceive that the university management is sharing resources, privileges and benefits equally among the employees. Procedural justice refers to the impartiality of the decision-making process that determines the distribution of resources. For instance, the punishment given to a secretary for a particular offence should be the same received by another secretary who commits the same offense. Interactional justice is typically divided into two subtypes: informational justice, which refers to employees' access to information about organizational procedures, and interpersonal justice, which refers to the dignity and respect with which individuals are treated during decision-making processes. The essence is for secretaries to have all the information the need for optimal performance and that they are treated with respect, especially by their principals.

Procedural justice is the type of justice that is most pertinent for POS according to researchers. This is not unsurprising because organizations are commonly perceived to have considerable control over the procedures involved in resource distributions (including rewards and human resource benefits), so perceptions of procedural fairness can have a substantial impact on organizational support perceptions. In the most recent meta-analysis of POS, procedural justice has the strongest association with equity, followed by distributive justice and interactional justice.

The evidence supporting a strong relationship between procedural justice and POS indicates that procedural justice is a strong candidate for persuading employees of the organization's favorable view of them. Features of procedural justice, such as transparency and consistency in decision making, impartiality, and employee participation in the decision-making process, have a substantial impact on procedural fairness assessments and could therefore be utilized to promote POS. Strategies that promote perceptions of procedural justice could be used to increase POS among new employees^{xxxvii}. Anticipation of POS begins to develop early in the job application process. In addition, research indicates that employees may differentiate between justices from various sources, which may exert varying degrees of influence on POS.

In addition to nontraditional work relationships, the relationship between organizational justice and POS has been investigated in nontraditional work settings. Temporary employees who simultaneously work for two organizations have access to two sources of perceived justice, which may influence their perception of each source. It is submitted that associations between justice and POS may play crucial roles in the maintenance of contingent workers' relationships with both employment agencies and client organizations. Consequently, in the case of contingent workers, OST could be extended to account for the fact that contingent workers have relationships with both a client organization and a staffing agency, and the antecedents of OST, in addition to justice, could be examined to determine if they serve as predictors of POS for contingent workers.

Another antecedent of the organizational support theory is perceived leadership support. Various forms of supportive leadership perceptions, including leader-member exchange (LMX), perceived supervisor support, and transformational leadership, have been observed to be positively associated with POS. Transformational leadership, which includes expressing care and

concern for employees, was more closely associated with POS than transactional leadership, which is more focused on doling out rewards for high performance. These assertions are in line with OST. An essential postulate of OST is that favorable treatment of employees by their supervisors or superiors contributes to POS insofar as the organizational unit providing favorable treatment is perceived to represent the organization. An organizational unit can be a person (such as a coworker, supervisor, upper manager, or CEO) or a larger organizational unit (such as a workgroup, team, or division): employees may perceive all of these units as embodying the organization to some extent. In the context of secretaries, the supervisor is the principal to which they are assigned such as head of departments, directors, deans and others. This means that when secretary perceive that their principals are being fair to them based on the policy of the institutions, their perception of support from the institution. Meanwhile, if the support received from the principal is seen to come mainly from the kind heart of the principal, then the perception of organizational support will be lower. The OST contends that employees frequently view supervisors as embodiments of the organization because they act as agents of the organization and are responsible for directing and evaluating subordinates' performance.

Interestingly, supervisors who employees view as exemplifying the organization were found to make more positive remarks to subordinates about the organization; this favorable treatment from such supervisors was strongly associated with high subordinate POS. As prominent representatives of the organization, supervisors can improve POS by attributing or sharing credit for the positive treatment of subordinates with the organizations. This means that principals of secretaries should always let them know that any support they provide for their secretaries is encouraged by the university. Thus organizations could train supervisors and managers to offer both the organizations and themselves credit for the favorable treatment of employees in order to

build employee POS. There is however a better opportunity to drive perceived organizational support through human relations practices.

There are two types of HR practices that are essential to the development of higher POS. the first is discretionary practices that imply organizational caring but are not mandated by company policy or union contract. These include unscheduled benefits such as providing compassionate leaves; sharing gift items during festive season etc. the second is the HR practices that demonstrate organizational recognition of the employee's contribution. This argument suggests that HR practices that demonstrate the organization's care for its employees and appreciation for their contributions may be particularly essential for establishing a high POS. In line with this, secretaries who helped drafted a policy can be acknowledged in print for their contribution.

Furthermore, if firms use HR practices to demonstrate support for employees in order to drive positive employee attitudes and actions, motivation theories become crucial in guiding this effort. Alderfer's ERG theory provides a valuable way of thinking about employee motivation in the motivation literature. This theory conceptualizes three human wants factors that are important to organizational contexts and can work concurrently. According to ERG theory, individuals in organizations attempt to satisfy three levels of needs such as needs based on human existence, which are primarily physiological needs (existence); needs associated with interpersonal relationships in the workplace (relatedness); and needs related to the development of human potential and capabilities (growth)^{xxxviii}.

As a result, various HR practices are critical in showing support for employees in meeting these demands. First, adequate pay is required to meet persons' physiological or survival demands. Second, suitable professional development opportunities that assist people extend their potential

and increase their competencies can meet growth needs. Third, HR policies that provide social support, such as assisting employees in maintaining strong work and family relationships and developing positive leader-member exchange relationships, can be beneficial in meeting employees' desire for relatedness. Pay level, career development possibilities, work-family support, and leader member exchange (LMX) are thus the HR practices chosen to explore as antecedents of POS.

Closely related to human resources practices is working conditions. Working conditions can be considered as an antecedent of perceived organizational support (POS). Working conditions refer to the physical, social, and psychological factors in the work environment that affect employee health, safety, and well-being. Research has shown that working conditions can influence employees' perceptions of organizational support and, in turn, impact their job attitudes and behaviors.

For instance, research found that working conditions, such as physical safety, job security, and workload, significantly predict POS. They found that employees who reported better working conditions perceived greater support from their organization, which was positively associated with job satisfaction and organizational commitment. Similarly, a work environment variable, such as job security, physical working conditions, and organizational policies and procedures, were significant predictors of POS among university employees in Pakistan. The study revealed that employees who perceived their work environment to be supportive were more likely to feel valued by their organization and have a greater sense of loyalty towards their organization.

Furthermore, working conditions has been found to significantly predicted employees' POS, which was positively associated with job satisfaction and negatively associated with turnover

intentions. The study highlighted that working conditions are an important antecedent of POS and that improving working conditions can enhance employees' perception of organizational support and increase their commitment to the organization. It is crucial for organizations to pay attention to the working conditions of their employees to ensure that they feel valued and supported, leading to a more engaged and committed workforce.

2.3 Review of Empirical Studies

This section presents a review of various studies that have bearing on the variables of the study such as perceived organizational support, records management practices and administrative effectiveness of secretaries. The review will focus on the geographical location, research respondents, methodologies as well as findings of related studies in order to highlight the gap that the current studies seek to fill.

2.3.1 Perceived Organizational Support and Administrative Effectiveness

The role of perceived organizational support and its individual antecedents or employees in formal organizations have been a subject of interest to researchers across the world. In one of the studies, researchers in the United States of America conducted a study based on the premises that supervisor perceived organizational support (POS) would moderate the relationships between leader-member exchange (LMX), job satisfaction, and job performance. The study was hinged on the social exchange theory. The study adopted a survey research model. The population consists of employees of grocery stores in a US state. The sample is made up of 210 employees and 38 supervisors in a departmental store. The data collected was analyzed using hierarchical linear modeling. The result showed that there is a positive relationship between leader-member

exchange and job satisfaction especially when supervisors had high POS. Moreover, a positive perceived supervisor support was found to affect employee performance particularly when supervisors had high POS^{xxxix}.

Similar study was conducted in Nigeria in which scholars examined the relationship between leader-member exchange and employee performance in Port Harcourt manufacturing firms. A cross-sectional survey research design was utilized. The population of the study comprised of one hundred twenty-nine (129) employees of four selected Port Harcourt manufacturing companies. A sample size of eighty (80) respondents was derived using a purposeful sampling technique. Following validation by three organizational behavior experts, a structured questionnaire was used to collect primary data from respondents. The results revealed a significant positive relationship between contribution and measures of employee performance such as productivity and quality of output of employees in manufacturing firms in Port Harcourt; and a significant positive relationship between loyalty and employee performance as measured by quality of output of employees in manufacturing firms in Port Harcourt. The study found that leader-member exchange substantially improves the performance of Port Harcourt manufacturing workers. The study recommended that superiors involve subordinates in crucial job responsibilities and develop rapport with them in order to boost their confidence at work^{xl}.

In the same vein, researchers in Indonesia examined the influence of perceived organizational support, work stress, and organizational culture on job performance among employees in the country. The study adopted a survey research methodology with the population of the study consisting of 482 employees of a water supply company in Semarang City, Indonesia. A total of

83 employees were selected using proportional random sampling technique. Research instruments adopted are interview schedule and a structured questionnaire. The data collected was analyzed using both descriptive and inferential statistics such as classic assumption test, multiple regression test, partial significance test (t test), simultaneous significance test (f test), and coefficient of determination test using SPSS program. The findings showed that there was positive and significant effect of perceived organizational support and organizational culture on employee performance. And the results also showed that there is a simultaneous effect independent variables on dependent variable. The conclusion of this study is to increasing employee performance are employees must have a high level of perceived organizational support, good organizational culture, and low job stress levels^{xli}.

Similarly, a study conducted by a group of researchers from Australia and the Middle East examined the moderating role of job satisfaction on the proposed relationships between organizational commitment, perceived organizational support, perceived alternative employment opportunities, and turnover intention. Using propensity sampling, a self-administered survey of Jordanian small and medium-sized enterprises (SMEs) was conducted. Modern variance-based structural equation modeling (PLS-SEM) software Smart PLS v3 was utilized to analyze the obtained data (n=270). The results indicate that organizational commitment mediates the relationship between perceived organizational support and intention to leave, as well as between perceived alternative job opportunities and intention to leave. Moreover, job satisfaction did not moderate the relationships between organizational support, perceived alternative job opportunities, and organizational commitment. The present study is one of the first to demonstrate the mediating effect of organizational commitment on the relationship between perceived organizational support, perceived alternative employment opportunity, and intention to

leave one's current position. On the basis of the evidence-based positions argued for in this study, theoretical and practical conclusions are derived, followed by suggestions for future research directions^{xlii}.

A study conducted among employees in the hospitality industry in China also linked perceived organizational support to improved performance. The researchers tested a moderated mediation model that postulates that surface and deep acting strategies mediate the relationship between emotional intelligence and job satisfaction, with perceived organizational support serving as a moderator. Results from a survey of 279 Chinese hotel workers revealed that deep acting partially mediated the effect of emotional intelligence on job satisfaction, while surface acting did not. In addition, perceived organizational support effectively moderated the mediation of deep acting between emotional intelligence and job satisfaction. This research helps us understand how organizational resources like employee support can alter the psychological mechanisms at play in emotional labor and job satisfaction^{xliii}. The implication of this finding is that even when secretaries are given difficult tasks, the perception of organizational support will help them navigate the task.

In another related study, researchers examined how perceived organizational support lead to a conflict free office which is essential to effective. This study examined the mediating role of POS in the relationship between inclusive leadership and employee innovation. The study sample consisted of employees from 15 Chinese businesses. The study data was collected using an online questionnaire emailed to the respondents. The data collected was analyzed using multi-wave, multi-source data from 15 Chinese businesses. The findings showed that inclusive leadership greatly improved both point-of-sale performance and the innovativeness of staff members' actions. In addition, POS was favorably associated with employees' innovative

behavior and partially moderated the connection between inclusive leadership and employees' inventive actions. We also reviewed potential future research directions and the study's shortcomings^{xliv}. Studies also showed that perceived organizational support can enhance effectiveness by moderating employees' attitude towards change.

Another set of researchers also linked perceived organizational support to innovativeness among employees. This study examines how inclusive leaders foster innovative work behavior and creativity in employees. The study adopted a quantitative survey research method. The sample of the study included 320 employees working in Chinese R&D organizations who responded to the research instrument. The findings indicate a positive impact of inclusive leadership on innovative work behavior and creativity. In addition, intrinsic motivation mediates this relationship. The implications and future research are also discussed.^{xlv} This finding is related to the role of perceived supervisor support meaning that perceived supervisor support, an antecedent of POS can stimulate the creativity of secretaries and enhance their administrative effectiveness.

Researcher explores the potential positive impact of perceived organizational support (POS) on individual change readiness. This study explores the positive correlation between POS and readiness through trust in the organization, as suggested by social exchange theory. The study delves into the exciting possibilities of the nonlinear effects of POS on trust and its indirect effects on change readiness. Excitingly, data were collected from a sample of 154 employees of a restaurant chain undergoing a restructuring and the introduction of new leadership. The results demonstrate that trust plays a significant role in the relationship between POS and change readiness, which is a positive finding. Post-hoc analyses suggest that there is a nonlinear relationship between POS and trust, which means that the relationship weakens at higher levels

of POS. Additionally, there is a nonlinear indirect effect on change readiness. However, this information provides valuable insights for future research. Study findings suggest that organizations have the potential to improve the success of change initiatives by providing support to employees before introducing the changes. While very high levels of support may not be necessary, even moderate levels of support can make a significant difference^{xlvi}.

The finding that perceived organizational support is essential for employees' readiness for change is made more relevant by the finding of a study that examined the influence of perceived organizational support on resistant to change among employees. Previous research suggests that there is a potential positive correlation between Perceived Organizational Support and Adaptability to Change. Understanding the relationship between perceived organizational support and resistance to change is key to predicting the success of organizational change. This research offers a systematic analysis on employees' positive psychology in organizational change, drawing upon organizational support theory and conservation of resources theory. The study included a total of 288 employees from Taiwanese consumer electronics manufacturing who were undergoing organizational change. The LISREL model was used to analyze the theoretical framework. The results suggest that readiness for change can have a positive impact on reducing resistance to change. Additionally, the study found that readiness for change plays a mediating role in the relationships between perceived organizational support and resistance to change, as well as between Positive Psychological Capital and Resistance to Change. This study offers valuable managerial implications and exciting future research suggestions^{xlvii}.

In another related study, researchers found that perceived organizational support can enhance job effectiveness indirectly by eliminating work boredom. Job crafting was used as a mediator to examine how factors including perceived organizational support, servant leadership, creative

self-efficacy, and conscientiousness influence feelings of boredom on the job. The study sample is made up of 450 workers in the banking sector in Punjab and Sindh, Pakistan. A structured questionnaire was adopted as the data collection instrument. SPSS 22 and Smart PLS 3 are utilized for data analysis. The study found that perceived organizational support, servant leadership, creative self-efficacy, and diligence all have a good effect on work crafting. Furthermore, work crafting has a significant and negative effect on job monotony. However, job crafting also strongly mediates between perceptions of organizational support, leadership, self-efficacy in creative problem solving, diligence on the job, and boredom with one's work^{xlvi}. In addition, the study implies that further consequences of work crafting that can reduce job boredom can be explored by future researchers.

Another study attempted to investigate the relationship between the concepts of organizational support, emotional labor, and organizational silence. The study adopted a mixed research method with the research questionnaire being supplemented with unstructured interview. The population of the study consists of individuals working in bank branches located in Turkish city. The study sample consists of 192 bank employees. It was found that perceived organizational support has negative correlation with emotional labor. In addition, an inversely significant relationship was observed between perceived organizational support and superficial behavior, one of the sub-dimensions of emotional labor. In addition, there is a significant relationship between perceived organizational support and sincere behavior, but not between perceived organizational support and In-depth behavior, which are sub-dimensions of emotional labor. There was no statistically significant relationship between perceived organizational support and organizational silence, and there was an inversely significant relationship between perceived organizational support and the sub-dimensions of organizational silence, namely accepting and conservative silence^{xli}.

The findings of this study is high instructive especially with the correlation between organizational support and organizational silence. This means that when secretaries do not perceive the right amount of organizational support, it might make them to keep their ideas and suggestions to themselves instead of sharing it with others in the organization. In addition, organizational silence can also be manifested in secretaries becoming unwilling to share their areas of deficiency with their principals due to fear of criticism instead of support. This does not support administrative effective but rather promote ineffectiveness.

Examining the relationship between perceived organizational support and employee performance is the purpose of this study. The function of organizational justice as a moderator is examined. The responses were collected using closed-ended questionnaires, furthermore, Partial Least Square Structural Equation Modelling were used in analyzing the data collected. The results show that in uncertain times such as during the periods of COVID-19, the perceived organizational support has a positive effect on the performance of employees. Moreover, organizational justice plays a substantial role in the relationship between perceived organizational support and employee performance.

The study concluded that managers who desire excellent employee performance must ensure both organizational support and fairness in organizational practices. The perceived organizational support and justice inspire employee confidence and motivate them to work diligently. Organizational justice contributes more to performance than any other factor. In the context of COVID-19, the study examined the nonlinear relationship between perceived organizational support and employee performance among bank employees. In such circumstances, people anticipate a greater need for organizational support to combat the difficulties¹. There are other findings that support this.

A group of scholars from China also conducted a study to determine the effect of perceived organizational support on effectiveness of employees' effectiveness. The study's objective is to construct a theoretical framework for testing the perceived organizational support (POS)-employee performance relationship, with intrinsic motivation serving as a mediator. To provide a literature-based analysis combining the concepts of perceived organizational support (POS) and employee performance, secondary data from various research papers were collected. The relationships between POS, intrinsic motivation, and employee performance were found to be positive in this study. The study revealed that intrinsic motivation is a potential mediator between position of responsibility and performance. From this framework, numerous research areas can be pursued for human resource management research and practice. The theoretical framework developed in this paper is supported by empirically demonstrable literature. This paper conceptualizes the concept of POS via internal support in order to advance theory, research, and practice in the field of human resource management^{li}. Indeed, organizational support is responsible for a lot of factors that has bearing on administrative effectiveness of secretaries.

One of the studies attempted to determine if there is a moderating effect of organizational citizenship behavior characteristics on the connection between perceived organizational support and employee engagement and performance in Central Java Province, Indonesia. The survey research method was adopted for the study. Purposive sampling technique was used to select 107 respondents as the study sample. Path analysis in SPSS version 25 was used to analyze the data. Employee performance was found to be positively and significantly related to levels of perceived organizational support and employee engagement. Furthermore, it has been established that organizational citizenship behavior mediates the connection between perceived organizational support and employee engagement and performance. In order to boost

organizational citizenship behavior, which in turn boosts employee performance, this study advises management to boost perceived organizational support and employee engagement in advance^{lii}.

Researchers in Chile, Bravo-Yáez and Jiménez-Figueroa (2011), found a correlation between prison staff members' levels of job satisfaction, psychological health, and their perceptions of organizational support. The S10/12 Job Satisfaction Form 1, the Psychological Well-being Scale 2, and the Scale of Perceived Organizational Support were used to evaluate 190 staff working in state facilities and privately-run prisons. SPSS 15.0 Statistic Software was used to transmit and analyze the data gleaned from each form, allowing for descriptive, correlational, and comparative analyses to be conducted. The primary findings revealed a positive and statistically significant relationship among job satisfaction, psychological well-being, and perceptions of organizational support, suggesting that happy workers are more likely to report favorable psychological states and to believe that their employers care about them. In addition, no statistically significant differences were seen amongst facility administrators. Differences in job satisfaction and psychological well-being were discovered across sexes, but not between workers in various departments or divisions, according to the study's socio-demographic data. Using employee engagement as a mediator, Hassan, Hassan, and Shoaib (2014) studied the impact of perceived organizational support on employee satisfaction in five large banks in Pakistan. Two hundred workers from the five largest banks in Pakistan (HBL, UBL, ABL, MCB, and NBP) provided the information. We ran our reliability, correlation, and regression tests in SPSS 17, as well as our factor analyses. Employee engagement was found to be a partial mediator of the link between POS and PE and employee satisfaction, and a full mediator of the link between rewards and satisfaction.

The effect of leadership style and perceived organizational support on Iranian workers' happiness on the job was investigated by Ahmad and Yekta (2010). A total of 136 Tehran Cement Company employees were surveyed using a questionnaire. We used regression analysis to examine the data. Perceived organizational support was highly related to extrinsic job satisfaction, while considerate leadership style had a significant impact on both types of job satisfaction. Interestingly, there was no statistically significant relationship between leadership behavior and perceived organizational support and job happiness.

Employees' favorable views towards their work were studied by researchers in Iran. The study adopted a quantitative approach. All 364 workers at Islamic Azad University of Kerman constituted the study population. However, a sample size of 188 selected using random sampling technique. A validated structured questionnaire was used as the research instrument. The researchers used both descriptive and inferential statistical approaches for data analysis. Employees' favorable attitudes towards their work were found to be significantly related to their perceptions of organizational support in all its dimensions, including supervisor support, fairness, organizational rewards, and working circumstances^{liii}. This means that employees with high perceived organizational support would be passionate about their job. In the context of secretaries, it would make them want to learn and apply anything that can enhance their effectiveness.

In another related study, the mediating role of job satisfaction, affective commitment, and felt obligation in the relationship of perceived organizational support towards work positive behavior among postal workers in Indonesia was investigated. The survey had a response rate of roughly 78.52%, with 128 out of 163 postal workers responding. Partial Least Square was used to analyze the data. Affective commitment, felt obligation, and job satisfaction were found to play a

moderating effect in the relationship between POS and pro-social behaviors at work. The findings indicated that affective commitment was not the most crucial mediator. The largest impact on the mediating link between them was determined to be job satisfaction^{liv}. The study finding suggests that perception of organizational support itself is a subjective issue which can be affected by the level of job satisfaction among employees. This is captured by the organizational support theory which says that the outcome of organizational is determined by various moderating factors such as satisfaction and personal trait of employee.

The theme of job satisfaction as a moderating in the outcome of perceived organizational support was also explored in another study. The purpose of this research is to examine how super-leadership affects workers' dedication, happiness on the job, and productivity. Employee Engagement, Job Satisfaction, and Performance are all examined alongside the impact that POS has on each. Secondly, it analyses how higher levels of job satisfaction affect both employee engagement and productivity. The study adopted a survey research method. A total of 240 workers at a commercial bank owned by the government served as samples. The quantitative data collected was analyzed using generalized structured component analysis (GSCA). Super-leadership was found to have a positive and statistically significant impact on job satisfaction and employee engagement, but only a positive and non-significant impact on employee perceived organizational support (POS). The impact of POS on employee engagement is favorable and substantial, while the impact on productivity is encouraging but not very noteworthy. Employee engagement and productivity both benefit greatly from high levels of job satisfaction^{lv}.

In the African context, researchers explored the links between leader-member communication and employee creativity in South African businesses. a cross-sectional research method was adopted for the study. The questionnaires were self-administered, and 1,919 people ultimately

responded. Seventy-three percent of the responding organizations were from the private sector, eighteen percent from the public sector, and nine percent from state-owned businesses. The results showed that there was a statistically significant relationship between innovative behaviors in the commercial sector and both perceived organizational support and leader-member exchange. For government-owned businesses, only leader-member exchange was found to increase creativity. Furthermore, cross-sector research indicated that communication between leaders and followers mediated the connection between perceived organizational support and innovative activity. The results stress the significance of leader-member exchange in fostering innovative behaviors among workers and in enhancing their sense of organizational support.^{lvi}

In Kenya, researchers assessed the influence of perceived organizational support on employee commitment among of academic staff in Selected Public Universities in Kenya. The study adopted a survey research methodology and the population consisted of academic staff in the selected university. The research questionnaire was administered on 358 respondents but, only 288 were returned. The study employed the Forward Stepwise method, Cook's Distance measurements for outliers, the Bayesian Information Criterion (BIC), studied residuals, and coefficient, importance, and significance predictor effect charts, as well as a model construction summary. The results show that, the most significant predictors of work contract adherence are favorable working conditions, while supervisors' sensitivity and support for academic employees is the least significant predictor. In addition, emotional detachment, academics helping each other, decisions on jobs without input from jobholders, and unsupportive and insensitive supervisors negatively impacted academic employees' adherence to their work contracts in Kenya Public Universities. The study recommended that human resource practitioners in Kenya Public Universities modulate the interplay of favorable working conditions, publication fees,

emotional detachment, top management control, annual leave payments, incentives to remain, advance on the annual salary scale, experience, performance evaluation feedback, supervisors support and sensitivity to work schedules, academic freedom, consulting jobholders, academics supporting each other with tasks, and academic freedom, consulting jobholders, academics supporting each other with tasks^{lvii}.

In Nigeria, scholars examined the nature of the relationship between Perceived Organizational Support and Employee Performance in selected Commercial Banks in South East Nigeria. Organizational Support Theory (OST) and Social Exchange Theory (SET) served as the basis for the study. The correlation research design was utilized for this investigation. The population of the study was 1,552, and the sample size formula of Krejcie and Morgan was utilized to determine a sample size of 308. The analysis used Pearson's Product Moment Correlation Coefficient. The findings revealed a significant and positive relationship between Management Support and Felt Obligation in the designated Commercial Banks of South East Nigeria. (Cal. $r .929 > \text{Crit. } r .138$). Perceived organizational support was found to have a significant positive relationship with employee performance in selected commercial institutions in South East Nigeria, according to this study. The researcher therefore recommended that management of the studied companies should demonstrate genuine affection and support for their employees not only in relation to their employment, but also in their private endeavors^{lviii}.

Perceived organizational support was also found to have a significant effect on workplace stress among a cross-section of public and private sector workers in Nigeria in another study conducted by scholars in Nigeria. The study adopted a survey research method. Three hundred and fifty-four (354) people from both public and commercial organizations were selected using a simple random selection procedure. Participants filled out two psychological tests—the Perceived

Organizational Support Scale (POSS) and the Job Stress Scale (JSS). The results showed that perceived organizational support was significantly correlated negatively with job stress^{lix}. This result means that, even employees with heavy schedule would feel less stress when there is a high perception of organizational support. This will certainly enhance effectiveness.

A related study also showed that perceived organizational support also enhances the productivity of employees by stimulating their entrepreneur competencies. The study examines the mediating function of entrepreneur competencies i.e., opportunity promoter, proactivity, flexibility, business drive, and risk assumption in the link between organizational growth. A total of 408 workers from 32 different small factories were selected at random. Through a simultaneous mediation with perceived organizational support, the researchers evaluated the effect of entrepreneur competencies on organizational growth. It was found that opportunity promoter, proactivity, flexibility, motivation, and risk assumption all have an effect on organizational growth, but only through the medium of POS. This study shows that employees have a lot of perceived organizational support, they take responsibility for developing ideas and initiative that can boost the growth of the organization they work for^{lx}. Therefore, it is incumbent upon businesses to zero in on and fortify the elements that help workers develop their skills and increase their organization's growth.

Using a quantitative approach with a descriptive survey design, another Nigerian-based study investigated the mediating effect of perceived organizational support on the connection between organizational silence and organizational commitment. Seplat Petroleum Development Company Plc is a Nigerian firm, and its workforce serves as the study's population. A total of 212 workers were chosen at random using Taro-Yemani's technique. The hypotheses were evaluated using the path coefficients discovered using structural equation modelling. The results show a negative and

statistically insignificant connection between silence in the workplace and loyalty to the company as a whole. However, there is a negative correlation between perceived organizational support and organizational commitment, in contrast to the positive correlation between organizational silence and perceived organizational support. The results further confirm that the connection between organizational quiet and organizational commitment is totally mediated by the perception of organizational support. The leadership at Seplat Petroleum Development Company Plc is encouraged to implement strategies to break the culture of silence at the company. This would encourage more employees to speak up, which will boost morale and productivity. Finally, it is crucial to boost variables that will increase employees' feeling of organizational support, since this will make them feel valued and appreciated^{lxi}.

This study investigated proactive coping ability, emotional intelligence, and perceived organizational support as correlates of work demand among private and public organizations in the state of Ogun. One hundred and eighty (180) employees representing 62 males and 118 females ranging in age from 19 to 60 years, with a mean score of 36.57 and a standard deviation of 7.71, participated in the study. Multiple regression and T-test were used to test two hypotheses; the result of hypothesis one indicated that proactive coping ability, emotional intelligence, and perceived organizational support had a significant joint influence on work demand. In addition, the study revealed a significant independent influence of coping ability and emotional intelligence on work demand, with the exception of organizational support.

The study concluded that there was a predictive influence of work demand and recommended that organizations include in their recruitment processes measures that effectively assess employees' traits that correspond to the level of work demand of the organization. The results of hypothesis two indicated that organizational type does not significantly affect work demand in

private and public organizations. Therefore, the study recommends that organizations utilize the same recruitment procedures regardless of the organizations involved^{lxii}. Indeed, perceived organizational support is so important that it is considered a significant factor in the decision of employees to quit or stay with their employers.

Researchers in Nigeria examined the role that a sense of organizational support plays in the link between organizational justice and intention to leave. The researchers employed a survey research approach to collect information from 1,162 private secondary school educators. A total of 298 educators were drawn at random from private secondary schools in Jos and analyzed using the Taro Yamane methodology. Multiple regression analysis was used to adequately cleanse, code, and examine the data. We found that organizational justice was positively related to retention intentions, that perceived organizational support was negatively related to retention intentions, and that perceived organizational support did not moderate the relationship between organizational justice and retention intentions. In conclusion, the seeds of Organizational Justice should be sown in the minds of educators in order to reduce the likelihood of teachers considering or actually leaving the profession, which would have a positive impact on student achievement on the WASSCE. To further reduce Turnover Intent to an absolute minimum, school administrations should place a greater emphasis on distributive and informational justice^{lxiii}.

2.3.2 Records Management Practices and Administrative Effectiveness

While perceived organizational support has been widely linked to the task effectiveness of various categories of employees, including secretaries, another factor that is often exclusive to secretaries is records management practices. This is so central to the core functions of secretaries

that it is not out of place to evaluate secretaries solely based on their dexterity in the creation, organization, storage, disposition and overall management of records. However, records management practices in an organization is often a function of various policies and guidelines that secretaries must follow. It therefore means that the records managements stipulated by an organization can determine the administrative effectiveness of the secretaries working in such organization.

Researchers evaluated the administration of student records in academic registrars' offices at universities in Kenya. The research was conducted using a descriptive survey design. The research focused on 49 public and private universities in Kenya. The researcher categorized the universities as either private or public, and further divided them into western and eastern regions of Kenya. The researcher then purposefully selected the youngest and eldest public universities and private universities in each region utilizing a questionnaire to acquire data. The findings indicate that there were distinct methods for storing student records. However, electronic records management adoption level in the institutions was average. Despite the fact that the majority of universities used electronic documents, some had not entirely adopted electronic records management. Information fragmentation from the registry and problems with credit control were among the most significant obstacles^{lxiv}. It is possible that the lack of automation and a clear-cut records management practices is responsible for the lapses reported in this study. This hypothesis has been explored in various studies. This is also buttressed by another study conducted in Nigeria.

This research examined the relationship between records management and organizational performance at Renaissance University Ugbawka, Enugu State, Nigeria. This study aimed to determine the relationship between record keeping and employee productivity, document

management and employee performance, as well as adequate record security and record facility availability. The study utilized survey research methodology and primary data sources. The population of the study consisted of 58 full-time academic staff from Renaissance University Ugbawka, Enugu state, with 47 responses used for analysis. Once more, data were gathered and analyzed using tables and straightforward percentages. The hypotheses were examined using Multiple Regression Analysis at a significance level of 0.05 in SPSS version 21. The study discovered positive and statistically significant correlations between recordkeeping and employee performance, as well as document management and employee performance. Thus, the study concluded that maintaining accurate records reduces the tension associated with duplicating recording efforts, saves time spent recreating such records, and enables users to compare employee performance over time, thereby enhancing employee productivity. Again, when organizations properly manage their records, staff achieves greater results by adhering to the records policies; records become simpler to manage, and staff makes better use of their recording time, thereby enhancing employee performance. In addition, adequate security of organizational records enables accurate identification and location of records, simple access by users, and staff accountability^{lsv}.

Records management practices play a crucial role in the administrative effectiveness of secretaries and other staff members in various organizations. Effective records management practices, such as records creation, maintenance, and disposal, have been found to significantly impact staff performance in private universities in Uganda. This is shown in a study that investigated the impact of records management practices on the performance of administrative personnel in Ugandan private universities. The study adopted a descriptive and analytical cross-sectional design. The study sample includes 123 participants from a population of 177 using

proportional random sampling. To test all four hypotheses, the researchers utilized Statistical Package for Social Scientists (SPSS). Hierarchical regression analysis models are utilized to present the findings.

The findings of the study indicated that in Ugandan chartered private universities, record creation, record maintenance, and record disposal are significant predictors of administrative staff performance. This study is pertinent to private university administrators because it will assist them in establishing and implementing records management policies and practices that are pertinent to enhancing employee performance on the job. They will be able to strictly adhere to efforts requiring the proper administration of records to facilitate decision-making, cost reduction, and data processing. Private university proprietors could evaluate university administration based on their ability to implement records management policies and procedures for staff performance^{lxvi}.

Indeed, poor records management practices can have serious consequences for secretaries and other staff members in organizations. Ineffective records management can lead to inefficiency and ineffectiveness in service delivery, hindering the development process of organizations. Poor records management can also result in inadequate information, waste of space, an un conducive working environment, poor decision-making, and difficulty controlling records. In addition, organizations may face embarrassment if requested records are not found due to poor records systems. Proper records management practices, on the other hand, foster accountability, transparency, and good governance. To avoid the negative consequences of poor records management, organizations should develop and implement records management policies, provide staff training, and allocate necessary resources for proper records management.

A scholar from Gambia pointed out the importance of effective records management practices to employee and organizational effectiveness. The findings of the study stress the significance of proper records management within businesses. The study showed that records and information are the lifeblood of every organization and the basis on which choices are made, thus proper records management is crucial in the modern world. Ineffective and inefficient service delivery is directly linked to insufficient record keeping, which in turn impedes the growth of businesses. Both private and public records play crucial roles in the operations of any given institution. An organization can only function efficiently if its records are well-managed, meaning the correct documents are always accessible when needed. Maintaining accurate records is an undeniably fundamental part of running any kind of organization. Only with a policy in place to direct recordkeeping can transparency and accountability be achieved.^{lxvii}

Similarly, studies showed that proper management of electronic records (e-records) is essential for organizations like public universities in Malawi. The researchers examined how e-records are handled at public universities in Malawi. This investigation relied heavily on qualitative research techniques and followed a case study methodology. Mzuzu University, Malawi University of Science and Technology, and Malawi University of Business and Applied Sciences served as the study sites. Executive officers, a deputy university registrar, a records clerk, an ICT director, and an ICT manager were among the nine officers randomly selected for this study. The researcher spoke with the participants in the study face to face using interview guides. The results of these observations were likewise documented in the observation protocols. The results of this study indicate that electronic records are vulnerable at public universities in Malawi. Despite this, the research showed that there was room for e-records to grow in specific sectors of public institutions in Malawi^{lxviii}. This was echoed by another set of researchers from Botswana.

Researchers in Botswana conducted an evaluation of electronic records management practices at Botswana's Companies and Intellectual Property Authority (CIPA) in an effort to promote better recordkeeping procedures. The study took a quantitative approach, with data gathered primarily through the use of a questionnaire and supplemented with interview and observational data for triangulation. Sixty-one (61) participants, including e-records producers and users (action officers), records managers, IT specialists, and CIPA directors, participated in the survey. The analysis found that while CIPA produces a large volume of electronic records, there are no set protocols for handling these files. The research suggests that CIPA create, establish, and execute policies and processes to govern the administration of electronic data, such as email archives. The research also suggests that CIPA send its employees to e-records management training so that they are up-to-date on industry best practices. Challenges faced in records management include lack of policies and procedures, inadequate training, and insufficient resources^{lxix}. This finding goes to show that when proper record management practices are not instituted by the organization, it is bound to affect the administrative effectiveness of the secretaries in such organization.

To enhance administrative effectiveness, organizations should develop and implement records management policies, provide staff training, and allocate necessary resources for proper records management. This is reflected in a study conducted by researchers in Nigeria. They examined how the Lagos State Judiciary in Nigeria handles its records, how their employees are treated, and how efficient the government is as a whole. A survey research method was used for this investigation. A total of 328 support employees from the Lagos State Judiciary in Nigeria served as participants. Descriptive and inferential statistics (multiple and linear regression) were used to examine the data. The results demonstrated that administrative efficiency was influenced by both

records management practices and the workplace setting. It was also found that administrative efficiency was significantly impacted by records management practices. The administrative efficiency was positively impacted by the workplace environment^{lxx}. The study found that an office with good record-keeping practices had more efficient managers. In order to improve administrative efficiency, it has been suggested that judges provide incentives for employees to arrive at work early, foster an atmosphere that promotes collaboration, and uphold sound record-keeping and office hygiene standards.

The existence and viability of any university or organization is dependent on the records they create and maintain; consequently, they rely heavily on them for effective management and sound decision-making. As one of the university's lifelines, the registry department creates and maintains student records. The study employed a survey methodology. With the assistance of Krejcie and Morgan (1970), the population of the study consisted of 1,311 university registry staff in Ogun State, Nigeria, while the sample size was 300 registry staff. The members were chosen using a method of systematic sampling. The instrument for the investigation was a self-developed questionnaire. The study's data were analyzed using descriptive statistics as well as regression analysis, with an alpha significance level of 0.05%. The study revealed a significant association between records management practices and job performance ($R^2 = .085$, $P .05$). The study concluded that records management practices significantly improved the job performance of university registry personnel at Ogun State Universities in Nigeria. In order to improve the consistent job performance of university registry personnel in Ogun State, Nigeria, regular and effective training of records managers is recommended to increase their knowledge of records management in order to strengthen the system^{lxxi}.

This study concentrated on the records management practices and administrative efficiency of the Lagos State, Nigeria, judiciary. This investigation employed a survey methodology. The administrative personnel of the Lagos State High Court, including court clerks, attorneys, registrars, verbatim court reporters, and judges, is the population of interest for this study. A simple random sampling method was used to select 250 court employees. The data collection instrument was a self-designed structured questionnaire. The SPSS software, frequency distribution, and percentages were used to analyze the data.

The results indicated that records administration practices ($r=0.538$, $t(194) = 8.897$, $p < 0.05$) had a positive and statistically significant impact on the administrative efficiency of the Lagos state Judiciary. It indicates that the administrative efficacy of the Lagos State Judiciary was substantial (mean score = 3.89). It was also discovered that the extent of records administration practices utilized by the Lagos state Judiciary was high (mean score = 4.17 on a 5-point scale). Good records management practices are crucial to any organization's administration, productivity, and efficacy, as was concluded in the paper. It was suggested that the court set aside sufficient funds for the maintenance of effective records management practices. Court personnel should receive regular training on records management in order to achieve effective records management practices.^{lxxii}

Further evidence of the correlation between records management practices and secretaries' administrative was also presented by a study conducted among registry staff of tertiary institutions in Oyo state. The study examined the role that record-keeping practices in determining how well registry staff does their duties in tertiary institutions located in Oyo State. The research focused on the three oldest colleges in Oyo State. A survey research method was used for this investigation. Eighteen hundred registry staff members made up the study's

population. The total number of people in the sample was calculated to be 317 using the formula developed by Krejcie and Morgan. The questionnaire served as a research instrument. Frequency distribution and simple correlation analysis was adopted for the analysis of the survey data collected. It was found that there is a substantial association between record management practices and the performance of registry employees in tertiary institutions in Oyo State ($r=.357$, $n=313$, $p=0.000$ or 0.05). According to the study's findings, effective job performance is crucial to the success of any organization that values rigorous record-keeping procedures. It was suggested that the administration of universities in Oyo State invest in better registry facilities^{lxxiii}.

The influence of records management is not limited to the administrative effectiveness of secretaries alone as it also affects the administrative effectiveness of the whole organization. This is shown in a study which examined the efficiency with which the Rivers State Ministry of Justice managed and processed judicial records. Interviews and participant observation served as the primary means of data gathering for this qualitative study. The analysis found that the majority of ministry documents are related to criminal activity, civil litigation, and wills. The research also found that records managers often utilize either metal or wooden shelves to store their records. Lack of worker commitment, insufficient electrical supply, etc. is some of the problems plaguing the Ministry's record-keeping system. The study concluded with suggestions for improvement, including standardizing record-keeping practices and implementing automation to improve service^{lxxiv}.

The research looked at how public high school principals in Rivers State preserve records to improve management efficiency. The study was guided by two research questions and two hypotheses. The research method used in this study was a descriptive survey. 224 male and 52 female principals from Rivers State's 276 public high schools for seniors made up the study's

population. Using a method called "stratified random sampling," a sample size of 268 school heads was determined. The "Principals' Record Keeping Practices for Enhanced Administrative Effectiveness Questionnaire" was a self-structured questionnaire evaluated by two specialists from the Departments of Measurement and Evaluation and Educational Management. Each cluster's reliability on the instrument was calculated using Cronbach's Alpha, yielding reliability indices between 0.99 and 0.91. The statistical method of the z-test was employed to examine the hypotheses, and the mean and standard deviation were used to answer the study questions. The findings revealed that principals in Rivers State public secondary schools preserve administrative records using computers and cloud storage to improve efficiency. The study's conclusions suggested, among other things, that principals educate faculty on the benefits of cloud storage so that information may be accessed remotely and in real time.

2.3.3: Gender as a Moderating Impact Factor on the Influence of Perceived Organizational Support on Administrative Effectiveness of Secretaries

Employee gender has been recognized as a factor in organizational behavior. The gender differences among employees have been deliberated by examining the attitude, behavior, and outcomes during the last 10 years^{lxxv}. From the organizational literature, it has been found that there is a persistence of differences in employees experience based on their gender. A strong agreement has been developed those differences in gender prevail regarding several employees' perceptions related to the job. There is an impact of gender on the techniques in which individuals of every gender are likely to act and the ways in which interpretation of their behavior is made. Considering as an individual feature, gender might impact an individual's apprehension of the place of work and their attitudinal reactions towards others inside an organization¹⁴⁷.

Additionally, gender might have an influence on whether employees are associated with their colleagues offering different types of information, opportunities, and social support. The expectations of employees based on gender regarding behavior frequently make themselves apparent at a job. Research has shown that females are labeled as kind, relationship-oriented, and sociable, whereas males are labeled as competent, achievement-oriented, and independent. Women are expected to take care of the personal and emotional needs of others, to deliver routine forms of personal service, and, more generally, to facilitate the struggle of others toward their goals¹⁴⁸. A scholar found female personnel to be more involved in a variety of citizenship behaviors as compared to male personnel¹⁴⁹. This has made scholars to recommend that gender role anticipations might assist to increase job behaviors such as OCB. It was found that females were more likely to involve in organizational citizenship behavior as a consistent part of their work¹⁵⁰.

It has been found that there is a strong correlation between career advancement opportunities and organizational citizenship behavior¹⁵¹. However, this can be moderated by gender as there are different set of expectations for men and women, especially at work. A study on workplace behavior reported that males were less expected to be courteous and submissive to their supervisor compared to females. As a result, when males exhibit submissive and cooperative behavior, they were given a reward to a better degree in the form of promotions and praises than women who are expected to be 'naturally' submissive. This is relevant to secretaries where female are expected to dominate. Where the rare secretary is found, such rare specimen may be treated better than females. The idea of "role" is of a central position in comprehending the moderating role of gender on the association among employee performance and their effectiveness at their jobs. The gender roles generate anticipations of the behaviors essential to

accomplish the role of “male” and “female.” In other words, individuals are anticipated to act in means that are consistent with their socially approved gender roles. Previous studies have generally described differences among females and males in terms of performing organizational citizenship behaviors^{152, 153}.

Some studies related to organizational perspectives have observed how gender may change the association among constructs. Concerning gender, being female or male might be considered to influence OCBs. The empirical study showed that females engage more in OCB-helping behavior as compared to men. Few investigations have shown that males and females are similar in the level of OCB¹⁵⁴. According to the researchers, it was found that females have higher organizational commitment than male. Some studies on organizations have also observed how gender may modify the association among constructs. Indeed scholars of hold that the components of OCB are consistent with womanly behaviors. Women favor job attributes including prospects of working with others, kindness, and making friends¹⁵⁵. It has been advocated by “Prescriptive Stereotype Theory” that females possess a high level of collective characteristics as compared to males and these variances show how men and women differ in their roles. This may also have negative repercussions as female may be considered too dependent to be given ‘serious’ responsibilities.

Although employees’ behaviors may be engaged by both men and women, relevant literature provides substantial evidence of gender differences in the link between job satisfaction and employees’ behaviors¹⁵⁶. Theoretically, the Gender Socialization Theory also known as Social Role Theory has been applied in previous studies to examine gender differences in employees’ behaviors and, more specifically turnover intention. This theory suggests that due to differences

in the biology and psychology of men and women, there are also significant differences in their attitudes and behaviors¹⁵⁷.

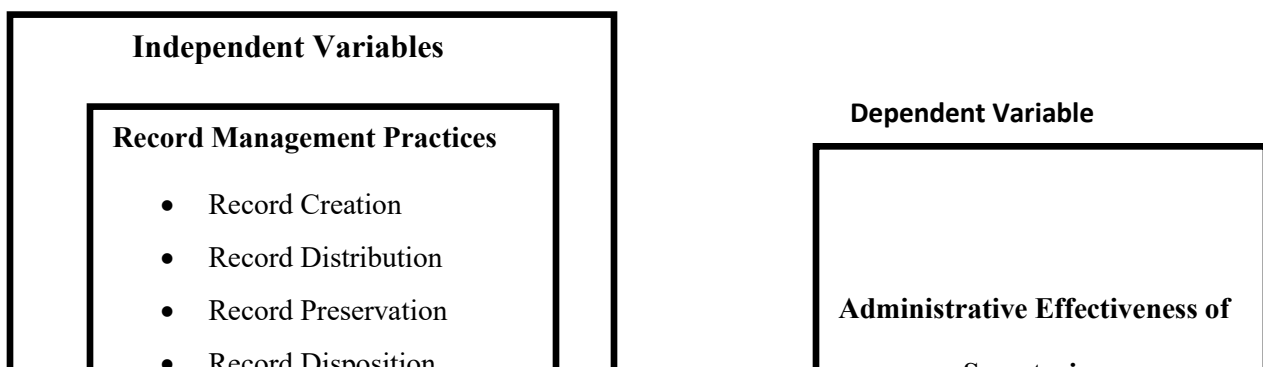
In the workplace, for example, organizational citizenship behavior (OCB) is expected more from women than men because some of its dimensions have been described as having certain womanly qualities such as helping others and being courteous. In addition, women are more likely to leave their job than their male counterparts. Thus, satisfied men may not behave like satisfied women, making gender to be a potential moderator of the effect that job satisfaction can have on employees' behaviors.

Globally, gender is an important factor to take into account, given the differences that exist in men and women, regarding their family demands, their motivations to engage in work and non-work activities at work. As a matter of fact, the increasing presence of women in the labour market brought different challenges in their lives, because they have to comply with their professional and family duties, intensified by their maternal role. Prior research has examined gender as a moderator in studies regarding the antecedents and consequences of employee turnover intention. Researchers have explored whether gender and performance do moderate the relationship between job satisfaction and intent to-leave of 138 salespersons drawn from a variety of companies, and showed a tendency for men and women salespersons to leave their current position because of dissatisfaction with different aspects of the job¹⁵⁸

In their meta-analytic investigation of 65 independent samples found that the negative relationship between on-the-job embeddedness and turnover criteria were stronger in female-dominated samples than in male-dominated samples¹⁵⁹. A set of scholars proposed a conceptual framework that depicts the relationship between job satisfaction and employee turnover intention,

as well as the potential moderating role of gender in this relationship in the health sector in Malaysia. The authors' assumption was that gender will moderate the positive relationship between job satisfaction and employee turnover intention, such that the relationship is stronger for women than for men¹⁶⁰. The results showed that gender moderates the relationship between job satisfaction and turnover intention. Male employees had higher significant turnover intention than female employees and female employees had higher job satisfaction than male employees. Concerning organizational commitment, researchers developed hypotheses about the moderating impact of experience, gender, and performance on the relationships among job satisfaction dimensions, organizational commitment, and turnover intentions. In the 168-person sales force (approximately half women) of a publishing firm, gender did not moderate the links between job satisfaction dimensions (supervisor, coworkers) and organizational commitment¹⁶¹. Another set of scholars in their study also showed that gender moderates the effect between job satisfaction and sportsmanship one of the dimensions of OCB¹⁶²

2.4 Conceptual Framework



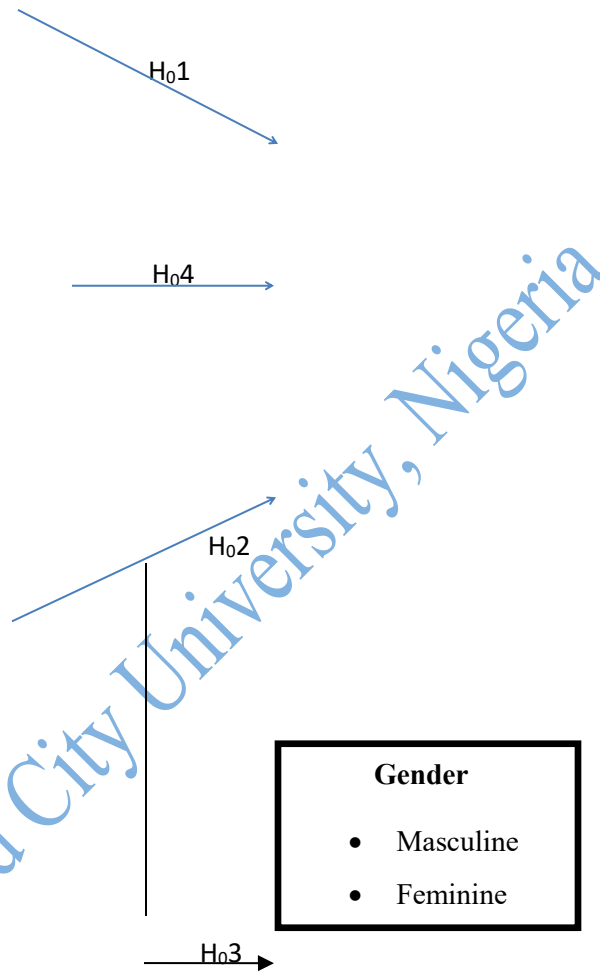


Figure 2.3: Conceptual Framework on Records Management Practices, Perceived Organizational Support and Administrative Effectiveness of Secretaries

Source: Researcher's work 2023

The conceptual framework outlines the different variables in the study and provides a graphical illustration of the relationships that exists between the variables. Basically, there are two independent variables, one dependent variable and one moderating variable. The dependent variable is administrative effectiveness of secretaries which is measured by metrics adapted from the Campbell model of job performance⁵⁴. In essence, administrative effectiveness of secretaries

is shown in their communication skill, organizational skills, problem solving skills, technology skills and multi-tasking skill and this multi-tasking skill is not part of the Campbell model of job performance but was adapted in other to improve the work and add to knowledge. These metrics are expected to be influenced by records management practices and perceived organizational support.

The first independent variable, records management practices in universities was measured with metrics from the records life cycle model. These metrics include records creation, records distribution, Records preservation, records disposition and Records Archival⁵². The second independent variable is perceived organization support which is measured from the metrics adapted from the organizational support theory. These metrics are; organizational fairness, support from leaders, human resource practices, work conditions⁵⁵. These two variables are examined in term of how they boost or hinder the administrative effectiveness of the secretaries in this study.

In essence the study proceeds on the assumption that the communication, organizational skills, problem solving skills, and technology skills of secretaries can be boosted or hindered by the records management practices adopted by the secretaries and their organization. This suggests that the systematic creation of record, effective organization and proper management of these records can make it easier for secretaries and other members of the organization to communicate their ideas and information in clear and understandable manner. This is important because having accurate, timely and relevant information is essential to consider a secretary has having a good communication skill. In the same vein, the organizational skill of secretaries is mainly seen in how well they organize files and records in such a way that the information they contain can easily be extracted for use. This is helped when the organization has effective records

management practices and it is negatively affected when the records management practices are poor and obsolete. Records management can also influence the problem-solving skills of secretaries. This means that when records are properly managed, secretaries can easily rely on them to solve the problems of their principals and other members of their organization. In essence, records management practices can affect everything that come together to represent the administrative effectiveness of secretaries in this study. Another factor to be considered as having potential to influence the administrative effectiveness of secretaries is perceived organizational support.

All of the skills that make up administrative effectiveness of secretaries can either become improved or simply die off depending on the perception of organizational support on the part of the organization. Whether, secretary have communication skills or not, they can become eager to learn when they perceive that their organizations would support their effort to acquire the needed skills. The first metric of perceived organization support is fairness which means that the organization must be seen to treat every employee with the level of fairness they deserve. When the secretary perceives that the organization is ready to help him/her improve on existing skills and acquire new ones, they are motivated to develop skills that contribute to their administrative effectiveness.

Perceived supervisor support is another dimension of organizational support. Secretaries often work with specific principals. While they are both working to achieve the overall objective of the university, it is the duty of the secretary to help their principals such as Vice Chancellors, Registrar, Bursar, University Librarian, Dean, Head of Department, and Director of various unit in the university to perform their duties as smoothly as possible. The relationship between such principals or supervisors is important to the administrative effectiveness of secretaries. For

instance, when the principal is supportive and encouraging, it boosts the confidence, job commitment, and eventually the performance of such secretary. That is why perceived supervisor support is also very important. However, another dimension just as important as supervisor support is human resource practices.

Human resource practices are good indicators of organizational support. Human resources practices play a crucial role in enhancing perceived organizational support among secretaries. For instance, HR practices related to workload and work-life balance can significantly enhance perceived organizational support. Ensuring manageable workloads, realistic deadlines, and opportunities for work-life balance through policies like flexible work arrangements or leave options is a way to show secretaries that the university cares about them. When this is not in place or not equally applied, it can lead to a sense of alienation. The same is true for fair and competitive compensation packages, including salary, bonuses, and benefits. When secretaries feel adequately rewarded for their contributions, it positively influences their job satisfaction and overall motivation.

Another HR practice is regular performance evaluations and constructive feedback. These can help secretaries understand their strengths and areas for improvement. When HR implements a performance management system that encourages growth, recognizes achievements, and provides opportunities for career advancement, it can enhance the perception of organizational support. Effective communication channels and employee engagement initiatives foster a positive work environment. HR can facilitate open and transparent communication, encourage employee involvement in decision-making, and organize team-building activities to enhance job satisfaction among secretaries.

In the same vein, HR practices play a vital role in cultivating a positive workplace culture that values collaboration, respect, and inclusivity. When secretaries feel supported, included, and appreciated within the organization, it positively impacts their job satisfaction. Overall, human resources practices that focus on fair treatment, professional development, work-life balance, communication, and recognition are key to enhancing the job satisfaction of secretaries. Organizations that prioritize these practices are more likely to create a positive work environment where secretaries can thrive and feel satisfied in their roles.

While both perceived organizational support and records management practices have the potential to influence the administrative effectiveness of secretaries, there is a possibility that the gender of a secretary can moderate the influence of any of these variables. Gender as a moderating variable in this study therefore is acknowledgement of the possibility the being a male or female can influence the perception of organizational support and mastery or adaptability to a particular records management system. The influence of gender may arise from various gender stereotypes prevailing in the Nigerian society.

2.5 Summary of Gap in Literature Reviewed

The literature is based on conceptual and empirical examination of all the key variables in the study. The review has shown the state of the art on the subject of this study and revealed the gap and justification for this study which is Record Management Practices, Perceived Organizational Support and Administrative Effectiveness of Secretaries in Public Universities in Lagos State, Nigeria. The review has brought together a picture of how administrative effectiveness of secretaries has been viewed globally and Nigeria in particular.

The administrative effectiveness of secretaries in Nigerian universities has been a subject of research and investigation. Studies have examined various aspects related to the roles, skills, and challenges faced by university secretaries in Nigeria. Research has focused on understanding the diverse roles and responsibilities of secretaries in Nigerian universities. These roles may include providing administrative support, managing correspondence, organizing meetings, maintaining records, and serving as a liaison between different departments and stakeholders.

Studies have explored the skills and competencies required for secretaries to be effective in their administrative roles. This includes proficiency in office software and technology, organizational skills, communication skills, interpersonal skills, and the ability to multitask and prioritize tasks effectively. The literature however identified various challenges faced by secretaries in Nigerian universities. These may include heavy workloads, conflicting demands, limited resources, insufficient training and professional development opportunities, inadequate recognition, and limited decision-making authority.

Researchers have emphasized the importance of continuous professional development and training for secretaries in Nigerian universities. Studies suggest that investing in training programs and workshops can enhance the administrative effectiveness of secretaries by equipping them with the necessary skills and knowledge to handle their responsibilities effectively. The relationship between job satisfaction, motivation, and the administrative effectiveness of secretaries has also been explored. The literature offers suggestions for improving the administrative effectiveness of secretaries in Nigerian universities. These include providing professional development opportunities, promoting effective communication and collaboration among staff, recognizing and rewarding performance, creating supportive work environments, and involving secretaries in decision-making processes. Some of the strategies

that were however not extensively discussed in the role of perceived organizational support and records management practices as strategies to enhance the administrative effectiveness of the secretaries.

The literature emphasizes the critical role of records management in organizations and institutions such as universities. It is obvious that effective records management ensures proper documentation, preservation, and accessibility of records, which supports decision-making, accountability, and compliance with legal and regulatory requirements. It also gives a glimpse into how the proper management of records as enabled by organizational policies and practices can enhance the administrative efficiency of secretaries. Studies however identify various challenges faced in records management practices in Nigeria. Many secretaries in Nigerian universities are often prevented from operating effectively due to various challenges they encounter in the management of records in their institutions. These challenges include inadequate infrastructure, lack of awareness and appreciation for records management, insufficient funding and resources, outdated technology, and inadequate training and skills among records management personnel.

The review of literature highlights the growing importance of digitization and technology in records management. It is obvious that the traditional paper based and manual methods of managing records is no longer enough in helping organizations to keep pace with modern operational environments. Several authors have discussed the need to transition from paper-based systems to electronic records management systems (ERMS) for improved efficiency, accessibility, and long-term preservation of records. However, the challenges of technological infrastructure and capacity are often highlighted. The literature emphasizes the need for training and capacity building programs to enhance records management practices in Nigeria. It discusses

the importance of developing skilled records management professionals who can effectively manage records, implement best practices, and adapt to technological advancements.

Studies highlight the importance of collaboration and networking among organizations and institutions to promote effective records management practices. Collaboration can include sharing best practices, knowledge exchange, and establishing professional networks to address common challenges and develop standardized approaches. The literature often addresses the importance of records retention and disposal policies and practices. It emphasizes the need for organizations to develop and implement records retention schedules that align with legal and regulatory requirements, ensuring the timely disposal of records that have reached their retention periods. The literature recognizes the significance of preserving valuable records and establishing archives in Nigeria. It highlights the need for proper storage conditions, digitization efforts and capacity development programs to change attitudes against the adoption of relevant technologies in records management.

The literature review, in addition to records management practices also considered perceived organizational support as a factor in the administrative effectiveness of the secretaries in universities. Perceived Organizational Support (POS) refers to employees' perception of the extent to which their organization values their contributions, cares about their well-being, and supports their work-related needs. In Nigeria, POS has been a topic of interest in organizational research, reflecting the importance of supportive work environments and employee well-being. Majority of the literature consulted both in Nigeria and abroad emphasize the importance of perceived organizational support in any formal organization including universities. The literature reviewed indicated that Nigerian organizations recognize the significance of creating a

supportive workplace to enhance employee satisfaction, commitment, and performance. POS is viewed as a crucial factor in fostering positive employee attitudes and organizational outcomes.

Research in Nigeria and other countries has demonstrated a positive relationship between POS and employee attitudes such as job satisfaction, organizational commitment, and engagement. Employees who perceive higher levels of support tend to exhibit higher levels of job satisfaction, greater commitment to the organization, and increased engagement in their work. Studies have highlighted the impact of POS on employee performance in Nigerian organizations. Higher levels of perceived support have been associated with improved job performance, as employees feel valued and motivated to contribute their best efforts to achieve organizational goals.

In addition, perceived organizational support has been found to be negatively related to turnover intention among employees in Nigeria. When employees feel supported by their organization, they are less likely to consider leaving their jobs, leading to increased employee retention. While studies on perceived organizational support, has rarely focused on secretaries, particularly in Nigeria, findings suggests that it would also be relevant in the case of secretaries as employees with aspirations and expectations. This lack of studies has also justified the need to conduct research on the role perceived organizational support on the administrative effectiveness of secretaries in Nigeria. This is further justified by the fact that factors responsible for perceived organizational support in other employees are also relevant in the case of secretaries.

Various factors influence perceived organizational support in Nigeria. These include leadership behavior, fair treatment, career development opportunities, communication, and supportive organizational policies. Organizations that prioritize these factors are more likely to foster a positive perception of support among employees. Recognizing the importance of perceived

organizational support, Nigerian organizations are encouraged to develop and implement practices that promote a supportive work environment. This includes enhancing communication channels, providing training and career development opportunities, recognizing employee contributions, and ensuring fairness in decision-making processes.

Do Not Copy, Lead City University, Nigeria

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Chapter Three

Methodology

This chapter will be organized into seven thematic sections which are research design; population of the study; sample and sampling technique; description of research instrument; validity and reliability of research instrument; method of data collection and method of data analysis.

3.1 Research Design

Research design is a roadmap outlining the various procedures to be followed in the conduct of a planned, scientific and value-neutral research¹. This study will adopt the descriptive survey research design. This research design is more suitable in a systematic and empirical inquiry where the independent variable is not totally controlled by the researcher². This research design is considered appropriate for the current study because it allows an in-depth study of the subject matter and it is suitable to describe people's attitudes, opinions, behavioral patterns and views.

3.2 Population of the Study

Population in research refers to a large collection of individuals or entities that can affect or be affected by the research being conducted and ultimately upon whom a generalization of the research findings can be made³.

The population for this study comprised of eight hundred (800) Secretaries of the Universities in Lagos State, Nigeria. The population of this study will therefore consist of secretaries in Public Universities in Lagos State, Nigeria. The universities are University of Lagos (UNILAG), Lagos State University (LASU), Lagos State University of Science and Technology (LASUSTECH) and Lagos State University of Education (LASUED). The breakdown of the study population is presented in table 3.1 below.

Table 3.1: Population of Secretaries in Public Universities in Lagos State

S/NO	Name of Institutions	Number of Secretaries
1	University of Lagos	245
2	Lagos State University	218
3	Lagos State University of Science and Technology, Ikorodu	187

4 Lagos State University of Education 150

Total 800

Source: Institutions' Establishment and Research Field data, 2023

Table 3.2: Table for Determining sample size of a known population

Table 3.1									
Table for Determining Sample Size of a Known Population									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338

15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	531
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	38
Note: N is Population Size; S is Sample Size					Source: Krejcie & Morgan, 1970				

3.3 Sample size and Sampling Technique

The sample size of the study is two hundred and sixty (260) secretaries. Sampling size and sampling technique is the process of selecting a sample from a defined target population with the intent that the sample accurately represents that population in order to eliminate certain population statistics and biases and be able to make generalized statement about a population.⁴

The sampling technique adopted for this study is stratified sampling technique. The stratified

sampling technique ensures that certain subgroups in the larger set (population) will be represented in the sample in a proportion to their number in the population. The sample population for this study which is 260 was selected from the target population of 800 Secretaries from the Public Universities in Lagos State, Nigeria. This sample procedure will ensure a representative sample, first by ensuring that the contribution of each institution to the sample is proportionate to its population and second, the use of random sampling will ensure that all secretaries in an institution have equal opportunity of being included in the study. To determine the sampling size for the study, the sampling size table by Krejcie and Morgan was used (see table 3.1 above). Using a confidence level of 95% and 5% margin of error, the sampling is given as 260 while proportional technique will be used to get the value that each secretaries will have concerning the specified sample size thus:

$$\frac{\text{No of secretaries per institution}}{\text{Total No. of population}} \times 260$$

Table 3.3: Proportionate Sample Size

S/NO	Name of Institutions	% of population for each Institution	Sample for each Institution
1	University of Lagos	$245/800 \times 100 = 30.62$	$30.62/100 \times 260 = 79.61$
2	Lagos State University	$218/800 \times 100 = 27.25$	$27.25/100 \times 260 = 70.85$
3	Lagos State University of Science and Technology, Ikorodu	$187/800 \times 100 = 23.38$	$23.38/100 \times 260 = 60.79$
4	Lagos State University of		

Education	$150/800 \times 100 = 18.75$	$18.75/100 \times 260 = 48.75$
Total	100%	260

Source: Researcher's work (2023)

Table 3.3: Proportionate Sample Size for each Institution

S/NO	Name of Institutions	Sample for each Institution
1	University of Lagos	79
2	Lagos State University	71
3	Lagos State University of Science and Technology, Ikorodu	61
4	Lagos State University of Education	49
	Total	260

Source: Researcher's work (2023)

3.4 Description of the Research Instrument

A structured questionnaire will be used to gather the data needed for this research. The study questionnaire is adapted from various relevant studies and literature related to the subject of research. Items in the questionnaire are grouped into four sections; A-D as follows:

Section A – Demographic information: this section contains 7 items on demographic data of the respondents such as name of organization, Rank / department / unit. Age, sex, work experience, and highest educational qualification.

Section B- Focuses on the Administrative Effectiveness of Secretaries. The items in the section were adapted from a related study⁵. The section is grouped under sub-headings such as communication skills, organizational skills, problem solving skills and also technology skills which is been adapted and it is not part of the measuring skills from Campbell Job Performance model, but it is used in other to add to knowledge. Examples of questions and statements in the section include; “I am skilled in non-verbal communication (e.g., body language, facial expressions)”; “I can effectively convey complex information in a simple and understandable manner” etc. each of the statement is measure on a 4-scale Likert response i.e; 1=Strongly Disagree; 2= Disagree; 3= Agree and; 4=Strongly Agree

Section C- Focuses on records management practices in the studied institutions. The items are adapted from the records lifecycle model⁷. The section is sub divided into records creations, records distribution, records preservation, records disposition and record archival. Examples of statement in the section include; “There are rules guiding the creation of records in my office”; “Records no longer needed are burnt” All of the items are measured with Likert response format rate on 4 points i.e; 1=Strongly Disagree; 2= Disagree; 3= Agree and; 4=Strongly Agree

Section D - Focuses on perceived organizational support available to the secretaries. The items in this section is also adapted from a relevant study⁶. The section is group into different subgroups such as organizational fairness, perceived supervisor support, human resources practices and work environment. Examples of questions and statements in the section include;

“Performance evaluations and feedback processes are conducted in a fair and unbiased manner”; “the distribution of workloads and assignments in my institution is fair”. All of the statements and questions will be measure on a 4-point Likert scale. i.e; 1=Strongly Disagree; 2= Disagree; 3= Agree and; 4=Strongly Agree

3.5 Validity of Research Instrument

Validity referred to the ability of the instrument to measure what it is intended for it to measure.⁸ Validity is one of the most crucial properties of measurement and it is concerned with whether a test or a scale really measures what it is supposed to measure.

To ensure the face validity of the research instrument, the questionnaire was submitted to the supervisor, co-supervisor and other experts in the field for their perusal after which the correction and issues raised were implemented. The content validity ascertained by ensuring that it covers all variables under the study.

3.6 Reliability of Research Instrument

Reliability refers to the degree of consistency with which an instrument measures what it claims to measure. It means that, administered on similar samples across time and space, the instrument should report similar findings. To ensure reliability of this research instrument, the approved questionnaire will be administered to 30 respondents from University of Ibadan (UI) who are outside the study population. The responses collected from the respondents will be analyzed to determine whether the Cronbach alpha value of each construct is in line with the global accepted level.

3.7 Method of Data Collection

The researcher plans to personally administer the questionnaires to the respondents. This will however be done with the help of two (2) research assistants who will be trained for five days for the purpose. Before the administration of the questionnaire, due application will be made to the managements of the selected institutions and approval will be obtained beforehand. After the necessary approvals have been granted, the researcher will visit the institutions with the questionnaire and administered to the respondents in their respective offices.

3.8 Method of Data Analysis

Data obtained from the administered questionnaire will be coded and subjected to analysis. The data analysis will involve both descriptive and inferential statistics. The descriptive aspect will involve simple frequency counts, and percentages presented in tables and charts being used for the data presentation. The inferential statistics to be used will be linear regression for hypotheses one to two, hierarchical regression for hypothesis three while multiple regression, will be used for the fourth hypothesis. The IBM SPSS software (Version 25) will be used for the data analysis.

The questionnaire item options were weighted while each of the statement is measure on a 4-scale Likert response i.e;

Strongly Disagree (SD) = 1 point

Disagree (D) = 2 points

Agree (A) = 3 points

Strongly Agree (SA) = 4 points

$$10/4 = 2.5$$

The decision rules for the analysis of the options used in this study are as follows:

- i Responses falling between 4.50 and above were interpreted as Strongly Agreed.
- ii Responses falling between 3.50 and 4.49 were interpreted as Agreed
- iii Responses falling between 2.50 and 3.49 were interpreted as Disagree
- iv Responses falling between 1.50 and 2.49 were interpreted as Strongly Disagree

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Endnotes

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CHAPTER FOUR

Results and Discussion of Findings

The data analysis, presentation of results and interpretation, and discussion of the findings is presented in this chapter based on the data that was collected to investigate the influence of

records management practices and perceived organizational support on the administrative effectiveness of secretaries attached to public universities in Lagos State, Nigeria. Two hundred and sixty (260) copies of the questionnaire were distributed, while the total copies that were retrieved yielded two hundred and forty-five, giving 94.2% returned rate accordingly. Therefore, the structure of this chapter is as follows: analysis of demographic profile of respondents, answers to research questions, the test of hypotheses, and discussion of the finding.

4.1 Demographic Data Analysis

Response Rate	Frequency	Percentage%
Sample Size	260	100%
Total Questionnaire Distributed	260	100%
Total Questionnaire Retrieved	260	100%
Invalid Questionnaire	15	6%
Valid Questionnaire	245	94%

The above table shows the number of questionnaire retrieved from the administration of the research instrument. A total number of 260 copies of the questionnaire was administered and retrieved. Afterwards, it was discovered that only 245 questionnaire were valid.

4.1.1 Analysis of Demographic Features of Respondents

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

Table 4.1: Respondents by Gender

Characteristics	Information	Frequency	Percentage %
Gender	Male	94	38%
	Female	151	62%
Total		245	100%

Source: Field Work, 2023

Table 4.1 showed a total of 151 female secretaries, which represents 62% (sixty two per cent) as against 94 male secretaries, representing 38% (thirty eight per cent) of total respondents respectively. The finding reveals that there are more female secretaries than male secretaries in the universities. This confirms the perception that secretarial profession is always dominated with the female gender.

Table 4.2: Respondents by Age

Characteristics	Interval	Frequency	Percentage%
Age	less than 26 years	17	7%
26 - 30 years	47	19%	
	31 - 35 years	55	21%
	36 - 40 years	47	19%
	41 years and above	79	32%
Total		245	100%

Source: field work, 2023

On age of respondents, only seventeen (17) or 7% fall within the age bracket of less than 26 years, forty-seven (47) respondents or 19% are within the range of 26 to 30 years, fifty-five (55) or 21% are in the age bracket of 31 to 35 years, while seventy-nine (47) or 19% of the respondents are between 36 to 40 years. Curiously, a total of 79 or 32% of respondents are aged

between 41 years and above. This finding suggests an ageing workforce where a large number of secretarial professionals in the universities are of age and are approaching age of retirement. This does not portend well for record management practices as the more experience secretarial personnel could be retiring in no distant future.

Table 4.3: Respondents Academic Qualification

Characteristics	Level	Frequency	Percentage %
Academic Qualification	ND	55	23%
	HND	115	47%
	B.Sc	45	18%
	M.Sc	20	8%
	Others	10	4%
Total		245	100%

Source: field work, 2023

Table 4.3 reveals that fifty - five (55) of the respondents or 23% have ND certificate, one hundred and fifteen (115) of the respondents or 47% have HND certificate while forty - five respondents or 18% have B.Sc degrees. A total number of twenty (20) respondents or 8% have Masters, while 10 or 4% do not possess a degree. This implies that the secretarial practitioners in these universities are well educated and knowledgeable.

Table 4.4: Respondents Work Experience

Characteristics	Years	Frequency	Percentage %
Years of Experience	0 - 5 years	10	4%

6 – 10 years	28	11%
11 –15 years	40	16%
16 – 20 years	120	49%
21 years and above	47	19%
Total	245	100%

Source: field work, 2023

In terms of work experience, Table 4.4 showed that these secretarial professionals or respondents are well experienced. Ten (10) of the respondents or 4% of the secretarial professionals claim to have work experience in their field for 5 years while twenty-eight (28) or 11% of respondents claim to have work experience; forty (40) or 15% have work experience one hundred and twenty-five (125) or 48% of respondent have experience, whilst forty – six (46) or (18%) of the secretarial professional have work experience. This implies that majority of the secretarial practitioners in this university have very wide and deep knowledge base in their areas of specialization. It is expected that the extensive work experience will impact the level of record management practices of the respondents.

4.2 Presentation of Data

4.2.1 Research Question One: What is the level of administrative effectiveness among the secretaries in Public Universities in Lagos State, Nigeria?

Table 4.5: Level of administrative effectiveness among the secretaries in Public Universities in Lagos State, Nigeria

S/N	Communication Skills	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean (\bar{x})	Std. Dev.
1	I am skilled in non-verbal communication (e.g., body language, facial expressions)	160 (65%)	85 (35%)	0	0	3.66	.476
2	I can effectively convey complex information in a simple and understandable manner	150 (61%)	95 (39%)	0	0	3.61	.489
3	I am comfortable in delivering presentations.	120 (49%)	125 (51%)	0	0	3.49	.501
4	I am skilled at providing clear and concise written communication (e.g., emails, reports)	180 (73%)	65 (27%)	0	0	3.73	.442
5	I am relaxed in expressing my thoughts and ideas verbally	95 (39%)	150 (61%)	0	0	3.38	.487
	Average					3.57	.419
	Organizational Skills						
6	I managed to plan my work so that I finished it on time	115 (47%)	90 (37%)	40 (16%)	0	3.31	.736
7	I kept in mind the work result I needed to achieve	110 (45%)	120 (49%)	15 (6%)	0	3.39	.601
8	I was able to set priorities	162 (66%)	73 (30%)	10 (4%)	0	3.62	.564
9	I was able to carry out my work efficiently	165 (67%)	75 (31%)	5 (2%)	0	3.65	.518
10	I managed my time well	120 (49%)	125 (51%)	0	0	3.39	.488
	Average					3.47	.366
	Problem Solving Skills						
11	I come up with creative solutions for new problems	95 (39%)	120 (49%)	30 (12%)	0	3.27	.665
12	I take on extra responsibilities	110 (45%)	130 (53%)	5 (2%)	0	3.42	.535
13	I continually sought new challenges in my work	93 (38%)	142 (58%)	10 (4%)	0	3.34	.554
14	I actively participated in meetings and/or consultations	80 (33%)	160 (65%)	5 (2%)	0	3.31	.504

15	I focused on the negative aspects of situation at work instead of the positive aspects	50 (20%)	184 (75.1%)	10 (4.1%)	1 (0.4%)	3.16	.488
Average						3.30	.501
Technological Skill							
16	I am skilled in troubleshooting common computer and software issues?	102 (42%)	110 (45%)	30 (12%)	3 (1%)	3.27	.719
17	I am proficient in using computers and basic software applications (e.g., word processing, spreadsheets, email)	179 (73%)	66 (27%)	0	0	3.73	.445
18	I am comfortable using collaboration and communication tools (e.g., video conferencing, project management software)?	135 (55%)	110 (45%)	0	0	3.55	.498
19	I am familiar with data analysis tools or software (e.g., Excel, statistical software)?	100 (41%)	130 (53%)	15 (6%)	0	3.35	.592
20	I can easily adapt to new technology and learn to use unfamiliar software or tools	70 (29%)	135 (55%)	36 (14%)	4 (2%)	3.11	.699
Average						3.40	.529
Multi-tasking skills							
21	I am able to listen to music while typing on my computer system	70 (29%)	100 (41%)	65 (27%)	10 (4%)	2.94	.845
22	I am able to send emails during a meeting	120 (49%)	95 (39%)	30 (12%)	0	3.37	.692
23	I am able to talk on phone while typing on my computer system	150 (61%)	75 (31%)	15 (6%)	5 (2%)	3.51	.705
24	I am able to do both filing and greeting customers and clients	190 (78%)	55 (22%)	0	0	3.78	.418
25	I am able to photocopy documents while typing on my computer system.	170 (69%)	55 (23%)	18 (7%)	2 (1%)	3.60	.661
Average						3.44	.393

n = 245; Grand mean (\bar{x} =3.44); Grand SD=0.42

Key: SA = 4, A = 3, D = 2, SD = 1

Decision Rule: 1.00-1.49 (Very Low), 1.50-2.49 (Low), 2.50-3.49 (High), 3.50-4.00 (Very High)

Source: Field Survey, 2023

Based on observation of the results in Table 4.5 it could be inferred that the level of administrative effectiveness among the secretaries in Public Universities in Lagos State is high with a precise mean ($\bar{x}=3.44$) in accordance with the criterion mean 2.50-3.49 indicating High Levels on a scale of 1 to 4. There are five basic indicators that measured the administrative effectiveness among the secretaries in Public Universities in Lagos State. The indicators were: communication skills, organizational skills, problem solving skills, technological skill and multi-tasking skills. All indicators of administrative effectiveness as contained in Table 4.5 suggests high levels having being well above the criterion mean ($\bar{x}=2.50$) on a scale of 1 to 4. For example, communication skills yielded ($\bar{x}=3.57$). This suggests that secretaries in Public Universities in Lagos State engaged in effective communication to a high extent. Similarly, organizational skills recorded ($\bar{x}=3.47$). This implies that majority of the secretaries were organized to a high level in their organizations. In a similar vein, multi-tasking skills yielded ($\bar{x}=3.44$). This means that the secretaries were efficient and could perform multiple tasks to ensure maximum outputs in their organizations. In addition, technological skills recorded ($\bar{x}=3.40$). This suggests that the secretaries were capable of deploying new technologies to perform different tasks in order to achieve the organizational goals. Meanwhile, problem solving skills also was highly appreciated with ($\bar{x}=3.30$), hence, it could be improved upon.

4.2.2 Research Question Two: What are the prevalent records management practices among the Secretaries in Public Universities in Lagos State, Nigeria?

Table 4.6: Prevalent records management practices among the Secretaries in Public Universities in Lagos

S/N	Records Creation	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean (\bar{x})	Std. Dev.
1	There are rules guiding the creation of records in my office	195 (80%)	50 (20%)	0	0	3.80	.404

2	Records are created based on the specifications of the institution	185 (76%)	60 (24%)	0	0	3.76	.431
3	Records are created as information is received in my office	135 (55%)	110 (45%)	0	0	3.55	.498
4	Records creation is supervised in my department/office	80 (33%)	100 (41%)	50 (20%)	15 (6%)	3.00	.882
5	Records creation are essential for giving proof to basic leadership	70 (29%)	150 (61%)	15 (6%)	10 (4%)	3.14	.701
Average						3.45	.340

Records Distribution

6	Records are classified alphabetically by the topic or subject matter (a, b, c).for easy distribution in the office	170 (69%)	65 (27%)	6 (2%)	4 (2%)	3.64	.616
7	Records are classified numerically by assigning numbers (1,2,3) for further distribution in the office/	154 (62.9%)	90 (36.7%)	1 (0.4%)	0	3.62	.494
8	Records are classified alpha-Numerically using letters and numbers (a1, b2, c3) for easy distribution when needed.	142 (58%)	90 (37%)	13 (5%)	0	3.53	.597
9	Records are classified chronologically by using the dates in which they were created for distribution purpose.	110 (45%)	131 (53%)	4 (2%)	0	3.43	.528
10	Records are classified geographically by using the states, country in which they were created for distribution purpose	90 (37%)	100 (41%)	50 (20%)	5 (2%)	3.12	.800
Average						3.47	.493

Records Preservation

11	Records are stored in file cabinets in my office	195 (80%)	45 (18%)	5 (2%)	0	3.78	.465
12	Records are stored in file resistant cabinets in my office	125 (51%)	110 (45%)	10 (4%)	0	3.47	.576
13	Records are stored on computer files in my office	200 (82%)	45 (18%)	0	0	3.82	.388
14	Records are stored in a designated records room with a burglary alarm	50 (20%)	90 (37%)	105 (43%)	0	2.78	.765
15	Some records are stored in vaults based on their value	130 (53%)	110 (45%)	5 (2%)		3.51	.540
	Average					3.47	.475

Records Disposition

16	Inactive records are disposed of only after careful appraisal by relevant authorities	150 (61%)	75 (31%)	20 (8%)	0	3.53	.643
17	Records no longer needed are shredded before being disposed	95 (39%)	140 (57%)	10 (4%)	0	3.35	.556
18	Records no longer needed are simply thrown into the trash bin	162 (66%)	65 (27%)	18 (7%)	0	3.59	.625
19	Records no longer needed are burnt	65 (27%)	150 (61%)	28 (11%)	2 (1%)	3.13	.629
20	Records no longer needed are transferred to archives	153 (62%)	85 (35%)	7 (3%)	0	3.60	.547
	Average					3.44	.456

Records Archival

21	Records are Archived of only after careful appraisal by relevant authorities	111 (45%)	130 (53%)	4 (2%)	0	3.44	.529
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22	Records no longer needed are archived before being locked up in the cabinet.	180 (73%)	55 (23%)	10 (4%)	0	3.69	.543
23	Records no longer needed are simply thrown into the files cabinet.	95 (39%)	135 (55%)	15 (6%)	0	3.33	.586
24	Records no longer needed immediately are stored.	130 (53%)	110 (45%)	5 (2%)	0	3.51	.540
25	Records no longer needed are transferred to archives permanently.	185 (76%)	50 (20%)	10 (4%)	0	3.71	.536
Average						3.54	.371

n = 245; Grand mean (\bar{x} =3.47); Grand SD=0.41

Key: SA = 4, A = 3, D = 2, SD = 1

Decision Rule: 1.00-1.49 (Very Low), 1.50-2.49 (Low), 2.50-3.49 (High), 3.50-4.00 (Very High)

Source: Field Survey, 2023

Information in Table 4.6 shows the prevalent records management practices among the secretaries in public universities in Lagos State, Nigeria. Hence, indicators of these records management practices include records creation, records distribution, records preservation, records disposition, and records archival. From the results in Table 4.6, it could be inferred that records management practices among the secretaries in public universities in Lagos State were highly effective with a precise mean (\bar{x} =3.47) in accordance with the criterion mean 2.50-3.49 indicating High Levels on a scale of 1 to 4. The most effective is records archival (\bar{x} =3.54). This indicates that the policy of records keeping and archiving by secretaries in public universities in Lagos State was highly valued and demonstrated professionally. Similarly, records distribution (\bar{x} =3.47), and records preservation (\bar{x} =3.47) were highly practiced respectively. This is in line with the vision and aim of Nigerian universities in documenting events and activities in form of records of an institution particularly in a university in order to promote research and growth of the institutions and for the national development which is of paramount importance. In addition, records creation(\bar{x} =3.47) was highly practiced. This means that the secretaries were efficient in

records creation practices because, in universities, bulks of records are generated because various departments and units produce evidence of their daily transactions. Of course, records disposition practice was also high ($\bar{x} = 3.47$). This means that the secretaries demonstrated effective methodologies in their document destruction and disposition strategies as may be contained in their organizational records management rules and regulations.

Research Question Three: What is the level of perceived organizational support available to secretaries in public universities in Lagos State, Nigeria?

Table 4.7: Level of organizational support among the secretaries in Public Universities in Lagos State, Nigeria

S/N	Organizational Fairness	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean (\bar{x})	Std. Dev.
1	Performance evaluations and feedback processes are conducted in a fair and unbiased manner	100 (41%)	135 (55%)	10 (4%)	0	3.37	.562
2	Grievances and complaints are addressed promptly and fairly within the organization	71 (29%)	125 (51%)	45 (18%)	4 (2%)	3.07	.732
3	There Is equal opportunity for employees from diverse backgrounds to succeed in my institution	100 (41%)	100 (41%)	35 (14%)	10 (4%)	3.18	.827
4	Promotions and rewards are based on merit and performance	120 (49%)	100 (41%)	20 (8%)	5 (2%)	3.37	.721
5	Employees are treated fairly in terms of opportunities for growth and advancement	95 (39%)	120 (49%)	25 (10%)	5 (2%)	3.25	.718
	Average					3.25	.674
	Support for Leaders						
6	My boss is proud that I am a part of this organization	98 (40%)	140 (57%)	5 (2%)	2 (1%)	3.36	.568

7	My boss provides opportunities for professional development and growth	65 (27%)	170 (69%)	8 (3%)	2 (1%)	3.22	.534
8	My boss fosters genuine and trusting relationships with everyone in the office	40 (16%)	175 (72%)	28 (11%)	2 (1%)	3.03	.557
9	My boss helps me get the resources that I need to do my job.	120 (49%)	125 (51%)	0	0	3.49	.501
10	My boss rewards me in a manner that makes me feel valued	20 (8%)	189 (77%)	30 (12%)	6 (3%)	2.91	.543
Average						3.20	.268
Human Resource Practices		Strongly Agree	Agree	Disagree	Strongly Disagree		
11	If the organization earned a greater profit, it would consider increasing my salary.	100 (41%)	125 (51%)	15 (6%)	5 (2%)	3.31	.678
12	The organization is concerned about paying me what I deserve.	201 (82%)	40 (16%)	4 (2%)	0	3.80	.437
13	The organization would not ignore any complaint from me.	110 (45%)	130 (53%)	5 (2%)	0	3.43	.536
14	The organization considers my best interests when it makes decisions that affect me.	130 (53%)	103 (42%)	5 (2%)	7 (3%)	3.45	.680
15	This company provides fair compensation and benefits in return for my contribution to my organization.	130 (53%)	95 (39%)	20 (8%)	0	3.45	.642
Average						3.49	.542
Working Conditions							
16	The organization gives room for staff enhancement by sponsoring it.	45 (18%)	170 (69%)	25 (10%)	5 (2%)	3.04	.606
17	The organization helps to boost the morale of workers by creating recreational centers for them.	18 (7%)	100 (41%)	125 (51%)	2 (1%)	2.55	.642
18	The organization would not ignore any complaint about my going on sick leave.	104 (43%)	121 (49%)	17 (7%)	3 (1%)	3.33	.660

19	The organization considers my best interests when buying office furniture for use in the office.	60 (25%)	170 (69%)	10 (4%)	5 (2%)	3.16	.585
20	The organization provides fair compensation and benefits like leave bonuses for staff.	100 (41%)	135 (55%)	10 (4%)	0	3.33	.683
Average						3.08	.336

n = 245; Grand mean (\bar{x} =3.26); Grand SD=0.37

Key: SA = 4, A = 3, D = 2, SD = 1

Decision Rule: 1.00-1.49 (Very Low), 1.50-2.49 (Low), 2.50-3.49 (High), 3.50-4.00 (Very High)

Source: Field Survey, 2023

Based on observation of the results in Table 4.7, it could be inferred that the level of organizational support among the secretaries in Lagos State is high with a precise mean (\bar{x} =3.26) in accordance with the criterion mean 2.50-3.49 indicating High Levels on a scale of 1 to 4. There are four basic indicators that measured the organizational support among the secretaries in public universities in Lagos State. The indicators were: organizational fairness, support for leaders, human resource practices, and working conditions. All indicators of organizational support as contained in Table 4.7, suggests high levels having being well above the criterion mean (\bar{x} =2.50) on a scale of 1 to 4. For example, human resource practices yielded (\bar{x} =3.49). This suggests that secretaries in public universities in Lagos State engaged in human resource practices to a high extent. Similarly, organizational fairness recorded (\bar{x} =3.25). This implies that majority of the respondents demonstrated a high level of fairness in their organizations. In a similar vein, support for leaders yielded (\bar{x} =3.20). This means that the secretaries were highly supportive to their leaders. Meanwhile, working conditions also was highly appreciated with (\bar{x} =3.08), hence, it could be improved upon.

4.3 Test of Hypotheses

H₀₁: There is no significant influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

Table 4.8: influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

Model Summary no significant influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.910	3.184

a. Predictors: (Constant), records management practices

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24925.062	1	24925.062	2458.806	.000 ^b
	Residual	2463.306	243	10.137		
	Total	27388.367	244			

a. Dependent Variable: administrative effectiveness

b. Predictors: (Constant), records management practices

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.183	1.741		.105	.916
	Records management practices	.988	.020	.954	49.586	.000

a. Dependent Variable: Administrative effectiveness *Note: significant at 0.05*

Source: Field Survey, 2023

Table 4.8 shows the linear regression analysis result for the influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The independent variable (Records management practices) was regressed against the dependent variable (Administrative effectiveness) using linear regression analysis. The result show that records management practices ($\beta=0.954$, $t = 49.586$, $F_{(1, 243)}=2458.806$, $p<0.05$) has significant and positive influence on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.910$ of the regression model indicates that 91% of the variation in administrative effectiveness is explained by records management practices among secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Therefore, the null hypothesis which states that there will be no significant influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

H₀2: There is no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

Table 4.9: Influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model Summary on influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.908	.908	3.219

a. Predictors: (Constant), perceived organization support

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24869.640	1	24869.640	2399.356	.000 ^b
	Residual	2518.727	243	10.365		
	Total	27388.367	244			

a. Dependent Variable: administrative effectiveness

b. Predictors: (Constant), perceived organization support

Coefficients ^a						
Model		Unstandardized		Standardized		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	3.453	1.836		1.881	.016
	Perceived organization support	1.373	.028	.953	48.983	.000

a. Dependent Variable: Administrative effectiveness

Source: Field Survey, 2023, *Note: significant at 0.05*

Table 4.9 shows the linear regression analysis result for the influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The independent variable (perceived organization support) was regressed against the dependent variable (administrative effectiveness) using linear regression analysis. The result show that perceived organization support ($\beta=0.953$, $t = 48.983$, $F_{(1, 243)}=2399.356$, $p<0.05$) has significant and positive influence on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.908$ of the regression model suggests that 90.8% of the variation in administrative effectiveness is explained by perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Therefore, the null hypothesis which states that there will be no significant influence of perceived organization

support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

H₀₃: There is no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

Table 4.10: impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model Summary on impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.953 ^a	.908	.908	3.219	.908	2399.356	1	243	.000
2	.957 ^b	.916	.916	3.078	.008	23.883	1	242	.000

a. Predictors: (Constant), perceived organization support

b. Predictors: (Constant), perceived organization support, gender

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24869.640	1	24869.640	2399.356	.000 ^b
	Residual	2518.727	243	10.365		
	Total	27388.367	244			
2	Regression	25095.886	2	12547.943	1324.592	.000 ^c
	Residual	2292.481	242	9.473		
	Total	27388.367	244			

- a. Dependent Variable: Administrative effectiveness
- b. Predictors: (Constant), Perceived organization support
- c. Predictors: (Constant), Perceived organization support, Gender

Coefficients^a						
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	3.453	1.836		1.881	.016
	Perceived organization support	1.373	.028	.953	48.983	.000
2	(Constant)	14.506	4.073		3.562	.000
	Perceived organization support	1.183	.047	.821	25.101	.000
	Gender	3.477	.711	.160	4.887	.000

a. Dependent Variable: Administrative effectiveness

Source: Field Survey, 2023, *Note: significant at 0.05*

Table 4.11 shows the hierarchical regression analysis result for the impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The mediating variable (gender) on independent variable (perceived organization support) was regressed against the dependent variable (administrative effectiveness) using hierarchical regression analysis. The result show that gender ($\beta=0.160$, $t = 4.887$, $F_{(2, 242)}=1324.592$, $p<0.05$) has significant and positive impact on influence of perceived organization support ($\beta=0.821$, $t = 25.101$, $F_{(1, 243)}=2399.356$, $p<0.05$) on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.916$ of the regression model suggests that 91.6% of the variation in administrative effectiveness is explained by the impact of gender on influence of perceived organization support of

secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Therefore, the null hypothesis which states that there will be no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

H₀₄: There is no significant combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

Table 4.12: combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model Summary on combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.982 ^a	.965	.965	1.988	.965	3344.512	2	242	.000

a. Predictors: (Constant), perceived organization support, records management practices

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26432.089	2	13216.045	3344.512	.000 ^b
	Residual	956.278	242	3.952		
	Total	27388.367	244			

a. Dependent Variable: administrative effectiveness

b. Predictors: (Constant), perceived organization support, records management practices

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.015	1.148		6.112	.000
	Records management practices	.529	.027	.511	19.885	.000
	Perceived organization support	.723	.037	.502	19.529	.000

a. Dependent Variable: administrative effectiveness

Source: Field Survey, 2023, *Note: significant at 0.05*

Table 4.12 shows multiple regression analysis results for combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The independent variables (records management practices and perceived organization support) was regressed against the dependent variable (administrative effectiveness) using multiple linear regression analysis. The result revealed that records management practices ($\beta=0.511$, $t = 19.885$, $p<0.05$) and perceived organization support ($\beta=0.502$, $t = 19.529$, $p<0.05$) have significant and positive combine influence on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria with $F_{(2, 242)}=3344.512$. This shows that there is sufficient evidence to substantiate the model's usefulness in predicting administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.965$ of the regression model, and it indicates that 95.5% of

the variation in administrative effectiveness is explained by records management practices and perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Therefore, null hypothesis that there will be no significant combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

4.4 Discussion of Findings

Research question 1 says “What is the level of administrative effectiveness among the secretaries in Public Universities in Lagos State, Nigeria? The administrative effectiveness of secretaries in universities in Lagos State was high. Studies have shown that administrative effectiveness of secretaries has been identified as an important factor on the overall effectiveness of universities, and also for administrative effectiveness to be upheld regular evaluation and monitoring of administrative systems and processes are also essential to identify areas for improvement and ensure that the organization continues to operate effectively and efficiently¹. Communication skills as an indicator of administrative effectiveness of secretaries in this study, was at a level of 3.57. This was exactly at a very high level. It is too high that it can determine the administrative effectiveness of secretaries. Meanwhile some studies have actually reported that to a large extent communication skills can actually bring about administrative effectiveness since communication skill is the propensity and dispositions, which people manifest in the process of transmitting attitudes, feelings, insights and facts to others². This means that to a large extent the communication skill level of secretaries in public universities in Lagos State can be said reason that they are performing because they do communicate effectively among their peers and their colleagues. Another indicator of administrative effectiveness in this study is organizational skill.

This indicator was at a mean score level of 3.47 on a scale of 1 to 4. This mean score shows that organizational skill as an indicator of administrative effectiveness is also high. Studies have shown that organizational skill is to a large extent a determinant of administrative effectiveness. Organizational skills are critical to personal and professional success. Studies have shown that individuals who possess strong organizational skills are more productive, perform better on the job, and have better job satisfaction³. Also problem solving skills is an indicator of administrative effectiveness. This indicator was at a mean score level of 3.30 on a scale of 1 to 4. This mean score shows that problem solving skills as an indicator of administrative effectiveness is also high. Problem solving skills has been indicated to be a strong component of administrative effectiveness by some studies which said that training programs that focus on critical thinking, creativity, and decision-making can lead to improved problem-solving and decision-making skills and job performance⁴. Technological skill is another indicator of administrative effectiveness. This indicator was at a mean score level of 3.40 on a scale of 1 to 4. This mean score shows that technological skill as an indicator of administrative effectiveness is high. So technological skills are determinant of administrative effectiveness by some studies which said that having these skills will make secretaries more valuable to their organizations and help them to advance their career⁵. Then multi task skills is an indicator of administrative effectiveness. This indicator was at a mean score level of 3.44 on a scale of 1 to 4. This mean score shows that multi-tasking skills, as an indicator of administrative effectiveness is also high. Studies have shown that multi-tasking skill is to a large extent a determinant of administrative effectiveness. Many employers love the idea of multitasking. They feel they're getting the most out of their employees. If they have one person who can learn some different business areas and do them all at once, that's cost-saving for them. It's also an efficiency boost⁶.

The second research question in this study has to do with various record management practices among secretaries in public universities in Lagos State, Nigeria. Five indicators were used to measure this variable. Records creation as one of the indicators of record management has a mean score level of 3.45 on a scale of 1 to 4. The mean score shows that records creation as an indicator of record management is also high. Studies have shown that record creation is a determinant of record management. Records creation is an essential component of information management and is used in a wide range of contexts, including business, government, healthcare, education, and research⁷. Records distribution and records preservation also had an attractive mean score. Their mean scores were both 3.47 on a scale of 1 to 4. This implies that secretaries in universities in Lagos State do carry out their duties professionally. Records distribution is essential an processes in records management that involve grouping records according to their content, function, or other characteristics. Also as document are used for various purposes which include decision making and strategic planning for the future, it is logical that preservation activities should also be a part of records management practices⁸. Records disposition as an indicator of record management was at a mean score level of 3.44 on a scale of 1 to 4. The mean score shows that records disposition as an indicator of record management is also high. Studies have shown that record disposition is a determinant of record management. The regular disposal of records helps organizations to reduce clutter, save storage space, and maintain efficient record-keeping systems. It also helps to reduce the risk of unauthorized access, identity theft, and data breaches⁷. Record archival is an indicator of records management. This indicator was at a mean score level of 3.54 on a scale of 1 to 4. The mean score shows that records archival as an indicator of record management is very high. This particular indicator also served as the indicator that had the highest mean score. This shows that secretaries in universities in Lagos

State are very much proactive in archiving records for the survival of their organization. Studies have shown that record archival is a determinant of record management. The records management process helps to ensure that historically significant records, including electronic records are smoothly transferred to archives for permanent preservation, maintaining communication with the record creators and managers' increases effectiveness and reduces costs by ensuring that the records are efficiently transferred and retrieved⁷.

The third research question in this study has to do with level of perceived organizational support among secretaries in public universities in Lagos State, Nigeria. Four indicators were used to measure this variable. Organizational fairness is an indicator of perceived organizational support. This indicator was at a mean score level of 3.25 on a scale of 1 to 4. The mean score shows that organizational fairness as an indicator of perceived organizational support is high. This shows that secretaries in universities in Lagos State are treated fairly and unbiased. Studies have shown that organizational fairness is a determinant of perceived organizational support. This can include fair compensation, opportunities for career development and growth, and a culture of respect and inclusivity. When secretaries perceive that their organization is fair, they are more likely to feel supported and valued, which can contribute to their overall perception of organizational support⁹. Support for leaders is an indicator of perceived organizational support. This indicator was at a mean score level of 3.20 on a scale of 1 to 4. The mean score shows that support from leaders as an indicator of perceived organizational support is high. This shows that secretaries in universities in Lagos State are supplied with resources that help them perform tasks in their offices by their bosses. Studies have shown that support from leaders is a determinant of perceived organizational support. When employees have supportive relationships with their supervisors and feel that they are valued and respected, they are more likely to perceive high

levels of organizational support. Supportive leaders can provide guidance, feedback, and recognition, which can help secretaries feel more connected to their organization and more motivated to perform at their best⁹. Human resource practices an indicator of perceived organizational support. This indicator was at a mean score level of 3.49 on a scale of 1 to 4. The mean score shows that human resource practices as an indicator of perceived organizational support is high. This shows that secretaries in universities in Lagos State are of the opinion that their university is concerned about paying them what they deserve. Studies have shown that human resource practices are determinant of perceived organizational support. When secretaries have access to resources and support, such as training and development opportunities, flexible work arrangements, and a safe and healthy work environment, they are more likely to perceive high levels of organizational support. These practices and conditions can help employees feel supported and valued, which can improve their overall job satisfaction and engagement⁴. Working conditions is one of the indicators of perceived organizational support. This indicator was at a mean score level of 3.08 on a scale of 1 to 4. The mean score shows that working conditions as an indicator of perceived organizational support is high. This shows that secretaries in public universities in Lagos State are of the opinion that the organization would not ignore any complaint about their going on sick leave. Studies have shown that working conditions are determinant of perceived organizational support. Working conditions cover areas such as welfare facilities, ventilation, cleanliness, space, lighting and temperature. Your employer must ensure that your workplace complies with the workplace Health, Safety, and Welfare Regulations¹⁰

Four null hypotheses was tested in this study. The first one states that “there will be no significant influence of records management practices on the administrative effectiveness of

secretaries in public universities in Lagos State, Nigeria". The result show that records management practices has significant and positive influence on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.910$ of the regression model indicates that 91% of the variation in administrative effectiveness is explained by records management practices among secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Challenges faced in records management include lack of policies and procedures, inadequate training, and insufficient resources¹¹. This finding goes to show that when proper record management practices are not instituted by the organization, it is bound to affect the administrative effectiveness of the secretaries in such organization. Therefore, the null hypothesis which states that there will be no significant influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected. The study's second null hypothesis stated that "there will be no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The result show that perceived organization support has significant and positive influence on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.908$ of the regression model suggests that 90.8% of the variation in administrative effectiveness is explained by perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Studies have shown that there is a positive relationship between leader-member exchange and job satisfaction especially when supervisors had high POS. Moreover, a positive perceived supervisor support was found to affect employee performance particularly when supervisors had

high POS¹². Therefore, the null hypothesis which states that there will be no significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected. The study's third null hypothesis stated that "There will be no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria". The result shows that gender has significant and positive impact on influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.916$ of the regression model suggests that 91.6% of the variation in administrative effectiveness is explained by the impact of gender on influence of perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Research has shown that females are labeled as kind, relationship-oriented, and sociable, whereas males are labeled as competent, achievement-oriented, and independent. Women are expected to take care of the personal and emotional needs of others, to deliver routine forms of personal service, and, more generally, to facilitate the struggle of others toward their goals¹³. Therefore, the null hypothesis which states that there will be no significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected. The study's fourth null hypothesis stated that "there will be no significant combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria". The result revealed that records management practices and perceived organization support have significant and positive combine influence on administrative effectiveness of secretaries in public universities in Lagos State,

Nigeria. This shows that there is sufficient evidence to substantiate the model's usefulness in predicting administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The $R^2 = 0.965$ of the regression model, and it indicates that 95.5% of the variation in administrative effectiveness is explained by records management practices and perceived organization support of secretaries in public universities in Lagos State, Nigeria. Thus, any other variable that is not included in this model could have accounted for the remaining variance. Research has recommended that superiors involve subordinates in crucial job responsibilities and develop rapport with them in order to boost their confidence at work¹⁴. Therefore, null hypothesis that there will be no significant combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is hereby rejected.

Endnotes

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Chapter Five

Conclusion

This chapter presents the summary, conclusion, recommendations and contribution to knowledge as well as suggestions for further studies.

5.1 Summary of Findings

This study examined records management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The study made use of 245 secretaries in selected public universities in Lagos State, Nigeria. The following are summary of the findings of this study.

1. The performance level of secretaries in public universities in Lagos State, Nigeria is at above average level.
2. Communication Skills is the prevalent form of administrative effectiveness being practiced by secretaries in public universities in Lagos State, Nigeria.
3. That the level of administrative effectiveness among the secretaries in Public Universities in Lagos State is high.
4. The prevalent records management practices such as records creation, records distribution, records preservation, records disposition, and records archival among the secretaries in public universities in Lagos State, Nigeria is at high level.
5. It was found out that the level of organizational support among the secretaries in Lagos State is high.
6. There is positive significant influence of records management practices on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.
7. There is significant influence of perceived organization support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.
8. There is positive significant impact of gender on the influence of perceived organizational support on administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.
9. There is significant combined influence of records management practices and perceived organizational support on the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria.

5.2 Conclusion

This study investigated the records management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. The study emphasized the role of communication skills, organizational skill, problem solving skills, technological skills and multi-tasking skills as determinants of administrative effectiveness of secretaries in public universities in Lagos State, Nigeria. Essentially, four other constructs: organizational fairness, support for leaders, human resource practices and working conditions as determinant of perceived organizational support among secretaries were also critically investigated. And five other constructs: records creation, records distribution, records presentation, records disposition and records archival as determinants of record management by secretaries in public universities in Lagos State, Nigeria. It is noteworthy that all the perceived organizational support investigated revealed a high level of operation among the secretaries in public universities thereby dispelling the fear of support from leaders which may lead to gross errors, fatal mistakes, insubordination, loss of revenue and labour turnover. This study also found that the administrative effectiveness of secretaries in public universities in Lagos State, Nigeria is at a high level. While in terms of communication skills of secretaries in public university in Lagos State is really at a very high level. However record management by secretaries in public universities in Lagos State, Nigeria is within a high level of operation. While in terms of records archival by secretaries in public universities in Lagos State, Nigeria is really at a very high level. And finally, maintaining accurate records reduces the tension associated with duplicating recording efforts, saves time spent recreating such records, and

enables users to compare employee performance over time, thereby enhancing employee productivity.

5.3 Recommendations

Based on the findings that were revealed in this study, the following recommendations are hereby proffered as a way forward:

1. In other to have effective records management practices among secretaries, the management of public universities in Lagos State, Nigeria should organize regular trainings, workshops and conferences.
2. The management of universities in Lagos State, Nigeria should adopt all the indicators of perceived organizational support such as organizational fairness, support from leaders, human resource practices and work conditions. This will contribute immensely to the efficiency and effectiveness of secretaries in public universities in Lagos State, Nigeria.
3. Secretaries in public universities in Lagos State should be compensated handsomely by the university management when they carry out extra jobs within the universities.
4. Maintaining records is one aspect of records management that secretaries in public universities should be prepared more for, therefore, it is recommended that these set of workforce should be retrained on how records should be handled in the course of their jobs.
5. The researcher recommends that the organization develop and implement a clear-cut channel of communication (face-to-face, written, online and mediated channels); as well as create a conducive environment for free-flow of communication such as major

traditions, communication climate, network analysis, superior-subordinate communication, power and conflict management and socialization.

5.4 Contributions to knowledge

This study has shown that the lack of administrative effectiveness among any category of workers cannot be over emphasized. The findings of this study made important contributions to knowledge in the following ways:

- Theoretical
- Conceptual
- Empirical

The study developed a unique conceptual model that, outline various metrics to measure each the variables.

Conceptually, the study has developed a frame work to discuss the relationship between Perceived Organizational Support (POS) and Administrative Effectiveness (AE) of Records Management Practices (RMP) by Secretaries.

The study has also made empirical contributions by collecting primary data from RMP from public universities in Lagos State, Nigeria this group is rarely targeted in previous studies so the data provided is a fresh addition to the available research data.

5.5 Suggestions for Further Studies

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

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

2. Records management practices and perceived organizational support can be investigated for administrative effectiveness of other members of staff in the organization.
3. A comparative study can be used for different organizations e.g. private and public universities, educational and private organizations.
4. Other methods of data collection and analysis can be used e.g. using interview in addition to questionnaire used.

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Appendix 1

**Lead City University, Ibadan
Department of Information Management
Faculty of Communication and Information Science
Questionnaire**

Questionnaire on the Influence of Record Management Practices, Perceived Organizational Support and Administrative Effectiveness of Secretaries in Public Universities in Lagos State, Nigeria

Dear Respondents,

I am a postgraduate student of the above-named institution. I am conducting a study on record management practices, perceived organizational support and administrative effectiveness of secretaries in public universities in Lagos Nigeria. Please answer the following questions by selecting the most appropriate response option or providing additional comments where necessary. Any responses you provide will be treated with the utmost confidentiality and used only for research purposes.

Thank you for your cooperation.

Yours faithfully,

Chioma Ozuruonyeoke Agwatu

Do Not Copy, Lead City University, Nigeria

SECTION A: Demographic Data

1. Name of Institution.....
2. Gender (a) Male [] (b) Female []
3. Age range: (a) less than 26[] (b) 26-30 [] (c) 31-35 [] (d) 36-40 []
(e) 41 and above []
4. Academic qualification: (a) ND (b) HND [] (c) BSc [] (d) MSc []
(e) Others, specify.....
5. Work Experience: (a) 0 year – 5 years (b) 6 – 10 years (c) 11 – 15 years
(d) 16 – 20 years (e) 21 years and above

Section B: Administrative Effectiveness of Secretaries

Overall, how would you rate your communication skills?

Key: 4 = Strongly Agree; 3= Agree; 2 = Disagree; 1=Strongly Disagree

S/N	Communication Skills	SA	A	D	SD
6	I am skilled in non-verbal communication (e.g., body language, facial expressions)				
7	I can effectively convey complex information in a simple and understandable manner				
8	I am comfortable in delivering presentations.				
9	I am skilled at providing clear and concise written communication (e.g., emails, reports)				
10	How relaxed in expressing my thoughts and ideas verbally				
	Organizational Skills				
11	I managed to plan my work so that I finished it on time				
12	I kept in mind the work result I needed to achieve				
13	I was able to set priorities				
14	I was able to carry out my work efficiently				
15	I managed my time well				
	Problem Solving Skills				
16	I come up with creative solutions for new problems				
17	I take on extra responsibilities				
18	I continually sought new challenges in my work				
19	I actively participated in meetings and/or consultations				

20	I focused on the negative aspects of situation at work instead of the positive aspects				
	Technological Skill				
21	I am skilled in troubleshooting common computer and software issues?				
22	I am proficient in using computers and basic software applications (e.g., word processing, spreadsheets, email)				
23	I am comfortable using collaboration and communication tools (e.g., video conferencing, project management software)?				
24	I am familiar with data analysis tools or software (e.g., Excel, statistical software)?				
25	I can easily adapt to new technology and learn to use unfamiliar software or tools				
	Multi-tasking skills				
26	I am able to listen to music while typing on my computer system				
27.	I am able to send emails during a meeting				
28.	I am able to talk on phone while typing on my computer system				
29.	I am able to do both filing and greeting customers and clients				
30.	I am able to photocopy documents while typing on my computer system.				

Section C: Record Management

Instruction; Please tick (√) as appropriate option from the columns

Note: 4 = Strongly Agree; 3 = Agree; 2 = Disagree; 1=Strongly Disagree

S/N	Records Creation	SA	A	D	SD
31.	There are rules guiding the creation of records in my office				
32	Records are created based on the specifications of the institution				
33.	Records are created as information is received in my office				
34	Records creation is supervised in my department/office				
35	Records creation are essential for giving proof to basic leadership				
	Records Distribution				
36.	Records are classified alphabetically by the topic or subject matter (a, b, c).for easy distribution in the office				

37.	Records are classified numerically by assigning numbers (1,2,3) for further distribution in the office/				
38.	Records are classified alpha-Numerically using letters and numbers (a1, b2, c3) for easy distribution when needed.				
39.	Records are classified chronologically by using the dates they were are created for distribution purpose.				
40	Records are classified geographically by using the states, country in which they were created for distribution purpose				
	Records Preservation				
41.	Records are stored in file cabinets in my office				
42.	Records are stored in fire-resistant cabinets in my office				
43.	Records are stored on computer files in my office				
44.	Records are stored in a designated records room with a burglary alarm				
45.	Some records are stored in vaults based on their value				
	Records Disposition				
46.	Inactive records are disposed of only after careful appraisal by relevant authorities				
47.	Records no longer needed are shredded before being disposed				
48.	Records no longer needed are simply thrown into the trash bin				
49.	Records no longer needed are burnt				
50.	Records no longer needed are transferred to archives				
	Records Archival				
51.	Records are Archived of only after careful appraisal by relevant authorities				
52.	Records no longer needed are archived before being locked up in the cabinet.				
53.	Records no longer needed are simply thrown into the files cabinet.				
54.	Records no longer needed immediately are stored.				
55.	Records no longer needed are transferred to archives permanently.				

Section D: Level of Perceived Organizational Support

Instruction; Please tick as accurate

Key: 4 = Strongly Agree; 3= Agree; 2 = Disagree; 1=Strongly Disagree

S/N	Organizational Fairness	SA	A	D	SD
56	Performance evaluations and feedback processes are conducted in a fair and unbiased manner				
57	Grievances and complaints are addressed promptly and fairly within the organization				
58	There Is equal opportunity for employees from diverse backgrounds to succeed in my institution				
59	Promotions and rewards are based on merit and performance				
60	Employees are treated fairly in terms of opportunities for growth and advancement				
	Support from Leaders				
61	My boss is proud that I am a part of this organization				
62	My boss provides opportunities for professional development and growth				
63	My boss fosters genuine and trusting relationships with everyone in the office				
64	My boss helps me get the resources that I need to do my job.				
65.	My boss rewards me in a manner that makes me feel valued				
	Human Resource Practices				
66.	If the organization earned a greater profit, it would consider increasing my salary.				
67.	The organization is concerned about paying me what I deserve.				
68.	The organization would not ignore any complaint from me.				
69.	The organization considers my best interests when it makes decisions that affect me.				
70.	This company provides fair compensation and benefits in return for my contribution to my organization.				
	Working Conditions				
71	The organization gives room for staff enhancement by sponsoring it.				
72.	The organization helps to boost the morale of workers by creating recreational centers for them.				
73.	The organization would not ignore any complaint about my going on sick leave.				
74.	The organization considers my best interests when buying office furniture for use in the office.				
75.	The organization provides fair compensation and benefits like leave bonuses for staff.				

Appendix II

Bio-data

FULL NAME: Chioma Ozuruonyeoke Agwatu

DATE AND PLACE OF BIRTH: 11th September, 1979 at Mbaise, Imo State

NATIONALITY/HOW ACQUIRED: Nigerian by birth

STATE OF ORIGIN/LOCAL GOVT.: Imo State and Ezinihitte Mbaise

RESIDENTIAL ADDRESS: No 1 Graceland Avenue Bucknor, Jakande Estate Isheri Road,
Lagos State

CURRENT POSTAL ADDRESS: Office and Information Technology, Lagos State
University of Science and Technology, Ikorodu (formerly
Lagos State Polytechnic, Ikorodu)

E-MAIL: agwatuchioma@gmail.com

PERSONAL MOBILE PHONE NOS: 08067860045, 09129720345

MARITAL STATUS: Single

NUMBER AND AGES OF CHILDREN: Nil

EDUCATIONAL INSTITUTION(S) WITH DATES:

1. Lead City University, Ibadan 2011 till date
2. Lead City University, Ibadan 2008 – 2011
3. National Teachers Institute 2006 – 2007
4. Akanu Ibiam Federal Polytechnic, Unwana Afikpo 2002 - 2005

- | | |
|---|-------------|
| 5. Akanu Ibiam Federal Polytechnic, Unwana Afikpo | 1999 – 2001 |
| 6. Sir Francis Ibiam Girls Grammar School, Afikpo | 1990 - 1995 |
| 7. Mokoya High School Surulere, Lagos | 2002 |

EDUCATIONAL AND PROFESSIONAL QUALIFICATIONS OBTAINED WITH DATES:

A.

- | | |
|---|----------------|
| 1. Ph.D in Office and Information Management | 2011 till date |
| 2. MSc in Office and Information Management | 2011 |
| 3. Post Graduate Diploma in Education (NTI) | 2007 |
| 4. Higher National Diploma in Secretarial Studies | 2005 |
| 5. National Diploma in Secretarial Studies | 2001 |
| 6. West African Examination Council | 1996 |
| 7. National Examination Council (NECO SSCE) | 2002 |

B.

- | | |
|---|---------------------|
| 1. Association of Business Educators of Nigeria | (Member (MABEN)2008 |
| 2. Nigerian Institute of Management (Associate Member) | 2021 |
| 3. Institute of Business and Office Administrators of Nigeria (IOBAN) M(member) | 2017 |
| 4. International Sciences, Technology, Education, Arts, Management and Social Sciences (ISTEAMS). | (Member) 2022 |

5Institute of Operational Research and Management Science (Associate member) 2023

WORK EXPERIENCE WITH DATES

African International Bank, Lagos

2001 – 2002

one year Industrial Training

Position: Student Secretary

Responsibility: All Secretarial Duties

Osun State Polytechnic, Iree

2006 – 2007

NYSC

Position: Student Lecturer

Responsibility:

Lecturing of HND students on the following courses

- Advanced Transcription

Osun State Polytechnic, Iree

2008 – 2017

Office Technology and Management

Osun State Polytechnic, Iree

Position: Full Time Lecturer

Responsibility:

Lecturing of ND II & HND I & II student on the following Courses

- Shorthand
- Keyboarding
- Office Practice I & II
- Law of Meetings
- Business Communication
- ICT I & II
- Records Management
- Desktop Publishing

- Web page Design
- Advanced Web page Design
- Professional Career Development and other courses that might be assigned to me from time to time by the HOD

Lagos State University of Science and Technology, Ikorodu
(Formerly Lagos State Polytechnic, Ikorodu)

2017 till date: Office Technology and Management
Lagos State Polytechnic, Isolo Campus

Position: Full- Time Lecturer

Responsibility:

Lecturing of HND I, HND II & NDII Students on the following courses:

- Management Information System
- Data Base Management System
- Oral Communication
- Professional Career Development
- Desktop Publishing
- Web page Design
- Advanced Web page Design
- Project Supervision and other courses that might be assigned to me from time to time by the HOD

ACADEMIC PUBLICATIONS:

ACADEMIC TEXTBOOK:

1	Records Management	2011
2	Business Communication	2012

JOURNAL PUBLICATION:

- (1) **Agwatu, C. O. (2009).** Training and Development of Secretarial Personnel in the era of ICT. A paper presented at the Maiden National Conference of Faculty of Information

and Communication Technology, Osun State Polytechnic, Iree (JICOT)pgs 213 – 220 vol. 11 No. 2 September.

- (2) **Agwatu, C. O. (2009).** Training future Secretaries for modern offices . A paper presented at the Maiden National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree (JICOT)pgs 221 – 229 Vol. 11 No. 2 September.
- (3) **Agwatu, C. O., Dosunmu, J. O., Akande, R. A. (2017).** Challenges of instructional strategies for the use of ICT resources by OTM lecturers in the polytechnics in osun state. A paper presented at the first International conference of the institute of Business and Office Administrators of Nigeria. International Journal of Business and Workplace Education (INJBWED)pps 37 – 52 vol. 1 No2 February.
- (4) **Agwatu, C. O., Oludele L. Y. and Bello G. A. and Folorunsho, I. O. (2017).** Office technology and management curriculum and the challenges of professionalism in contemporary secretarial practice. A paper presented at the first International conference of the institute of Business and Office Administrators of Nigeria. International Journal of Business and Workplace Education (INJBWED)pps 53 – 71 vol. 1 No2 February.
- (5) Agwatu C. O. and Odumade C. J. (2021). Comparison between male and female students on using e-learning in curbing the spread of covid-19 in tertiary institutions. A paper presented at the SM&BS International Conference, Lagos State Polytechnic, Ikorodu. Pps 27-35 vol.1 No. 1 July
- (6) Agwatu, C. O., Alao A. I. and Awomuse O. F. (2021). Effects of interactive whiteboard usage and perception of lecturers and students in curbing the spread of covid-19 pandemic in tertiary institutions. A paper presented at the SM&BS International Conference, Lagos State Polytechnic, Ikorodu. Pps 61-66 vol. 1 No. 1 July.
- (7) Agwatu, C. O., Alao, A. I., Awomuse, O. F &Ogundele, S. A. (2022). The use of Cloud HD Video Meeting (Zoom) in Addressing COVID-19 Pandemic in some selected Universities in Rivers State, Nigeria. A paper presented at the 30th ISTEAM Multidisciplinary Innovations Conference, Lagos State University of Science and Technology, Ikorodu, Lagos State and Trinity University.Yaba, Lagos Nigeria. May 16th – 18th, 2022.
- (8) Agwatu, C. O., Adenekan T. (2022). Graduate youth unemployment: root to socio-economic problems in Nigeria. A paper presented at the School of Communication and Information Technology second National Conference, The Federal Polytechnic, Ilaro, Ogun State. 19th – 20th July, 2022.

CONFERENCE PROCEEDINGS

- (1) Agwatu, C. O., Alao, A. I., Awomuse, O. F & Ogundele, S. A. (2022). The use of Cloud HD Video Meeting (Zoom) in Addressing COVID-19 Pandemic in some selected Universities in Rivers State, Nigeria. A paper presented at the 30th ISTEAM Multidisciplinary Innovations Conference, Lagos State University of Science and Technology, Ikorodu, Lagos State and Trinity University.Yaba, Lagos Nigeria. May 16th – 18th, 2022.

M.Sc THESIS

Effects of Information and Communication Technology on Practicing Secretaries in Selected Business Centres on Osun State.

BOOK OF ABSTRACT

- (1) Agwatu, C. O., Alao, A. I., Awomuse, O. F & Ogundele, S. A. (2022). The use of Cloud HD Video Meeting (Zoom) in Addressing COVID-19 Pandemic in some selected Universities in Rivers State, Nigeria. A paper presented at the 30th ISTEAM Multidisciplinary Innovations Conference, Lagos State University of Science and Technology, Ikorodu, Lagos State and Trinity University.Yaba, Lagos Nigeria. May 16th – 18th, 2022.

PAPERS DELIVERED AT CONFERENCES/SEMINARS/WORKSHOPS

- (1) **Agwatu, C. O. (2008).** Training and Development of Secretarial Personnel in the era of ICT. A paper presented at the Maiden National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree Oct. 6th – 10th, 2008
- (2) **Agwatu, C. O. (2008).** Training future Secretaries for modern offices . A paper presented at the Maiden National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree, Oct. 6th – 10th, 2008
- (3) **Agwatu, C. O. (2009).** Using ICT as an Instrument for effective office management. A paper presented at the second National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree Dec. 7th – 11th, 2009
- (4) **Agwatu, C.O., Ademiluyi, A. B., Bello, G.A.(2010).** An assessment of ICT competencies acquired by lecturers in OTM Departments in selected Polytechnic in

Nigeria. A paper presented at the 6th edition of the journal of Business Education Osun State Polytechnic Chapter.

- (5) **Agwatu, C. O. (2011).** The effects of ICT on Entrepreneurship Opportunities in Secretarial Practice. A paper presented at the third National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree. July 4th – 8th, 2011.
- (6) **Agwatu, C. O., Bello G. A., Nwakogo O. U. and Ndulor K.U. (2012).** Quality assurance at higher institution's education: the role of educational initiatives. A paper presented at the 24th Annual International Conference of Association of Business Educators of Nigeria. 16th – 20th October, 2012.
- (7) **Agwatu, C. O. (2013).** An examination of pedagogy in education with current and future trends in technology. A paper presented at the 25th Annual National Conference of Association of Business Educators of Nigeria. University of Benin, Edo State. 22nd – 26th October, 2013
- (8) **Agwatu, C. O. and Ojesola K. W. (2013).** Entrepreneurial preparation of secretaries (Office Managers) in tertiary institutions with adequate ICT skills and competences in a volatile economy. A paper presented at the 4th Annual National Conference of the Faculty of ICT Osun State Polytechnic, Iree. 21st – 25th October, 2013.
- (9) **Agwatu, C. O., Ademiluyi, A. B. and Bello, G. A. (2014).** Managing change: the relationship between education and politics. A paper presented at the 26th Annual National Conference of the Association of Business Educators of Nigeria (ABEN) 14th - 18th October, 2014.
- (10) **Agwatu, C. O., Bello, G. A. And Oludele L. Y. (2014).** Assessment of business subjects teachers' utilization and integration of ICT in secondary schools in Osun State. A paper presented at the 26th Annual National Conference of Association of Business Educators of Nigeria (ABEN) 14th - 18th October, 2014
- (11) **Agwatu C. O., Ademiluyi, A. B and Bello, G. A. (2015).** Adequacy of the resources available for ICT based courses in Office Technology and Management programmes in Polytechnics in Osun State. A paper presented at the 7th Annual National Conference of Faculty of ICT Osun State Polytechnic, Iree. September 7th – 11th, 2015.
- (12) **Agwatu C. O. Oludele L. Y. and Ademiluyi A. B. (2015).** A review of entrepreneurship on economic growth and development in Nigeria. A paper presented at the 7th Annual National Conference of Faculty of ICT Osun State Polytechnic, Iree. September 7th – 11th, 2015.
- (13) **Agwatu, C. O., Dosunmu, J. O., Akande, R. A. (2016).** The challenges of instructional strategies for the use of ICT resources by OTM lecturers in the polytechnics in osun state.

A paper presented at the first International conference of the institute of Business and Office Administrators of Nigeria. The polytechnic, Ibadan September 7th – 8th, 2016.

- (14) Agwatu, C. O., Oludele L. Y. and Bello G. A. (2016). Office technology and management curriculum and the challenges of professionalism in contemporary secretarial practice. A paper presented at the first International conference of the institute of Business and Office Administrators of Nigeria. The polytechnic, Ibadan September 7th – 8th, 2016.
- (15) Agwatu, C. O., Dosunmu, J. O., and Yekini A (2017). Graduate youth unemployment: root to socio-economic problems in Africa. A paper presented at the second International Conference of the Institute of Business and Office Administrators of Nigeria. The Ibarapa Polytechnic, Eruwa Oyo State. August 9th – 11th, 2017.
- (16) Agwatu, C. O., Dosunmu, J. O., Akande, R. A. And Bello G. A. (2017). Entrepreneurship education: a major instrument to eradicate youth unemployment, poverty and national insecurity in Nigeria. A paper presented at the second International conference of the institute of Business and Office Administrators of Nigeria. The Ibarapa Polytechnic, Eruwa Oyo State. August 9th – 11th, 2017.
- (17) Agwatu, C. O., Dosunmu, J. O., Akande, R. A. And Bello G. A. (2017). Entrepreneurship education: a major instrument to eradicate youth unemployment, poverty and national insecurity in Nigeria. A paper presented at the second International conference of the institute of Business and Office Administrators of Nigeria. The Ibarapa Polytechnic, Eruwa Oyo State. August 9th – 11th, 2017.
- (18) Agwatu, C. O., Alao A. I. and Awomuse O. F. (2021). Effects of interactive whiteboard usage and perception of lecturers and students in curbing the spread of covid-19 pandemic in tertiary institutions. A paper presented at the SM&BS International Conference, Lagos State Polytechnic, Ikorodu. July 5th – 8th, 2021.
- (19) Agwatu C. O. and Odumade C. J. (2021). Comparison between male and female students on using e-learning in curbing the spread of covid-19 in tertiary institutions. A paper presented at the SM&BS International Conference, Lagos State Polytechnic, Ikorodu. July 5th – 8th, 2021.
- (20) Awomuse, O. F., Agwatu, C. O. and Sambo, Y. E. (2021). Skill-based courses (shorthand and keyboarding) and academic performance of OTM students in Lagos State Polytechnic. A paper presented at the SM&BS International Conference, Lagos State University of Science and Technology, Ikorodu. July 5th – 8th, 2021.
- (21) Agwatu, C. O., Alao, A. I., Awomuse, O. F & Ogundele, S. A. (2022). The use of Cloud HD Video Meeting (Zoom) in Addressing COVID-19 Pandemic in some selected Universities in Rivers State, Nigeria. A paper presented at the 30th ISTEAM Multidisciplinary Innovations Conference, Lagos State University of Science and Technology, Ikorodu, Lagos State and Trinity University. Yaba, Lagos Nigeria. May 16th – 18th, 2022.

- (22) Agwatu, C. O., Adenekan T. (2022). Graduate youth unemployment: root to socio-economic problems in Nigeria. A paper presented at the School of Communication and Information Technology second National Conference, The Federal Polytechnic, Ilaro, Ogun State. 19th – 20th July, 2022.

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- (2) National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree Dec. 7th – 11th, 2009
- (3) Third National Conference of Faculty of Information and Communication Technology, Osun State Polytechnic, Iree. July 4th – 8th, 2011.
- (4) 24th Annual International Conference of Association of Business Educators of Nigeria. 16th – 20th October, 2012.
- (5) 25th Annual National Conference of Association of Business Educators of Nigeria. University of Benin, Edo State. 22nd – 26th October, 2013
- (6) 4th Annual National Conference of the Faculty of ICT Osun State Polytechnic, Iree. 21st – 25th October, 2013.
- (7) 26th Annual National Conference of the Association of Business Educators of Nigeria (ABEN) 14th -18th October, 2014.
- (8) 7th Annual National Conference of Faculty of ICT Osun State Polytechnic, Iree. September 7th – 11th, 2015.
- (9) First International conference of the institute of Business and Office Administrators of Nigeria. The polytechnic, Ibadan September 7th – 8th, 2016.
- (10) Second International Conference of the Institute of Business and Office Administrators of Nigeria. The Ibarapa Polytechnic, Eruwa Oyo State. August 9th – 11th, 2017.
- (11) SM&BS International Conference, Lagos State Polytechnic, Ikorodu. July 5th – 8th, 2021.

(12)30th ISTEAM Multidisciplinary Innovations Conference, Lagos State University of Science and Technology, Ikorodu, Lagos State and Trinity University. Yaba, Lagos Nigeria. May 16th – 18th, 2022.

(13)School of Communicationand Information Technology second National Conference, TheFederal Polytechnic, Ilaro, Ogun State. 19th – 20th July, 2022.

NAMES AND ADDRESSES OF THREE (3) REFEREES

i EDUCATIONAL

DR SOPHIA ADEYEYE

HOD

Department of Information Management
Lead City University
Ibadan- Oyo State

ii EMPLOYER

DR. OYETADE J. B.

Director, Entrepreneurship
Lagos State University of Science and Technology

iii PERSONAL

PASTOR ELIJAH E. O.

Redemption Aflame Ministry
Surulere, Lagos State

Tel. No.08057794098

Signature

Date

The University Compliance Certification

This is to certify that this Thesis written by **Chioma Ozuruonyeoke Agwatu** with Matriculation No. **LCU/PG/003250** 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

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