

**Innovation Drivers, Record Management Practices and Job Performance of
Administrative Staff of Tertiary Institutions in Edo State, Nigeria**

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Certification

This is to certify that, Stephen Onyeawuna OSAKWE with matriculation number LCU/PG/000270 carried out this research work titled “The Influence of Innovative Drivers and Records Management Practices on Job Performance of Administrative Staff of Tertiary Institutions in Edo 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 has not been previously submitted.

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Dedication

This thesis is dedicated to God Almighty for His sufficient grace over my life.

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Abstract

The success of an institution can be informed by the value employees of such an institution bring on board. However, preliminary investigation, shows that the job performance of the administrative staff of tertiary institutions in Edo State could be better. There is misplacement and loss of vital records and a slow pace in retrieval of needed records. Hence, this study assessed the influence of innovation drivers and record management practices on the job performance of administrative staff in tertiary institutions in Edo State, Nigeria. Population consists of 481 administrative staff of six tertiary institutions in Edo State with a sample size of 217 administrative staff determined through the Krejcie and Morgan formula. A stratified random sampling technique was adopted for the purpose of study. A validated questionnaire was used to collect data. The reliability coefficients for the constructs ranged from 0.70 to 0.90. Data were analyzed using descriptive and inferential statistics. Findings revealed that innovation drivers and record management practices had a positive and significant combined influence on the job performance of the administrative staff of tertiary institutions in Edo State (Adj. $R^2=0.499$, $F(2,191)=97.112$, $p=0.000$). Innovation drivers had a positive and significant influence on the job performance of the AS of tertiary institutions in Edo State (Adj. $R^2=0.439$, $F(3,190)=51.298$, $p=0.000$). Record management practices had a positive and significant influence on the job performance of the administrative staff of tertiary institutions in Edo State (Adj. $R^2=0.454$, $F(4,189)=41.150$, $p=0.000$). This study concluded that innovation drivers and record management practices affect the administrative staff of tertiary institutions in Edo State, Nigeria. It was recommended that the management of the selected tertiary institutions in Edo State should provide an environment of work that champions innovation drivers such as innovation culture, management competency, and organizational learning.

Keywords: Administrative Staff, Innovation Drivers, Job Performance, Record Management Practices, Tertiary Institutions.

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Chapter One

Introduction

1.1 Background of the Study

The success of an institution, irrespective of ownership structure, area of coverage, size and level of development, can be informed by the value employees of such an institution bring on board. Every institution has been established to achieve specific objectives. These objectives can be achieved using men, machines, materials and money. All these resources are essential, but out of these, the workforce is the most important. It plays an essential role in performing tasks for accomplishing goals. Performance in an organization refers to the behaviour exhibited or something done by the employee individually or as a team, which translates to job effectiveness, efficiency, quantity and quality. Notably, individual work performance is sometimes associated with work behaviours germane to achieving organizational goals within the individual job holder's control. It is an indication of how valuable an employee is to any organization. It is with this general understanding that performance management in work organizations has become a significant indicator in measuring job performance.

Educators, trainers, and researchers have long been interested in exploring variables contributing effectively to administrative staff performance quality¹. The performance of administrative staff is a vital component for the continuous existence of any tertiary educational system. They play an essential role in supporting any tertiary educational system, which includes general office management, managing records

and a variety of tasks such as maintenance of official records maintenance and audit of financial flows and records, among others². Without mincing words, the academia can be said to be disorientated when they do not have a dependable administrative staff to manage their work processes beyond teaching in the classroom³. Hence, administrative staff in tertiary institution's primary work is to help gain stability in the field and function properly without stress. In general, every tertiary institution requires a specific number of administrative staff to undertake administration functions within a formal establishment.

For an organization to achieve rapid growth and development, job performance is paramount to attaining this laudable goal. The quality of job performance remains a top priority for organizations, especially those providing educational services. It is meant to make a difference in the competitive market, locally, regionally, nationally and globally. Job performance is an interface through which the management of an organization uses to assess the performance of the organization and implement policies and frameworks that help increase the overall performance of the organization⁵. The job performance of administrative staff is, without doubt, paramount in all organizations and, most importantly, the educational sector, particularly tertiary institutions, because it plays a vital role in providing future generations with the ability and capability to advance the country and society in various capacities. Thus, the administrative staff has an important role and contributes to an organization and, at large, the society regarding general office management, which increases the efficiency of the tertiary institutions and society⁶.

There is no universally accepted model for measuring job performance due to the existence of various dimensions of performance. Job performance measurement is a crucial tool for attaining organizational goals and objectives. These measurement dimensions have been described using different perspectives; some conceptualize it as a single dimension, others as a multidimensional^{7,8}. These various conceptualizations result in differing measurement variables for job performance regarding how to measure the variables. These measures can be based on a subjective rating of the employee's performance or an objective based on the fraction of goals or objectives the employee achieves.

John Campbell's theory of job performance is considered for this study. The theory is often referred to as the "Multidimensional Model of Job Performance," is a comprehensive framework that helps explain employee job performance by breaking it down into various components. These components include Task-Specific Performance, Non-Task-Specific Performance, Communication Task, and Personnel Discipline⁹. Campbell's theory emphasizes that job performance consists of multiple dimensions, and one of the primary dimensions is Task-Specific Performance. This dimension relates to the administrative staff's ability to carry out the core duties and responsibilities associated with their job. It includes factors such as job knowledge, technical skills, and task proficiency. To explain Task-Specific Performance, tertiary institutions in Edo State can use Campbell's theory to assess and measure the specific skills and competencies required for a particular job. By identifying key performance indicators (KPIs) related to task proficiency and knowledge, they can evaluate how well administrative staff meet these criteria. Performance appraisals and skill

assessments can be designed based on these KPIs to provide feedback and improve performance in this dimension⁹.

In addition, Non-Task-Specific Performance, as per Campbell's model, encompasses behaviors and actions that are not directly related to the core tasks of the job but can significantly impact overall job performance. To explain Non-Task-Specific Performance, tertiary institutions in Edo State can use the model to identify and encourage behaviors that contribute positively to the workplace, even if they are not part of an employee's formal job description¹⁰. This may involve recognizing and rewarding administrative staff who go above and beyond their regular duties, exhibit teamwork, or suggest innovative ideas. By doing so, tertiary institutions in Edo State can create a more positive work environment and enhance overall performance.

Communication is a vital aspect of job performance in many roles. Campbell's theory acknowledges the importance of effective communication skills in achieving success in the workplace, whether it involves conveying information, giving presentations, or collaborating with colleagues. To explain Communication Task performance, tertiary institutions in Edo State can assess employees' communication skills and their ability to convey information clearly, listen actively, and collaborate effectively^{9,10}. Training programs can be developed based on these criteria to improve communication competencies among administrative staff.

Lastly, personnel Discipline, in Campbell's framework, refers to an administrative staff's ability to maintain focus, work diligently, and adhere to established rules and procedures. It encompasses factors such as attendance, punctuality, and the ability to

manage time effectively¹⁰. To explain Personnel Discipline, organizations can utilize Campbell's theory to establish standards for attendance, punctuality, and time management. Regular performance evaluations can include assessments of an employee's adherence to these standards. Additionally, tertiary institutions in Edo State can provide training and support to help administrative staff improve their discipline and time management skills.

The academics need an excellent atmosphere to do their jobs, and only an administrative staff can play the much-needed statutory role¹¹. It is a win-win situation in which the administrative staff provide services to make the academic institution function and for the academia to play their roles. In contrast, the input and output of academia bring the populace and society maximum benefit in terms of growth and change in knowledge and research through community service. This is why the inability of the academia to access sound, qualitative and well-responsive administrators have led many of them away from their fields into combining academics with administration, thereby reducing or compromising their potential and capacity to produce at the appropriate space¹². The tertiary institutions in Edo State will need administrative professionals to document their decisions, carry out the implementation of specific regulations, guide and take custody of specific institutional issues and responsibilities, implement policies and programmes, service meetings, and represent tertiary institutions in activities of less academic nature, the job of administrators and cannot be set aside or eliminated.

Innovation is a principal instrument by which organisations adapt to the constantly changing demands of the contemporary evolving environment¹³. Innovation is a

process through which essential ideas are translated into new methods to add worth for the organisation, employees and other stakeholders.

It is without doubt that the problem of most organisations today is ensuring a constant route to establish an organisation where innovation is necessary to continue its existence, making innovation a significant factor for different establishments to thrive in this innovative era. In a broader term, innovation can be seen as the process by which organisations, through their products or services, undergo vital and constant transformational changes leading to the gradual adjustment in activities cumulatively resulting in substantial operational process¹⁴. In a nutshell, innovation comes in through converting new ideas into products, processes or services and putting them into use through various delivery⁶.

Scholars have since then proposed different meanings and measurements of innovation drivers, some of which even overlapped with other established constructs such as environmental pressure, technological capability, knowledge exchange and boundary spanning. There are common characteristics that were noteworthy for defining innovation drivers. First, innovation driver indicates "certain circumstantial forces that stimulate organisations to innovate". Secondly, innovation drivers relate to the technical factors enabling organisations to develop innovative products and processes. Another study describes innovation drivers as a relative arrangement that facilitates the sharing of knowledge and Information needed to innovate in and between organisations, as well as initiatives to co-innovate across the boundaries of departments, organisations and partnerships¹⁶.

Innovation drivers are those elements that make innovation work in organisations. According to the authors, intangible elements like culture, personal schemes, resistance to change, politics, and fears are normally underestimated in innovation management systems in comparison to more tangible elements such as the resource infrastructure and the information systems that support the innovation process itself¹⁷. Innovation drivers are a complex undertaking that originates from many sources, necessitates the involvement of various stakeholders, could manifest itself in several forms and ways, and might receive different conceptualisations and practical applications¹⁸. The instrument of innovation drivers can be measured as (innovation culture, management competency, and organisational learning), adapted from literature and found applicability and relevance with the resource-based view theory^{19,20}. Innovation culture brings about an open atmosphere within a firm in which employees, as an innovation engine, are motivated to show more creativity and hence provide the firm with more opportunities for innovation. Management competency relates to management's readiness to deploy innovations, which translates into superior organisational outcomes. Organisational learning is a dynamic process for knowledge creation, acquisition and integration, facilitating innovation performance²¹.

In most tertiary institutions in Nigeria, with greater emphasis on tertiary institutions in Edo State, introducing disruptive innovative drives into the administrative management sector has destabilised the working equilibrium by providing new service processes and altering standard working structures and dynamics. Despite the tertiary institution being essentially an adopter rather than a developer of innovations,

administrative staff in these institutions are currently trying to adapt and adapt to the paradigmatic shift in how administrative processes are conducted, and organisational models are framed to achieve higher value-added across the engagement process. These challenges may have culminated due to the late adoption of innovative drives in the tertiary education system. Both internal factors, associated with an organisation's dynamic, innovative capabilities, and external drivers, related to orientation, and availability of technological advancements, are inducing these tertiary institutions to implement innovative management approaches and practices. When organisations fail to provide speedy, innovative drives appropriately, the employee's job performance is more likely to suffer.

Records are the memory of an organisation. They are an organisation's assets that are created, processed, transmitted, used, stored, retrieved, retained and eventually destroyed. Records can be seen as any recorded information or data in any physical format or media created or received by an organisation during its official business and kept as evidence of policies, decisions, procedures, functions, activities and transactions²². Records management has been described as a bi-functional field whose development is still in its infancy. Records management is a process decided upon primarily to facilitate the free flow of records through an organisation, to ensure that information is available rapidly where and when needed and is generally positioned in the administration department. Equally, record management practices can be characterised as an organisation's management of its records that give it a competitive edge. However, to meet organisations' current and future challenges regarding information processing, proper records management assumes a wide range of actions

to manage Information efficiently to fulfil the set mandate, protect Information from litigation, preserve corporate memory, and foster accountability and good governance. Records management practice includes, identifying (creation), classifying, prioritising, storing, securing, archiving, preserving, retrieving, tracking and destroying unneeded records^{23, 24}.

However, organisations are beginning to make records management part of the information service unit that runs other information functions, such as information resource centres. In contrast, other firms place it under IT as it runs parallel to the computer department. Information technology has revolutionised how we live and what we have come to expect from our social, economic and physical environments. Pervasive digitalisation has enabled Information and data-sharing in ways that cannot be achieved manually. Advancements in information technology, including the generation of large quantities of data, access to disruptive technologies and national investments and initiatives, provide opportunities that can potentially transform administrative Information. This is the most logical choice as records management reinforces the administration of the smooth running of the organisation through the determination of administrative and operational Information and its dissemination whenever required.

In this study, record management practices will consider measures such as record creation, record shearing, record use and record storage. All these measures are adapted from the Information Life Cycle Management Theory. The life cycle theory argues that there are definable stages in information storage, creating a sharp distinction between current and historical information storage. In this theory,

Information is seen as a continuous process, from creation to disposition, without a clear-cut demarcation in transition from one information phase to the other²⁵.

The importance of records, especially to academic institutions, must be balanced as records are invaluable to administration. Thus, to take advantage of past experiences, accurate records and good record keeping are the bedrock of planning for the future in the university system. However, in some university registries, the record-keeping of students is poorly practised, and some are mutilated, torn, exaggerated, misplaced and irretrievable. Nigerian administrators are often concerned about the alarming rate of misplacement or loss of vital records and the slow speed at which needed records are retrieved from their storage by records management personnel. In most cases, misplaced or lost records delay necessary actions on urgent matters or lead to irrational decisions, which may translate to social crisis or embarrassment to the university system. Frequently misplaced or lost records may show a need for more institutional attention for proper records management.

With the present global economic trend, the performance of tertiary institutions is built upon their ability to be pragmatic in the quality of administrative processes in terms of information management and output. Therefore, adopting innovation will change the organisational policies and strategies for information management to enhance job performance. However, despite the importance of records management in office administration, it has been noticed that documents need to be better preserved and handled in most tertiary institutions for proper usage and retrieval when needed. This reinforces the need for more pragmatic action in these processes to enhance performance. Thus, it is essential to note that the inability to cooperatively carry out

statutory activities based on The dynamic capabilities for continuous development of knowledge, skills and abilities and an optimal allocation of available resources that translate into the generation of added value through effectiveness, efficiency and internal synergies where technical capabilities of administrative staff to interact with each other that significantly contribute to the improvement of organisational innovativeness in area of specialisation to achieve organisational goals which in this case, is to ensure that records are accurate and intact to aid strategic decisions. These challenges raise the question of the relevance of innovation drivers and record management practices in addressing the perceived employee performance problems in tertiary institutions in Edo State. In view of the above discussions, this study investigates the influence of innovation drivers and record management practices on the job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

1.2 Statement of the Problem

Job performance is one of the major driving forces of an organisation, and it is critical for the survival of every organisation, especially tertiary institutions. The administrative staff of tertiary institutions in Edo State are involved in managing records and various tasks such as maintenance of official records and audit of financial flows and records, which are meant to enhance their stability in the field and function properly without stress. When a professional administrative staff of tertiary institutions in Edo State, Nigeria, delivers enhanced performance, it will improve academic output and give due recognition to the institution. However, preliminary observations in recent times show that the job performance of the administrative staff

of tertiary institutions in Edo State could be better. There is misplacement and loss of vital records and a slow pace in retrieval of needed records. This poor performance only reinforces the notion of poor pragmatic application of innovation drivers to enhance the institutional processes of tertiary institutions in Edo State, Nigeria.

These perceived challenges may be traced to the need to be more innovative in their drive to adopt strategies to develop their information processes. Nevertheless, if care is not taken, these challenges will negatively affect the institution's records management, which includes record creation, classification, storing, preservation, tracking, and destroying unneeded records to achieve organisational objectives. By extension, it may affect the development and efficiency of public service delivery systems required from public service officers, service users and broader local community stakeholders. Furthermore, it can affect political instruments used to achieve legitimacy for innovation as a public good. Moreover, the application of innovative drivers in record management practices processes has been identified as the potential factor contributing to the challenges experienced in the job performance of administrative staff in tertiary institutions in Edo State.

It is, therefore, imperative to address all these challenges in the light of providing a system and structure that provides the process from ideas to successful implementation of the needs it addresses and the services it delivers.

Several studies exist on innovation drivers, record management practices, and how they influence job performance respectively. However, empirical studies that combined the two variables within the context of administrative staff performance in tertiary institutions in Edo State seem scarce. The few studies done have focused on

individual contexts, hence reinforcing the narrative that there is a need for a study that would substantiate the interaction between innovation drivers, record management practices, and performance of administrative staff of tertiary institutions in Edo State, Nigeria. In view of this discussion, this study investigated the influence of innovation drivers and record management practices on the job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study was to investigate the influence of innovation drivers and record management practices on job performance of administrative staff in tertiary institutions in Edo state, Nigeria. The objectives were to:

- i. identify the level of job performance of administrative staff in tertiary institutions in Edo State, Nigeria;
- ii. identify the level of innovation drivers of administrative staff in tertiary institutions in Edo State, Nigeria;
- iii. Identify the record management practices available to administrative staff of tertiary institutions in Edo State, Nigeria;
- iv. determine the relative influence of Innovation drivers (innovation culture, management competency, and organizational learning) on job performance of administrative staff of tertiary institutions in Edo State, Nigeria;
- v. investigate the relative influence of record management practices (records creation, sharing, use and storage) on job performance of administrative staff of tertiary institutions in Edo State, Nigeria; and

- vi. examine the combine influence of innovation drivers and record management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

1.4 Research Questions

The following research questions guided this study

1. What is the level of job performance of administrative staff in tertiary institutions in Edo State, Nigeria?
2. What is the level of innovation drivers of administrative staff in tertiary institutions in Edo State, Nigeria?
3. What are the various record management practices available to administrative staff of tertiary institutions in Edo State, Nigeria?

1.5 Hypotheses

H₀₁: There is no significant relative influence of innovation drivers (innovation culture, management competency, and organizational learning) on job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

H₀₂: There is no significant relative influence of record management practices (records creation, sharing, use and storage) on job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

H₀₃: There is no significant combine influence of innovation drivers and record management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

1.6 Significance of the Study

The finding of this study is relevant to administrative staff, office managers, and educational institutions in Edo State, Nigeria, future researchers, and the Government.

The relevance of this study to administrative staff is to promote good pragmatic practice and effective team processes, organizational transformation and innovative cultures of excellence. However, it helps the office managers understand and address the need to promote innovative culture in its application in record management. If this is done, there will be high performance because the staff will be self-sufficient in their administrative duties.

The findings will provide strategic information for the tertiary institutions to know what and what is required from them and it will help not only tertiary institutions in Edo State but Nigerian in general.

It will help in establishing the relevance of records keeping as it is very germane to all tertiary institutions without which the administrative staff would not be able to meet the institutional goals and objectives.

The study will also benefit students, ex-students and other information seekers in getting relevant information as and when required.

The findings help educational institutions to build trust and encourage good working processes and relationships between various sectors. Conclusively, it serves as a link and guide for future researchers of related studies and for governments and private institutions to know the various pragmatic innovation drivers for their staff to work efficiently and effectively for the best result from record management practices.

1.7 Scope of the Study

This study focuses on the influence of innovation drivers and record management practices on the job performance of administrative staff of tertiary institutions in Edo State. The measures of job performance are Task-Specific Performance, Non-Task-Specific Performance, Communication Task, and Personnel Discipline as prescribed by John Campbel. The measures for innovation drivers are innovation culture, management competency, and organizational learning adapted from literature and supported by RBV. In contrast, the measures used for record management practices are record creation, sharing, use and storage prescribed by Information Life Cycle Management Theory. The geographical scope covered Federal, State, and Private tertiary institutions in Edo State, Nigeria. The respondents are administrative staff of the tertiary institutions. Two Federal, two State and two private institutions were used in this study. The administrative staff used in the study are staff in the Registry Department running both administrative and executive cadres who work in the various Units in the Registry.

1.8 Limitation of the Study

The promptness of respondents who filled the instruments used for accurate data analysis, retrieval of information and financial implications also served as a constraint. However, the researcher was able to scaled through by engaging the administrative staff in various sections of the tertiary institutions and was able to obtained the needed support in the questionnaire administration which enhanced the response rate obtained for data analysis of this study.

1.9 Operational Definition of Terms

Job Performance: This is the work or activities done to ensure that organizational success is achieved by administrative staff of tertiary institutions in Edo State, Nigeria.

Task-Specific Performance: This refers to an administrative staff's ability to effectively complete a specific job or assignment. It focuses on the skills, knowledge, and performance related to a particular task or job role.

Non-Task-Specific Performance: This encompasses aspects of performance of the administrative staff's that are not directly related to a specific job or task.

Communication Task: This involves the administrative staff's exchange of information, ideas, or messages between individuals or group which can be a writing reports, conducting presentations, or holding meetings, with the aim of conveying information or facilitating understanding.

Personnel Discipline: Personnel discipline refers to the management and enforcement of rules, regulations, and behavioral standards within an organization.

Innovation Drivers: These are the factors that singly and in combination drive innovation among the current administrative staff of tertiary institutions in Edo State, Nigeria for enhancing their performance and productivity.

Innovation Culture: It is the process whereby administrative staff of tertiary institutions in Edo State, Nigeria as an innovation engine are motivated to show more creativity to more opportunities.

Management Competency:It is a process whereby administrative staff of tertiary institutions in Edo State, Nigeria show readiness to deploy innovations which translates to superior outcomes.

Organizational Learning:This is the constant process that involves the dynamic process for knowledge creation, acquisition and integration of information in Edo State, Nigeria which facilitates performance.

Employee Creativity:This is the constant process that involves the generation of novel things or ideas by the administrative staff of tertiary institutions in Edo State, Nigeria leading to new service, methods or work processes.

Record Management Practices: It is a fundamental concept in the effort to understand and describe both qualitatively and quantitatively, how information or data can be organized and centralized making it easy to access by administrative staff of tertiary institutions in Edo State, Nigeria.

Record Creation:It is the state whereby administrative staff of tertiary institutions in Edo State, Nigeria receives a record and classify it as a record.

Record Sharing: It is the interpersonal action by the administrative staff of tertiary institutions in Edo State, Nigeria where information is transferred from the short-term to long-term memory of knowledge within an organization.

Record Use:It is an action that involves the use and modification of active records by administrative staff and management of tertiary institutions in Edo State, Nigeria.

Record Storage: It is the action of the administrative staff of tertiary institutions in Edo State, Nigeria leading to maintenance and protections from damage.

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Chapter Two

Literature Review

This chapter will review the literature relevant to this study. The theories relevant to the study area will also be reviewed. The chapter will dwell on the concept and empirical studies that discuss the link between innovation drivers, record management practices and job performance of administrative staff of tertiary institutions in Edo State. The chapter is organized as follows;

2.1 Conceptual Review

- 2.1.1 Review of Job Performance
- 2.1.2 Review of Innovation Drivers
- 2.1.3 Review of Record management practices

2.2 Theoretical Framework

- 2.2.1 John Campbel Theory
- 2.2.2 Resource-Based View Theory
- 2.2.3 Theory of Information Life Cycle Management

2.3 Review of Empirical Studies

- 2.3.1 Innovation Drivers and Job Performance
- 2.3.2 Record Management Practices and Job Performance
- 2.3.3 Innovation Drivers, Record Management Practices and Job Performance

2.4 Conceptual Framework

2.5 Summary of Gaps in Literature Reviewed

Endnotes

2.1 Conceptual Review

2.1.1 Review of Job Performance

The term "job performance" refers to the manner in which an employee completes the duties and responsibilities of their position. It discusses the high quality, efficiency, and effectiveness of their work. The success and survival of businesses depend on employees doing their jobs well¹. The success or failure of your company will be directly tied to the actions of your employees.

As such, it is crucial that you, as the manager, exert maximum control over the manner in which your employees go about their daily tasks. Management may better guarantee that both business and customer needs are met when employees possess a thorough understanding of work performance metrics (how to assess performance), such as performance evaluation methods and ways to improve the performance. Task performance and contextual performance make up the bulk of an employee's overall job performance. The word "job performance" is often used to refer to an employee's impact on the company as a whole¹.

Performance in a certain context is crucial because it exemplifies the sort of behaviour that lies mostly within the domain of individual motivation. Each worker generates his own income, which serves as a source of intrinsic motivation and inspiration. The use of one's personal description is seen as an important aspect of job performance that is not enclosed in the formal description of job performance, and so a contextual approach to job performance broadens the domain of duty to include a variety of non-job specific behaviours such as pro-social organisational role, extra-role behaviour, and organisational citizenship behaviour².

Activities that benefit the organisational, social, psychological, and environmental context in which organisational goals are achieved are referred to as "contextual performance," and they are distinct from those that directly contribute to the technical or core process of production. There are two theoretical and empirical benefits to linking the performance construct to a specific action rather than a result. The people whose lives are altered as a result of an individual's actions are often also influenced by factors beyond the scope of the performer's influence³.

By either interfering with or promoting behavioural responses, situational elements of this kind make it simpler or more difficult for people to carry out actions that might add to or distract from the organization's effectiveness. Example: the likelihood that people will engage in behaviours involving the use of appropriate tools for raw materials and the raw materials themselves to generate organisational goods and services. A behavior's worth is determined by the results it produces for the organisation, both good and bad⁴.

Performance on the job, or task performance, is the degree to which an employee carries out the specific duties and responsibilities of his or her position effectively. These duties and responsibilities contribute to the technical and productive care of the organisation, either directly through the employee's participation in the technological processor or indirectly through the provision of materials and services. Different occupations call for different approaches to getting the job done. Work engagement is significantly enhanced by the ability to embody one's tasks. A person's general level of work engagement can increase or decrease over longer periods of time, depending on the job level and the person's personal resources, so it is important to keep in mind

that the task-specificity perspective and work engagement does not imply that there will be no interpersonal differences in between-day fluctuations in work engagement⁵. Several approaches exist for gauging an employee's effectiveness on the job: (i) management by objectives, which centres on shared goal-setting between superiors and subordinates. It is beneficial since it specifies what's expected of workers and by when, and it employs deadlines to keep tabs on how well they're doing, (ii) 360-degree feedback is an approach that utilises feedback about an employee's performance from a wide range of coworkers.

Work performance measurements such as effectiveness and efficiency can be evaluated not only by a direct supervisor, but also by the employee's peers, other supervisors, and anyone else who reports to the worker. Employees can be evaluated from best to worst depending on their performance, making it simple to see who deserves promotion and who needs additional training. (iv) Self-evaluation by employees offers workers a chance to reflect on their own performance at work and pinpoint areas in which they might require improvement³. However, it can be challenging for employees to remain objective while evaluating themselves using this strategy.

An organisation can only succeed with the help of its employees. By distinguishing between intrinsic and extrinsic motivation, empirical analyses indicate levels of engagement in one's work. An employer's ability to motivate and retain employees depends on his or her ability to attend to their emotional and mental health and well-being, regardless of whether or not the worker is intrinsically motivated to do so. When employees value themselves and their contributions to the company, they are

more invested in their work. Good employee involvement and dedication pay off in the form of increased autonomy and a more beneficial impact on coworkers. Competent leaders always have sway over how much their people are influenced and engaged⁴. A leader-follower relationship that thrives requires its members to maintain a moral equilibrium while also getting along well with one another. When a leader develops personal connections with their staff, it naturally improves employee engagement, attitude, and interest. Visionary leaders provide guidance for staff growth, and their ability to articulate this to their teams sets the stage for productive work.

Job performance can be enhanced through assessment and feedback. The findings could inform the development of a strategy for enhancing occupational performance. It helps pinpoint the reasons workers are falling short of goals, such as a lack of instruction, disinterest, or comprehension of their assignments. Once you know what your employees need to succeed on the job, you can provide it in the form of appropriate training, an effective reward system, an enhanced working environment, increased employee autonomy, and the application of appropriate technologies. Several strategies that have been shown to improve the efficiency and effectiveness of administrative workers will be briefly reviewed below.

Quality is a vague and nebulous concept that can be understood in a variety of ways. The quality is usually defined differently depending on who is doing the defining and in what setting. Therefore, quality has been described as superiority, worth, meeting requirements, and happy customers⁵. Specifically, several authors agree that quality is defined by an organization's capacity to provide services and processes that exceed

their clients' expectations. Services have been conceptualised as deeds, actions, or performances because they are not corporeal in nature⁶. The difficulty in measuring quality arises from the fact that, if administrative work is a service, it should display all the conventional features of services.

Services are not physical and can take many forms. Despite the rise of video technology, services nevertheless meet the perishability condition because they cannot be stored. Services are also unusual in that the consumer (in this case, the student) is actively engaged in the delivery process alongside the provider. As a result, the level of service provided and the customer's (lack of) satisfaction are both directly influenced by the consumer⁷. Some authors were prompted to consider the foundation for future study into services marketing from a pedagogical standpoint after realising that administrative work may be classified as a service. Quality in the context of services could be defined as a "measure of how well the service level delivered matches the customer's expectations." Several scholars agree that a customer's assessment of a service's quality is a reflection of the product's or service's superiority or worldwide excellence^{8,9,10}.

There is no universally accepted definition of service quality in the literature, and when administrative responsibilities are factored in, the definitions become much more divergent. Simply said, it defies administrative categorization. Examples of features that make it hard to define service quality in an administrative environment include their simultaneous use, indefinability, and heterogeneity¹⁰. The complexity of assigning value to service quality in administrative work is exacerbated by the unique skillsets and values of the various specialists involved. According to a large body of

academic research, "administrative service quality" refers to tasks in that realm that adhere to previously established norms and criteria. The term "conformance to specifications" is used to describe this phenomenon. Consequently, this study defines quality as meeting requirements¹¹. As a result, we define service quality as meeting or exceeding customer expectations and expectations for the service. In conclusion, the aforementioned criteria is the most effective for determining service quality since it is easy to evaluate¹². In other words, determining whether or not a service meets its criteria and requirements is as simple as comparing the supplied service to those standards and specifications.

Notably, in this age of globalisation, it is crucial to adhere to certain norms. This is especially useful for businesses that want to compare their offerings with those of competitors in different countries¹³. The needs of the customers serve as the basis for the specifications or standards. This means that the set of standards was met when customers expressed satisfaction with the product or service. Notably, this customer-focused approach to quality is implicit in a number of quality improvement models¹⁴. However, there are many who have a more comprehensive understanding of quality. For example, in the eyes of a scholar, service quality is multifaceted, including not only reliability but also speed, friendliness, and durability¹⁵. Since customers' opinions and priorities might shift over time, he said, quality is inherently fluid.

In most colleges and universities, the administrative office is one of the largest and most crucial departments. As the number of universities and student body sizes have grown, so too have the number of administrative departments established on campus¹⁶. This is true even in Ghana. Private postsecondary schools have proliferated, while

state universities have expanded as well, particularly since several polytechnics have been transformed into technical universities and new public universities have been established in the Volta and Brong Ahafo Regions. During the 2014-2015 school year, there was a 6.3% increase in university enrollment and an 8.9% increase in polytechnic enrollment¹⁷.

Tertiary institutions are under increasing pressure to improve their service quality as a result of educational globalisation. As a result, there is pressure on the institutions to adopt more quality-focused, competitive administrative practises. Another reason this is necessary is that winning in a crowded market requires distinctive products and services to stand out from the crowd through strategic branding. As a result, the education industry needs a brand identity that draws in students and boosts revenue¹⁸.

The quality of services in the education sector is distinct from the quality of products in the manufacturing sector. It is also not like other services where the value is determined by a single transaction¹⁹. Due to the absence of a true product, the only way to stand out from the crowd in the education industry is to offer something no one else does. Correctly measuring service quality is the first step towards implementing continuous improvement in higher education. In education, service quality is an ongoing process that develops over time, giving universities ample time to enhance the quality of service they deliver to their same consumers (students) over and over again. Tertiary institutions can improve by reflecting on past failures and adapting to meet or surpass students' needs²⁰.

Teaching, extracurricular activities, supervision, administrative assistance, and leadership roles are all possible routes to gaining such expertise. In an effort to distinguish their programmes, universities have embraced quality management principles and practises. Quality that is focused on the needs of the consumer can provide a truly memorable experience. Since service quality in general is subjective, this customer-centric approach is crucial to service quality. In contrast, product quality can be measured objectively. Thus, one appropriate method of gauging service quality is to inquire into customers' opinions²¹. By learning how customers evaluate quality, businesses may better create and offer services that amaze their clientele.

Management in the educational industry can also improve customer (student) satisfaction by creating a more conducive atmosphere for learning by responding to student feedback on the school's resources and services. Universities should adopt the mindset of firms, which are always innovating, diversifying, and re-engineering their internal processes to better serve their clientele. Understanding customer satisfaction and service impressions is just as important for higher institutions as it is for corporations if they want to stand out in the minds of their consumers, alongside investment returns and student enrollment growth. If universities want to maximise their benefits, they should make service evaluation a continuous process with a specific department responsible for service evaluation, rather than a procedural exercise at the end of the term²².

Scholars have provided several different definitions for the concept of supervision. Supervision is a method of keeping tabs on employees and operations at your institution. Management is the process of overseeing and ensuring the smooth operation of a school's resources, including its staff, students, and curriculum²³. Instructional supervision and

personnel management are the two broad types of supervision that have been proposed. The goal of instructional supervision is to improve students' educational experiences, while the focus of personnel supervision is on ensuring that all school employees are adequately trained and motivated to carry out their jobs in a way that contributes most effectively to the attainment of the educational system's stated goals and objectives¹¹. In accordance with Nigeria's current educational policy, "supervision of instruction" refers to the process of monitoring teachers' work with the goal of helping them resolve instructional problems so that students can gain the most from classroom activities and improving management input²⁴. Teachers benefit from supervision because it allows them to reflect on their own practises as educators, pinpoint areas of difficulty in the classroom, and work collaboratively with their peers to find answers.

The term "audiovisual aids" refers to a wide variety of media used in education, such as films, maps, charts, records, tapes, radio and television shows, and more²⁵. Supervisors can help teachers in light of these facts by demonstrating various aspects of teaching skills, interpreting matters related to the curriculum, developing more ideal classroom climate and environment suitable to the learning process, and so on. The supervisee gains knowledge from the supervisor's expertise, which is why supervision is crucial. He gives the supervised person advice and correction. The advise and corrections are given in a courteous manner. Second, teachers benefit from supervision in terms of their own professional development because of the opportunities for engagement and increased knowledge that arise during supervision²⁶.

In light of the foregoing, an expert identifies several reasons for teacher supervision, such as the following: to improve the teaching and learning process for the benefit of both teachers and students; to aid in identifying the teacher's strengths and areas for growth, as well as his or her weaknesses and suggestions for addressing them; to give the teacher due credit and to foster a positive working relationship between the teacher and his or her students. For management to be effective in improving workers' productivity and happiness on the workplace, teamwork must be fostered. Management can find new ways to inspire his team and boost morale all around by encouraging them to work together²⁷.

When properly administered, it fosters a culture of trust and autonomy among employees, as well as an effective communication network²⁸. The "together we succeed" slogan is met by a dedicated team. When everyone is content, there is a greater likelihood of a profound, unified statement being made. When people work together towards a same objective, they are more likely to succeed. Those that are not as highly motivated to work will sit back and do nothing while the more driven members of staff get things done. Collaboration frees up time for ideation. In the hands of a capable leader, brainstorming can be an effective method of human resource management²⁹.

Collaboration is a method for rapidly producing many ideas, and it can be applied in many contexts. When a group's creativity and energy are needed, brainstorming is a great way to get them working together. The power of brainstorming lies in its ability to rapidly generate a large number of ideas from a group of people. In a team setting, employees are able to speak their minds without fear of reprimand from superiors.

Since the school's principal values its students and staff members highly, they are open and honest with one another. Workers who have a voice in important decisions (especially those that affect their work) are more invested in the outcome³⁰.

There is no age effect on management happiness, but a school's level of achievement does matter. Principals who have recently been appointed tend to be the happiest, followed by those who have been in their positions for three years or less. Experience as a school principal might help alleviate stress, but it also tends to lead to dissatisfaction in the position. Less than half as many teaching principals as administrative principals say they are "very satisfied" with their jobs. Employee happiness skyrockets when they receive improved administrative support³¹.

There is no correlation between school size or location and job happiness. But school facilities do play a role, with less satisfied principals being those who report 'poor' or 'fair' conditions in their schools³². Again, the school's disciplinary climate emerges as crucial, with teachers and staff in schools with more disciplinary problems reporting lower levels of job satisfaction. The principals of schools where teachers are viewed as being less receptive to change and less willing to assist one another also report lower levels of work satisfaction. Several mutually supportive definitions of "job satisfaction" exist³³.

Starting with the collection of data that can be analysed, the results are then used to judge the employee's behaviour or performance as high, medium, or low based on the benchmarking criteria used to assess the performance level, and so the definition of performance relates primarily to the individual's behaviour during the implementation of the tasks required of him, in addition to the lagging or leading indicators of his

performance³⁴. When seen from a different angle, an employee's performance on the job can be defined as the rate at which he or she is expected to carry out the tasks and obligations associated with his or her position. Work performance, on the other hand, is made up of observable actions taken by employees in the course of their work that contribute to the organization's objectives. To convert inputs into outputs of a quality commensurate with the staff's skills, abilities, and experience, with the aid of supporting factors and the appropriate working environment to undertake this effort accurately, swiftly, and cheaply is the definition of a well-executed operation³⁵.

Measures of job performance have traditionally focused on quantitative outcomes such as output per hour. Measuring employees' subjective ideas of their own performance can be challenging. This challenge, however, can be lessened by distinguishing between outputs and outcomes³⁶. The difference between an output and an outcome is that the former is a measurable result of an action while the latter is an obvious result of that action that may or may not be measurable. Although not every aspect of a work's output can be measured in a monetary sense, every job does result in something. Outcomes may be defined in qualitative terms as a standard or degree of competency to be obtained, and this is why it is common practise to evaluate performance based on a comparison of actual and desired results³⁷. Work that meets or exceeds organisational expectations, satisfactorily completed tasks, and operations that have reached an agreed-upon standard are all examples of the kinds of outcomes that can be used as a qualitative evaluation of an employee's performance³⁸.

Commitment to one's work is highly valued by virtually any management or company, and this value is directly proportional to the employee's level of drive. There are two main categories of motivation: extrinsic and intrinsic. Both of these approaches think about how individuals feel about something, in this case their work, and how motivated they are to do it well. When someone is genuinely driven, they want to do something because it interests them in and of themselves. In these situations, people have a strong desire to focus only on the task at hand, without distraction³⁹.

For various reasons, including work obligations, professional obstacles, and so on, they have come to the conclusion that this is something they must do. Intrinsically motivated factors can include, for instance, the pleasure one derives from working in a certain setting. As an additional key intrinsic motivator, a desire for prestige or status is essential. It can be difficult, if not impossible, to overcome these kinds of internalised impulses to act. Extrinsic motivation, on the other hand, is driven by factors external to the individual and their ability to meet specific wants and requirements⁴⁰.

Rewards systems, such as a pleasant and supportive work environment, consistent supervision, and a fair salary, are common examples of extrinsic motivators⁴¹. Financial incentives, including as bonuses, are common examples of the kind of extrinsic motivation that can be provided. However, in this research, we will focus mostly on the intangible forms of extrinsic incentive that come from managers. Managers' exertion of pressure or influence on their employees has the potential to dampen their dedication to their jobs. This makes sense, given employees' perceptions of their own abilities and worth will improve after receiving praise from superiors or peers⁴². In other words, "if a person's competence and self-determination are enhanced, his intrinsic motivation will

increase"⁴³. When seeking to improve employee dedication to their jobs, managers can benefit greatly from the knowledge that they can boost employees' intrinsic drive by appealing to their extrinsic incentive first. Generally speaking, it is assumed that employees will be more dedicated to their work if they are happy in their positions. Organisational justice can be broken down into three subcategories: procedural justice, distributive justice, and interactional justice⁴⁴.

The concept of performance must be viewed holistically. At its most fundamental level, performance can be broken down into a process aspect (i.e., behavioural) and an outcome aspect⁴⁵. Workers' actions in the workplace are what we mean when we talk about their behaviour. The term "performance" is broad enough to include a wide range of actions (such as talking to customers, instructing undergraduates in statistics, writing code, and putting together a product). According to this way of thinking, only measurable behaviours are considered performance. More importantly, this performance idea only covers goal-oriented behaviour, i.e., behaviour for which the organisation engages the individual. In turn, the outcome component concerns the consequences that a person's actions have. A software product, number of items produced, or number of contracts are all possible outcomes of the steps outlined above⁴⁶.

Behaviour and outcomes are connected from an empirical perspective. There isn't a one-to-one correspondence between the two, though, because there are additional factors beyond the agent's control that influence the outcome⁴⁷. Consider a vehicle dealer who does a great job of informing customers about the product's features and benefits (the behavioural element) but whose sales of the product as a whole remain disappointingly low (the result aspect) due to weak market demand. Similarly, even if a teacher presents a

flawless statistics lesson that covers all the bases in terms of behaviour, the pupils still might not learn anything (result).

Additionally, performance is not the same as effectiveness or productivity/efficiency⁴⁸. Performance outcomes assessments are what we mean when we talk about effectiveness. Productivity, on the other hand, measures success in relation to inputs. Productivity is measured by comparing the number of input hours to the number of output units, such as the number of constructed items. The difference between task and contextual performance has received a lot of study. There are three main distinctions between task performance and contextual performance: (1) contextual performance activities are similar across most jobs, while task performance is job specific; (2) ability is the primary predictor of task performance, while motivation and personality are the primary predictors of contextual performance; and (3) task performance is in-role behaviour and part of the formal job-description, while contextual performance is extra-role behaviour and discretion⁴⁹.

The term "task performance" is used to describe how well an employee meets the needs outlined in their job description and how much of an impact they have on the organization's success. Perform tasks that convert raw materials into the organization's finished products or facilitate the smooth operation of the business as a whole. Therefore, the agreement between employer and employee is reflected in the employee's work performance. Task performance is also a multi-dimensional concept in and of itself. A researcher suggested a tiered framework comprising eight performance indicators⁵⁰. Five of these eight qualities are related to actual work done: (1) competence with job-related tasks, (2) competence with non-job-related tasks, (3) competence with written and spoken

communication, competence with supervision (if in a leadership role), and competence with management and administration⁵¹. Each of these five characteristics has additional components that are more or less salient depending on the specific work at hand. Supervision, for instance, entails offering direction and feedback to subordinates; fostering positive working relationships; and coordinating the efforts of subordinates and other people to accomplish the task at hand⁵².

Adaptive performance was not initially included in the taxonomy of work performance. The necessity for flexible workers has grown significantly in recent years as a result of workplaces that are constantly evolving. Adaptive performance can be categorised along eight dimensions: the ability to deal with adversity; the ability to deal with stress at work; the ability to solve problems creatively; the ability to deal with the unknown and unpredictable; the ability to learn new tasks, technologies, and procedures at work; the ability to adapt interpersonally; the ability to adapt culturally; and the ability to adapt physically. It was shown that these dimensions of adaptable performance apply to a wide variety of professions.

Conceptually, one can differentiate between task, contextual, and adaptive performance, and empirically, one can disentangle task performance from contextual performance. There is also research that shows how task performance and contextual performance are independently essential for outcome variables⁵³. Overall management performance was found to be uniquely influenced by task and contextual performance (work devotion, interpersonal facilitation) in a meta-analysis of managerial occupations. In addition, raters' implicit models of performance dimensions influence the relative weight they give certain aspects of performance. A scholar recently presented and evaluated a model that

intended to combine key aspects of performance. These authors suggested that an integrative model of several performance indicators is necessary due to two fundamental shifts (growing interdependence and uncertainty of work systems). They classed proficiency, adaptability, and proactivity across three levels of performance (individual, team, and organisation) that they defined. Adaptability relates to the degree to which one is able to adjust to changes in the workplace, whereas proactivity defines the level of self-directed action required to adapt to these changes⁵⁴.

In addition, the relative importance of these various forms of behaviour is thought to shift depending on the degree of environmental uncertainty. Overall, performance is best understood as a multidimensional construct, with its own multiple aspects. In addition, there is a correlation between the many performance dimensions and other facets of an organization's prosperity (e.g., task performance aids in meeting technical core requirements). The globalisation of many institutions, as well as the continuing rapid developments in technology, need that workers develop a higher tolerance for ambiguity⁵⁵.

2.1.2 Review of Innovation Drivers

When it comes to customers, competitors, and technical developments, knowledge and data collecting, interpretation, and dissemination play crucial roles in the innovation process⁵⁶. According to research, new ideas emerge when individuals in an organisation communicate and build upon their existing bodies of knowledge. Technical, market, and design knowledge are just a few examples of the types of multidimensional complementary knowledge needed for innovation⁵⁶. More than anything else, an

organization's ability to learn and apply new information is what drives innovation. A company's ability to maximise its resources and remain competitive is enhanced by a well-designed learning system. Businesses who invest heavily in learning initiatives will have greater success than their rivals in the area of innovation. In addition to increasing an organization's adaptability in terms of product development and market penetration, purposeful and continuous learning also facilitates the constant dissemination of knowledge among firm employees⁵⁷. Learning not only helps businesses develop new goods more quickly and effectively, but it also helps them successfully bring those items to market.

One of the most important factors in determining the long-term success of a business or industry is how innovative its management is. Nonetheless, many businesses don't adopt it. Companies need to figure out how to successfully innovate because it is crucial to their growth and survival. Both internal and external influences have been shown to affect an organization's capacity for innovation. A study, for instance, identified four categories of elements that influence innovation: innovation characteristics; societal; organisational; and individual. They argued that innovation success is affected by learning orientation as a subset of organisational characteristics. Additionally, several academics agree that learning is an essential business skill and a primary source of innovation inside companies⁵⁹. Moreover, studies have shown that businesses that encourage employees to keep learning do better than their competitors. Successful product development and effective process modifications are only possible when businesses have the organisational capability of learning.

Organisational learning is a dynamic process that helps boost innovation performance (IP) by generating new knowledge, acquiring new knowledge, and integrating that knowledge⁶⁰. Some studies have looked into the factors that affect organisational learning in order to encourage innovation and found that an organization's innovation culture (IC) plays a crucial impact. Using the framework of contingency theory, Innovation culture creates an environment within an organisation where people are encouraged to express their creativity and help the business seize new chances for innovation. Prior research into the impact of organisational learning on innovation success often failed to adequately account for other contextual elements.

In light of the calls for research into the effects of innovation culture on success, the current study set out to determine how innovation culture moderates the link between organisational learning and innovation performance. Companies need to constantly develop their products, services, and business strategies if they want to continue growing in the future. However, only a select few businesses have proven they can consistently introduce market-altering breakthroughs. Further complicating the already difficult task of innovation management is the rapid pace at which globalisation, greater rivalry, the acceleration of technical transition (particularly digitization), and other environmental variables are changing⁶¹.

Different innovation concepts and methodologies enhance the complexity of innovation management, despite the fact that innovation is essential for maintaining a competitive edge and future growth. The idea of agility is being introduced to innovation management as a means of overcoming these challenges and responding to environmental uncertainty⁶². An examination of strategic management revealed the sectors where agility

has prompted significant advances. Introduced to SD for the first time, agile approaches are meant to enhance the final product by making the process more resilient to the effects of change and uncertainty.

Several sectors, including customer integration, quality, and forward thinking, have shown success using these techniques. A company's future success may also be aided by its agility if it can rapidly introduce new goods, services, and business models. The application of agility in the innovation process is relatively unexplored, despite the fact that both innovation and agility are seen as essential for a company's performance in today's uncertain circumstances. The purpose of this work is to make an exploratory dent in this knowledge gap. We concentrate on the front end of innovation, which consists of ideation, idea selection, and business case development, because this is the first stage of the innovation process and agile methods can be applied more easily at this stage than later, when physical products can only be changed at greater effort and expense. To date, the pioneering phase of innovation has not been governed by a comprehensive agility framework⁶⁴.

Key facilitators not previously highlighted in the literature were identified through a literature survey. Second, qualitative expert interviews are used to reflect on and supplement these derived enablers with regards to their attributes and impact on the beginning of the innovation process. To this purpose, we create a novel framework called the Agile Front purpose of Innovation (AFEI) to show businesses how they can boost their innovation efforts by emphasising agility. The dynamic capability approach is related to the management of innovation since it promotes the necessity for a company to continually update its resources. Using a wide range of disciplines, researchers were able

to agree on a definition of innovation as "a multi-stage process where organisations transform ideas into new/improved products, services, or processes"⁶⁵.

The two approaches to innovation management, research and development (R&D) management, and innovation management, which encompasses all activities from the research stage through the market introduction stage, can be grouped into several stages. The model presented by the authors provides a comprehensive look at how new products are developed. Often referred to as the "front end of innovation," the early phases of the process are crucial to the overall success of the innovation. There are a number of different ways to define the pioneering phase of innovation. The front end of innovation is the first part of the innovation process, and it consists of the steps done to develop an idea before it is presented to others⁶⁶.

Before diving into a formal innovation process, there is the "front end" of innovation. Opportunity identification, analysis, and ideation are all part of the front end of innovation, but so are concept selection and business case creation, according to this definition. The concept of combining the early phases of innovation, including ideation, idea selection, and business case development⁶⁷. This expanded definition shows that innovation is not confined to a single creative process but rather encompasses its entirety. A framework of the triggers and essential parts of innovation management was developed based on the front end of the innovation model, which included market pull and technology push considerations⁶⁸. Several external elements affect the model's three primary triggers: market demand, business interest, and technological capability.

Previous studies have shown the importance of include a team leader with innovation competence in a company's innovation process. Yet, there is scant study of how closely

software engineering and product innovation processes that also embrace agile methodology parallel one another. These studies highlight a number of interrelated issues⁶⁹. Some challenges that are shared between the two scenarios include the following: documentation, change management, defined specification, know-how exchange, and communication. Since agile methods helped alleviate issues in software development, it seems sense to apply them to the innovation process as well. However, the study also highlights a key distinction between the software development process and the innovation process of other products: software is significantly easier to modify during and after development. Because of the similarities between software development and product innovation, we argue that the beginning of the innovation process is when agility should be applied⁷⁰.

A researcher looked into the similarities between XP and the process of creating a new product by using case studies. According to the authors, the experimental XP method is similar to several front-end innovation activities, and its use promotes a balance between creativity and efficiency by managing close customer integration within those activities. The research shows that agile techniques can be used at the beginning of the innovation process and that software development and other forms of innovation face similar difficulties. The term "agile front end of innovation" as it relates to this research encompasses not just software development but also the creation of new goods, services, or business models. Understanding the importance of agile approaches in software development while being cognizant of their absence in the early stages of innovation is crucial⁷¹.

When looking at research that has focused on the most crucial parts of the innovation process, the need to strengthen its beginning becomes abundantly evident. A researcher concludes, based on various studies of failings in the process of developing new products, that activities before the development of an innovation are particularly important in determining its subsequent success⁷². Another study looked at these early steps and found that "initial screening, preliminary market assessment, detailed market study/market research" are crucial to the success of innovations.

Success or failure of an innovation can be traced back to the predevelopment activities that make up the "front end of innovation," as defined above. Sharing an appreciation for the value of preliminary work can help bring about more effective inventions. A scholar who described the beginning of the innovation process as the most important risk of failures in innovation lends credence to this notion. These studies suggest that the first stage of the innovation process is where a company should place the most emphasis⁷³. Therefore, agility enablers may help in overcoming the challenges of managing innovations effectively.

Agile methodologies have been shown to have a beneficial effect on the beginning stages of the innovation process. When these studies and the dearth of other literature on agile innovation management and approaches are taken into account, it becomes clear that more investigation into this area is necessary. A successful beginning to an innovation process requires attention to the identification of agility enablers as drivers. Once these catalysts have been identified, subsequent studies can zero in on certain agile processes. This strategy is crucial for gaining insight into agility's effect on the initiation of innovation and avoiding stumbling blocks in the implementation of agile practises⁷⁴.

The Latin word "competentia," which meaning "is authorised to judge" or "has the right to speak," is closely related to the English word "competency." Many empirical investigations in psychology were conducted throughout the first half of the 20th century because of the widespread interest in this concept among psychologists. The widespread application and exploration of the term in various human resource management (HRM) practises and studies did not begin until the 1970s, when David C. McClelland, a Harvard University professor of psychology and founder of McBear and Company (later renamed the Hay Group), published a study titled "Testing for Competence Rather Than for Intelligence." Students who performed poorly in college may end up equally as successful as the best students in the long run, according to the study. He went on to say that conventional measures of intelligence and aptitude, such as scholastic performance, are poor predictors of success in the workplace or elsewhere in life⁷⁵. Instead, it was argued that 'competencies,' which are essentially a person's defining characteristics and enduring qualitative behaviours, may be better used to quantify and validate an individual's job performance and success in life overall.

In particular, a scholar argued that personality variables "that are more generally useful in clusters of life outcomes" should be measured alongside conventional cognitive abilities like reading, writing, and arithmetic in order to get a full picture of an employee's performance in the workplace⁷⁶. Leadership, interpersonal competence, communication proficiency, ego maturation, patience, goal-setting aptitude, and so on are all examples of such factors. By providing a novel viewpoint and sparking a movement towards the discovery of more valid and reliable instruments to forecast the job performance of employees, the concept of competences has had a significant effect on HRM practises.

The most successful companies have begun employing skills in the areas of talent acquisition, selection, training, and management. Methods of Job Competence Evaluation (JCE) in the United States aim to determine what qualities set apart the best managers from the rest⁷⁷.

Since then, the concept of competency has begun to rapidly disperse around the globe. Competency, or "competencies," is a concept that has been the subject of numerous interpretations and meanings from various academics. Competencies as the key components of performance related to "clusters of life outcomes" is one definition of competency that has been presented by several scholars over the past few decades. They can be taken to include any and all personality traits that contribute to a person's happiness and success. Competencies are fundamental traits that are directly linked to one's level of success in one's chosen profession. Adults have the opportunity to learn new skills. Competencies are "any individual characteristic that can be reliably measured or counted and that can be shown to differentiate significantly between superior and average performers or between effective and ineffective performers"⁷⁸.

A competent manager possesses the knowledge, techniques, and traits necessary for achieving one's goals. However, this definition places equal emphasis on the detectable and testable competences that are both explicit (such as knowledge and skills) and implicit (such as personal traits). Competencies are a set of interconnected knowledge, skills, and attitudes that represents a key component of a person's role and responsibility in an organisation, that is associated with performance in an occupation, that can be measured against well-established standards, and that can be reinforced through training and development. Competencies are the set of qualities that individuals should have

possessed in order to carry out their responsibilities and reach their objectives. Competencies are the knowledge, abilities, and attitudes that enable an individual to successfully carry out a task or fulfil a role⁷⁸.

Human resource management from a competency perspective involves focusing on people's unique strengths and weaknesses in terms of the skills essential to doing their jobs well. Integrating key HR activities like selection and assessment, performance management, training, development, and reward management on the basis of competency creates a unified strategy for managing people within an organisation. Although competency-based approaches to human resource management are nothing new, there is still some ambiguity about what exactly competences are and how they ought to be measured. When it comes to competency management systems, the most common challenges emerge from the time and effort needed to properly identify and represent the necessary competencies for a business⁷⁹.

Another worry is that the stated competences tend to be reactive rather than proactive in terms of strategy and organisational change. The increasing velocity with which strategies are developed and implemented necessitates a more forward-looking and proactive approach to competency modelling, which is the process of identifying and describing job competencies in narrative form for an identifiable group of jobs. Competency models typically focus on what managers do now rather than what is needed to perform effectively in the future, which undermines the potential of competencies to act as levers for implementing change⁸⁰.

Competencies can be employed in this setting to convey the organization's change plan in terms that employees can comprehend and use in their daily work. Defining the

organisational core competencies needed for a firm to compete successfully is difficult enough, but defining the correct combination of skills and behaviours that employees would need to possess to produce and support those core competencies is a much more difficult task.

Management tools for establishing a firm's place in the market are being designed with this competency-based approach in mind. Commercial bank growth strategies need to account for emerging financial technologies. When simulating a management structure, it is crucial to highlight the most vital skillsets that workers should have. This is the auditing of resources and technologies that ensures the company's long-term viability. The expertise, experience, and retraining initiatives of the staff must be geared towards keeping the process running smoothly. Taking into account competency-based management, knowledge assessment, and the core competences of the specialists involved in the project is essential when developing a business's sustainable development management system⁸¹.

Project management, information development for remote service channels, and a technological foundation all contribute to the formation of competency-based management. The use of blockchain technology will help the bank to improve its corporate and retail business processes and develop a new model for organisational and financial administration. By expanding their service, information, analytical, and consultancy offerings, businesses can improve their client base and their revenue through the risk-oriented management model. The bank has adopted a model based on a competence-based management system, which has enabled the formation of a new risk management system and the introduction of a new corporate culture that both contribute

to and support the bank's innovative development goals. Specialists and workers alike must have their sights set on success; doing so is essential for maintaining the bank's financial stability and competitiveness despite the economy's downturn⁸².

Organisational effectiveness is determined in large part by the level of learning that takes place within it. Learning is also an important part of an organization's absorptive capacity. The existing body of research leaves little room for question that education improves a company's chances of survival. Scholars have approached the topic of organisational learning from a number of perspectives because of its significance. One of the current developments in this field of study is an effort to comprehend the results of institutional learning across a variety of sectors and points of view⁸³.

Learning, for instance, is thought to result in advantageous outcomes that boost one's ability to compete. Another movement is to analyse organisational learning in terms of its operational features⁸⁴. Others try to pin down the causes of formal education's success. Comfort and excitement, for instance, can enable individuals and teams learn more quickly and more effectively than anyone had anticipated. A seminal work on absorptive capacity also analyses the contributions of individuals to organisational learning from the standpoint of cognitive structure. Absorption capacity is significantly impacted by managers' weak cognitive abilities and knowledge-sharing skills.

Some have defined absorptive capacity as the ability of an organisation to learn new information and incorporate it into its operations. Understanding of organisational learning is still fragmented and lacking consensus, largely as a result of divergent philosophical viewpoints. Because of this obscurity, gauging institutional learning is

difficult. This is aptly summarised by the statement that "operationally defining and measuring organisational learning in empirical research has proven to be excruciatingly hard to do⁸⁵." Huber's idea of organisational learning is distinct from absorptive capacity⁸⁶. The ability to recognise, absorb, and use information is important to absorptive capacity. Huber's model, on the other hand, takes into account background information as one of several factors in learning.

The significance of organisational memory in preserving an organization's accumulated wisdom is vital. This, however, is only marginally related to Cohen and Levinthal's idea of absorptive capacity. Scientists also tried to figure out how businesses learn from their processes⁸⁷. Knowledge acquisition, knowledge dissemination, knowledge interpretation, and organisational memory are all terms that are used to describe the same process under different names. The model has been empirically validated, and it maintains a comprehensive perspective on learning that can capture the varied traits and inter-linked processes across levels.

Because it provides a framework for comprehending organisational learning, this model has been chosen. In what follows, we seek to update these four components of the model to reflect more recent trends in the literature by reviewing them in detail. The term "knowledge acquisition" was coined by Huber to describe the process through which individuals and institutions take in and apply new information. Internally gained information may come from any number of sources, including current and former personnel, founders, and historical records⁸⁸. It is possible that people with extensive knowledge bases have a greater capability for taking in and processing new information. Most information obtained from the outside world is obtained either through emulating

rivals or by bringing in fresh faces to existing firms. Organisational learning can be improved or hindered in a big way on the outside by means of mergers and acquisitions. While more exposure to external knowledge can increase the likelihood of learning something new, this is insufficient unless individuals also internalise and actively use the information they've learned⁸⁹.

This fits nicely with the more conventional understanding of cognition, which emphasises a clear separation of the mind's internal and external resources. Newer theories on knowledge, learning, and cognition find it challenging to employ such sharp divides to describe how knowledge actually operates in the real world. Information acquisition is more of a cognitive interchange, wherein both internal and external resources 'interplay,' so to speak, making any difference between internal and external types of information is arbitrary⁹⁰. One way to read Huber's 'acquisition' is to include these more modern additions. Knowledge distribution is the process by which information (both tacit and explicit) is shared among team members and between different departments. The literature contains numerous reviews of these topics⁹¹. Explicit knowledge refers to the codified policies and processes used by organisations to regulate employee conduct. This sort of information is simple to copy and pass across companies. Although, advocates of this method claim that most of an organization's information is 'stored' in the minds of its employees and is therefore not easily transferable.

Organisations have obstacles when trying to gain access to tacit knowledge due to the fact that it is hard to identify its origin and to start the process of knowledge sharing. This is due to the fact that those that engage in open knowledge sharing run the danger of having their competitive edge eroded, according to a more conventional view based on

neoclassical economics. A distributed or systemic perspective on cognition, on the other hand, can provide the foundation for a more pro-social vision of individuals sharing their knowledge. Members of a group exchange 'information' when they view one another and the objects outside the group as external cognitive resources⁹².

Given the right cognitive development, this leads to cooperative and selfless behaviour as individuals come to rely on and profit from the knowledge of others. Knowledge interpretation involves assigning significance to information and is influenced by a wide range of contextual and personal factors. Studies of intra-organizational diffusion processes provide a good illustration of the interpretation of ideas, thinking, behaviour, practises, or procedures. This research highlights the importance of established organisational practises, cultural norms, peer social identities, and personal attitudes and cognitions in the emergence of information interpretation.

New information may be better assimilated if people and groups engage frequently and vigorously with one another. By "information stored from an organization's history that can be brought to bear on present decisions," we mean "organisational memory." It stores the codified practises, databanks of information, and common understandings that make up an organisation. Organisational memory is crucial to the learning process since it is where new information is kept and from where it may be shared with other employees. In this approach, certain information about an organisation is kept in the form of written rules and procedures, while other information is kept in the heads of its employees. As a result, institutional memory is a hybrid concept that includes elements from both the personal and the institutional levels⁹³. Organisational memory (as a storehouse of

information) is, on the one hand, far more fluid than was previously believed. However, it is a highly adaptive process that is intrinsically linked to the mechanism that initiates it⁹⁴.

Some scholars have expanded on the resource-based perspective by noting the centrality of knowledge as a strategic asset for businesses. The results of scientific study and creative problem solving are the usual sources of innovation. The knowledge-based perspective refers to this refined version of the RBV. According to the KBV, organisations can learn together to improve their resources and competitive edge by fostering connections between in-house expertise and external expertise.

Since innovation necessitates the development, evaluation, and implementation of novel concepts, it follows that organisational learning is a necessary precondition for innovation. The procedure begins with determining what information is required and concludes with filing that data away in an organization's archives. All businesses can benefit from this procedure, but small and medium-sized enterprises (SMEs) stand to gain the most from it in terms of competitive advantage⁹⁵.

Information acquisition, information dissemination, information interpretation, and organisational memory are the four components that make up organisational learning. However, fostering a culture of learning inside an organisation is not an easy undertaking, and it requires careful consideration of the company's goals, organisational structure, information technology, and human resource management. Organisational culture is often added to this list since the values, beliefs, and assumptions of different cultures can either help or hinder the learning process. Consequently, it is evident that a creative culture will drive the organisation's learning. First, the adhocracy culture will make it easier to take

chances, be inventive, and introduce new kinds of modifications within the dimension of flexibility⁹⁶.

However, the adhocracy culture is focused on the outside world, making it much easier to bring in new information and ideas from elsewhere. Because SMEs are typically less formal, less bureaucratic, and have fewer rules in place, this is even more crucial. In addition, smaller businesses value tacit knowledge management more highly than their larger counterparts. The knowledge-based concept of the company is foundational to a substantial body of work on organisational learning. Therefore, many works in the subject of organisational learning are predicated on the premise that learning and knowledge are beneficial to businesses because of their indispensable role in creating diverse and unique capabilities that provide a lasting advantage in the marketplace. Knowledge management and intellectual capital can trace their ancestry back to the same sources. According to this theory, increased rents and/or market share are the end result of good organisational learning and knowledge management, which in turn boosts inimitability⁹⁷. Organisational learning has been cited by other authors as a means to greater conformity with operational excellence standards, rules, and/or the expectations of stakeholders.

Quality of output and/or output process are common metrics for gauging operational excellence compliance, which is frequently tied to a habitualistic understanding of education. According to the neo-institutional theory, a company's survival depends on its willingness to abide by a variety of norms and regulations (including those pertaining to the environment). Consistent with the recent convergence of (instrumental) stakeholder theory and the resource-based view of the firm, it has been argued that compliance with

stakeholders' expectations is a positive effect of organisational learning that leads to firm performance through legitimacy or, again, through competitive advantage⁹⁸. Many writers stress the need for internal training and education to foster organisational flexibility. Legitimacy and competitive advantage are quickly rendered insufficient in today's tumultuous business environments unless the company is able to reinvent its products, procedures, or strategy. In this context, adaptability is the most important skill to have with inimitable and compliant practices⁹⁹.

A close partnership between knowledge management and organisational learning is touted as vital for businesses to continuously adapt to their changing contexts. This perspective aligns with the current research on dynamic capabilities. Overall, the management literature suggests that the keys to achieving firm performance—competitive advantage, legitimacy, and innovation—can be found in the development of inimitable capabilities, compliance capabilities, and agility capabilities through organisational learning. In order to better understand the learning processes that are supposed to result in the capacities and improvements in organisational performance, academics in the field of organisational learning have devoted a great deal of time and energy. There are typically three levels of learning identified in the literature on organisational learning: the person, the group, and the organisation as a whole (or "organisation")¹⁰⁰.

Inter-organizational networks and organisational populations are two examples of the additional levels of analysis that are occasionally included. New organisational habits are just one example of a learning process and/or depth of analysis that have been the focus of academic investigation. However, much of the literature examines organisational

learning processes through dichotomous concepts like routine-based versus interpretation-based learning, single-loop versus double-loop learning, explicit versus tacit knowledge, exploitative versus exploratory learning, knowledge integration versus knowledge differentiation¹⁰¹. There are two main reasons why this polarisation should not come as a shock.

Theoretical perspectives on organisations that form the basis of the literature on organisational learning (e.g., the resource-based approach, neo-institutional theory, and stakeholder theory) are often diametrically opposed to one another. However, along with the recent growth in the study of organisational paradoxes, a growing body of research identifies oscillation between two opposing poles and dual tuning as a crucial mechanism of (organisational) learning¹⁰². This suggests that the debate between, instance, single-loop and double-loop learning in the academy is analogous to an oscillation or paradoxical coexistence that may prove useful in the real world. There is also a body of research into organisational learning that focuses on tracing the most important direct routes to knowledge acquisition. For instance, there are four steps involved in the process of institutionalising a learning initiative: intuiting, interpreting, integrating, and institutionalising. In contrast, experts suggested that researchers should single out three activities: learning, memory, and dissemination.

Poor organisational learning, in contrast to the predicted, optimal path, has received far less attention from academics. Lack of good or expected organisation learning is usually understood implicitly to be "poor organisational learning," as in the case of incorrectly storing data in electronic databases. Some ground-breaking research, such as that conducted on competency traps, has suggested, however, that unproductive learning

cycles have their own dynamics that depend not only on opportunism or power games, but also on constrained rationality or, to put it in evolutionary terms, ecosystem rationality¹⁰².

Organisational learning can be prompted, redirected, or stymied by powerful players, depending on how well it serves their interests. Therefore, they employ micro-politics, or specific uses of power, strategically. By including power concerns into the framework of organisational learning, a scholar has investigated which types of power are most helpful to interest-driven actors during various phases of trying to institutionalise innovations. They draw the conclusion that the stage of interpretation and integration is most likely to be driven by episodic power, which they define as "single, strategic, political acts initiated by self-interested actors."

Thus, actors may take use of discursive ambiguity to modify how individuals view innovations (influence) or utilise their hierarchical position to force the adoption of new practises within their team (force). They encourage systemic forms of power at the level of intuition and institutionalisation, where they operate through routine, taken-for-granted organisational practises. New training opportunities have the potential to influence people's experiences and perceptions of innovations (discipline), whereas long-term opposition to an innovation may be mitigated by 'simply' instituting new routines and practises (domination). Emotions like fear, wrath, or joy can also influence the micro-politics of actors during the learning process¹⁰³.

Actors' motivation to learn and grow as individuals and as a group can be influenced by their emotional states and their attempts to control or suppress such states. Researchers in the United Kingdom found that a lack of self-reflection and vertical and horizontal

communication were the results of an organisational climate where employees were fearful of failure, externalised responsibility, and blamed others for their own mistakes. They contend that the inability to question existing practises in order to induce organisational learning processes is due to a lack of spaces of collective thought and communication. Similarly, a scholar examines the challenges faced by middle managers in the British National Health Service and notes on the practical difficulty of developing stable and self-sustaining processes of reflection in companies. They find that people are more likely to challenge norms and choose change after engaging in emotional regulation and analysing organisational power systems in shared reflective spaces. The academic then advocates for active learning strategies.

However, he also suggests that micro-politics need to be related to organisational power conditions, that is, important decision-makers able to compel the institutionalisation of innovations, for insights developed in collective reflection processes to be effective. Whereas their real-world difficulty prompts "an approach that is situated overtly in the context of current organisational power relations," the following research gives special attention to the impact of macro-discourses and ideologies on organisational learning.

Because of the gender, race, class, and other socially created distinctions that arrange social space, actors may be denied access to educational opportunities. Social inequalities based on gender, ethnicity, or class have been found to shape organisational and community-based learning environments, open or close doors to specific tangible and symbolic resources, and even appear as subtle power struggles. Consequently, they argue that learning necessitates reframing assumptions and bounds of action and interaction

within a context of uneven power relations that set the parameters for what is considered acceptable and what is not.

Organisational learning studies on power have been called for more theoretical study and empirical evaluation in light of researchers' largely theoretical claims regarding the connection between societal power relations and organisational learning. Researchers interested in societal power relations have promoted multi-level approaches to study the effect of power and power relations on learning processes, arguing that learning 'emerges out of the possible connections and inter-dependencies explored across multiple levels of analysis'¹⁰⁴. The significant impact that macro-level discourses have on individual learners' efforts and preferences at the micro-level has been investigated both theoretically and practically.

To conform to external norms such as "the learning idiosyncrasies of their employing organisation and the wider educational modes common to their industry," managers' learning goals are influenced by the identities they wish to uphold. Employees' freedom to make their own learning decisions may be constrained as a result of the need to reflect against the backdrop of a system of objective, demonstrable skills if formal training possibilities are restructured along the lines of efficiency and competitiveness. While studies at the organisational level have lauded the benefits of shared spaces for reflection and learning, those at a more macro level have emphasised the importance of uneven access to tangible and symbolic resources as a prerequisite for meaningful individual and group decision-making and reflection. To avoid, for instance, 'an unthinking endorsement of, and complicity with, neo-liberal market capitalist democratic ideology', it is important

to consider the cultural environment in which we are praising collective reflection and decision¹⁰⁵.

According to ideology-critical studies, managers' behaviours and decisions are shaped by their roles within capitalist production relationships. Another researcher has argued for taking a critical stance towards power relations in learning processes, which entails "critiquing ideologies, normalised practises, and their consequences; and highlighting systemic control structures that reproduce themselves in our discourse and practises¹⁰⁶."

2.1.3 Review of Record Management Practices Concept

It has been said that records management serves as both a career and an area of study. Records management is widely used and accepted in the former, but is just beginning to emerge in the latter. Regardless, the United States and the United Kingdom are the birthplaces of records management as both a career and a field of study¹⁰⁷. Since records management has been shown to improve accountability, productivity, and transparency, which in turn improves the quality of public service delivery and helps organisations acquire quality certification, the vast majority of businesses in both developed and developing countries now use it. Even with the recognition, many in the professional world remain unaware of its significance, and in the academic world, the transition from a theoretical to practical subject is fraught with uncertainty. It differs from other academic fields that rely on theory before being implemented in the real world. Professionally, the field can be broken down into two subfields based on its functions: records management, which deals with day-to-day operations/transactions, and heritage management, which primarily serves the interests of archive institutions for research and historical preservation.

Generally speaking, records management resides under the administration section of an organisation, but this is determined by the entity's political climate. In determining administrative and operational information and disseminating it when needed, records management looks to be the best option for ensuring the efficient running of an organisation. Some businesses place records management under IT since it operates in tandem with the IT department, while others place it under the information service unit that manages other information functions like the information resource centre.

The development of IT has altered the way we live and the standards we set for our societal, economic, and physical settings. The widespread adoption of digital technologies has made possible the exchange of knowledge and data in ways that were before impossible. We live in an increasingly interconnected world, so it is reasonable to assume that medical and social services will be better coordinated than ever before, with access to critical data on demand. However, health and social care are special contexts because they involve delicate data and intricate social circumstances, both of which can have far-reaching consequences if misused or compromised. These nuances and sensitivities call for a more nuanced and tailored approach to technological innovation. Meeting the issues of information security and privacy requires the implementation and management of technology that allows for the safe, effective, and responsible use of information's power¹⁰⁸.

Opportunities that have the potential to alter care and research are made possible by developments in information technology, such as the collection of enormous volumes of data, access to disruptive technologies, and national investments and initiatives. The idea of a "Learning Health System," in which "science, informatics, incentives, and culture are

aligned for continuous improvement and innovation," is a concept that captures this potential. Such a system would have "best practises seamlessly embedded in the delivery process and new knowledge captured as an integral by-product of the delivery experience," among other features.

Care providers are able to more readily communicate and access up-to-date and correct information thanks to the adoption of integrated and inter-operable person-centered electronic records. Individuals are better able to self-manage and engage in shared care planning when they have a more complete and accurate picture of their health and social needs, which allows for more fruitful conversations with their care providers. Improved service planning and evidence-based administration are further outcomes of secondary data uses for analysing academic records and trends at the population level¹⁰⁹.

Despite the obvious benefits, a lot of academic and administrative data is still handled in a hybrid system that combines paper and digital records, or is isolated in incompatible data formats that can't be shared. Ethical, legal, and regulatory considerations, which are meant to safeguard privacy but may potentially impede smooth informationsharing, contribute to the technical difficulties of interoperability and security. Public reaction to the launch of the UK's national data system also shows the importance of considering the social components of data sharing, such as students' expectations and worries.

Sharing presents much greater difficulties when applied to settings including both instruction and pure administration, such as universities, police departments, and city halls. The failure to disclose critical information could have serious consequences for administration. Another major barrier to more widespread data sharing is the present model of policy and financial incentives, which is geared towards individual care

organisations adopting off-the-shelf, proprietary technologies. Companies must therefore expend resources developing unique integrations. However, this method cannot be maintained indefinitely and may cause businesses to revert to proprietary options.

2.2 Theoretical Review and Framework

2.2.1 John Campbell Theory of Job Performance

To better comprehend and explain the elements impacting an individual's performance in a work situation, John Campbell developed a significant framework in industrial-organizational psychology called the theory of job performance¹¹⁰. Campbell's hypothesis, often known as the "Multidimensional Model of Job Performance," has undergone numerous revisions over the course of several decades. The purpose of this literature review is to introduce Campbell's theory, its basic ideas, and the ways in which it might be applied to the real world. In the 1970s and 1980s, John P. Campbell developed his theory of job performance. It grew out of frustration with how conventional theories of performance had been hampered by a fixation on aggregated output. According to Campbell, job performance is a complex phenomenon that depends on a wide variety of factors and has several dimensions.

Job performance, according to Campbell's idea, may be broken down into three main dimensions: The first dimension is a person's skill at the essential duties and obligations of their occupation, and it is called "task proficiency" (T). It necessitates knowledge of relevant fields and skills in carrying out work-related tasks efficiently. Second, Competence in Non-Job-Related Tasks (N): Competence in non-job-related tasks includes competence in tasks that are not directly related to the specific job but are necessary for the overall success of the organisation. Teamwork, communication, and

problem-solving abilities may all be called for. Campbell's model recognises the importance of effective communication skills to job performance by considering communication as a separate dimension. This brings us to our third competency, written and oral communication task proficiency (C). Several factors, according to Campbell's hypothesis, affect an employee's performance on the job in each of these areas¹⁰⁹. There are three primary groups into which these factors fall: The term "declarative knowledge" (DK) is used to describe an employee's familiarity with the information necessary to do their job. Ability to put one's knowledge and abilities to use in carrying out one's job duties successfully constitutes procedural knowledge and skill (PKS). Last but not least, motivation (M): motivation is a key factor in productivity on the work. Goals, strategies for accomplishing tasks, and self-control are all highlighted as crucial components of success in Campbell's paradigm.

Campbell's theory has had a profound effect on academic study and professional practise alike. Using this approach, researchers have studied things like performance appraisals, employee development, and the identification of factors that affect productivity on the job. From a business perspective, Campbell's concept has been used to develop better training programmes, increase personnel selection procedures, and refine performance appraisal techniques. Organisations may boost employee performance and productivity in many ways by first acknowledging the multifaceted nature of job performance. Campbell's hypothesis has had an impact, although it has also been criticised. Critics of the concept say it reduces the multifaceted nature of work performance to just three factors. In conclusion, John Campbell's Multidimensional Model of Job Performance has greatly aided the research of job performance in the field of industrial and organisational

psychology. Researchers and businesses alike have found its focus on multidimensionality and the interplay of several factors helpful in their efforts to maximise employee performance and productivity¹¹¹.

2.2.2 Resource-Based View Theory

Major works by Wernerfelt, B., Prahalad and Hamel, Barney, J., et al. in the 1980s and 1990s laid the groundwork for the development of the Resource Based View. The resource-based view (RBV) is a management paradigm for identifying the strategic assets an organisation has at its disposal to gain and maintain a competitive edge over its rivals over the long term¹¹². It encourages management to look within the company for the assets, talents, and competencies that could provide a sustainable competitive advantage. Much of the research in strategic management centred on how to maintain an edge in the market^{113,114}. The resource-based perspective provides strategists with a framework for assessing a wide range of elements that could be used to boost productivity in an organisation. The resource-based perspective sheds light on the fact that not all resources are created equal and that not all resources have the potential to become a source of sustained competitive advantage. Managers need to put in a lot of time and energy to define, analyse, and categorise core competencies¹¹⁵. In order for the organisation as a whole to reach a better performance level¹¹⁶, management needs to allocate resources to improve innovation drivers including innovation culture, management competency, employee creativity, and organisational learning.

According to this school of thought, successful strategies are those that maximise an organization's strengths in light of its external opportunities. There are a wide variety of

competitive stances that businesses might take thanks to the interconnected nature of their strategic resources. Key managerial responsibilities include discovering the company's potential key resources, determining whether or not they meet the requirements of being valuable, scarce, imperfectly imitable, and non-substitutable, and then nurturing, developing, and protecting those resources that meet the criteria.

This idea is useful because it highlights the need of administrative employees making use of the organisation's innovation culture and record management practises to boost their own and the organisation's performance. Furthermore, the RBV stress that administrative staff should look inward within their organisation to find the best ways through which they can improve their own performance and the performance of the organisation. Within the context of this study, innovation drivers and record management practises become an internal source of strength through which administrative staff of tertiary institutions can improve their own performance and the performance of the institution. Proponents of RBV base their case on the idea that rather than acquiring new skills for each chance, it is far more viable to exploit external opportunities using existing internal resources in a new way.

2.2.3 Theory of Information Life Cycle Management

Similar to the birth, growth, and eventual demise of a biological creature, the Information Life Cycle Model views information as something that is created, kept, and used for as long as it has value, and then either destroyed or archived. The characteristics of the information life cycle model suggest that it is most suited for use by businesses that manage paper records. Researchers have shown that the life cycle model is not applicable

to the study or management of electronic information within an organisation. Information continuum theory emerged in response to what its proponents saw as flaws in the information life cycle hypothesis. In the 1980s and 1990s, Australian archival theorist Frank Upward expanded on and popularised the Canadian-born information continuum theory¹¹⁸.

A key tenet of the continuum theory is that there is no sharp break between the many stages of information, from its inception to its final disposal. To ensure the accuracy, validity, and completeness of information, the information continuum model unites office administrators and archivists under a unified data storage structure¹¹⁹. The information life cycle idea is compared with a view from the information continuum. Information storage, according to the life cycle theory, can be roughly divided into two categories: active and historical. On the other hand, the information continuum has given administrators and archivists a framework for considering how to better integrate information-keeping and archiving procedures. According to the hypothesis of the "information life cycle," data goes through a series of transformations before "dying," while some data are "reborn" as archives¹¹⁹.

Computers, video, audio tape, and film are only a few examples of the current technical technologies that have made information management easier and more effective. These gadgets can store vast amounts of data and have eliminated the bottlenecks that slowed down data storage in the past, making it possible to create, process, organise, and retrieve information at the speed of light. Despite these advances, paper record storage is still widely employed across the board, including at Edo State's higher education institutions.

Since it describes the steps records take from creation to disposal, this theory lends credence to and is pertinent to the independent variable, record management practises.

2.3 Review of Empirical Studies

2.3.1 Innovation Drivers and Job Performance

Employee performance in the Nigerian banking industry was analyzed¹ in relation to the presence or absence of an innovation culture. The study used leadership styles, employee training, workflow, and employee dedication as indicators of creativity in the workplace. Primary data was analysed using a questionnaire used in a field survey. Study participants were chosen from the staffs of nine different Nigerian financial institutions (First Bank, Access Bank, Zenith Bank, Fidelity Bank, First City Monument Bank, United Bank for Africa, Diamond Bank, and Guaranty Trust Bank, Nigeria) using a combination of convenience and systematic sampling methods, for a total sample size of 392. Ordinary Least Squares (OLS) was utilised to estimate the framework's model parameters. SPSS 22.0 was used to perform both descriptive and inferential analyses on the collected data. A high level of innovation culture was found in the banking sector in Nigeria, according to the study. All aspects of the company's innovation culture contributed to increased productivity. According to the findings, companies that foster a culture of innovation see significant increases in productivity among their staff¹²⁰.

A researcher looked at how much of an effect innovation culture had on workers' productivity, both immediately and over time. Examining the relationship between software companies in Pakistan and their employees' levels of innovation culture and productivity. This research project makes use of a questionnaire. Both primary and

secondary sources were used to compile this report. Questionnaires and both formal and informal interviews were used to collect primary data. In this analysis, we examine the following constructs as independent variables: customer service, employee participation, incentive system, innovation & risk-taking, and communication system. Given the relatively large sample size of, statistical methods such as correlation and regression analysis were employed¹¹⁰.

The findings as a whole show that a culture of innovation greatly benefits employee productivity in a few select Pakistani software companies. Organisational success relies heavily on the efforts of its members. This research addresses a known gap in understanding the effects of culture on software workers in Pakistan. A study was done on the "Effect of Innovation Culture on Employee Performance in Non-Governmental Organisations in Kenya"³. The study set out to, among other things, determine if there is a correlation between NGO competitive culture and performance; determine if there is a correlation between NGO entrepreneurial culture and performance; determine if there is a correlation between NGO bureaucratic culture and performance; determine if there is a correlation between NGO consensual culture and performance; and determine if there is a correlation between NGO competitive culture and performance. This study used a descriptive survey approach to collect data from a specified sample of workers at World Vision Kenya to examine whether or not there is a link between innovation culture and productivity. World Vision Kenya has a total of 960 employees, and 484 were randomly selected from this pool to participate in the study. Statistical software for social scientists (SPSS) was used in conjunction with qualitative and quantitative methods to analyse the data. The research found that an organization's stability, performance goals, and even the

way its employees feel about their jobs are all affected by its culture of innovation. World Vision Kenya is home to a diverse group of people who bring together elements of competitive, entrepreneurial, bureaucratic, and consensus-based cultures. Employees would rather work in an integrated culture than a cooperative and entrepreneurial one or a competitive and entrepreneurial one. This is because nowadays, workers choose an office setting that encourages them to use their imagination and creativity while also fostering team spirit and freedom from micromanagement⁵.

The impact of regional commercial banks' parent companies' innovation cultures on their subsidiaries' performance was studied⁴. Because this issue affects multiple East African Community market commercial banks, a descriptive cross-sectional survey was used to investigate it. The sample for this investigation included ten branches of several regional commercial banks with their headquarters in Kenya. Primary data was gathered via semi-structured questionnaires for this study. Only questionnaires were utilised as the primary method of data gathering. After collecting the surveys, we double checked them for accuracy before entering the data into SPSS 20. According to the results, businesses actively participate in a wide range of innovation cultures to improve productivity. Relationships within the company, with superiors, and ultimately with the banks themselves were emphasised heavily across cultures. According to the statistics, the most common culture is one in which rules are in place to give staff with clear instructions, processes, and procedures. This could be interpreted to mean that workers will pay closer attention to their work, which in turn will reduce the number of mistakes they make and boost output at the bank.

This research suggests that companies can enhance their performance by fostering a culture of innovation that is both encouraging and aligned with their long-term goals and the day-to-day operations of their workforce. In order to maintain their competitive edge, banks must promote a corporate culture that inspires its workers and makes them feel like they belong there. As a result, employees will put out greater efforts since they will feel more invested in the company's success. According to the findings, businesses like banks should prioritise developing a healthy corporate culture. The rationale for this shift is that an innovative culture can have a favourable impact on the success of business plans and policies, ultimately giving an organisation a leg up on the competition. In addition, for an organisation to reap the benefits of customary practises, it must ensure that its innovation culture and its strategies are aligned.

Wärtsilä Limited is a private company in Kenya, and this study looked at how the company's innovation culture affected the performance of its employees⁵. Stratified census sampling was used to select 63 employees from different levels of the organisation to participate in the study. Questionnaires have been administered, and the results have been analysed using descriptive statistics to see if there is any correlation between innovation culture and improved productivity on the job. A potential restriction of the study was that some participants could be reluctant to submit personal information; the researcher has addressed this concern by providing a letter of introduction from the institution assuring participants of the highest level of secrecy. The collected data was analysed with SPSS software, and the results were displayed in visual formats such as graphs, charts, and tables. The purpose of this study is to explain and empirically test the effect of the four elements of innovation culture—organizational values, organisational

climate, leadership styles, and work processes—on the performance of employees, who are one of the most important factors in a company's ability to compete in today's global market.

This study's findings imply that in order to improve their organisations, managers should pay attention to the aspects that have a major impact on employee performance. Despite widespread belief to the contrary, the findings of this study show that organisational ideals have a greater impact on employee performance at Wärtsilä than the organization's climate. Overall, a positive correlation between innovation culture and productivity was found; however, the influence varied widely among the factors, with Wärtsilä's work procedures and systems having the most bearing on workers' productivity. The paper's depth and complexity would enrich the field of organisation studies by offering a valuable qualitative perspective on the relationship between innovation culture and employee performance and sparking further discussions that could lead to the development of an efficient framework for analysing that relationship.

Some studies have evaluated the impact that an innovative company culture has on productivity in the workplace. The primary objective of this article is to establish the significance of the connection between an innovative work environment and improved productivity. The impact of company culture on productivity is studied through a literature study. The founders and upper management of a company often have a significant role in shaping the company's culture. What employees learn from their own experiences interacts with the assumptions and shared visions of cultural values and human behaviour held by the organization's leadership to produce a culture of creativity. Managers draw a connection between their company's innovation culture and employee

performance since the former contributes to the latter in creating a sustainable competitive advantage. As a result, a culture of innovation is crucial for boosting productivity in the workplace. To foster uniformity among members of the organisation and to increase dedication, group efficiency, and overall performance, an innovation culture must be obligatory on all members and employees of the organisation⁶.

A study looked into how a company's culture of innovation affected workers' happiness on the workplace⁷. The term "innovation culture" is used to describe the shared norms and practises that contribute to an organization's success. An employee's level of job satisfaction can be influenced by many factors, including their opinion of their workplace, their interactions with coworkers, their salary, and their prospects for advancement. This analysis links modern work-related phenomena like job satisfaction to factors such as individuals' impressions of their workplace and their relationships with coworkers, as well as the goals, techniques, and measures of success employed by their respective institutions. Furthermore, demographic features, particularly gender, are likely to influence employees' preferred organisational culture. In light of this, it is reasonable to assume that there may be useful conclusions to be drawn from measuring and analysing an organization's innovation culture in conjunction with the demographic and individual characteristics of its employees in order to boost job satisfaction.

The Indian banking industry was used as an empirical case study to assess the impact of an innovative corporate culture on staff performance and productivity. To make recommendations about how to improve corporate culture and employee productivity, this study investigated how a culture of innovation affects workers in the workplace. A survey methodology was used for the study. All bank employees in the banking sector of

Chennai, Tamil Nadu were included in the study, and two banks were chosen at random from each stratum. Our sample size of 88 was drawn from a larger population of 110 bank employees, who were stratified into three groups: office assistants, senior employees, and junior employees. It is important to note that the researchers didn't have enough money to conduct the study with a larger sample size. Descriptive statistics were used to evaluate, summarise, and interpret the primary data collected from the questionnaire, including simple percentage, total, and cumulative percentage. When evaluating these hypotheses, the level of significance can be demonstrated by using Chi square to assess the deviation from the expected frequency⁹.

Using a survey approach, the researcher found little evidence of a correlation between corporate culture and productivity in India's banking sector. Both basic random selection and stratified random sampling were used to obtain samples, whereas the respondents in our survey were chosen at random. More than half of respondents agree that corporate culture affects employee performance on the job, and nearly as many employees believe that corporate culture is a key factor in determining an organization's level of productivity. Nine studies involving over two hundred American businesses found a robust connection between company culture and financial success.

A researcher discovered that an entrepreneurial-like (outwardly focused, flexible, agile, proactive, and long-term oriented) culture improved innovation performance, whereas a founder- or paternalistic-type culture did not¹⁰. A researcher showed that while both participative management and an innovative culture are associated with higher levels of employee satisfaction and thus higher levels of perceived organisational performance (internal efficiency), the effect of the former is tempered by the latter. In addition to a

positive correlation between culture and company results (profitability, growth, and reputational assets), another researcher discovered a favourable correlation between culture and internal performance (innovation competence and human relations). However, an uneven cultural climate has a deleterious effect on business results. A study indicated that an innovative culture helps an organisation focus on sustainability, and the same was true in reverse¹¹.

An academic study revealed a correlation between an organization's innovation culture and its bottom line results¹². It was found that the efficiency of a company's innovation culture has an effect on the company's bottom line by up to 46%. On the other hand, it was contended that the innovation culture might have an impact on performance, with the extended time frame illustrating the link between culture and economic output. All aspects of innovation culture were found to account for a substantial amount of the variance in performance, with strategic emphasis emerging as the most important predictor of organisational success. It was shown that innovation culture has an indirect effect on organisational performance via the mediation of employees' commitment to the organisation. Research also showed that fostering a culture of innovation is directly correlated with a 25% increase in productivity.

A large body of research has established a positive correlation between an innovative culture and successful business outcomes¹³. However, new empirical research has challenged the idea that a correlation between company culture and performance. The premise that there is a strong connection between innovation culture and organisational success was disproved in a study. Furthermore, it was suggested that both attitudes and behaviours at work might be considered as related to organisational performance, and the

association between innovation culture and organisational performance was apparently abolished by the structural equation model. A scholar devised a system with five elements to assess the effect of innovation culture on corporate performance: employee empowerment, external emphasis, interdepartmental collaboration, human resource orientation, and a tendency to increase performance¹⁴. To assess the genuine effect of an organization's innovation culture on its business performance, five criteria are more specific and suitable.

Several eminent company leaders have vouched for the efficiency gains that may be made by combining a varied business strategy with an innovative organisational approach¹⁵. Diversified organisations perform better than non-diversified ones, according to the research, but only if their innovation culture is strong. On the other hand, a different study found that diversification efforts bring low short-term financial return but great long-term financial return and competitiveness. Many possibilities exist for business managers with a varied business plan in a productive innovation culture. The primary advantages are the pooling of scarce resources, the realisation of economies of scale, the reaping of the benefits of cost savings, strategic adjustments and financial economics, and the exchange of knowledge and experience between the management teams of the member companies.

Organisations are prepared to identify a set of competencies desirable to their ideal manager, according to a study on managerial competencies and the managerial performance appraisal process. However, these same organisations do not appear to place a corresponding importance on incorporating these competencies into the performance appraisal process. Also confirmed from their research were the advantages of integrating

identified competencies with major HR functions and processes, including using them to rewrite job descriptions and successfully introducing them into the selection, performance appraisal, training, and development of the organisation. The study also found that the competencies were on the way to becoming ingrained in the organization's operations and culture as a result of selection, rewards, and training based on the assessed levels of those competencies¹⁶.

One of the benefits for employers is that the evaluation process associated to the competence-based approach can be a learning experience and an enabling instrument for the managers concerned, as was found in a case study on competence-based management development: rhetoric and reality¹⁷. The study also noted an added benefit of providing line managers with a role that validated their responsibility for coaching, supervising, and assessing. The employment secretary was also noted in the paper as saying that one benefit of competence approaches is higher employee retention rates. One advantage of the competency approach is that it makes it easier to receive credit and recognition for earlier learning and success.

Successfully implementing competency-based systems that directly linked individual performance and compensation to business objective, and thereby pointing work behaviours to business results, is described in the findings on how competencies boost performance¹⁸. Performance evaluation, employee growth, and hiring were all aided by implementing the competency model. The seven organisational competencies—organizational influence, flexibility, commitment to organisational values, customer service orientation, achievement orientation, creative problem solving, and initiative and proactivity—form the basis for an annual agreement on KSAs between function staff,

supervisors, and managers. The competencies were defined as reliable indicators of work performance, which helped anchor them in the performance management system.

A researcher looked into the link between organisational learning and worker output in Croatia¹⁹. The survey method was utilised because it is comprehensive and may be applied to a wide variety of correlations and hypotheses. Since the purpose of the study was to determine the nature of the link between the independent and dependent variables, regression and correlation analysis were used to data collected from primary sources. The link between organisational structure and the dimensions of learning organisations was also the subject of research by a lone academic in the year²⁰. The research strategy was an exploratory one. This layout is appropriate since it delves deep into the context of the study to unearth new information and fresh developments. In addition, this layout puts the hypothesised notions through their paces before implementing them. To ensure useful findings, factor analysis was used to help identify, categorise, and design research questions on potentially relevant factors.

Similar research was conducted by one academic who looked at organisational learning from a new angle: the neo-institutional perspective²¹. Exploratory research methods were used since their purpose was to uncover new information and shed light on preexisting conditions. The scholar also looked at South Korean manifestations of innovation, learning culture, and organisational culture. Exploratory research was used because the researchers wanted to make sure their hypotheses were correct before putting them into practise. Authors throughout time have offered their own unique takes on the connection between education and productivity in the workplace. People who believe that learning leads to improved organisational performance often offer the example of a scholar who

knows that if he or she learns anything new, that person's future performance will also improve. It was also argued that because learning supports change, this performance will ultimately improve.

The learning process's efficiency and efficacy are greatly influenced by the data generated by performance. One expert believes that companies that are able to learn successfully outperform their rivals over the long term²². Researchers have found a significant correlation between training and productivity in the workplace. Some scholars have even provided actual evidence for the presence of this favourable association. Scholarly research tells us that high-quality training programmes boost morale and productivity because workers trust their employers more now that they know they spend time and money into their professional development. This training leads to individual members gaining knowledge and skills, which in turn leads to organisational learning that improves performance. Facilitate training that leads to learning by these, which in turn leads to higher performance, through evaluation of individuals and detection of gaps. Better communication and collaboration among workers is the result of instituting improvement groups, quality circles, or problem-solving groups. Better quality and more effective output can be attained through training programmes that increase workers' capacity for learning. The overall effectiveness and health of the company will increase as a result²³.

Human resource information system effectiveness at universities in West Sumatra was shown to be moderated by an organization's capacity for learning²⁴. Academic and financial outcomes benefit from organisational learning initiatives implemented in higher education institutions, as faculty and managers acquire new competencies. The authors of

this article used data from an empirical study conducted at Vietnamese universities to argue that organisational learning serves as a mediator between the practises of human resource management and the effectiveness of educational institutions, thereby improving both the former and the latter. Employees' knowledge and abilities should improve through their inclusion in decision-making in higher education, according to the theory of organisational learning. Team and company output are both boosted by employees' willingness to learn from one another. Last but not least, involving university faculty in management decision-making is only possible when employees are highly motivated. We argue that the consequences on student outcomes can be mitigated by the implementation of organisational learning since teachers and administrators can learn from one another's successes and failures. Thus, organisational learning can fortify the link between engagement and learning outcomes.

The purpose of this research is to determine how the University's Master of Management programme is affected by factors such as the workplace environment, organisational culture, and the delivery of lectures¹¹⁹. The study's most crucial results show that academic lecturers' job satisfaction has a direct and beneficial effect on their productivity in the classroom. The purpose of this research is to find out how the faculty at the University of Ouargla thinks composition quality can be raised, how students' abilities and opportunities to shape their own educational trajectory can be expanded, and how educational outcomes can be enhanced¹²⁰. The study's key takeaways were that faculty members help improve the supervision process and that the quality of higher education outputs is closely correlated with the level of supervision. The study's goals are to identify the strategies and methods faculty members use with their students, catalogue

the barriers that prevent faculty members from using contemporary teaching strategies and methods, and identify the personal and professional resources available to faculty members in order to manage teaching. The study's most salient findings are that some faculty members are frightened to smile in the front of students and that they lack originality, and that these are also things the individuals should work to change.

The purpose of this research is to determine the training needs of the faculty member responsible for evaluating students across a variety of academic programmes, as well as to promote the original calendar's culture¹²¹. The study's most important finding was that professors are well aware of the need of development methodologies and training for faculty to prepare measuring instruments. Overall, respondents agreed that technological innovation and mechanisation are necessary. A third study sought to determine what factors contribute to university success, how strategic planning can improve university performance, and what kinds of performance indicators are most useful. The study's most salient conclusions concerned the easy accessibility of key metrics for evaluating academic institutions' effectiveness. And the accessibility of elements of institutional performance quality (which are second only to philosophy, mission, and goals in importance).

One of the goals of this research is to determine what has to be done in order to boost academic performance at universities, what resources are available to do so, and how all of these things may be accomplished. The study's most significant conclusions are that each institution's professors and management have its own vision and message that flows from the vision and mission of the university to which they belong. The institution has a suitable working environment with all the necessary technology resources and tools to

enhance academic achievement. The research's overarching goals are to improve and modify plans and curricula to be more in line with the Omani environment, to try to establish a clear and defined road map for the development of curricula for these colleges, and to increase the efficiency, quality, and good selection of faculty members involved in the educational process¹²².

The study's most crucial results indicated a discrepancy between the distribution of resources between grade levels and classrooms. The availability of books in terms of time, amount, and kind are all problematic, and there is a serious problem with the scientific supervision and coordination of core and sub-courses of some of the courses without considering the degree of academic certificate. The scientific content is inadequate, consisting mostly of PowerPoint lectures with no input from the teaching staff.

There is also research into how incorporating computers into the classroom can foster a culture of innovation among students, as well as how doing so can improve students' academic performance and scientific literacy¹²⁴. The study's key takeaways centred on how the standard of graduating projects influences the growth of a school's performance and its social responsibility. The academic achievement of the student is negatively impacted due to inadequate preparation and a lack of guidance. The notion that interests and objectives can be achieved through a dependence on active involvement and enhanced opportunities for innovation. In light of the principles and scientific foundations of the study, the research conducted by another scholar aims to assess the performance of the Suez Canal University by employing the Baldrige standards for educational excellence. The primary objectives of this research are to characterize the university's performance and identify any deficiencies that may exist within its operations¹²⁵. The

study's key findings highlighted how the research community places differing weight on standards of excellence management for different industries and occupations. The university's websites on the Internet don't have enough information, e-mail has not been adopted as a document of administrative activity, and computers are used as typewriters.

The connection between operational efficiency and the capital structure can be deduced by looking at the correlation between efficiency scores and leverage. As a result, leverage has become a stand-in for risk. High-leverage businesses typically incur higher operating expenses due to the increased risk they face. The third hypothesis draws on the literature to assert that an increase in leverage decreases the efficiency of a restaurant. This research also presents accounting ratios for gauging a company's financial health, such as the cash flow from operations ratio. According to academics, corporate liquidity is a critical factor in the hospitality business, and managers should factor it into corporate strategy for entering new product or market segments. Liquidity is largely based on cash on hand. According to their research, restaurant cash flow does not follow the same trends as cash flow in other sectors during the same time period. They demonstrate, in particular, that restaurants strictly monitor their working capital, and that around half of the restaurants in the sample had negative working capital or negative cash levels. This leads to the fourth hypothesis, which states that there is a positive correlation between restaurant efficiency and cash flow from operations. Companies with greater cash flow ratios are more efficient since more money coming in means more opportunities to invest in things that will generate revenue quickly¹²⁶.

When starting a restaurant, it is important to include in the fixed costs, as was pointed out. If the rent (lease or mortgage payments) is expensive, they should be aware that even if

business drops, those payments won't change. Restaurant owners should give serious consideration to this matter because of the industry's vulnerability to economic downturns¹²⁷. Therefore, the amount of property, plant, and equipment is an important consideration for restaurant owners. The fifth hypothesis states that the more tangible an item is, the less efficient it is likely to be in a business setting, such as a restaurant. The connection between auditors' functions and earnings quality is discussed at length in the academic literature on accounting. One academic stated that auditing ensures that companies' financial statements accurately represent their economic performance and that regulations have been followed.

Numerous empirical studies have looked at the pros and cons of using a Big Four auditor versus a non-Big Four auditor for government agencies. Earnings quality tends to be higher when large audit firms are used (the "Big 4"), and this is attributable to a number of variables, including worries about the companies' reputations. Compared to smaller audit firms, the "Big 4" are more focused on sending a credible signal to the market. Since audit certification is seen as an extra indicator of the quality of the financial statements, the sixth hypothesis predicts a positive relationship between audited enterprises and restaurant efficiency.

According to the aforementioned literature study, the SERVQUAL instrument is the most often used model for evaluating service quality in the academic setting. A new academic study reviews and analyses the quality of Iranian universities and colleges from the viewpoint of their students. According to their review of 18 studies, the SERVQUAL model is the most reliable tool for gauging service quality in the academic setting. They

also draw the conclusion that the standard of education offered today is well below what students expect¹²⁸.

Scholars from Iran's Shahrekord University of Medical Sciences used the SERVQUAL model to measure the discord between students' expectations and their impressions of the quality of service they received while enrolled in the school of nursing and midwifery. Five factors—confidence, assurance, responsiveness, empathy, and tangibles—were examined when developing a SERVQUAL questionnaire. There was a significant negative disparity between students' expectations and their judgements of service quality, with the gap being biggest on the tangibles component.

Additionally, another researcher used the SERVQUAL model to inquire about how students at the Law Faculty of Osijek University in Croatia viewed the quality of the services they received. Student expectations exceeded the quality of service offered, as reported by Legcevic, who also found that the gap between perceptions and expectations varied significantly across the five categories. Organisational learning has been shown to be an important factor in both the creation of new ideas and the success of such ideas. Several investigations, including the research of some experts, have uncovered evidence of a correlation between the promotion of competence exploration and the generation of the learning that permits the performance of innovation in this sense. One study of SMEs also demonstrated this connection¹²⁹. Learning was found to have a positive effect on incremental innovation. Organisational learning was found to have a beneficial effect on the commercialization of new products. On the other side, process innovation is also tied to organisational learning. Therefore, the ability to introduce changes in the company's productive processes is bolstered by knowledge gained from customers, collaborators,

and business partners, as well as that which arises from the processes of continuous improvement from prior experiences and the solution of errors¹³⁰.

Finally, fresh information makes it easier to implement changes in other areas of the company. This is so because new knowledge may be implemented more easily, enhancing operational efficiencies throughout the business. Therefore, organisational learning promotes the growth of new ideas within a business. However, while it has been established that working with outside parties facilitates innovation, the literature also insists that businesses entering into such arrangements need to have in place organisational learning processes to incorporate the external knowledge into the business. Inter-organizational learning is acknowledged in the literature as a fourth level of knowledge acquisition, highlighting the connection between external alliances and learning processes. Collaborations with other organisations are great ways to gain access to new information and expand your horizons.

Moreover, a company's contacts with supply chain firms encompass not only its direct links with each of its network partners, but also its indirect links with the partners of these other firms; as a result, the scope of the company's potential for growth expands. In order to institutionalise this external information and put it to use for the company's aims, however, businesses require learning procedures. The corporation wouldn't benefit from having access to such information unless it was brought in. The ability to detect the worth of new information, assimilate it, acquire it, and apply it commercially is called "absorption capacity," and it has been the subject of research. Related research also recommends formally structured approaches of knowledge integration while creating new products¹³¹.

While records management as a field of study dates back to the 1970s, its professional roots can be traced all the way back to antiquity, according to recent research. Records management lacks a strong foundational theory since it borrows concepts and ideas from other fields (such as library science and archives). Lack of financial planning, lack of creating business records, lack of awareness of business records or refraining from referring to them, poor financial management, poor debt management, poor inventory management, poor fixing of costs and price, poor marketing research, and borrowing excess are just nine of the factors a scholar identified as major contributors to the failure of small and medium-sized businesses¹³². Due to a lack of a comprehensive records management system, the documents of many small firms are vulnerable to the destruction caused by fire or vandalism. In addition, they don't preserve their most important documents together in one safe place, and they don't classify their information in any meaningful way.

2.3.2 Record Management Practices and Job Performance

The effect of records management on business results has been the subject of many studies²⁵. A researcher in the state of Akwa Ibom, Nigeria, looked at how well secondary schools kept records and how well their administration functioned. Their research established a link between thorough documentation of academic activities and efficient administration, as well as between thorough documentation of financial activities and efficient administration. An investigation was conducted into the characteristics of an organization's record keeping systems, as well as the significance of bookkeeping and record keeping to the development of an enterprise. Data research revealed that most respondents did not maintain business records and were thus unaware of their company's

health and potential for expansion. The research concluded that small business owners benefited from maintaining thorough and current records. One expert looked into how keeping accurate books affects small businesses through an empirical study. Research results indicated a good correlation between maintaining accurate financial records and the success of small businesses.

Both the Federal University of Technology (Minna) and the Ibrahim Badamasi Babangida University (Lapai) in Nigeria were evaluated by a scholar who studied their respective record-keeping systems²⁶. The study's main takeaways were inefficient record-keeping procedures, unqualified staff, subpar infrastructure, and frequent blackouts. The importance of information user behaviour and effective records administration to an organization's effectiveness in the face of fierce competition was investigated. It has been noted that the institution is moving away from paper-based recordkeeping and towards a paperless, computerised, internet-based system. Users can now finish and submit their data in a timely fashion. Ga Molepo, Limpopo, South Africa's traditional institutions of leadership and governance have difficulties in terms of records maintenance. Bringing attention to records management, which is often overlooked in more conventional institutions, was the primary purpose of this research²⁷.

Records management's fundamental purpose is to smooth the way for documents to move freely within an organisation, so that relevant data can be found quickly and used effectively. A reliable and effective records management system is essential for carrying out this task. The records manager contributes to the business by easing the users' workloads. Organisational recordkeeping has been called everything from the "corporate secret weapon" to "the winning strategy" by academics²⁸. However, few institutions,

including educational institutions, pay sufficient attention to the administration of this corporate resource. It was acknowledged that effective records management may aid educational institutions in managing data, carrying out their mission more effectively, avoiding legal trouble, retaining institutional knowledge for future generations, and promoting accountability and good governance. If universities are to be more efficient and effective in carrying out their mission, the data contained in their records must be maintained in a systematic fashion. Almost every university's mission statement emphasises its dedication to "academic excellence," "innovation in research," and "critical engagement with society." Documents created over the course of these actions attest to the University's compliance with its legal obligations. Valuable evidence could be lost forever if such records were improperly managed or misplaced. To properly manage records, one must implement controls across the whole records life cycle, in accordance with generally accepted records management concepts and models. Unfortunately, it has been noted that public office records managers receive little to no training, leading to widespread incompetence among public records managers (university registry personnel)²⁹.

Using a descriptive research method, one scholar evaluated the record-keeping practises of secondary school principals in the state of Abia. Lack of funds, delays in the supply of materials, dishonesty, and an absence of interest and motivation among teachers assigned responsibility to manage records all contributed to issues with record keeping in secondary schools across Abia state. Research conducted in the state of Akwa Ibom in Nigeria found a significant correlation between the management of financial records, teacher and student records, and the performance of head teachers. The study used a de

facto research design approach with a sample of 14 randomly selected principals from public secondary schools in the state. According to the findings, school inspections can help spread good record-keeping procedures in educational institutions. This study is related to an earlier one that evaluated various methods of record keeping. This is so because identifying the kind of secondary school records that are now being preserved is one of the goals of the study³⁰.

Another study looked at the relationship between financial management practises and the success of female business owners, and it employed a survey design to collect data from 114 women business owners in Osun State, Nigeria³¹. The study found that effective financial management practises have a significant, beneficial effect on the success rates of female business owners. Another study was done on the topic of record keeping in Tamale Metropolis, Ghana's small and medium-sized businesses. The study set out to examine the connection between meticulous record keeping and financial success³². One hundred (100) small and medium-sized businesses in the Tamale Metropolitan Area were chosen at random. The study's findings showed that the degree of record keeping practised by the micro companies examined had a significant impact on the performance of those businesses. Another Nigerian study focused on the role that accounting knowledge and expertise had in the success of small enterprises there. The study favoured a survey methodology, thus a total of 140 people were asked to fill out standardised questionnaires to provide their feedback. The research found that small business success is greatly boosted when owners also have solid accounting knowledge.

In an effort to shed light on the effects of IT on worker productivity, researchers developed a theoretical model that establishes connections between characteristics of

organisations and end users, the quality of the information and services provided by those organisations, the characteristics of the industries in which those businesses operate, and the characteristics of the tasks performed using those organisations' IT systems. Perceived performance, attitudes towards using the system, and system use are all influenced by measures of organisational traits, individual traits, information quality, system' service quality, industry traits, and tasks performed using the system¹³².

A research project called "The role of information technology in improving corporate performance: A Case Study Jordanian Free Zones Corporation"¹³³. The purpose of this research was to analyse the effects of IT on Free Zones Corporation Jordan's productivity from 1996 to 2005. There was no significant correlation between the size of the investment, hardware, software, or workers in the field of information technology and the effectiveness of the institutional performance indicators with the exception of the goal of return on cost, and all aspects of information technology were improved. There is no correlation between IT investment size, hardware, software, or personnel, or any other useful institutional performance measures, with the exception of ROI.

There was another study published with the title, "The Impact of Information Management Practises to Enhance the Efficiency and Effectiveness of Jordanian Commercial Banks." Analysis of the Arab Bank Case" The purpose of this research was to determine how the Arab Bank's personnel, management, and interactions with customers are affected by the bank's adoption of best practises in information management. An appropriate degree of information provided by the systems used very high and reflected thus on the effectiveness of decision-making that are meant to take is one of the study's most important conclusions, as is the fact that Arab Bank has

efficiently met the needs of its customers by supplying the necessary hardware and software¹³⁴.

A researcher surveyed the General Customs Authority in Saudi Arabia¹³⁵ to assess the effect of cutting-edge information technologies on worker productivity. The purpose of this research was to learn more about the information flow within the Customs Department, how relevant information is identified and categorised both internally and externally, and what effect, if any, modern information systems have on worker productivity. The study's most notable findings include: 61 percent of respondents' lack of familiarity with specialised training programmes in the field of modern information technology; 24 percent of respondents' answers that this type of training is not already present in training programmes; 87 percent of respondents' approval of the belief that the use of modern information systems will contribute to the accuracy of the business¹³⁵.

Administrative decision-making at the University of Jordan was the subject of "Evaluation of the Role of Management Information System" and "Evaluation of the Role of information Management Practises in Administrative Decision-Making at the University of Jordan"¹³⁶. The goal of the research was to go deeper into the topic of information management practises and evaluate how the University of Jordan's current information systems contribute to administrative decision making. The relationship between information management practises and information quality for administrative decision making was also investigated. Information management practises were found to have a favourable correlation with the quality of information contributions, according to the study. Thus, a high-quality management information system results in sound business judgement.

At the KwaZulu-Natal Department of Arts and Culture, researchers looked at how information management practises affected employee productivity¹³⁷. Government agencies utilize information for various purposes such as strategic and operational planning, reporting, and compliance. This information is collected, processed, and then employed to meet the aforementioned objectives. The collecting and processing of data are significantly dependent on information systems, which provide the synchronization and exchange of vast quantities of data. In order to proficiently oversee the strategy trajectory of the business, top managers must engage in information processing activities at both the strategic and operational levels. This entails employing information management practices such as monitoring operations, evaluating and strategizing new services, and tracking trends. The assessment of job productivity can be primarily obtained from the implementation of enhanced techniques in information management¹³⁸. The study's goal was to document how the Department of Arts and Culture in KwaZulu-Natal uses information management practises to evaluate employee productivity. To further understand the issue, we adopted a case study methodology. The study comprised managers of the department's central programmes. Data was gathered through in-person interviews and self-reported surveys. Based on the results of the research, it was determined that the impact of information management practises on evaluating employee performance was minimal. The agency lacked both a comprehensive performance management information system (PMIS) and the resources necessary to create and maintain one. The report suggests the agency strengthen its capabilities to fully deploy a PMIS and formalise its performance assessment system. Research that delves deeper into the information management systems and includes individuals outside of management is

warranted. Research into how different information-management strategies affect the productivity of Nigerian businesses.

Over time, information management practises in the corporate environment in Nigeria have grown in importance and are now crucial to how businesses function¹³⁹. This research investigates the problems and opportunities facing Nigeria's information management systems. Using a questionnaire and an interview, researchers in Abuja, Federal Capital Territory, North-Central Nigeria, examined their findings using the Z-test. Additionally, this research endeavours to emphasise the significance of management information systems in Nigerian commercial establishments. The goal is to find out how the IT infrastructure improves operational efficiency. In order to adapt to the rapidly changing global business market, the study suggests that companies adopt a more adaptable approach to information management by introducing new patterns and structures, prioritising communication with media outlets to increase the company's market share, and investing in the right kind of computer software.

According to a study titled "The Role of Information Management Practises in Boosting Workforce Productivity: A Case Study of Iran," The goal of this survey study was to investigate the effect of information management procedures on the efficiency of human resources¹⁴⁰. All 462 employees from the company's executive, middle management, and entry-level were included in the sample. 210 people were randomly picked from the population to serve as a sample. The researcher developed a data collection instrument in light of these six features of information. Descriptive statistics, indices of central tendency, and the T test were used to examine the data. The study found that the two most critical criteria in determining human resource productivity were the availability of

relevant information and the efficiency of that information. The study argues that IMS delivery of information through networking, management support of IMS, and on-the-job trainings all have positive outcomes.

A study was done on the impact of management information systems on the efficiency of Jordanian telecommunications firms. This research delves deep into the topic of information management practises and their connection to productivity at work in Jordan. For this study, a random sample of one hundred (100) employees from ten (10) different telecommunications company branches was chosen from the entire population of telecommunications enterprises in Amman. According to the research, telecommunications workers in Jordan have a favourable impression of information management. The survey also found that workers in Jordan's telecommunications industry have a generally positive outlook on databases, likely due to the prevalence of databases in the industry's managerial system. According to the data, the hypothesis that "management information systems have no effect on employee productivity in Jordanian telecommunications firms" is false. Planning, designing, implementing, managing, and improving information management practises is essential for keeping up with the ever-evolving requirements of the business¹⁴¹.

Another study looked at how "The Influence of Management Information System and Information Technology on Management Performance and Satisfaction"¹⁴². The purpose of this research was to analyse how MIS affects organisational effectiveness and strategic planning. The profiles of 170 top-level managers from different companies were analysed. The effectiveness of the firm and its business strategy were assessed using a questionnaire. The research proves that effective information management practises and

IT boost productivity and organisational effectiveness. The study also concluded that more sophisticated information management practises should be made available in proportion to the amount of data required. Having sufficient and reliable IT will also improve the efficacy of corporate strategy. The more dependable IT and information management practises are implemented, the better an organisation performs. Information technology has the potential to boost the productivity and efficiency of any business.

The use of information management practises to improve workplace productivity was also studied¹⁴³. The research highlights the value of information management practises to business success. Theories that describe how information management practises impact company performance have been analysed to find supporting evidence. Future events, efficiency, and productivity rates are all areas that can be impacted by good information management practises. In addition, it was found that improved strategic performance is associated with a better level of proficiency in Information management practises. The effective and efficient interchange of information throughout the organisation was also noticed as a result of the implementation of reliable information systems¹⁴⁴. In addition, businesses can boost their operations and efficiency by implementing innovative management approaches. These methods aim to improve the quality of the company's decisions, the quality of its output, and its ability to keep expenses down.

The impact of information systems on faculty and staff productivity in universities was studied¹⁴⁵. The data was analysed using a method called partial least squares. According to the findings, the success of information systems is dependent on the capabilities of those systems, and the satisfaction of workers, their dedication to their jobs, and their overall productivity are all influenced by these factors. The Information Management

Practises System and Employee Performance at Seven-Up Bottling Company in Aba and Port Harcourt was the subject of another study. The study used a sample size of 117 participants. Data analysis and hypothesis testing made use of descriptive statistics and Spearman's rank correlation. According to the results, the Seven Up bottling company in Aba and Port Harcourt benefits significantly from having an effective management information system in place¹⁴⁶. Another researcher looked into the link between accounting information systems and employee productivity with an emphasis on small and medium-sized enterprises (SMEs) in Saudi Arabia (n=147). Data analysis and hypothesis testing were performed using smart partial least squares. The results show that implementing an AIS significantly affects job performance in every measurable way, particularly in terms of saving money, boosting quality, and making better decisions. Almazán,

A researcher looked into how 148 information systems affected business outcomes. The study included a representative sample of 133 businesses from the Mexican state of Tamaulipas. The data was analysed using the statistical method of Partial Least Squares (PLS). Based on user perceptions of the importance of information availability and accuracy in ensuring a system's successful implementation, the empirical analysis shows that information quality is the most important antecedent for user satisfaction and for the utility of the IS. The impact of management information systems on employee productivity at Kenindia Assurance Company Limited been studied by a number of researchers. To better understand the information, an ordinal scale was used. The study's findings showed that when information management practises were implemented, both resource availability and worker satisfaction improved. According to the study's findings,

workers are understandably anxious about the new IS out of concern that it will replace them¹⁴⁹.

Researchers at the Palestinian cellular communications firm Jawwal looked at the link between the company's use of computerised information management practises and higher worker productivity. A questionnaire was created and administered to gather information and quantify the research variables needed to accomplish the study's goals. SPSS was utilised¹⁵⁰. The study found a number of interesting findings, the most important of which was the existence of a statistically significant role for the requirements of operation and management of computerised Management Information Systems (physical, software, human, organisational) in enhancing the performance of employees at the Palestinian Cellular Telecommunications Company - Jawwal. There are statistically significant differences between the respondents' Computerized Management Information Systems and their relationship to improving the job performance of the employees of the Palestinian Cellular Telecommunications Company - Jawwal, due to the demographic variables (scientific level, years of experience, place of work, job level. The study concluded with a number of recommendations, the most important of which is the need to keep abreast of technological developments in the field of Management Information Systems and to ensure the use of modern equipment and advanced software. To take care of the availability of modern networks and work to solve network problems such as problems of interruptions and slow communication that came within the results of the study. Hold courses for users related to information technology and operational software and application to increase users' awareness of the capabilities of the hardware and software used and not focus on how to use only.

In a study aimed to identify the role of Knowledge-Based computerized management information systems in the administrative decision making process and that can lead to a reduction or limitation of potential problems, especially those related to unintended bias and ambiguous, these problems controls the collection of information for the primary knowledge base, and given that the knowledge based systems, computer information systems constitute a dynamic, constructed and programmed throughout specialized knowledge based systems programming languages¹⁵¹. That is, they learn from the experience and knowledge gained. They can be used to build intelligent business decision making systems. The research found a set of recommendations, including: the need to use knowledge-based computerized information systems in the administrative decision-making process. And the configuration of tires capable of using modern applications of information technology in various administrative levels. As well as benefit from the advantages offered by the knowledge-based with respect to the effort, time and money and to be able to respond to environmental conditions and changes.

Using a random stratified sample of 30 participants, the researchers checked the questionnaire's internal consistency, structural validity, and consistency to determine if it was suitable for use in the study's intended purpose of identifying the reality of integrating the dimensions of computerised health information systems in Dar Al-Shifa Medical Complex¹⁵². The response rate was 89.5%, with a total of 197 responses retrieved. No statistically significant differences were found between the averages of the study sample and the domains combined with respect to gender, education, workplace, length of service, or job title. The results showed that those over the age of 40 benefited from statistically significant differences in the sample mean on these areas related to age.

Due to the administrative nature of the activity, the results confirmed that there are statistically significant disparities between the averages of the sample estimates of the study on this field. The results showed that those with 10 years of service or more have a statistically significant advantage over the average of the study group in these two sectors. The study concluded several things, one of which is the need to set up a specialised department of computerised health information systems, with clear responsibilities and including technical and administrative specialists and health personnel in the number and efficiency required, working as a team to implement mechanisms of work in computerised health information systems and have direct contact with staff in clinics and divisions to provide services and technics. Leaders should do more to help staff make use of electronic health records by learning about and empathising with their unique requirements. Intent on contributing to the computerised health information system's hardware and software by way of providing the necessary hardware and software. Improving the quality and efficacy of administrative and medical choices made in clinics and departments requires the use of database systems.

Applying a social survey methodology to employees who directly practise the functions and activities of human resources departments in the central security agencies in Riyadh, a study was conducted to identify the role of automation in improving the performance of human resources departments. In spite of its general weakness, automation has the potential to considerably aid in human resource planning, recruitment, and the determination of training needs. Human resources departments' productivity increased dramatically, and the study demonstrated that there are barriers to further automating this process¹⁵³. Another set of researchers set out to determine how much of an effect

management information systems and IT have on organisational effectiveness¹⁵⁴. The research found multiple findings, the most significant of which was that administrative information systems and information technology boost an organization's efficiency, effectiveness, and strategic work. The more productive and effective an organisation is, and the more positive the attitude of its personnel towards efficiency and effectiveness, the more efficient and effective it will be. In another study on the benefits that businesses might reap from adopting new forms of information and communication technology, researchers focused on the Internet and other forms of modernised communication infrastructure¹⁵⁵.

The study also includes a qualitative exploration of the actual implementation of these cutting-edge tools in the Palestinian context. Internal users and decision-makers have access to data via information transfer technologies. Most Palestinian businesses don't employ them, and the study's most significant findings point to managers' ignorance of the Internet's potential and their inability to communicate effectively in English as primary causes. Managers' credentials, the quality of training they received, and the size of their businesses also play a role. The purpose of this research was to show how regulatory and technical issues affect the use of MIS in the banking industry. Technical elements and organisational variables were discovered to have a statistically significant impact on the implementations of information management practises. Employees and employees, the survey found, should have input into the creation of management information¹⁵⁶.

Another study that aims to evaluate the importance of such systems in Palestinian university decision-making compares and contrasts the various aspects of university

information management practises (Management Information Systems - the effectiveness of system users)¹⁵⁷. The quality of information and the application of information management practises to the decision-making process were also measured in the study. The research found that the components of Information management practises for the Islamic University were different, and that there was a strong correlation between the Department of Information Systems' organisational level and the quality of information and its use in decision making.

Based on the input and output models of information systems functions used to support the efficiency of functional processes and improve the performance of institutions, a model was designed to measure the performance of information systems¹⁵⁸. This study's proposed management model includes three measurable outcomes and current trends: system efficiency, information effectiveness, and service efficiency. System efficiency is measured in terms of how well it meets user needs (such as speed of response) and how it affects employee productivity at work. The efficiency of the model and the favourable effect it has on the efficiency and productivity of organisations. Various studies have been conducted in a wide range of settings, with a wide range of organisational activities being studied, a wide range of variables being examined, and a wide range of statistical techniques being used to obtain and analyse the data. Management information systems have been shown to be crucial to an organization's success, as long as they are implemented correctly, backed by top-level management, and given a conducive setting in which to thrive.

Similarly, a study examined factors affecting information management practices in Kuwaiti public sector. The purpose of this research was to assess how individual and

organisational factors influence the information-seeking behaviours of public sector managers¹⁵⁹. The study found that managers' information management habits change depending on their age, level of education, and the type of information system they employ. Another researcher looked at the role of intelligence decision systems in Turkish enterprise information management, and their findings were identical to those of the first. According to the results, intelligence methodology is an innovative method for handling data. An intelligence technique is a system that helps in decision-making by collecting data, analysing it, diagnosing the underlying problem, and then offering solutions and evaluating their efficacy. According to the findings, investing in information management should be based on both intelligence approaches and company strategy and needs, and integrating cross-functional strategies is essential for efficient information management¹⁶⁰.

Scholarly research about records management in Botswana labour organisations was also conducted. The survey method was utilised to collect data from 45 participants in this quantitative investigation. The research confirms that some enterprises do engage in some type of information management, but these practises are found to be inadequate. The findings reveal that all phases of information management—from production to storage to analysis to dissemination—are plagued by issues¹⁶¹. The findings of the study highlight the importance of information management policies and methods for achieving optimal efficiency. A researcher looked at how information management practises have changed over time from the point of view of the end users¹⁶². Based on the findings of the research, it is clear that information overload and information fragmentation are two of the primary issues plaguing current information management strategies.

One definition of information overload is when an individual or organisation is faced with more data to process than they have the resources, skills, or time to handle effectively. According to the study, information fragmentation occurs when various types of data are stored and accessed in various places and formats using a wide variety of software programmes. It was determined through this analysis that despite the fact that technology has made recording, creating, receiving, storing, and distributing simpler, it is still challenging to manage and use them wisely. As time goes on, people and businesses will produce even more data, but internal resources have stayed the same. Workers in the information industry that rely on current knowledge will have a very challenging time in the future.

A researcher studied the topic of efficient information administration and established several guidelines that are now widely recognised as fundamental to the success of information management initiatives. A lack of clear policies and guidelines on information management programmes, as well as a lack of support from top management, as well as a lack of the human and other physical resources needed for effective information management, are all highlighted in this review as major obstacles to information management programmes in modern organisations. As a result of these obstacles, we now have information that is of low quality, inconsistent, duplicated, and out of date. The study suggests that information management systems take into account the multifaceted nature of users' requirements, which could help alleviate some of these problems. All employees of the company must actively participate in the information management project, and strong leadership is essential. Last but not least, effective

policies and strategies formed from the organization's plan should form the basis of information management initiatives¹⁶².

Iron Mountain also did an analysis similar to this one to determine a compliance baseline for information management and to compare information management programmes in five key areas of best practise. The research showed that while information management practises have greatly improved, there are still some difficulties in the areas of rules and procedures. Despite progress in policy creation, the study finds that few organisations are actually using electronic records management. Information management best practises are broken down into five categories in this paper: rules and procedures, retention, index and access, privacy and disposal, audit and accountability. The poll revealed some interesting facts about the development of information management, including the fact that 94% of the companies surveyed are increasing their spending on information management, and that 72% of those same companies do not have a strategic plan for information management. Also revealed was the fact that while 80% of companies have some sort of policy, just 37% said they strictly adhered to it. According to the data gathered, significant progress has been made in the areas of information management investment and policy development¹⁶³. However, the policies are not being carried out properly, and there is a lack of a comprehensive strategy for managing information in some circumstances.

Several researchers set out to learn more about the challenges in information management and IT that prevent organisations from working together effectively¹⁶⁴. Information management, the study found, necessitates a deeper level of organisational change than does information technology. This indicates that information management challenges are

distinct from IT issues and warrant the participation of all team members, including upper management. This was done as part of an evaluation to determine how well people in numerous African countries understand the importance of good information management practises and the difficulties they face in this area. According to the research, the different policies and tactics that African governments are implementing to reduce poverty are doomed to fail unless they also address governments' track records. The study uses examples from a number of African countries to illustrate a number of problems, including a lack of resources (both financial and human), outdated and inadequate infrastructure, and a digital skills gap amongst the workforce. Since efficient information management is fundamental to the process of reconstructing any country, the study stated that until these problems are adequately addressed, Africa would not make meaningful progress in terms of development.

Concepts and findings from relevant research were combined to provide an overall picture of how people normally categorise and file their own information¹⁶⁶. According to the study's findings, well-organized data can do more than just make it easier to find what you need; it can also act as a helpful reminder of upcoming chores and a reflection of how you think about the connections between different pieces of data. Review findings highlight the critical importance of information management to enhancing productivity on the job.

Similar studies have shown that investment in technology has contributed significantly to the growth of output in the United States, but some scholars have argued that investment in information technology has not led to increases in profitability and productivity¹⁶⁷. This is according to a study that looked at the effect of information management

investment value on job performance. Several aspects, such as a firm's strategic advantage and new technology, are held responsible for job performance, according to the study that investigates how investment in IT will lead to a favourable outcome. This indicates that IT spending has an oblique effect on productivity.

There is strong evidence linking the surge in productivity in the late 1990s to the widespread adoption of IT, according to a study evaluating the link between investment in information managed by technology and productivity returns in US industries¹⁶⁸. In contrast to the conclusion of a study that evaluated the cost and benefit that organisations have experienced as a result of IT implementation, another study that evaluated the high increase in information technology investment in the 1990s concluded that the increase could be attributed to the fall in the prices of information technology goods. There were 126 SMEs in the construction industry who participated in the survey for this study. The study uncovered three major takeaways, including the fact that different types of firms put varying amounts of money into IT, that the size of an organisation had no bearing on IT spending, and that a lack of strategic vision made it difficult to justify IT spending¹⁶⁹.

The study found that managers' roles, tangible investments in intellectual capital, investments in ICT, and strategic capacity all have a significant impact in building SMEs' competitiveness. 15% of an organization's revenue is spent on information creation, management, and distribution, 60% of employee time is spent working with information, 75% of records are still kept in paper form, and 65% of worker time is spent looking for information¹⁷⁰. Managing information as a valuable resource is emphasised in the study as a means to boost performance on the job through measures such as limiting data growth, cutting costs, boosting efficiency and productivity, and protecting sensitive data.

In the long run, this will provide businesses an edge in the marketplace. To achieve their goals, innovation champions are willing to take risks and stand up to opposition from within the organisation as well as external political forces. An advocate, patron, mentor, conductor, and facilitator of ideas, as well as a rule-breaker¹⁷¹.

Organisations rely on a wide variety of information sources, as noted in a research on the state of information management. The study found that while 72 percent of respondents had increased compliance with laws, rules, and policies, only 13 percent had a defined information management strategy. Eighty-seven percent of respondents claimed that information management has helped them save money and work more efficiently, and sixty-eight percent said it has increased their profits. According to the findings of this analysis, businesses can gain a strategic/competitive advantage by implementing information management strategies that aim to unify their many information systems into one¹⁷².

A researcher looked at how information management practises have aided managers in decision making, and they found the following key performance benefits: improved coordination between departments, faster and more accurate referencing, easier access to relevant data and documents, lower labour costs, and support for routine tasks like accounting and stock control. The study's findings suggest that MIS—which many experts, including Davis, refer to as "information management"—allows businesses to reduce expenses and increase productivity. A study was conducted to determine the financial and operational benefits of information management. Based on the findings of the research, it is difficult to determine the return on investment related to information management since it generates indirect business value but has direct business costs.

Business goals, project execution, and final results are the three pillars of successful information management. This means that technical, business design, and operations are utilised to implement the initiatives and evaluate how information management is used to meet the objectives, and that the business objectives look at the goals and objectives of the organisation that the initiative addresses. The research shows that investing in information management has a positive return on investment.

2.4 Conceptual Framework

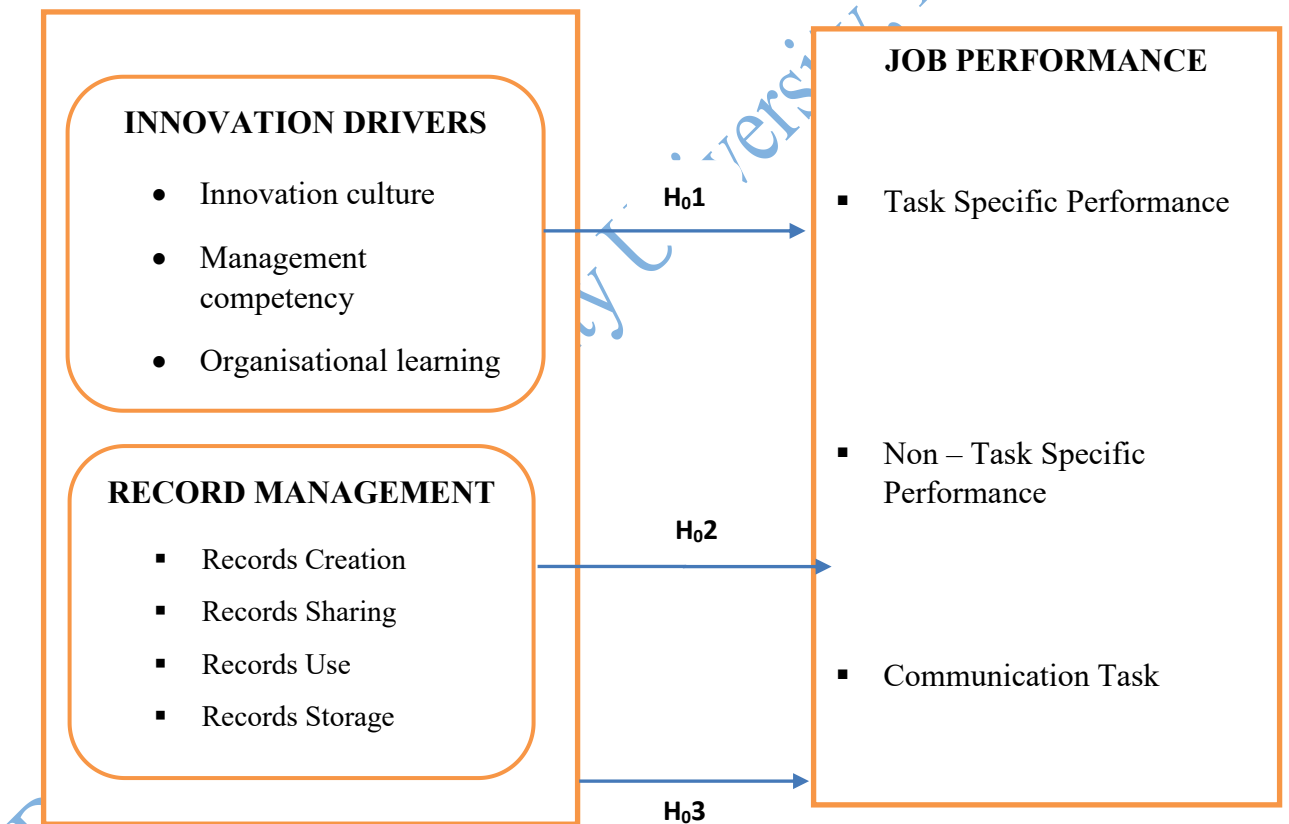


Figure 2.1: Conceptual Model

Source: Researcher 2022

The above conceptual framework shows the proposed relationship between the independent (innovation drivers and record management practices) and the dependent

(job performance) variables. The model is showing the influence of innovation drivers and record management practices and job performance of administrative staff of tertiary institutions in Edo State, Nigeria. Moreover, the model has three variables: Innovation drivers, record management practices, and job performance. Innovation drivers been the first independent variable has sub-measures which includes; innovation culture, management competency, and organisational learning. Been an evolving variable, innovation scholars have an inconclusive measure of innovation drivers nevertheless, this study follow some empirical works to contextualize innovation drivers to include innovation culture, management competency, organisational learning, and employee creativity^{22,57,58,59,61,63,108,111}. These measures equally find theoretical support in the RBV as they form different internal organisational resources and capacities that can drive innovation and that can enhance employee and organisational performance.

In addition, record management practices being the second independent variable has sub-measures such as records creation, records sharing, records use, and records storage. Previous conceptual and empirical literature on record management practices have considers the identified measures as appropriate in discussing record management practices in different research context in several research context and this study equally finds is appropriate for its use^{85,100,139}. These measures equally find theoretical support in the theory of information life cycle management given that it presents the stages in record management practices. Also record management practices find additional relevance in the RBV as they form a unique internal

organisational resources or capacity that can enhance employee and organisational performance through proper record management practices.

The sub-measures of job performance were the resultant issues noted during preliminary investigate of administrative staff of tertiary institutions in Edo State which warrant urgent investigation. Job performance depicts employees' contribution to the success of an organisation as posited by John Campbel include Task-Specific Performance, Non-Task-Specific Performance, Communication Task, and Personnel Discipline. These measures were adapted from prior job performance literature^{21,27, 109,133}. In addition, the conceptual model shows that hypothesis one will investigate the influence of innovation drivers on job performance. Also, hypothesis two will examine the influence of record management practices on job performance and hypothesis three will evaluate the combined influence of innovation drivers and record management practices on job performance of administrative staff of tertiary institutions in Edo State.

2.5 Summary of Gaps in Literature Reviewed

This chapter has reviewed related literature relevant to this research work. Literature reviewed on the concept of job performance, explored its meaning and discussed empirical findings on performance of administrative staff from series of tertiary institutions. The review on literature on performance of administrative staff showed that John Campbel include Task-Specific Performance, Non-Task-Specific Performance, Communication Task, and Personnel Discipline were strong components of administrative staff performance. Literature gives a deep insight into various meanings of administrative staff's duty.

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

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Chapter Three

Methodology

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

3.1. Research Design

This study adopted the descriptive survey research design. A descriptive survey design describes a condition or phenomenon as it exists naturally without manipulations. For the purpose of this study, descriptive researchable the researcher to examine the measures of innovation drivers and record management practices as they influence job performance of administrative staff of tertiary institutions in Edo State, Nigeria. This method is appropriate because it is found useful in the collection of data on phenomena as employed by earlier scholars that share similar context with that of this study^{1, 2}. The method enables the researcher to collect data from a sample population that is representative of the total population.

3.2 Population of the Study

The population of this study comprises of four hundred and eighty-one (481) administrative staff of University of Benin, (Federal), Benson Idahosa University, (Private) Igbinedion University, (Private) Edo State College of Education, Igueben, (State) Auchu Polytechnic, Auchu (Federal) and Ambrose Alli University (State). Table 3.1 present the population distribution based on the tertiary institutions in Edo State. There are other tertiary institutions but one was left out from each senatorial zone since they have similarities.

Table 3.1: Population of the Study

S/N	Name of Tertiary Institutions	Number of Administrative Staff in each Institution
1.	University of Benin, Benin City	101
2.	Benson Idahosa University, Benin City	89
3.	Igbinedion University, Okada	93
4.	Edo State College of Education, Igueben	64
5.	Auchi Polytechnic, Auchi,	59
6.	Ambrose Alli University, Ekpoma	75
	Total	481

Source³:

3.3 Sample Size and Sampling Technique

The sample size of this study is two hundred and seventeen (217) which were selected randomly from all administrative staff of the six institutions. This sample size was gotten from Krejcie and Morgan (1970)⁴. As shown in Table 3.2;

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

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

Source: ³

As seen on the table above, the sample size appropriate for 481 population is 217 of the administrative staff from the Edo State Tertiary Institutions.

Table 3.3 Stratified Sampling Calculation for the Sample used³

S/N	Name of Institution	% of total population	Calculated no for each sample
1.	University of Benin	$\frac{101}{481} \times 100 = 21\%$	$\frac{21 \times 217}{100} = 46$
2.	Benson Idahosa University	$\frac{89}{481} \times 100 = 18.5\%$	$\frac{18.5 \times 217}{100} = 40$
3.	Igbinedion University	$\frac{93}{481} \times 100 = 19\%$	$\frac{19 \times 217}{100} = 41$
4.	Edo State College of Education	$\frac{64}{481} \times 100 = 13\%$	$\frac{13 \times 217}{100} = 29$
5.	Auchi Polytechnic, Auchi	$\frac{59}{481} \times 100 = 12\%$	$\frac{12 \times 217}{100} = 26$
6.	Ambrose Alli University	$\frac{75}{481} \times 100 = 16\%$	$\frac{16 \times 217}{100} = 35$

Source: Researcher computation 2023

3.4 Description of Research Instrument

Responses were collected using a structured questionnaire titled: Innovation Drivers, Record Management on Job Performance (IDRMJP). The instrument was a structured questionnaire adapted from previous empirical studies. This study adopted the 4-point Likert scale design which allowed the researcher to provide their responses about the problem under study. The instrument collected opinion and perception of administrative staff of Edo State Tertiary Institutions. The instrument was divided into four as follows:

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

Section B: This section is designed to collect data on Job Performance of Administrative Staff and it has fifteen (15) items. The job performance scale covers measure such Task-Specific Performance, Non-Task-Specific Performance, Communication Task, and Personnel Discipline were adapted from John Campbell theory and employed by literature^{4,5,6,7}. The Cronbach's alpha coefficient for the variables are 0.7, 0.8, 0.6, and 0.76 respectively. The response options available to respondents following the Likert-type scale include Very high = 4, High = 3, Low = 2, Very low = 1.

Section C: This section is designed to collect data on innovation drivers and it has twenty-two (22) items. The innovation drivers scale, which indicate measures such as innovation culture, management competency, and organizational learning which were adapted from scholar in different context^{8,9,10}. Each of the adapted questionnaires is considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the variables are 0.7, 0.7, 0.9, and 0.8 respectively. The response options available to respondents following the Likert-type scale include Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

Section D: This section is designed to collect data on record management practices and it has twenty-three (23) items. The record management scale which indicates the effectiveness and efficiency at which each administrative staff management the institutions record with measures such record creation, record sharing, record use and record storage which were adapted from scholar in different context^{11,12,13}. Each of the adapted questionnaires is considered reliable given the reliability tested result reported by scholars. The Cronbach's alpha coefficient for the variables are 0.7, 0.8.

0.7, and 0.9 respectively. The response options available to respondents following the Likert-type scale include Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

3.5 Validity of the Research Instrument

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

3.6 Reliability of the Research Instrument

The researcher subjected the questionnaire to a reliability test to check the internal consistency of all items measuring each variable in the study. The reliability of the instrument was done through a pilot study using twenty-five (25) copies of the questionnaires which were administered to the administrative staff of Federal University of Technology, Akure (FUTA) which is not part of the study. The result obtained shows that a Cronbach's alpha coefficient of 0.76, 0.82, and 0.87 for innovation drivers, record management practices, and job performance respectively suggested that the instrument is reliable to establish internal consistency of the items in the questionnaire.

3.7 Administration of the Research Instrument

A primary data was collected to address the objectives of the study through a structured questionnaire in line with existing literatures. This instrument works well with a cross-section survey design mainly because it supports the collection of data regarding opinion and perception of respondents at a point in time on current issues and also because the research is dealing with the same categories of respondents. A letter of introduction was obtained from the Department of Information Management, Lead City University which was used to gain permission to conduct the survey from the management of all tertiary institutions in Edo State. Due to number of respondents, a two (2) day training was conducted for four (3) research assistants to ease the administration, retrieval and initial sorting of copies of the questionnaires.

3.8 Method of Data Analysis

The researcher analyzed the data collected using the descriptive and inferential statistic for the items in various sections of the questionnaires. Descriptive statistics is appropriate because it helps to describe and summarize data in terms of frequency distribution, mean, standard deviation, and percentage of response about variables under study, thereby answering the research questions. In order to test the hypotheses formulated, multiple regression was used to test hypotheses one to three because the study is examining the influence of multiple measures of independent variables on job performance as a measure of the dependent variable. The data collected for the study is analyzed using Ordinary Least Square regression technique using the Statistical Package for Social Sciences (SPSS), version 25 and all hypotheses in the study were tested at level of 0.05 significance.

Endnotes

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- ³ Edo State Ministry of Education, 2022.
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- ¹² Liu, C. Williams, A.M. & G. Li, *Knowledge Management Practices of Tourism Consultants: A Project Ecology Perspective*. **Tourism Management**. 1;91: 2022, 104491.
- ¹³ P. N. Egboka, & I. C. Igbokwe, *Record Management Practices Adopted By Administrative Cadre Staff For Effective Administration Of Federal Tertiary Institutions In Anambra State*. **Unizik Journal of Educational Research And Policy Studies**. 27;6: 2021 63-77.

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Chapter Four

Results and Discussion of Findings

This chapter dealt with data presentation, analysis and the interpretation of the results. The analysis is guided by the specific objectives and the hypotheses that were formulated in the study. The first section shows the presentation of the descriptive analysis using tables showing percentages and interpretation below the tables. Section two presents inferential statistics and discussion of findings comes at the later end of the chapter. The results presented were based on the research questions and hypotheses, which the study set out to answer and examine. Data was analyzed using SPSS version 26.

4.1 Data Presentation

A total of two hundred and ten (217) copies of questionnaire were administered, and two hundred and three (203) copies were returned. After sorting the questionnaires one hundred and eighty-seven (194) copies were certified as duly filled and considered usable. The useable questionnaire represented 89.4% response rate. The high response rate was recorded as the researcher administered the instruments with the help of research assistants who put concerted efforts in reaching out to implore administrators to participate in the study. The response results are presented in Table 4.1.

Table 4.1: Response Rate

Response Rate:	Frequency	Per cent (%)
Returned and used	194	89.4%
Not Returned/Returned but not used	23	10.6%
No of distributed Questionnaire	217	100%

Source: Field Survey Data 2023

4.1.1 Demographic Data of Respondents

This presents the demographic information of the respondents of this study.

Table 4.2: Demographic Information of Administrative Staff of Tertiary Institutions in Edo State, Nigeria.

Variables	Category	Frequency	Percentage
Gender	Male	108	55.7%
	Female	86	44.3%
Age	30 years and below	37	19.1%
	31-40 years	64	33.0%
	41-50years	76	39.2%
	51years and above	17	8.8%
Educational qualifications	SSCE	21	10.8%

	HND/BS.c	68	35.1%
	M.Sc	92	47.4%
	Ph.D	13	6.7%
Work experience	10 years and below	60	30.9%
	11-24 years	95	49.0%
	25 years and above	39	20.1%

Source: Field Survey Results 2023

This section consists of background and respondent's information that describes basic characteristics such as gender of the respondent, age of the respondent and faculty. The table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in Table 4.2 Profile of gender indicated that 108 respondents representing 55.7%% were male while 86 respondents representing 44.3% were females, indicating that most of the respondents were male. Demographic and personal profile of respondents as shown in Table 4.2 by age revealed that 37 respondents representing 19.1% were between ages 30years and below, 64 respondents representing 33.0% were between 31-40 years, 76 respondents representing 39.2%were between 41-50 years, 17 respondents representing 8.8% were between 51years and below, indicating that there were more respondents within the age 41-50 years. Furthermore,21 respondents representing 10.8% indicated that they had SSCE, 68 respondents representing 35.1% had HND/BS.c, 92 respondents representing 47.4% had M.Sc, and 13 respondents representing 6.7% had Ph.D. Also, 60 respondents representing 30.9%indicated to have worked for 10 years and below, 95 respondents representing 49.0% have worked

between 11-24years and 39 respondents representing 20.1% have worked between 25 year and above.

Table 4.3: Descriptive analysis of Job Performance of Administrative Staff of Tertiary Institutions in Edo State, Nigeria.

Job Performance Task Specific Behaviour	VH	H	L	VL	Mean
I do fulfil all the requirements of my job	(106) 54.6%	(84) 43.3%	(4) 2.1%	(0) 0.00%	3.53
I achieve all the objectives of my job	(100) 51.5%	(88) 45.4%	(6) 3.1%	(0) 0.00%	3.48
I complete all duties assigned to me on time	(100) 51.5%	(83) 42.8%	(11) 5.7%	(0) 0.00%	3.46
I go extra miles to carry out duties outside my job description	(96) 49.5%	(83) 42.8%	(15) 7.7%	(0) 0.00%	3.42
Average mean for task specific behaviour					3.4725
Non-Task Specific Behaviour	VH	H	L	VL	
I am never reluctant in helping my colleagues to do their work	(127) 65.5%	(66) 34.0%	(1) 0.5%	(0) 0.00%	3.65
I am always available to help my colleagues to do their	(107) 55.2%	(83) 42.8%	(4) 2.1%	(0) 0.00%	3.53

work					
I always volunteer to make sure that all my colleagues assignment are ready on time	(85) 43.8%	(102) 52.6%	(7) 3.6%	(0) 0.00%	3.40
I seek for task to accomplish without expecting anything in return	(69) 35.6%	(120) 61.9%	(5) 2.6%	(0) 0.00%	3.33
Average mean for Non-task specific behavior					3.4775
Communication Skills	VH	H	L	VL	
<i>I listen attentively when my boss gives me instructions to carry out</i>	(86) 44.3%	(102) 52.6%	(6) 3.1%	(0) 0.00%	3.41
I communicate effectively with my colleagues in my place of work and it helps me perform well at my place of work	(82) 42.3%	(105) 54.1%	(7) 3.6%	(0) 0.00%	3.39
<i>I write well and also document records well in my place of work</i>	(85) 43.8%	(102) 52.6%	(7) 3.6%	(0) 0.00%	3.40
<i>I communicate</i>	(85)	(105)	(4)	(0)	3.42

<i>effective with other staff in my place of work</i>	43.8%	54.1%	2.1%	0.00%	
Average mean for communication skills					3.405
Personnel Discipline	VH	H	L	VL	
<i>I always come to work on time</i>	(88) 45.4%	(97) 50.0%	(9) 4.6%	(0) 0.00%	3.41
<i>I am always motivated to achieve my institutions' goals</i>	(82) 42.3%	(106) 54.6%	(6) 3.1%	(0) 0.00%	3.39
<i>Working to beat deadline for goal achievement in my institution has always been my top most priority</i>	(99) 51.0%	(86) 44.3%	(9) 4.6%	(0) 0.00%	3.46
Average mean for personnel discipline					3.42
Grand mean for Job performance					3.444

Decision rule 1.00 – 1.49= very low, 1.50 – 2.49= low, 2.50 – 3.49 = high, 3.50-4.00= very high.

Note: VH-Very High, H-High, L-Low, VL-Very low

Source: Field Survey Results 2023

According to results in Table 4.3, 54.6% of the respondents are rated very high that I do fulfil all the requirements of my job, 43.3% high, and 2.1% low. On average, the respondents indicated that I do fulfil all the requirements of my job has a mean of 3.55.

Results also indicated that 51.5% of the respondents are rated very high that I achieve all the objectives of my job, 45.4% high and 3.1% low. On the average, the respondents indicated that I achieve all the objectives of my job has a mean of 3.48. Results also indicated that 51.5% of the respondents are rated very high that I complete all duties assigned to me on time, 42.8% high and 5.7% low. On the average, the respondents indicated that I complete all duties all duties assigned to me on time has a mean of 3.46. Also, results indicated 49.5% of the respondents are rated very high that I go extra miles to carry out duties outside my job description, 42.8% high and 7.7% low. On the average, the respondents indicated that I go extra miles to carry out duties outside my job description has a mean of 3.42 and task specific behavior has grand mean of 3.4725.

Results in Table 4.3, 65.6% of the respondents are rated very high level that I am never reluctant in helping my colleagues to do their work, 34.0% high and 0.5% low. On the average, the respondents indicated that I am never reluctant in helping my colleagues to do their work has a mean of 3.65. Results also indicated that 55.2% of the respondents are rated very high I am always available to help my colleagues to do their work, 42.8% high and 2.1% low. On the average, the respondents indicated that I am always available to help my colleagues to do their work has a mean of 3.53. Results also indicated 43.8% of the respondents are rated very high that I always volunteer to make sure that all my colleagues assignment are ready on time, 52.6% high and 3.6% low. On the average, the respondents indicated that I always volunteer to make sure that all my colleagues assignment are ready on time has a mean of 3.40. Results also indicated that 35.6% of the respondents are rated very high that I seek for

task to accomplish without expecting anything in return, 61.9% high and 2.6% low. On the average, the respondents indicated that I seek for task to accomplish without expecting anything in return has a mean of 3.33 and Non task specific behavior has a grand mean of 3.4775.

Results in Table 4.3, 44.3% of the respondents are rated very high that I listen attentively when my boss gives me instructions to carry out, 52.6% high and 3.1% low. On the average, the respondents indicated that I listen attentively when my boss gives me instructions to carry out has a mean of 3.41. Results also indicated that 42.3% of the respondents are rated very high that I communicate effectively with my colleagues in my place of work and it helps me perform well at my place of work, 54.1% high and 3.6% low. On the average, the respondents indicated that I communicate effectively with my colleagues in my place of work and it helps me perform well at my place of work has a mean of 3.39. Results indicated that 43.8% of the respondents are rated very high that I write well and also document records well in my place of work, 52.6% high and 3.6% low. On the average, the respondents indicated that I write well and also document records well in my place of work has a mean of 3.40. Also, the results indicated that 43.8% of the respondents are rated very high that I communicate effective with other staff in my place of work, 54.1 high and 2.1% low. On the average, the respondents indicated that I communicate effective with other staff in my place of work has a mean 3.405 and communication skills has a grand mean of 3.405.

Results in Table 4.3, 45.4% of the respondents are rated very high that I always come to work on time, 50.0 high and 4.6 low. On the average, the respondents indicated

that I always come to work on time has a mean of 3.41. Results also indicated that 42.3% of the respondents are rated very high that I am always motivated to achieve my institution's goals, 54.6% high and 3.1% low. On the average, the respondents indicated that I am always motivated to achieve my institution's goals has a mean of 3.39. Furthermore, the results also indicated that 51.0% of the respondents are rated very high that working to beat deadlines for goal achievements in my institution has always been my top most priority. 44.3% high and 4.6% low. On the average, the respondents indicated that working to beat deadlines for goal achievements in my institution has always been my top most priority has a mean of 3.46. The results also indicated that personnel discipline has a grand mean of 3.42 and job performance has a grand mean of 3.444.

The results of the first research question aver that the grand mean for job performance is 3.444 Based on the decision scale, this suggests that the respondents agree with the statement representing job performance of administrative staff of tertiary institutions in Edo State, Nigeria is moderately high; however, there still exists opportunities to attain higher level of job performance.

Table 4.4: Descriptive analysis of the Innovation Culture of Administrative Staff of Tertiary Institutions in Edo State, Nigeria.

Innovation Culture:	SA	A	D	SD	Mean
My institution sends administrative staff on training to acquire new knowledge	(72) 37.1%	(102) 52.6%	(20) 10.3%	(0) 0.00%	3.27
Encourage administrative	(69)	(116)	(9)	(0)	3.31

staff to use new methods of completing task given	35.6%	59.8%	4.6%	0.00%	
Evaluate existing administrative policies for area to improve	(93)	(90)	(11)	(0)	3.42
At individual level I am constantly seeking new ideas to enhance my administrative capacity	47.9%	46.4%	5.7%	0.00%	
My colleagues are open to new knowledge	(91)	(94)	(9)	(0)	3.42
My Colleagues are constantly seeking new information to get better at work	46.9%	48.5%	4.6%	0.00%	
I find learning a critical aspect that enhance innovation	(84)	(85)	(25)	(0)	3.30
	43.3%	43.8%	12.9%	0.00%	
	(119)	(72)	(3)	(0)	3.60
	61.3%	37.1%	1.5%	0.00%	
	(94)	(92)	(8)	(0)	3.44
	48.5%	47.4%	4.1%	0.00%	

Average mean for 3.394

innovation culture

Management competency	SA	A	D	SD	
Management use effective leadership style and are careful with how administrative staff issues are handled	(72)	(115)	(7)	(0)	3.34
There is evidence of interpersonal communication that aid work understanding for administrative staff	37.1%	59.3%	3.6%	0.00%	
	(70)	(111)	(13)	(0)	3.29
	36.1%	57.2%	6.7%	0.00%	

Our institution's management have the capacity to motivate administrative staff	(82) 42.5%	(101) 52.3%	(10) 5.2%	(0) 0.00%	3.37
We have management with proven integrity	(80) 41.2%	(108) 55.7%	(6) 3.1%	(0) 0.00%	3.38
We have management who can solve problem without creating chaos	(85) 43.8%	(99) 51.0%	(10) 5.2%	(0) 0.00%	3.39
We have management team who are actively involved in planning for the future	(92) 47.4%	(93) 47.9%	(9) 4.6%	(0) 0.00%	3.43
We have management team who are advocates of innovative behavior	(84) 43.3%	(101) 52.1%	(9) 4.6%	(0) 0.00%	3.39
Our institution has good working conditions which have enabled it to attract the right talent	(91) 46.9%	(96) 49.5%	(7) 3.6%	(0) 0.00%	3.43
Average mean for management competency					3.378

Organisational Learning	SA	A	D	SD	
Acquire new technologies/knowledge from various channels	(90) 46.4%	(95) 49.0%	(9) 4.6%	(0) 0.00%	3.42
Permits new knowledge, even when it conflicts with well-accepted experience and knowledge	(79) 40.7%	(106) 54.6%	(9) 4.6%	(0) 0.00%	3.36
Provides a favourable	(89)	(96)	(8)	(0)	3.42

context for changing obsolete beliefs	46.1%	49.7%	4.1%	0.00%	
Ready to change the way it operates	(101)	(86)	(7)	(0)	3.48
Establishing new values based on institutional needs	52.1%	44.3%	3.6%	0.00%	
Abandon outdated beliefs/routines	(92)	(12)	(1)	(0)	3.39
Training on new work procedures	47.4%	6.2%	0.5%	0.00%	
Average mean					3.37
Grand mean for Innovation drivers					3.39

Decision rule 1.00 – 1.49= strongly disagree, 1.50 – 2.49= disagree, 2.50 – 3.49 = agree, 3.50-4.00= strongly agree.

Note: SA- Strongly Agree, A- Agree h, D- Disagree, SD-Strongly Disagree

Source: Field Survey Results 2023

According to results in Table 4.4, 37.1%% of the respondents strongly agree that my institution sends administrative staff on training to acquire new knowledge, 52.6% agree and 10.3% disagree. On average, the respondents indicated that my institution sends administrative staff on training to acquire new knowledge is high with a mean of 3.27. The result also showed that 35.6% of the respondents strongly agree that encourage administrative staff to use new methods of completing task given, 59.8% agree and 4.6% disagree. On average, the respondents indicated that encourage administrative staff to use new methods of completing task given is high with a mean of 3.31. The results also showed that 47.9% of the respondents strongly agree that evaluate existing administrative policies for area to improve, 46.4% agree and 5.7 % disagree. On average, the

respondents indicated that evaluate existing administrative policies for area to improve is high with a mean of 3.42. Results also showed that 46.9% of the respondents strongly agree that at individual level I am constantly seeking new ideas to enhance my administrative capacity, 48.5% agree and 4.65 disagree. On average, the respondents indicated that that at individual level I am constantly seeking new ideas to enhance my administrative capacity is high with a mean of 3.42. The results also showed that 43.3% of the respondents strongly agree that my colleagues are open to new knowledge, 43.8% agree and 12.9% disagree. On the average, the respondents indicated that my colleagues are to new knowledge is high mean of 3.30. Results also showed that 61.3% of the respondents strongly agree that my colleagues are constantly seeking new information to get better at work, 37.1% agree and 1.5% disagree. On the average, the respondents indicated that my colleagues are constantly seeking new information to get better at work is high mean 3.60. Results also showed that 48.5% of the respondents strongly agree that I find learning a critical aspect that enhance innovation, 47.4% agree and 4.1% disagree. On average, the respondents indicated that I find learning a critical aspect that enhance innovation is high with a mean of 3.44 and innovation culture has a grand mean of 3.394. According to Table 4.4, 37.1% of the respondents strongly agree that management use effective leadership style and are careful with how administrative staff issues are handled, 59.3% agree and 3.6% disagree. On the average, the respondents indicated that management use effective leadership style and are careful with how administrative staff issues are handled is high with a mean of 3.34. Results showed that 36.1% of the respondents strongly agree that there is evidence of interpersonal communication that aid work understanding for administrative staff, 57.2% agree and 6.7% disagree. On the

average, the respondents indicated that there is evidence of interpersonal communication that aid work understanding for administrative staff is high with a mean of 3.29. Results also showed that 42.5% of the respondents strongly agree that our institution's management have the capacity to motivate administrative staff, 52.3% agree and 5.2% disagree. On the average, the respondents indicated that our institution's management have the capacity to motivate administrative staff with a high mean of 3.37. Results also showed that 41.2% of the respondents strongly agree that we have management with proven integrity, 55.7% agree and 3.1% disagree. On the average, the respondents indicated that we have management with proven integrity is high with a mean of 3.38. Results also showed that 43.8% of the respondents strongly agree that we have management who can solve problem without creating chaos, 51.0% agree and 5.2% disagree. On the average, the respondents indicated that we have management who can solve problem without creating chaos is high with a mean of 3.39. Results also showed that 47.4% of the respondents strongly agree that we have management team who are actively involved in planning for the future, 47.9% agree and 4.6 disagree. On the average, the respondents indicated that we have management team who are actively involved in planning for the future is high with a mean of 3.43. The results also showed that 43.3% of the respondents strongly agree that we have management team who are advocates of innovative behavior, 52.1% agree and 4.6% disagree. On the average, the respondents indicated that we have management team who are advocates of innovative behavior is high with a mean of 3.39. Results also showed that 46.9% of the respondents strongly agree that our institution has good working conditions which have enabled it to attract the right talent, 49.5% agree and 3.6% disagree. On the average, the respondents

indicated that our institution has good working conditions which have enabled it to attract the right talent is high with a mean of 3.43 and the management competency has a grand mean of 3.378.

The results in Table 4.4, 46.4% of the respondents strongly agree that acquire new technologies/knowledge from various channels, 49.0% agree and 4.6% disagree. On the average, the respondents indicated that acquire new technologies/knowledge from various channels is high with a mean of 3.42. Results showed that 40.7% of the respondents strongly agree that permits new knowledge, even when it conflicts with well accepted experience and knowledge, 54.65 agree and 4.6% disagree. On the average, the respondents indicated that permits new knowledge, even when it conflicts with well accepted experience and knowledge is high with a mean of 3.36. Results also showed that 46.1% of the respondents strongly agree that provides a favorable context for changing obsolete beliefs, 49.7% agree and 4.15 disagree. On the average, the respondents indicated that provides a favorable context for changing obsolete beliefs is high with a mean of 3.42. Furthermore, results also showed that 52.1% of the respondents strongly agree that ready to change the it operates, 44.3% agree and 3.6% disagree. On the average, the respondents indicated that ready to change the way it operates is high with a mean of 3.48. Results also showed that 47.4% of the respondents strongly agree that establishing new values based on institutional needs, 6.2% agree and 0.5% disagree. On the average, the respondents indicated that establishing new values based on institutional needs is high with a mean of 3.39. Results also showed that 47.4% of the respondents strongly agree that abandon outdated/routines, 44.3% agree and 8.25 disagree. On the average, the respondents indicated that abandon outdated beliefs/routines is high with a mean of 3.39.

The results showed that 38.1% of the respondents strongly agree that training on new work procedures, 53.6% agree and 8.2% disagree. On the average, the respondents indicated that training on new work procedures is high with a mean of 3.30 and organizational learning has a grand mean of 3.37.

The results of the second research question aver that the grand mean for innovation drivers is 3.39 and based on the decision scale, suggests that the respondents agree with the statement representing innovation drivers are on the moderately high scale. This implies that the level of innovation drivers of administrative staff of tertiary institutions in Edo State, Nigeria is relativehigh and there exists opportunities for management to continue providing an enabling environment that allows for attaining higher level of innovation drivers.

Table 4.5: Descriptive analysis of Record Management Practices of Administrative Staff of Tertiary Institutions in Edo State, Nigeria.

Record Creation	SA	A	D	SD	Mean
The institution has a good culture of record creation	(76) 39.2%	(102) 52.6	(15) 7.7%	(1) 0.5%	3.30
Management has concern for the development of staff skills	(123) 63.4%	(68) 35.1%	(3) 1.5%	(0) 0.00%	3.62
My institution encourages creative record creation	(95) 49.0%	(95) 49.0%	(4) 2.1%	(0) 0.00%	3.47

There is a strong commitment to the generation of new record	(95)	(93)	(6)	(0)	3.46
	49.0%	47.9%	3.1%	0.00%	
My institution's <i>structure accelerates the creation of new record</i>	(87)	(97)	(10)	(0)	3.40
	44.8%	50.0%	5.2%	0.00%	
Grand mean for record creation					3.45
Record Sharing	SA	A	D	SD	
My institution conveys its mission clearly to its employees	(74)	(107)	(13)	(0)	3.31
	38.1%	55.2%	6.7%	0.00%	
There is a good culture of information sharing among staff	(72)	(108)	(14)	(0)	3.30
	37.1%	55.7%	7.2%	0.00%	
Record sharing advances the organization's development	(79)	(107)	(8)	(0)	3.37
	40.7%	55.2%	4.1%	0.00%	
Record sharing is enabled across different departments	(74)	(111)	(9)	(0)	3.34
	38.1%	57.2%	4.6%	0.00%	
Record sharing enables institutional innovation	(84)	(96)	(14)	(0)	3.36
	43.3%	49.5%	7.2%	0.00%	

Creative suggestions during record sharing are encouraged	(84) 43.3%	(101) 52.1%	(9) 4.6%	(0) 0.00%	3.39
Grand mean for record sharing					3.345
Record Use	SA	A	D	SD	
There is timely application of acquired record to enhance work.	(86) 44.3%	(105) 54.1%	(3) 1.5%	(0) 0.00%	3.43
Only authorize staff have access to use some information created for work	(103) 53.1%	(84) 43.3%	(7) 3.6%	(0) 0.00%	3.49
Sharing of record on work practices facilitate problem solving.	(92) 47.4%	(96) 49.5%	(6) 3.1%	(0) 0.00%	3.44
IT facilities are provided to enhance record usage	(73) 37.6%	(115) 59.3%	(6) 3.1%	(0) 0.00%	3.35
▶ We have ICT staff as support staff when we experience challenges with using record created	(87) 44.8%	(98) 50.5%	(9) 4.6%	(0) 0.00%	3.40
Grand mean					3.422

Record Storage	SA	A	D	SD	
Documented events are stored centrally for ease of access.	(78) 40.2%	(114) 58.8%	(2) 1.0%	(0) 0.00%	3.39
The institution helps easy storage and retrieval of record.	(70) 36.1%	(114) 58.8%	(10) 5.2%	(0) 0.00%	3.31
<i>High levels of participation are encouraged in record capturing</i>	(86) 44.3%	(102) 52.6%	(6) 3.1%	(0) 0.00%	3.41
<i>The cost attributed to storage of record is taken care of by management</i>	(93) 47.9%	(99) 51.0%	(2) 1.0%	(0) 0.00%	3.47
<i>We have ICT facilities that makes it easy to store knowledge</i>	(85) 43.8%	(102) 52.6%	(7) 3.6%	(0) 0.00%	3.40
<i>We have physical facilities that secure record captured by ICT equipment</i>	(84) 43.3%	(102) 52.6%	(8) 4.1%	(0) 0.00%	3.39
Weighted mean					3.90
Grand mean					3.40

Decision rule 1.00 – 1.49= strongly disagree, 1.50 – 2.49= disagree, 2.50 – 3.49 = agree, 3.50-4.00= strongly agree.

Note: SA- Strongly Agree, A- Agree h, D- Disagree, SD-Strongly Disagree

Source: Field Survey Results 2023

According to results in Table 4.5, 39.2%% of the respondents strongly agree that the institution has a good culture of record creation, 52.6% agree, 7.7% disagree and 0.5% strongly disagree. Averagely, the respondents represented that the institution has a good culture of record creation has a mean of 3.30. Results represented that 63.4% of the respondents strongly agree that management has concern for the development of staff skills, 35.1% agree and 1.5% disagree. Averagely, the respondents represented that management has concern for the development of staff skills has a mean of 3.62.

Results also represented that 49.0% of the respondents strongly agree that my institution encourages creative record creation, 49.0% agree and 2.1% disagree. Averagely, the respondents represented that my institution encourages creative record creation has a mean of 3.47. Also, results represented that 49.0% of the respondents strongly agree that there is a strong commitment to the generation of new record, 47.95 agree and 3.1% disagree. Averagely, the respondents represented that there is a strong commitment to the generation of new record has a mean of 3.46. Results represented that 44.8% of the respondents strongly agree that my institution's structure accelerates the new creation of new record, 50.0% agree and 5.2% disagree. Averagely, the respondents represented that my institution's structure accelerates the creation of new record has a mean of 3.40 and record creation has a grand mean of 3.45.

The results of Table 4.5, 38.1% of the respondents strongly agree that my institution conveys its mission clearly to its employees, 55.2% agree while 6.7 disagree. Averagely, the respondents represented that my institution conveys its mission clearly

to its employees has a mean of 3.31. Results also represented that 37.1% of the respondents strongly agree that there is a good culture of information sharing among staff, 55.7% agree while 7.2 disagree. Averagely, the respondents represented that there is a good culture of information sharing among staff has a mean of 3.30. The results also represented that 40.7% of the respondents strongly agree that record sharing advances the organization's development, 55.2% agree while 4.1% disagree. Averagely, the respondents represented that record sharing advances the organization's development has a mean of 3.37.

Results also represented that 38.1% of the respondents strongly agree that record sharing is enabled across different departments, 57.2% agree while 4.6% disagree. Averagely, the respondents represented that record sharing enabled across different departments has a mean of 3.34. Also, results represented that 43.3% of the respondents strongly agree that record sharing enables institutional innovation, 49.5% agree while 7.2% disagree. Averagely, the respondents represented that record sharing enables institutional innovation has a mean of 3.36. Results represented that 43.3% of the respondents strongly agree that creative suggestion during record sharing are encouraged, 52.1% agree while 4.6% disagree. Averagely, the respondents represented that creative suggestions during record sharing are encouraged has a mean of 3.39 and record sharing has a grand mean of 3.345.

According to results in Table 4.5, 44.3% of the respondents strongly agree that there is timely application of acquired record to enhance work, 54.1% agree and 1.5% disagree. On the average, the respondents indicated that there is timely application of acquired record to enhance work has a mean of 3.43. Results showed that 53.1% of

the respondents strongly agree that only authorize staff have access to use some information created for work, 43.3% agree and 3.6% disagree. On the average, the respondents indicated that only authorize staff have access to use some information created for work has a mean of 3.49. Also, the results showed that 47.4% of the respondents strongly agree that sharing of record on work practices facilitate problem solving, 49.5% agree and 3.1% disagree. On the average, the respondents indicated that sharing of record on work practices facilitate problem solving has a mean of 3.44. Results also showed that 37.6% of the respondents strongly agree that IT facilities are provided to enhance record usage, 59.3% agree and 3.1% disagree. On the average, the respondents indicated that IT facilities are provided to enhance record usage has a mean of 3.35. The results also showed that 44.8% of the respondents strongly agree that we have ICT staff as support staff when we experience challenges with record created, 50.5% agree and 4.6% disagree. On the average, the respondents indicated that we have ICT staff as support staff when we experience challenges with using record created has a mean of 3.40 and record use has a grand mean of 3.422.

The results in Table 4.5, 40.2% of the respondents strongly agree that documented events are stored centrally for ease of access, 58.8% agree and 1.0% disagree. On average, the respondents indicated that documented events are stored centrally for ease of access has a mean of 3.39. Results also showed that 36.1% of the respondents strongly agree that the institution helps easy storage and retrieval of record, 58.8% agree and 5.2% disagree. On average, the respondents indicated that the institution helps easy storage and retrieval of record has a mean of 3.31. Also, the results showed that 44.3% of the respondents strongly agree that high levels of participation are

encouraged in record capturing, 52.6% agree and 3.1% disagree. On average, the respondents indicated that high levels of participation are encouraged in record capturing has a mean of 3.41. Results also showed that 47.9% of the respondents strongly agree that the cost attributed to storage of record is taken care of by management, 51.0% agree and 1.0% disagree. On average, the respondents indicated that the cost attributed to storage of record is taken care of by management has a mean 3.47. Results showed that 43.8% of the respondents strongly agree that we have ICT facilities that makes it easy to store knowledge, 52.6% agree and 3.6 disagree. On average, the respondents indicated that we have ICT facilities that makes it easy to store knowledge has a mean of 3.40. Also, the results showed that 43.3% of the respondents strongly agree that we have physical facilities that secure record captured by ICT equipment, 52.6% agree and 4.1% disagree. On average, the respondents indicated that we have physical facilities that secure record captured by ICT equipment has a mean of 3.39 and record storage has a grand mean of 3.39.

The results of the third research question posit that the grand mean for record management practices is 3.40 for and based on the decision scale, suggest that the respondents agree with the statement representing record management practices on the high scale. Impliedly, the level of record management practices of administrative staff of tertiary institutions in Edo State, Nigeria is moderately high. This implies that administrative staff in tertiary institutions in Edo State enjoys reasonable high level of record management practices and there exists opportunities for management to continue providing advanced office equipment that allows for attaining higher level of

record management in order to deliver better value to the stakeholders within the tertiary institutions in Edo State, Nigeria.

4.2 Test of Hypotheses

The null hypothesis one which states that there is no significant influence of innovation drivers on job performance of administrative staff of tertiary institutions in Edo State, Nigeria was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of innovation drivers. The data for innovation drivers (independent variable) was generated by summing responses of all variable items respectively while that of job performance of administrative staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.

Table 4.6: Summary of regression analysis for the influence of innovation drivers on job performance of administrative staff of tertiary institutions in Edo State, Nigeria

	Model	F(df)	Anova Sig
R	0.669		
R Square	0.448	51.298 (3,190)	0.000
Adjusted R Square	0.439		
Coefficients	Unstandardized	T	Sig
	Coefficients		
(Constant)	1.423	8.667	.000
Innovation culture	.171	4.009	.000
Management	.232	4.513	.000

Competency

Organisational learning	.194	4.286	.000
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a. Dependent Variable: Job performance

b. Predictors: (Constant), Innovation culture, Management Competency, Organizational learning

Source: Field Survey Results 2023

From the results in Table 4.6, innovation drivers has strong positive and statistically significant relationship with the job performance of administrative staff of tertiary institutions in Edo State, Nigeria ($R = 0.669$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.439 shows that innovation drivers predict 43.9% of the changes in job performance of administrative staff, while the remaining 56.1% changes in job performance of administrative staff is attributable to other external factors other than those examined in this study. From the Table 4.6 the results of ANOVA (overall model significance) of regression test revealed that innovation drivers has a significant influence on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. This can be explained by the F-value (51.298) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that innovation drivers found in tertiary institutions in Edo State significantly influenced their administrative staff job performance.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for all the innovation drivers considered. Specifically, the results reveal that at 95% confidence level, Innovation culture, ($\beta = 0.171$, $p = 0.000$, $t = 4.009$), Management Competency ($\beta = 0.232$, $p = 0.000$, $t = 4.513$), and Organizational learning ($\beta = 0.194$, $p = 0.000$, $t = 4.286$) of

administrative staff of tertiary institutions in Edo State, Nigeria were statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96.

Also, looking at the results of regression coefficients in Table 4.6, position that at 95% confidence level, a unit change in innovation culture will lead to a 0.171 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Similarly, a unit change in Management Competency will lead to a 0.232 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Lastly, the result also shows that a unit change in Organizational learning will lead to a 0.194 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Of all the innovation drivers examined, Management Competency has the highest relative effect on job performance (Beta=0.209) followed by organisational learning () and in third place is innovation culture (). It is important to stress that all the measures of innovation drivers had positive and significant relative influence on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. Given this result (Adj. $R^2= 0.439$, $F(3,190)= 51.298$, $p= 0.000$), this study rejects the null hypothesis one (H_{01}) which states that innovation drivers will have no significant influence on the job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

The null hypothesis two which states that there is no significant influence of record management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria was tested using multiple linear regression analysis.

In the analysis, the values of job performance were regressed on the values of record management practices. The data for record management practices (independent variable) was generated by summing responses of all variable items respectively while that of job performance of administrative staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.7

Table 4.7: Summary of regression analysis for the influence of record management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria

Model		F(df)	Anova Sig
R	0.682		
R Square	0.465	41.150 (4,189)	0.000
Adjusted R Square	0.454		
Coefficients	Unstandardized	T	Sig
	Coefficients		
(Constant)	1.142	6.001	.000
Record Creation	.280	6.034	.000
Record Sharing	.176	4.580	.000
Record Use	.093	2.351	.020
Record Storage	.133	3.043	.003

a. Dependent Variable: Job performance

b. Predictors: (Constant), Record: Creation, Sharing, Use, Storage

Source: Field Survey Results 2023

From the results in Table 4.7, record management practices have strong positive and statistically significant relationship with the job performance of administrative staff of tertiary institutions in Edo State, Nigeria ($R = 0.682$, $p < 0.05$). The coefficient of determination ($Adj. R^2$) of 0.454 shows that record management practices explain 45.4% of the changes in job performance of administrative staff, while the remaining 54.6% changes in job performance of administrative staff is attributable to other external factors other than those examined in this study. From the Table 4.7 the results of ANOVA (overall model significance) of regression test revealed that record management practices have a significant influence on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. This can be explained by the F-value (41.150) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that record management practices in place in tertiary institutions in Edo State significantly influenced their administrative staff job performance.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for all the record management practices examined. Specifically, the results reveal that at 95% confidence level, Record Creation ($\beta = 0.280$, $p = 0.000$, $t = 6.034$), Record Sharing ($\beta = 0.176$, $p = 0.000$, $t = 4.580$), Record Use ($\beta = 0.093$, $p = 0.000$, $t = 2.351$) and Record Storage ($\beta = 0.133$, $p = 0.000$, $t = 3.043$) of administrative staff of tertiary institutions in Edo State, Nigeria were statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96.

Furthermore, the results of regression coefficients in Table 4.7, also position that at 95% confidence level, a unit change in Record Creation will lead to a 0.280 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Similarly, a unit change in Record Sharing will lead to a 0.176 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Also, a unit change in Record Use will lead to a 0.093 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Lastly, the result also shows that a unit change in Record Storage will lead to a 0.133 increase in the job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Of all the record management practices studied, Record Creation has the highest relative effect on job performance (Beta=0.209). in second place is Record Sharing (), followed by Record Storage () and in last place is record use (). It is important to stress that all the measures of record management practices had positive and significant relative influence on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. On the strength of this result (Adj. $R^2= 0.454$, $F(4,189)= 41.150$, $p= 0.000$), this study rejects the null hypothesis two (H_02) which states that record management practices will have no significant influence on the job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

The null hypothesis three which states that there is no significant influence of innovation drivers and record management practices on job performance of

administrative staff of tertiary institutions in Edo State, Nigeria was tested using multiple linear regression analysis. In the analysis, the values of job performance were regressed on the values of innovation drivers and record management practices. The data for innovation drivers and record management practices (independent variables) was generated by summing responses of all variable items respectively while that of job performance of administrative staff (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 4.8.

Table 4.8: Summary of regression analysis for the influence of innovation drivers and record management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria

	Model	F(df)	Anova Sig
R	0.710		
R Square	0.504	97.112 (2,191)	0.000
Adjusted R Square	0.499		
Coefficients	Unstandardized	T	sig
	Coefficients		
(Constant)	.998	5.552	.000
Innovation drivers	.343	4.962	.000
Record Management Practices	.380	4.744	.000

a. Dependent Variable: Job performance

b. Predictors: (Constant), Innovation culture, Management Competency, Organizational learning

Source: Field Survey Results 2023

From the results in Table 4.8, innovation drivers and record management practices have strong positive and statistically significant relationship with the job performance of administrative staff of tertiary institutions in Edo State, Nigeria ($R = 0.710$, $p < 0.05$). The coefficient of determination (Adj. R^2) of 0.499 shows that innovation drivers and record management practices predict 49.9% of the changes in job performance of administrative staff, while the remaining 50.1% changes in job performance of administrative staff is attributable to other external factors other than those examined in this study. From the Table 4.8 the results of ANOVA (overall model significance) of regression test revealed that innovation drivers and record management practices have a significant influence on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. This can be explained by the F-value (97.112) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that innovation drivers and record management practices found in tertiary institutions in Edo State significantly influenced their administrative staff job performance.

Furthermore, the results of regression coefficients revealed that a positive and statistically significant relative influence was reported for both predictor variables. Specifically, the results reveal that at 95% confidence level, Innovation drivers, ($\beta = 0.343$, $p = 0.000$, $t = 4.962$), and record management practices ($\beta = 0.380$, $p = 0.000$, $t = 4.744$) of administrative staff of tertiary institutions in Edo State, Nigeria were

statistically significant as the p-values were less than 0.05 and the t-values greater than 1.96.

Also, looking at the results of regression coefficients in Table 4.8, position that at 95% confidence level, a unit change in innovation drivers will lead to a 0.343 increase in the job performance job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Similarly, a unit change in and record management practices will lead to a 0.380 increase in the job performance job performance of administrative staff of tertiary institutions in Edo State, Nigeria, given that all other factors are held constant. Of the two predictor variables examined, record management practices has the highest relative effect on job performance (Beta=0.209) followed by innovation drivers (). It is important to stress that both treatment variables (innovation drivers and record management practices) had positive and significant relative influence on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. Given this result (Adj. $R^2=0.499$, $F(2,191)=97.112$, $p=0.000$), this study rejects the null hypothesis three (H_03) which states that innovation drivers and record management practices will have no significant combined influence on the job performance of administrative staff of tertiary institutions in Edo State, Nigeria.

4.3 Discussion of Findings

According to the data presented in response to the first research question, tertiary institution administrative staff in Edo State, Nigeria score an average of 3.44 out of 5

on the decision scale, indicating that they agree with the statement that their job performance is above average but could be better. Based on the decision scale, the overall mean for innovation drivers is 3.39, which shows that respondents agree with the statement depicting innovation drivers as being in the middle of the range. This answers the second research question. This indicates that administrative personnel at tertiary institutions in Edo State, Nigeria, have a relatively high level of innovation drivers, and that there are opportunities for management to continue providing an enabling environment that enables for obtaining a higher level of innovation drivers.

According to the findings of the third research question, the respondents had a high level of agreement with the statement that represents record management practises on the high end of the agreement scale, suggesting that the grand mean for record management practises is 3.40. Staff in administrative roles at universities in Edo State, Nigeria, maintain a generally high standard for record keeping. This indicates that the administrative staff in tertiary institutions in Edo State, Nigeria, enjoys a reasonably high level of record management practises, and that there are opportunities for management to continue providing cutting-edge office equipment that allows for attaining higher levels of record management, in order to provide better value to the stakeholders within the tertiary institutions in Edo State, Nigeria.

It was found that administrative employees at tertiary institutions in Edo State, Nigeria, are highly influenced by innovation drivers, supporting the first premise. The results of the first null hypothesis are consistent with those of other empirical investigations. One study that looked at the connection between innovation culture and productivity in the workplace was conducted in the Nigerian banking industry¹.

The innovation culture dimensions used in this study were leadership styles, employee training, workflow, and employee dedication. Primary data was analysed using a questionnaire used in a field survey. The study's sample size was 392, and it was comprised of workers from the following Nigerian financial institutions: First Bank, Access Bank, Zenith Bank, Fidelity Bank, First City Monument Bank, United Bank for Africa, Diamond Bank, and Guaranty Trust Bank, Nigeria. Ordinary Least Squares (OLS) was utilised to estimate the framework's model parameters. SPSS 22.0 was used to perform both descriptive and inferential analyses on the collected data. The research showed that the banking industry in Nigeria has a strong culture of innovation. Employee performance improved across the board when innovation culture was emphasised. Therefore, the study suggested that businesses implement a culture of innovation to boost productivity.

A researcher looked at how much of an effect innovation culture has on workers' productivity. Examining the relationship between software companies in Pakistan and their employees' levels of innovation culture and productivity². The methodology used in this study is a survey. This research made use of both primary and secondary sources. Questionnaires and both formal and informal interviews were used to collect primary data. Variables in this analysis include customer service, employee participation, incentive system, innovation & risk-taking, and communication system. Due to the small sample size (110), statistical methods such as correlation and regression analysis were employed. The findings as a whole show that a culture of innovation greatly benefits employee productivity in a few select Pakistani software companies. The contribution of employees is crucial to the success of any business.

The need for research on the cultural influences on software workers in Pakistan has long been recognised, and this study helps to fill that need.

A study was done on the "Effect of Innovation Culture on Employee Performance in Non-Governmental Organisations in Kenya"³. The study set out to do several things:

- 1) determine if there is a correlation between NGO competitive culture and performance;
- 2) determine if there is a correlation between NGO entrepreneurial culture and performance;
- 3) determine if there is a correlation between NGO bureaucratic culture and performance;
- 4) determine if there is a correlation between NGO consensual culture and performance; and
- 5) determine if there is a correlation between NGO competitive culture and performance.

This study used a descriptive survey approach to gather information from a specific group of people—World Vision Kenya's staff—via questionnaires to draw conclusions on how organisational innovation culture affects worker productivity. World Vision Kenya has a total of 960 employees, and a representative sample size of 484 was drawn from this group. Quantitative and qualitative methods, including SPSS (a statistical tool for social scientists), were used to examine the data. The research found that an organization's success is significantly affected by its culture of innovation since it determines the company's ideology, work environment, performance goals, and stability. World Vision Kenya is home to a diverse group of people who bring together elements of competitive, entrepreneurial, bureaucratic, and consensus-based cultures. Employees would rather work in an integrated culture than one that values consensus and entrepreneurship or competition and entrepreneurship. This is because workers

nowadays choose an office setting that encourages them to use their imagination and creativity while also fostering team spirit and freedom from micromanagement.

The impact of regional commercial banks with Kenyan headquarters on innovation culture and company performance was analyzed⁴. Because this issue affects multiple East African Community market commercial banks, a descriptive cross-sectional survey was used to investigate it. Ten branches of various regional commercial banks with their headquarters in Kenya made up the sample for this research. Primary information was gathered by means of semi-structured questionnaires. Only questionnaires were utilised as the primary means of data collection. All of the returned surveys were double-checked for accuracy before being entered into SPSS 20 for statistical analysis. The research found that many different types of innovation cultures are used by companies to better their performance. Relationships inside the workplace, between employees and their superiors, and between employees and the banks they worked for were crucial to each culture. According to the statistics, the most common culture is one in which rules are in place to give staff with clear instructions, processes, and procedures. This might be interpreted as a signal that staff will focus intently on their work, resulting in fewer mistakes and more productivity for the bank as a whole. This research suggests that organisations can enhance their performance by fostering a culture of innovation that is both encouraging and aligned with their long-term goals and the day-to-day operations of their workforce. Banks need to promote a corporate culture that inspires its workers and makes them feel like they belong in order to maintain their competitive edge. As a result, employees will put out greater efforts since they will feel more invested in the company's success.

According to the findings, businesses like banks should prioritise developing a healthy corporate culture. The reasoning behind this change is that an innovative culture can have a favourable impact on the success of an organization's policies and initiatives, resulting in a long-term advantage over rivals. In addition, for an organisation to reap the benefits of customary practises, it must ensure that its innovation culture and its strategies are aligned.

Wärtsilä Limited is a private company in Kenya⁵, and this study looked at how the company's innovation culture affected the performance of its employees. Stratified census sampling was used to select 63 employees from different levels of the organisation to participate in the study. Questionnaires have been administered, and the results have been analysed using descriptive statistics to see if there is a correlation between innovation culture and increased productivity among workers.

A potential restriction of the study was that some participants could be reluctant to submit personal information; the researcher has addressed this concern by providing a letter of introduction from the institution assuring participants of the highest level of secrecy. The collected data was analysed with SPSS software, and the results were visualised in the form of graphs, charts, and tables. The purpose of this study is to explain and empirically test the effect of the four elements of innovation culture—organizational values, organisational climate, leadership styles, and work processes—on the performance of employees, who are one of the most important factors in a company's ability to compete in today's global market. This study's findings imply that in order to improve their organisations, managers should pay attention to the aspects that have a major impact on employee performance.

Despite widespread belief to the contrary, the findings of this study show that organisational ideals have a greater impact on employee performance at Wärtsilä than the organization's climate. It was found that there is a positive correlation between innovation culture and employee performance; however, the influence varies widely across the factors, with work procedures and systems in Wärtsilä having the most bearing on the performance of employees. The depth and breadth of the paper would be a boon to the field of organisation studies, offering new perspectives on the relationship between innovation culture and employee productivity. It would also spark fruitful discussions that could lead to the development of a more concrete theoretical framework describing the relationship between innovation culture and its effects on productivity.

Some studies have evaluated the impact that an innovative company culture has on productivity in the workplace. The primary objective of this article is to establish the significance of the connection between an innovative work environment and improved productivity. The impact of company culture on productivity is studied through a literature study. In most companies, the culture is heavily influenced by the owners and upper management. What employees learn from their own experiences interacts with the assumptions and shared visions of cultural values and human behaviour held by the organization's leadership to produce a culture of creativity. Managers make the connection between their company's innovation culture and the performance of their employees because of the role each plays in securing a competitive edge. As a result, a culture of innovation is crucial for boosting productivity in the workplace. All employees and members of the organisation should

be required to adhere to a strict culture of innovation in order to maximise employee dedication, productivity, and morale.

A study looked into how a company's culture of innovation affected workers' happiness on the workplace. The term "innovation culture" is used to describe the shared norms and practises that contribute to an organization's success⁶. An employee's level of job satisfaction can be influenced by many factors, including their opinion of their workplace, their interactions with coworkers, their salary, and their prospects for advancement. This analysis links modern workplace phenomena like job satisfaction to factors like as individuals' impressions of their workplace and their relationships with coworkers, as well as the goals, strategies, and measures of success employed by their respective institutions.

Workers' preferences for their company's culture may also be influenced by their demographics, particularly their gender. Therefore, it can be argued that it may be possible to draw useful conclusions about how to increase job satisfaction by measuring and analysing an organization's innovation culture in conjunction with the demographic and individual characteristics of its employees. Researchers used the Indian banking industry to test the impact of a culture of innovation on staff performance and output⁷. The purpose of this research was to examine how a culture of creativity at work affects productivity, and to make recommendations about how to improve corporate culture and worker output. The research strategy based on a survey. Employees from all banks in the banking sector of Chennai, Tamil Nadu were included in the study, and two banks were chosen at random from each stratum. We used simple random selection to select 88 out of a total of 110 people from the three

levels (office assistant, senior employees, and junior employees) of staff at the banks we studied. It is important to note that the researchers' limited funding prevented them from using a larger sample. Descriptive statistical methods were used to evaluate, summarise, and interpret the primary data collected from the questionnaire, including total, cumulative percentage, and simple percentage.

When evaluating these hypotheses, the level of significance can be demonstrated by using Chi square to assess the deviation from the expected frequency. According to the survey results from India's banking sector, there is no correlation between corporate culture and productivity. Our respondents were chosen using a simple random sampling method, while samples were chosen using both stratified and basic random sampling. According to the data, the majority of respondents (almost half) believe that the corporate culture of an organisation affects the performance of its employees, and nearly as many workers (almost half) believe that the culture of the corporate sector determines the level of productivity in the organisation. Nine studies involving over two hundred American businesses found a robust connection between company culture and financial success.

An academic concluded that an entrepreneurial culture (one that is outwardly focused, adaptable, agile, proactive, and long-term oriented) is more conducive to innovative performance than a paternalistic or founder type culture⁸. One researcher discovered that employees' perceptions moderate the link between participatory management and perceived organisational performance (internal efficiency), but that both factors contribute to improved performance. Another researcher discovered a causal link between a thriving company culture and successful financial, expansionary, and

public relations endeavours. However, an uneven cultural climate has a deleterious effect on business results. A study indicated that an innovative culture helps an organisation focus on sustainability, and the same was true in reverse.

An academic study revealed a correlation between an organization's innovation culture and its bottom line results⁹. It was found that the success of an organization's culture of innovation can have an impact on profits by as much as 46 percent. On the other hand, some have hypothesised that workplace cultures that encourage and reward innovation could have an impact on productivity and earnings. According to research, strategic emphasis is the most significant predictor of organisational performance, while other characteristics of innovation culture explain significant variation in performance. It was shown that innovation culture has an indirect effect on organisational performance via the mediation of employees' commitment to the organisation. It was also found that cultural attributes associated with innovation account for 25% of performance, suggesting that improving these traits will lead to a 25% increase in productivity.

The majority of research indicates a positive correlation between an innovative culture and overall business success¹⁰. However, new empirical evidence suggests there is no correlation between culture and performance in the workplace. The notion that there is a strong connection between innovation culture and organisational success was disproved by the study. Furthermore, it was suggested that both attitudes and behaviours at work might be considered as related to organisational performance, and the association between innovation culture and organisational performance was apparently abolished by the structural equation model. To measure the effect of an

organization's innovation culture on its bottom line, one researcher devised a five-factor formula: employee autonomy, external focus, interdepartmental collaboration, human resource orientation, and performance improvement propensity. To assess the genuine effect of an organization's innovation culture on its business performance, five criteria are more specific and suitable.

The benefits of employing a varied company strategy with an efficient organisational innovation to boost performance in the organization have been proved by many renowned business managers¹¹. Diversified organisations perform better than non-diversified ones, according to the research, but only if their innovation culture is strong. On the other hand, a different study found that diversification initiatives have a negative impact on short-term profits but a positive impact on long-term profits and competitiveness. Successful innovation cultures can present numerous chances for business managers who employ a varied approach to their company's operations. Sharing scarce resources, achieving economies of scale, reaping the benefits of cost savings, making strategic changes and financial economics, and learning from the experiences of other group members are among the most important advantages.

Organisations are prepared to identify a set of competencies desirable to their ideal manager, according to a study on managerial competencies and the managerial performance appraisal process. However, these same organisations do not appear to place a corresponding importance on incorporating these competencies into the performance appraisal process, despite the fact that doing so is crucial for any organisation seeking to become a high-performance organisation. Integrating identified competencies with major HR functions and processes, using them to

rewrite job descriptions and successfully introducing them into the selection, performance appraisal, training, and development of the organisation were also confirmed by their research in a study of typologies and processes supporting critical HRM transition. The study also found that the competencies were on the way to becoming ingrained in the organization's operations and culture as a result of selection, rewards, and training based on the assessed levels of those competencies¹².

Employers can reap benefits from the competency-based approach to management training and development, as shown in a case study titled Competence-based management development: rhetoric and reality¹³. The study also noted an added benefit in providing line managers with a role that reinforced their commitment to coaching, supervising, and performance evaluation. The employment secretary was also noted in the paper as saying that one benefit of competence approaches is higher employee retention rates. One of the benefits of the competence approach is the ability to receive credit and acknowledgment for earlier learning and success through competency-based programmes.

Successfully implementing competency-based systems that directly linked individual performance and compensation to business objective, and thereby pointing work behaviours to business results, is described in the findings on how competencies boost performance¹⁴. Performance evaluation, employee growth, and hiring were all aided by implementing the competency model. The seven organisational competencies—organizational influence, flexibility, commitment to organisational values, customer service orientation, achievement orientation, creative problem solving, and initiative and proactivity—form the basis for an annual agreement on KSAs between function

staff, supervisors, and managers. By defining the competences as reliable indicators of job success, it helped connect them to the performance management procedure.

A study was conducted to see how learning in organisations affected productivity in Croatia¹⁵. The survey method was utilised because it is comprehensive and may be applied to a wide variety of correlations and hypotheses. Because this study aimed to establish the effect and relationship between the independent and dependent variables, primary data was examined using regression and correlation. The link between organisational structure and the dimensions of learning organisations was also the subject of research by a lone academic in the year¹⁶. The research strategy was an exploratory one. This layout is appropriate since it delves deep into the context of the study to unearth new information and fresh developments. In addition, this layout puts the hypothesised notions through their paces before implementing them. To ensure useful findings, factor analysis was used to help identify, categorise, and design research questions on potentially relevant factors.

A similar topic, this time from a neo-institutional perspective, was investigated by a scholar who looked at the institutionalisation of organisational learning. Exploratory research methods were used since their purpose was to uncover new information and shed light on preexisting conditions. The scholar also looked at South Korean manifestations of innovation, learning culture, and organisational culture. Exploratory research was used because the researchers wanted to see what they could learn before committing to any of the ideas that had been derived. Authors throughout history have presented a variety of perspectives on the connection between training and productivity in the workplace. Some have argued that higher levels of education lead

to better organisational performance, much like a scholar who knows that he or she will be more successful in the future if they spend more time studying. It was also argued that because learning supports change, this performance will ultimately improve¹⁷.

The learning process of efficacy and efficiency is greatly aided by the data generated by performance. One expert believes that companies that are able to learn successfully outperform their rivals over the long term. Researchers have found a significant correlation between training and productivity in the workplace. Some scholars have even provided actual evidence for the presence of this favourable association. Scholarly research tells us that high-quality training programmes boost morale and productivity because workers trust their employers more now that they know they spend time and money into their professional development. This training leads to individual members gaining knowledge and skills, which in turn leads to organisational learning that improves performance. Facilitate training that leads to learning by these folks through assessment; this will result in increased performance. Better communication and collaboration among workers is the result of instituting improvement groups, quality circles, or problem-solving groups. Better quality and more effective output can be attained through training programmes that increase workers' capacity for learning. They will lead to a rise in productivity and morale within the company¹⁸.

Organisational learning capability was found to moderate the connection between HRIS and academic success at West Sumatra's universities. Academic and financial outcomes benefit from organisational learning initiatives implemented in higher

education institutions, as faculty and managers acquire new competencies¹⁹. Based on their research, the authors of this article offer an empirical explanation for the positive effects of organisational learning on academic outcomes in Vietnamese institutions.

According to the principles of organisational learning, involving college and university faculty and staff in policymaking processes should improve the quality of instruction and research. In addition, when employees exchange information, it improves the efficiency of both the team and the company as a whole. Finally, staff motivation is critical to organisational effectiveness because it promotes faculty engagement in management decision-making at academic institutions. We argue that the consequences on student outcomes can be mitigated by the implementation of organisational learning since teachers and administrators can learn from one another's successes and failures. As a result, organisational learning can fortify the link between engagement and learning outcomes.

The purpose of this research is to determine what needs to be done to enhance the level of academic performance at universities, what resources are available to help in this endeavour, and how to go about doing all of these things²⁰. The study's most significant conclusions are that each institution's professors and management have its own vision and message that flows from the vision and mission of the university to which they belong. University performance is enhanced by access to the necessary technical resources and a conducive working environment. The research's overarching goals are to improve and modify plans and curricula to be more in line with the Omani environment, to try to establish a clear and defined road map for the development of curricula for these colleges, and to increase the efficiency, quality,

and good selection of faculty members involved in the educational process. The study's most crucial results indicated a discrepancy between the distribution of resources between grade levels and classrooms.

Another study looks at how incorporating computers into the classroom can foster an environment where students feel comfortable taking risks and developing a creative mindset through exposure to new ideas and methods of problem solving. The study's key takeaways were that the success of a school's performance and its civic duties are tied to the calibre of its graduates' capstone projects. The student's lack of preparation and direction is reflected in their subpar results. And the belief that interests and goals will be attained via reliance on active engagement and improved possibilities for innovation. Comparing the principles and scientific foundations of the study, another scholar aims to characterise the University's performance, evaluate the performance of the Suez Canal University in light of the Baldrige standards for educational excellence, and demonstrate the deficiencies in the university's performance²¹. The study's key findings highlighted how the research community places differing weight on standards of excellence management for different industries and occupations. Computers being used as typewriters, insufficient information on the institution's websites on the Internet, and a lack of adoption of e-mail as a document of administrative activity at the university.

It was suggested that, while opening a restaurant, one should factor in the fixed costs. They should keep in mind that even if sales drop, the rent (or other fixed expenditures) will still need to be paid. Because the hospitality industry is so vulnerable to economic shifts, this is an issue of critical importance to business owners. Therefore,

the amount of property, plant, and equipment is an important factor for restaurant owners to think about²². Our fifth hypothesis, then, is that a higher asset tangibility is linked to lower levels of operational efficiency in restaurants. The connection between auditors' functions and earnings quality is discussed at length in the academic literature on accounting. One academic stated that auditing ensures that companies' financial statements accurately represent their economic performance and that regulations have been followed.

Second-hypothesis data suggested that record-keeping procedures had a sizeable impact on the efficiency of administrative workers in Edo State, Nigeria's higher education institutions. Previous empirical research corroborated the second hypothesis's findings. The effect of records management on business efficiency, for instance, has been the subject of numerous academic studies. A researcher in Akwa Ibom State looked into the connection between accurate record keeping and efficient administration in secondary schools²³. Their research established a link between thorough documentation of academic activities and efficient administration, as well as between thorough documentation of financial activities and efficient administration. The importance of bookkeeping and recordkeeping to the development of an organisation was examined, as was the nature of the records held by the organisation under study. Analysis of the data revealed that the vast majority of respondents did not maintain accurate company records and, as a result, had no idea whether or not their enterprises were expanding. Therefore, the research concluded that small business owners should maintain accurate and up-to-date records. A researcher looked into the data to see how keeping accurate books affects small businesses.

Based on the findings, the researchers found that keeping accurate financial records is highly correlated with the success of small businesses.

A researcher compared the methods used by the Federal University of Technology in Minna, Nigeria, and the Ibrahim Badamasi Babangida University in Lapai, Nigeria to maintain their archives²⁴. Major findings from the research included inefficient record-keeping practises, unqualified staff, shoddy infrastructure, and frequent power outages. The importance of information user behaviour and effective record keeping to an organization's effectiveness in the face of fierce competition was investigated. It has been noted that the institution is transitioning from a manual records management system to an electronic system based on computers and the internet. Users are given ample time to fill out and submit the forms. Ga Molepo, Limpopo, South Africa's traditional leadership and governing institutions' record-keeping methods and the difficulties they encounter. The primary contribution of the research was to bring attention to the issue of records management, which is often overlooked in more conventional organisations.)

To ensure that information can be accessed quickly and at the right place at the right time, records management is primarily concerned with easing their movement around an organisation. A reliable and effective records management system is essential for doing this task. The records manager contributes to the business by easing the users' workloads. One expert called careful recordkeeping "the corporate secret weapon" and "the winning strategy that give the organisation a competitive edge in the marketplace." However, few institutions, including educational institutions, pay any real mind to the administration of this corporate asset. It was acknowledged that

effective records management may aid educational institutions in managing data, carrying out their mission more effectively, avoiding legal trouble, retaining institutional knowledge for future generations, and promoting accountability and good governance. If universities are to be more efficient and effective in carrying out their mission, the data contained in their records must be maintained in a systematic fashion²⁵.

The core values of virtually every university include a dedication to "academic excellence," "innovation in research," and "critical engagement with society," among other ideals. Documents created over the course of these actions attest to the University's compliance with its legal obligations. Valuable evidence could be lost forever if such records were improperly managed or misplaced. Implementing controls systematically throughout the record's life cycle according to generally understood concepts and models is essential for effective management. Unfortunately, it has been seen that records managers in public institutions like a university's registration department receive little to no training, leading to widespread incompetence among registry workers²⁶.

Using a descriptive research method, one scholar evaluated the record-keeping practises of secondary school principals in the state of Abia. Lack of funds, delays in the supply of materials, dishonesty, and an absence of interest and motivation among teachers assigned responsibility to manage records all contributed to issues with record keeping in secondary schools across Abia state. There was a significant correlation between the management of financial records, teacher and student records, and the performance of head teachers in the state of Akwa Ibom, Nigeria, where the

study was conducted. The research was conducted using a de facto research design approach among 14 randomly selected head teachers. The research recommended school inspections as a means to improve the management of student records. Similarity to a study evaluating the effectiveness of record keeping practises was found. This is so because identifying the kind of secondary school records that are now being preserved is one of the goals of the study²⁷.

For example, a different study named "The Impact of Information Management Practises to Enhance the Efficiency and Effectiveness of Jordanian Commercial Banks" found significant positive results. Analysis of the Arab Bank Case" The purpose of this research was to determine how the Arab Bank's personnel, management, and interactions with customers are affected by the bank's adoption of best practises in information management²⁸. An appropriate degree of information provided by the systems used very high and reflected thus on the effectiveness of decision-making that are meant to take is one of the study's most important conclusions, as is the fact that Arab Bank has efficiently met the needs of its customers by supplying the necessary hardware and software.

Modern information systems and their effect on worker productivity were the subject of a survey conducted by a researcher at the General Customs Authority in Saudi Arabia²⁹. The purpose of this research was to learn more about the information flow within the Customs Department, how relevant information is identified and categorised both internally and externally, and what effect, if any, modern information systems have on worker productivity. The study's most notable findings include: 61 percent of respondents' lack of familiarity with specialised training

programmes in the field of modern information technology; 24 percent of respondents' answers that this type of training is not already present in training programmes; 87 percent of respondents' approval of the belief that the use of modern information systems will contribute to the accuracy of the business.

In a case study of Iran, researchers looked at how better information management could boost employee output³⁰. This survey was conducted to learn how information management practises affect productivity of human resources. All 462 full-time, part-time, and temporary workers at all levels of the organisation under study were included in the statistical population. 210 people were randomly picked from the population to serve as a sample. The researcher developed a data collection instrument in light of these six features of information. The acquired data was analysed using descriptive statistics, indices of central tendency, and the T test. The study found that the two most critical criteria in determining human resource productivity were the availability of relevant information and the efficiency of that information. The study found that implementing on-the-job training, management backing for IMS, and networking all yield positive results.

Management information system impact on organisational performance: a case study of Jordanian telecommunications firms was the subject of a study. The purpose of this research was to investigate the notion of information management practises and their relationship to job performance in Jordan. For this study, a random sample of one hundred (100) employees from ten (10) different telecommunications company branches was chosen from the entire population of telecommunications enterprises in Amman. According to the research, telecommunications workers in Jordan are

generally supportive of information management initiatives. Employees in Jordan's telecommunications industry have good views of databases, according to the study's findings, and this is likely due to the prevalence of databases in the industry's managerial structure. According to the data, the hypothesis that "management information systems have no effect on employee productivity in Jordanian telecommunications firms" is false. To adapt to shifting needs, effective information management practises are meticulously planned, designed, implemented, monitored, and improved³¹.

Similarly, "The Influence of Management Information System and Information Technology on Management Performance and Satisfaction" examined the effects of MIS and IT on managerial output and job satisfaction. The purpose of this research was to analyse how MIS affects organisational effectiveness and strategic planning. The profiles of 170 top-level managers from different companies were analysed. The effectiveness of the firm and its business strategy were assessed using a questionnaire. According to the findings, effective information management practises and the use of IT boost productivity and operational efficiency on the job. As the study progressed, it also became clear that more sophisticated information management practises should be made available as information needs increased. In addition, if businesses have sufficient and dependable IT, business strategy will be more successful. When dependable IT and information management practises are implemented, business success follows. The efficiency and efficacy of a company's operations can be improved with the use of IT³².

The use of information management practises to improve workplace efficiency was also the subject of study³³. The research highlights the value of information management practises to business success. Research conducted in the past has been analysed to confirm hypotheses about the relationship between information management and business success. Future events, efficiency, and productivity rates are all areas that can be impacted by well-executed information management practises. In addition, it was found that improved strategic performance is associated with a better level of proficiency in Information management practises. It was also mentioned that the company's information sharing can be improved with the use of reliable IT systems. In addition, businesses can boost their operations and efficiency by implementing innovative management approaches. These methods aim to improve the quality of the company's decisions, the quality of its output, and its ability to keep expenses down.

Research was conducted on the relationship between IT infrastructure and employee productivity in educational institutions. The data was analysed using a method called partial least squares. According to the findings, the success of information systems is dependent on the capabilities of such systems, and in turn, the success of those systems affects job satisfaction, job commitment, and ultimately, job performance. Seven-Up Bottling Company in Aba and Port Harcourt were the subjects of another study that looked into the relationship between information management practises and employee output. The study used a sample size of 117 participants. Data analysis and hypothesis testing made use of descriptive statistics and Spearman's rank correlation. The results of the study show a positive, statistically significant correlation between

Seven Up's management information system and employee productivity in both Aba and Port Harcourt. Using small and medium-sized enterprises (SMEs) in Saudi Arabia, an academic studied the effect of accounting information systems on employee productivity. Data analysis and hypothesis testing were performed using smart partial least squares. The results show that adopting an AIS has a major bearing on job performance in every respect, including saving money, boosting quality, and making better decisions³⁴.

Researchers at the Palestinian cellular communications company Jawwal looked into the link between the company's use of computerised information management practises and higher worker productivity³⁵. A questionnaire was created and administered to gather information and quantify the research variables needed to accomplish the study's goals. SPSS was utilised. Among the many findings of this research is the fact that the physical, software, human, and organisational requirements for operating and managing computerised Management Information Systems play a statistically significant role in raising productivity at the Palestinian Cellular Telecommunications Company, Jawwal. There are statistically significant differences between the respondents' Computerized Management Information Systems and their relationship to improving the job performance of the employees of the Palestinian Cellular Telecommunications Company - Jawwal, due to the demographic variables (scientific level, years of experience, place of work, job level. The study concluded with a number of recommendations, the most important of which is the need to keep abreast of technological developments in the field of Management Information Systems and to ensure the use of modern equipment and

advanced software. To take care of the availability of modern networks and work to solve network problems such as problems of interruptions and slow communication that came within the results of the study. Hold courses for users related to information technology and operational software and application to increase users' awareness of the capabilities of the hardware and software used and not focus on how to use only.

In a study aimed to identify the role of Knowledge-Based computerized management information systems in the administrative decision making process and that can lead to a reduction or limitation of potential problems, especially those related to unintended bias and ambiguous, these problems controls the collection of information for the primary knowledge base, and given that the knowledge based systems, computer information systems constitute a dynamic, constructed and programmed throughout specialized knowledge based systems programming languages³⁶. That is, they learn from the experience and knowledge gained. They can be used to build intelligent business decision making systems. The research found a set of recommendations, including: the need to use knowledge-based computerized information systems in the administrative decision-making process. And the configuration of tires capable of using modern applications of information technology in various administrative levels. As well as benefit from the advantages offered by the knowledge-based with respect to the effort, time and money and to be able to respond to environmental conditions and changes.

A study developed a model to measure the performance of information systems based on the input and output models of information systems functions used to support the efficiency of functional processes and improve the performance of institutions³⁷. The

model or management proposed in this research contains three outputs and trends to evaluate, namely, the efficiency of the system, the effectiveness of information, the effectiveness of information, the efficiency of the service, the efficiency of the system in terms of ease of use, rapid response, etc., as well as its impact on the functional performance of employees, and the effectiveness of information represented.

The quality of information in the design, use and value as well as its impact on the performance of staff and service efficiency in all activities ranging from the development of the system to its use in support and consultation. The effectiveness of the model and its positive impact on the effectiveness of the organizations and the improvement of the efficiency of operations in them. Comment on Previous Studies: The review of previous studies shows the different environments in which they were conducted, the different nature of the activity of the organizations to which they were applied, the variety of variables addressed and the variety of statistical methods used to obtain and analyze data. These studies have revealed the importance of management information systems and their key role in achieving the mission and goals of the Organization if used properly, provide the required support from the management of the organization, and provide the appropriate environment for application.

A scholar also examined the records management practices in labour organisations in Botswana. The study which was quantitative in nature used a survey strategy to gather responses from 45 respondents. The study acknowledges the existence of information management practices in the various organisations but they fall below the expected standard. The result shows that the information management programmes

are faced with many problems cutting across all the processes namely, creating, storing, processing and distribution. The outcome of the study reiterates the need for policies and strategies in information management to ensure effective performance³⁸.

A researcher studied the evolution of information management practices from users' perspectives³⁹. The review established that the major concerns of information management practices include information overload and information fragmentation. Information overload was defined as a situation where information processing and demand on individuals/organisations exceed the capacity and competency and the time needed for such processing. Information fragmentation, according to the review, is a situation where data are in different format, stored and distributed across multiple devices and locations using different applications for manipulation. It was established from the review that even though the technology has eased the processing of recording, creating, receiving, storing and disseminating, managing and using them sensibly is difficult. The amount of information generated by individuals/organisations can only increase, but organisational resources have remained constant. The situation poses a very difficult future for information workers whose job requires them to stay informed.

The findings of hypothesis three posited that innovation drivers and records management practices significantly influence job performance of administrative staff of tertiary institutions in Edo State, Nigeria. The findings of hypothesis three found support in prior empirical studies. For example; A scholar did some work on the effective information management and develop certain principles that are crucial and considered as critical success factors for information management projects⁴⁰. The

review outlines the major challenges in information management programmes in contemporary organisations including: large number of disparate information management systems, which is hardly coordinated, lack of clear policies and guidelines on information management programmes as well as lack of top management's support; the human and other physical resources needed for effective information management are also lacking.

These challenges have led to poor quality, inconsistency, duplication and outdated information. To address some of these issues, the study proposes that information management programmes should recognise the complexity of needs and plan to address these needs. Information management projects should deliver on tangible and visible benefits, and there is the need for active participation of all staff of the organisation and strong leadership. Lastly, information management programmes should be developed based on sound policies and strategies that are derived from the organisational strategy.

A similar study was conducted by Iron Mountain to assess the information management compliance benchmark, compare information management programmes across five best practice areas. It emerged from the study that there is a significant improvement in information management practices but there are some challenges in the areas of policies and procedures that need to be addressed. On electronic records management, the study points out that there is improvement in policy development but most organisations have not been putting them into action. Writing on the best practices of information management, the study identified five main areas namely: policies and procedures, retention, index and access, privacy and disposal, and audit

and accountability. Regarding how information management is evolving, the survey gave the following specifics: 94% of the organisations sampled are investing more in information management, and 72% do not have a strategic plan for information management. It also came to light that 80% of the organisations do have a formal policy, only 37% did indicate that the policies are consistently applied⁴¹. The results of the survey indicate that much have been done on investment and formulation of policy regarding information management. However, the policies are not well implemented and in some cases strategic plan on information management is lacking.

Several scholars set out to study organisational barriers to coordination arising specifically from information management and information technology issues⁴². It emerged from the study that in dealing with information management it requires a higher level of organisational change as compared with information technology. This suggests that information management issues are different from those of information technology and the former require the attention and involvement of all the organisational members, especially the top level managers. In a review to ascertain the awareness on the need for effective information management practices and to identify the challenges confronting many African countries in that regard.

The study emphatically indicates that the various poverty reduction strategies being implemented by the various African governments will be fruitless if they do not include some policies and strategies that address governments' records. Using specific examples from some African countries, the study identifies the following challenges: problem associated with the colonial administrators' failure to create an appropriate record/information management scheme; lack of funding, old and

insufficient infrastructure, lack of staff with appropriate training on digital divide. The study argued that until these issues are addressed appropriately no significant impact will be made in Africa in terms of development since effective information management is an integral part of any country's rebuilding process⁴².

Various ideas were used in the concepts and research findings that have practical relevance for personal information to evaluate how individuals typically organize their information⁴³. The results of the study indicate that information that is organised may serve three distinct purposes, namely easy information retrieval, reminds users on tasks that need to be done and represents the users' understanding of information items and how they relate to each other. The review further stresses the pivotal and vital role played by information management in improving job performance. In a study to examine the impact of information management investment value on job performance, some scholar argued that there are many studies that have established that investment in technology has contributed significantly to the growth of output in the United States but profitability and productivity have not come as a result of investment in information technology⁴⁴. The study contends that many studies to investigate how investment in information technology (IT) will lead to positive outcome, maintain that several factors account for job performance including a firm's strategic advantage and innovative technology. This indicates that IT spending has an oblique effect on productivity.

There is strong evidence linking the increased productivity of US industries in the late 1990s with the widespread adoption of information technology (IT). This is according to a study that evaluated the link between investment in information managed by

technology and productivity returns. Contrary to the conclusion of a study that evaluated the cost and benefit that organisations have experienced as a result of IT implementation, another study that evaluated the high increase in information technology investment in the 1990s found that the increase may be attributed to the fall in the prices of information technology goods⁴⁵.

SMEs in the construction industry participated in the study's survey-based data collection. The study uncovered three major takeaways, namely, (1) different types of organisations invest in IT in different ways, (2) IT investment is unrelated to organisation size, and (3) a lack of strategic vision makes it difficult to justify IT expenditures⁴⁶. The study found that managers' roles, tangible investments in intellectual capital, investments in ICT, and strategic capacity all play a significant role in construction SMEs' competitiveness. 15% of an organization's revenue is spent on information creation, management, and distribution, 60% of employee time is spent working with information, 75% of records are still kept in paper form, and 65% of worker time is spent looking for information, according to a survey conducted by Information Management Solution⁴⁶. The research shows that managing information as a valuable resource can boost performance on the job by limiting the growth of data, cutting costs, boosting output per unit of effort, and securing sensitive data. Eventually, these will give businesses a leg up on the competition⁴⁷.

A study found that organisations rely on a wide variety of information sources to make crucial decisions⁴⁸. This highlights the complexity of the information management landscape. According to the results, only 13% of those surveyed have a dedicated information management strategy, while 72% have enhanced their

adherence to relevant policies and laws. Eighty-seven percent of respondents said that information management has helped them save money and work more efficiently, and sixty-eight percent said it has increased their profits. According to the findings of this review, businesses can gain a strategic/competitive advantage by implementing information management strategies that aim to unify their various information systems into one.

A researcher looked at the impact of information management practises on managerial decision making and came up with a list of key performance benefits, including better internal communication and collaboration, faster and more accurate research, easier access to pertinent data and documents, lower labour costs, and support for routine tasks like bookkeeping and inventory management. The study's findings suggest that MIS—which many researchers, including Davis, refer to as "information management"—allows businesses to reduce expenses and increase productivity. A study was conducted to determine the ROI of investing in information management for businesses. According to the results, information management is difficult to evaluate as an investment because it produces indirect business value but also has direct business costs. It was determined that business objectives, implementation, and business outcomes are the three most crucial aspects of information management. That is to say, the initiatives involving information management are evaluated in terms of their success in achieving organisational goals and objectives, as well as in terms of the technical, business design, and operational means by which they were implemented. The result of the study indicates that for the business value of information management and its investment benefit⁴⁹.

Administrative staff use records management practises, which encompass the entire Information Life Cycle model, to guarantee that the right data is communicated to the right people at the right time. Records Management Practices involve the creation, capturing, maintaining, and controlling the records of an organization from the time they are created up to the time they are finally disposed or archived following the life cycle concept. This practice may involve classifying, storing, securing and destruction of the records. Records Management Practices provide guidance and assistance in managing the tertiary institutions' records which are been created and used on a day-to-day basis for the smooth running of the organization. With records management practices in place, there will be improvement in the records storage, efficient and effective records revival, reduce cost of operation, protect vital records and support decision making. Innovation drivers of any institution can be attributed to technological improvement in the academic environment.

The continuous scientific discourse between industrial psychologists, who believe that job performance is a function of hiring and training, is where the findings of this study are equally aligned with the expectation of the Resource Based View. In fact, Resource Based View has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no overall consensus emerging on either. Besides, there are many different definitions of what is meant by job performance. The most common definition used to define job performance is the extent to which administrative performance meets academic needs or expectations. Job performance can also be defined as the difference between administrative expectations and perceived performance. If expectations are greater

than performance, then perceived performance is less than satisfactory and the result is administrative dissatisfaction.

Most of the researchers have recognized and used the Resource Based View in a variety of industries such as the Resource Based View improved by. The Resource Based View suggested different dimensional structure of perceived performance efficiency and effectiveness as the instruments for measuring the job performance. As a result, the study can conclude that Innovation Drivers and Records Management Practices have a positive and significant influence on the Job Performance of Administrative Staff in Tertiary Institutions in Edo State, Nigeria, based on the support found in previous studies and the findings of this current study.

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Chapter Five

Conclusion

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

5.1 Summary of Findings

The aim of this study was to investigate the influence of Innovation Drivers and Records Management Practices on Job Performance of Administrative Staff in Tertiary Institutions in Edo State, Nigeria. The data generated were sorted, coded, and analyzed to establish the statistical significance of the influence of Innovation Drivers and Records Management Practices on Job Performance of Administrative Staff in the Tertiary Institutions in Edo State, Nigeria, and final acceptance of the hypotheses were made. From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the main empirical findings of this study:

- i. The level of job performance is moderately high among administrative staff of tertiary institutions in Edo State, Nigeria.
- ii. The level of innovation drivers are moderately high in tertiary Institutions in Edo State, Nigeria.
- iii. The level of records management practices is moderately high among administrative staff of tertiary institutions in Edo State, Nigeria.

- iv. Records management practices of administrative staff of tertiary Institutions in Edo State significantly influenced job performance of administrative staff the institutions.
- v. Innovation drivers by the management of tertiary institutions in Edo State significantly influenced job performance of the administrative staff in the institutions.
- vi. Innovation drivers and records management practices implemented by the administrative staff of tertiary institutions in Edo State significantly influenced the job performance of the administrative staff in the institutions.

5.2 Conclusion

The research concluded that Records Management Practices and Innovation Drivers influence Job Performance of Administrative Staff in Tertiary Institutions, Edo State, Nigeria. Accordingly, data gathered from the administrative staff in administrative department in the investigated Institutions revealed that, there is need to enhance employee performance which is critical because it is key to better academic activities that would increase staff productivity, retains academics and eventually attain overall academic success.

Innovation Drivers influence administrative staff performance in order to achieve the institutions' set out objectives. Innovation Drivers made the administrative staff to deliver better performance which eventually results in improved organizational success among these staff in tertiary institutions in Edo State, Nigeria. Proper records management practices also helped in proper records recycling and recalling which ease their job and enhance their job performance.

5.3 Recommendations

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

- i. The management of the tertiary institutions in Edo State, Nigeria should consistently improve on innovations among administrative staff such as innovation culture, management competency, and organizational learning to enhance the performance of administrative staff in the institutions.
- ii. Since records management practices positively influence job performance of these administrative staff, it is imperative that the management provide every equipment for records creation, sharing, use and storage. This is necessary to guaranty continuous improvement in record management.
- iii. Given that innovation drivers influence the job performance of administrative staff in tertiary institutions in Edo State, managements of the tertiary institutions should provide necessary resources that will continue to advance their competence, improve learning and provide an environment driven by a culture of innovation.

5.4 Contributions to Knowledge

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

Conceptually, the study focused on identifying gaps in literature pertaining to innovation drivers, records management practices and job performance. The conceptual framework of this study equally offers conceptual contribution as it was constructed by the researcher analyzing the gaps identified in literature. The model

combined independent variables (Innovation Drivers and Records Management Practices) and dependent variable (Job Performance) with measures ranging from dimensions of Innovation Drivers, Records Management Practices and Job Performance measures. The model also can be adapted to suit future studies.

From the theoretical stand point, John Campbel Theory was strengthened in the sense that the measures of job performance were adapted from the theory. The theory emphasized the extent to which administrative services expectation are met. Similarly, the RBV was strengthened given that it provides theoretical support for how innovation drivers including management competence, innovation culture and organisation learning can enhance employee performance and ultimately organisational success. The information lifecycle theory is equally strengthened too. This is also because all these measures are adapted from the Information Life Cycle Management Theory and it suggest that that there are definable stages in information storage, creating a sharp distinction between current and historical information storage.

Empirically, the study is able to add to recent literature on the interactions among Innovation Drivers, Records Management Practices and Job Performance. Though, studies on Innovation Drivers, Records Management Practices and Job Performance abound in developed economic context however, empirical study from developing countries like Nigeria seems to be few in this regard. This means not much is known about using Innovation Drivers and Records Management Practices to reinforce Job Performance of Administrative Staff of Tertiary Institutions, Edo State, Nigeria. Hence by the findings of the three null hypotheses examined, the study becomes a

basis for reference for future studies on Innovation Drivers, Records Management Practices and Job Performance. Moreover, the study provides findings which scholars can thereafter use to buttress the empirical submissions in their studies. This study therefore offers significant contributions to knowledge and has practical implication for the management of the Tertiary Institutions Edo State, Nigeria.

5.5 Suggestion for Further Studies

This study focused on influence of innovation drivers and records management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria. Nevertheless, to further broaden the frontiers of knowledge, the following areas of studies are suggested for further research.

- i. Innovation drivers, records management practices and job performance can as well be carried out in other tertiary institutions in order to extend the knowledge gained from this work to other tertiary institutions in the country at large.
- ii. This study investigated Innovation drivers and records management practices on a comparative study, other tertiary institutions in the country may be considered in the nearest future.
- iii. This study employed primary data for collection of information from the selected tertiary institutions; same study may be carried out in the nearest future using the secondary data of the institutions.

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Appendix

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

Questionnaire

Dear Respondent,

I am a student in the Department of Information Management of Lead City University, pursuing the PhD in Office and Information Management. At present, I am conducting research on: **The influence of innovation drivers and record management practices on job performance of administrative staff of tertiary institutions in Edo State, Nigeria.** This questionnaire is designed to gather data for the Thesis. Be rest assured that this is an academic exercise and the Researcher shall be guided by research ethics of anonymity and confidentiality. Kindly provide a response that appropriately reflects your personal opinion about the issues under investigation as it affects your organisation.

Thank you

Stephen O. Osakwe

Section (A): Demographic Data of Respondents

This section intends to gather data on the respondents to assist the Researcher on the varied employees in the public organizations under study.

Instruction: Please, tick () at the appropriate answers to the questions asked below.

1. Gender: Male () Female ()
2. Age: 30 years and below(), 31–40 years (), 41-50years (), 51years and above ()
3. Qualification: SSCE (). HND/B.Sc. (), M.Sc. () Ph.D. () Others
4. Work Experience: 10 years and below(), 11–24 years (), 25 years and above ()

Section (B): Level of Job Performance of administrative staff of tertiary institutions in Edo State, Nigeria.

The statement in this section concerns job performance of administrative staff as applicable to your organizations in Edo State. Please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives)

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

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

Section C: Identify the prominent Innovation Drivers in tertiary institutions in Edo State, Nigeria

The statement in this section concerns innovation drivers as applicable to the institution in Edo State. Using the 4-point Likert-type scale provided, please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives)

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

IV	Innovation Culture: To what extent do your institution advocate the following?	SA	A	D	SD
1	My institution sends administrative staff on training to acquire new knowledge				
2	Encourage administrative staff to use new methods of completing task given				
3	Evaluate existing administrative policies for area to improve				
4	At individual level I am constantly seeking new ideas to enhance my administrative capacity				
5	My colleagues are open to new knowledge				
6	My Colleagues are constantly seeking new information to get better at work				
7	I find learning a critical aspect that enhance innovation				
V	Management competency: To what extent do you agree/disagree with the following?	SA	A	D	SD
8	Management use effective leadership style and are careful with how administrative staff issues are handled				
9	There is evidence of interpersonal communication that aid work understanding for administrative staff				
10	Our institution's management have the capacity to motivate administrative staff				
11	We have management with proven integrity				
12	We have management who can solve problem without creating chaos				
13	We have management team who are actively involved in planning for the future				
14	We have management team who are advocates of innovative behavior				
15	Our institution has good working conditions which have enabled it to attract the right talent				
VI	Organisational Learning: To what extent, does your tertiary institution do the following?	SA	A	D	SD
16	Acquire new technologies/knowledge from various channels				
17	Permits new knowledge, even when it conflicts with well-accepted experience and knowledge				
18	Provides a favourable context for changing obsolete beliefs				
19	Ready to change the way it operates				
20	Establishing new values based on institutional needs				
21	Abandon outdated beliefs/routines				
22	Training on new work procedures				

Section D: Record Management practices in Tertiary institutions in Edo State, Nigeria

The statement in this section concerns record management practices as applicable to the tertiary institution in Edo State. Using the 4-point Likert-type scale provided,

please indicate the extent to which you agree or disagree with each statement in relation to your organization. (Answer by selecting one of the alternatives 4, 3, 2, 1)

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

VIII	Record Creation: To what extent do you agree/disagree with your institution ability to do the following	SA	A	D	SD
1	The institution has a good culture of record creation				
2	Management has concern for the development of staff skills				
3	My institution encourages creative record creation				
4	There is a strong commitment to the generation of new record				
5	My institution's <i>structure accelerates the creation of new record</i>				
IX	Record Sharing: To what extent do you agree/disagree with your institution ability to do the following	SA	A	D	SD
7	My institution conveys its mission clearly to its employees				
8	There is a good culture of information sharing among staff				
9	Record sharing advances the organization's development				
10	Record sharing is enabled across different departments				
11	Record sharing enables institutional innovation				
12	Creative suggestions during record sharing are encouraged				
X	Record Use: To what extent do you agree/disagree with your institution ability to do the following	SA	A	D	SD
13	There is timely application of acquired record to enhance work.				
14	Only authorize staff have access to use some information created for work				
15	Sharing of record on work practices facilitate problem solving.				
16	IT facilities are provided to enhance record usage				
17	We have ICT staff as support staff when we experience challenges with using record created				
XI	Record Storage: To what extent do you agree/disagree with your institution ability to do the following	SA	A	D	SD
18	Documented events are stored centrally for ease of access.				
19	The institution helps easy storage and retrieval of record.				

20	<i>High levels of participation are encouraged in record capturing</i>				
21	<i>The cost attributed to storage of record is taken care of by management</i>				
22	<i>We have ICT facilities that makes it easy to store knowledge</i>				
23	<i>We have physical facilities that secure record captured by ICT equipment</i>				

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SPSS REGRESSION OUTPUT

Hypothesis One

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.448	.439	.17068

a. Predictors: (Constant), Organisationlearning, innculture, ManagementCom

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.483	3	1.494	51.298	.000 ^b
	Residual	5.535	190	.029		
	Total	10.019	193			

a. Dependent Variable: Jobperformance

b. Predictors: (Constant), Organisationlearning, innculture, ManagementCom

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.423	.164		8.667	.000
	innculture	.171	.043	.260	4.009	.000
	ManagementCom	.232	.051	.297	4.513	.000
	Organisationlearning	.194	.045	.273	4.286	.000

a. Dependent Variable: Jobperformance

Hypothesis Two

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682 ^a	.465	.454	.16832

a. Predictors: (Constant), RecordStorage, RecordUse, RecordCreation, RecordSharing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.664	4	1.166	41.150	.000 ^b
	Residual	5.355	189	.028		
	Total	10.019	193			

a. Dependent Variable: Jobperformance

b. Predictors: (Constant), RecordStorage, RecordUse, RecordCreation, RecordSharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.142	.190		6.001	.000
	RecordCreation	.280	.046	.359	6.034	.000
	RecordSharing	.176	.038	.280	4.580	.000
	RecordUse	.093	.039	.132	2.351	.020
	RecordStorage	.133	.044	.180	3.043	.003

a. Dependent Variable: Jobperformance

Hypothesis Three

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.710 ^a	.504	.499	.16127

a. Predictors: (Constant), RMP, InnovationDrivers

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.051	2	2.526	97.112	.000 ^b
	Residual	4.967	191	.026		
	Total	10.019	193			

- a. Dependent Variable: Jobperformance
 b. Predictors: (Constant), RMP, InnovationDrivers

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.998	.180		5.552	.000
InnovationDrivers	.343	.069	.387	4.962	.000
RMP	.380	.080	.370	4.744	.000

- a. Dependent Variable: Jobperformance

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Bio-data

A. Personal Data

- 1. Full Name:** OSAKWE, Stephen Onyeawuna
- Address:** 1, Ede's Place, Onicha-Uku, Aniocha-North, Delta State
- E-mail:** steveosakwe1212@gmail.com
OSAKWE.Steve@ogharapoly.edu.ng
-
- 2. Date/Place of Birth:** June 03, 1968/Benin City
- 3. Nationality:** Nigerian
- 4. Name and Address of Next of Kin:** Isiawele Mary-Fortune
1, Ede's Place, Onicha-Uku, Aniocha-North, Delta State

B. Educational Background

Educational Institutions attended with dates and Qualifications:

- i. **Primary Education:**
- ii. **Secondary Education:**
Edo College, Benin City, Edo State, Nigeria – Lower Six only, 1983-1984
St. Pius Xth Grammar School, Onicha-Ugbo, Delta State, Nigeria, 1978-1983
- iii **Higher Educational Institutions:**
Lead City University, Ibadan, Oyo State, Nigeria, 2018 till date {PhD}, in view
National Open University of Nigeria, 2015-2017 {MSc.}
Lead city University, Ibadan, Oyo State, Nigeria, 2009-2011 {MSc.},
University of Port Harcourt. Port Harcourt, Rivers State, Nigeria, 2007 {PGDE}
Ambrose Ali University Ekpoma, Edo State, Nigeria 2002-2004 (BSc Hons)
University of Lagos, Akoka, Lagos, Nigeria, 1997-2000 {MPA}
University of Lagos, Akoka, Lagos, Nigeria, 1997 {DBA}
Auchi Polytechnic, Auchi, Edo State, Nigeria 1988-1990 {HND}
Auchi Polytechnic, Auchi, Edo State, Nigeria 1984-1987 {OND}

C. Working Experience with Dates

1. **Delta State Polytechnic, Otefe-Oghara (November 2004 Till Date)**
Administrative Experience:

1. Principal Asst. Registrar/Coordinator/Ag. HOD, Office Technology and Management, CONTEDEISS 13/1, January 01, 2014.
2. School Officer, School Of Engineering, CONTEDEISS 11/5, (August 2012-September 2012)
3. Academic Board Unit, Registry, CONTEDEISS 11/2 {May, 2011 To August 2012}
4. Head, Admin. Unit {E&W} Dept. (CONTEDEISS 9/8) {Aug. 17, 2009 – April 2011}
5. Head, SIWES Unit (HATISS 9/7) {Feb. To Aug. 14, 2009}
6. Head, Staff Welfare Unit (HATISS 9/6) {June 2008 To Jan. 2009}
7. School Administrator (HATISS 8/10) {Jan 2007 To June 2008}
8. Principal Sec. Asst, (HATISS 9/8) {Nov. 2004 to Jan. 2007}.

Positions Held with Dates:

1. Principal Lecturer/Head of Department, Office Technology and Management, November 24, 2022 till date.
2. Senior Lecturer/Ag. Head of Department, Office Technology and Management, November 24, 2021 to November 24, 2022.
3. Senior Lecturer, July 01, 2019 to July 01, 2022.
4. Lecturer I/Ag. Head of Department, Office Technology and Management Department, July 05, 2017 to July 01, 2019.
5. Ag. Head of Department, Office Technology and Management Department, July 05, 2017 to July 01, 2019.
6. Lecturer I upon conversion from Principal Assistant Registrar, March 23, 2016.
7. Programme Coordinator, Office Technology and Management Department September, 2012 to February, 2017)
8. Principal Asst. Registrar/Programme Coordinator, Office Technology and Management, CONTEDEISS 13/1, January 01, 2014
9. Senior Assistant Registrar/ School Officer, School of Engineering, CONTEDEISS 11/2, August 2012 – September 2012)
10. Senior Assistant Registrar, Academic Board Unit, Registry, CONTEDEISS 11/2 {May, 2011 to August 2012}
11. Asst. Registrar/Head, Admin. Unit {E&W} Dept. (CONTEDEISS 9/8) {Aug. 17, 2009 – April 2011}
12. Assistant Registrar/Head, Admin. SIWES Unit (HATISS 9/7) {Feb. to Aug. 14, 2009}
13. Asst. Registrar/Head, Staff Welfare Unit (HATISS 9/6) {June 2008 to Jan. 2009}.
14. Admin Officer 1/School Administration (HATISS 8/10) {Jan 2007 to June 2008)

15. Principal Sec. Asst./Personal Assistant to Rector (HATISS 9/4) {Nov. 2004 to Jan. 2007}.

Headship/Co-Ordinatorship Experience:

1. Head, OTM Department, November 24, 2022 – till date.
2. Head, OTM Department, November 24, 2021 – November 24, 2022.
3. Ag. Head, OTM Department, July 2017 to July 2019.
4. Programme Coordinator, OTM Department, and 2012 to 2017.

Duties:

- Arranged for and got NBTE full Accreditation for ND in Office Technology and Management Programme in 2018.
- Arranged for and got NBTE Approval for the setting up of the Department of Office Technology and Management in 2015/2016 academic session.
- Coordinates the general activities of the Department of Office Technology and Management;
- Presides over Department Board meetings;
- Lectures in the Department;
- Represents the Department at Academic Board;
- Presents Departmental result for consideration and approval to School Of Business Board;
- Taking notes/minutes of School Board meetings in School of Engineering;
- Managing the Administrative and Executives Staff in School of Engineering;
- Assisting the Registrar in communicating students of Academic Board's decisions on their appeals;
- Assisting the Registrar in collating appeals from students for deliberation at the Board meetings;
- Assisting the Registrar in issuing and distribution of notices of meetings;
- Supervision of all Administrative/Executive Unit staff and assign duties and tasks to them;
- Take minutes of the meetings of Works Department;
- Manage all records of the Department;
- Manage the Department time book;
- First handle memos from other Units in the Department, seek and attach relevant documents for ease of management before forwarding same to the appropriate authority;
- Manage the pool coaster bus's bookings, transactions and income and give a monthly report of account to the Director of Works;
- In consultation with other Technical Unit Heads in the Department, monitor the activities of the Works Department staff to ensure that jobs are not only done on time but according to specifications;

- Vet and assess EAVS in the Departments;
- Inspect goods purchased in the Department;
- Responsible for the hiring of vehicles;
- Joins inspection with other Technical Unit Heads of all on-going projects/assignment;
- Ensure that technical report of on-going projects are written and kept in the Department;
- Monitor project proposals yet to be approved by management;
- Organization of Orientation for Intending Industries Training Students.
- Sourcing for Places for Placement in Industries for Students.
- Posting of Students to Industries for Industrial Training.
- Distribution of Logbooks, and Form 8 to Students.
- Supervision/Monitoring of Students on Industrial Training.
- Collation of Logbooks, IT reports, Form 8 received from Students after IT.
- Submission of Master List and Placement List to NBTE for Vetting.
- Submission of Vetted Master and Placement to ITF, Jos for Payment.
- Submit Scores from Supervisors to the various Departments.
- Close Liaison with Industrial Training Fund, Benin/Jos and NBTE, Kaduna.
- General Staff Welfare Issues as Head, of Staff Welfare Unit.
- Result Collation/Computation while in School of Business.
- Records Management in Dean's office, School of Business Studies.
- General Administration of Rector's Office.
- Handling Rector's Itineraries.

Service In The Polytechnic Committee (Community Service)

- Member, Committee on the Review of Students Information Handbook, January 17, 2023.
- Academic Board's commendation letter for commitment and dedication to the service of the Polytechnic in the Examination Malpractice Committee.
- Member, Committee for Mounting of New Programmes in the Polytechnic, April 26, 2022.
- Member, Service Delivery Committee, April 20, 2022 till date.
- Member/Secretary, Task Force on School Fees Drive, April 19, 2022 till date.
- Member, Management's Students' Union Government (SUG) Electoral Monitoring Committee, January 13, 2021.
- Member, School of Business Result Checkers Committee, 2020 to February, 2022.
- Member, Committee on HND Resource Inspection for Mass Communication and Office Technology and Management Departments, February, 2019.
- Members, Examination Malpractice Committee March 02, 2018 till date.

- Member, Committee on Missing Examination Scripts in Science Laboratory Department (SLT), School of Applied Science (SAST), Delta State Polytechnic, Otefe-Oghara, June, 2017.
- Member, Ad-hoc Committee that Investigated the Case of Misconduct level against Engineer Luckysyn Omidih of Mechanical Engineering Department, December, 2016.
- Member, Polytechnic SUG Electoral Commission, 2015.
- Invigilator, Unified Tertiary Matriculation Examination, Delta State Polytechnic, Otefe-Oghara (April 2014).
- Member, Polytechnic SUG Electoral Committee, 2014.
- Deputy Coordinator, Unified Tertiary Matriculation Examination (Centre II), Delta State Polytechnic, Otefe-Oghara (June 18, 2011).
- Member, Ad-hoc Committee to organize a Send-forth for the former Registrar, (November, 2010-March 2011).
- Member/Secretary, Ad-hoc Committee to Investigate Exorbitant/illegal Sale of Textbooks and Hangouts, March 2011.
- Member/Secretary, Senior Staff Disciplinary Committee, June 2010 - May 2014.
- Secretary, Senior Staff Association of Nigeria Polytechnics, DSPT 2009-2011.
- Secretary, Non-Academic Staff Union, DSPT Branch, April-July, 2009.
- Member/Secretary, Ad-hoc Committee on the Introduction of new programmes (Office Technology and Technology) Jan. 2010- June 2010.
- Member, Investigative Panel on Absenteeism in Security Unit and Theft of Computer Parts in the Computer Laboratory, April – May 2010
- Chairman, Ad-hoc Investigation Committee on Missing Generator in School of Business Studies, December 2009 - February, 2010
- Member/Secretary, Ad-hoc Investigation Committee on Polytechnic Health Centre 2008/2009.
- Member/Secretary, Ad-hoc Committee on Office Accommodation (2008).
- Member/Secretary, Staff Welfare Committee (June 2008-2010).
- Member, Sports Advisory Committee, (July 2006 - June 2008).

Teaching Experience:

1. Lecturing of Office Technology and Management Students;
2. Lecturing of SLT (Chem/BioChem Option) Students at HND Level;
3. Lecturing of Statistics Students at ND Level;
4. Assessing students' performance, preparation of students results;
5. Advising students on academic issues;
6. Supervision of students' projects;
7. Supervision of students on Industrial Training. 2011 – Date; and
8. Resource Person to the National Board for Technical Education (NBTE) 2018-date.

9. External Examiner/Moderator, OTM Department, Delta State Polytechnic, Ogwashi Uku, 2021/2022 Academic Session.
10. Supervisor, National Business and Technical Education Board (NABTEB), National Headquarters, Ikpoba Hill, Benin City. June 2023 – date.

Birdie Services Limited (an Oil and Gas Service Company), 68, Enerhen Road, Warri. (July 2002 – November 2004)

Post Held: Manager, Admin/Personnel

National Clearing and Forwarding Agency (NACFA), 3/7, Creek Road, Apapa, Lagos. (Dec. 2001 – July 2002)

Post Held: Personnel Officer 1

First Chartered Trust Company (a Finance and Energy Service Company), 55, Bishop Oluwole Street, Victoria Island, Lagos. (July 1998 – Dec. 2001)

Post Held: Assistant Manager/Head, Management Services.

Merchant Bank OF Commerce Limited and later deployed to Standard Trust Bank PLC, (both now United Bank for Africa PLC), Lagos, (between Sept.1995 - July 1997).

Posts Held:

Personal Assistant to Group Head, Legal and Management

Services-MBCOM (Sept. 1995- March 1997). Investment Executive/Head,

Support Services – STB (April 1997- May 1998)

Boltion Nigeria Limited (an Oil and Gas Service Company), 114, Aba Road Port Harcourt. (January 1992-August, 1995)

Post Held: Manager, Administration/Personnel

National Youth Service with NYSC State Secretariat Headquarters, Katsina, Katsina State.1990/91 Service Year).{No. A154528}

Post Held: Personal Assistant to the State Chief Inspector

D. Awards and Fellowship: Nil

E. Membership of Academic/Professional Bodies:

- ✓ Members, Nigeria Institute Of Management (Chartered) {MNIM} {76520}, Sept. 2005
- ✓ Fellow, National Institute of Office Administrators and Information Managers (NIOAIM), 2020.
- ✓ Member, Association of Business Educators of Nigeria (MABEN 0347), March, 2016

- ✓ Member, Teachers Registration Council of Nigeria (TRCN),(DT/T/00631), Dec. 2013
- ✓ Member, Association of Nigeria Academics (ANA), 2012
- ✓ Member, Association for Promoting Academic Researches and Development in Nigeria (APARDN), 2012

F. Publication(s):

Textbooks

1. Osakwe, S.O. and Ogonu, A.U. Office Career Development for Colleges, Polytechnics and Universities. May, 2017. **ISBN: 978-978-50029-7-0**
2. Osakwe, S.O. and Akhilele, E. Fundamentals of Modern Office Technology. July, 2016 **ISBN: 978-978-949-667-9**
3. Osakwe, S.O.; Akporowho, F.D.; Ofulue J.O. & Arhurermu, V.M. Principles and Practices of Meetings. January, 2016 **ISBN: 978-978-53941-6-0**
4. Osakwe, S.O. Fundamentals of Office Practice. May, 2014 **ISBN:978-978-50029-4-8**
5. Osakwe, S.O. Akporowho, F.D.; Nwoko, G.C. Modern Office (Administration & Management), March, 2014. **ISBN: 978-978-33872-16-3**

ChaptersIn Books:

1. **Three (3)** Osakwe, S.O.; Akhilele, E. and Akasi, S.E. Fundamentals of Research Methodology for Tertiary Institutions (March, 2022), **ISBN:978-978-811-152-6**
2. **Four (4)** Osakwe, S.O., Afeidia, A.O. & Braimah, Q.A. Routine Office Communication for Managers, August, 2019. **ISBN: 978-978-918-386.4**

Journal Articles:

1. Osakwe, S.O. & Ogonu, A.U. (2023). Entrepreneurship Curriculum and Teaching in Tertiary Institutions. Published in the Journal of Social Sciences & Interdisciplinary Research, College of Social and Management Sciences, Gregory University, Uturu, Abia State, Nigeria. Vol.1, No.1 (2023). **Pages 11-16. (ISSN: 978-014-961-7) <https://guu.jssir.com> Website: www.GUU-JISSIR.com Email: jb.csms@gregoryuniversityuturu.edu.ng**
2. Osakwe, S.O. & Ogonu, A.U. (2023), Social Media and Employee Productivity at Work Place. Published in International Journal of Business Communication and Administration (IJOBICA), Federal Polytechnic, Ede, OsunState. Vol.1, No.1,(2023) **Pages 245 – 254. Maiden edition. (ISSN: 2992-3816), (e-ISSN: 2992-3824).**
3. Osakwe, S.O. & Ogonu, A.U. (2023), Modern Methodology in the teaching and learning of Business Education Courses. Published in Living Spring Journal. A publication of Association of Business Educators of Nigeria (ABEN), Osun State Chapter, Vol. 1, No.1, (2023) July, 2023. **Pages 78-85. First Edition.**

4. Osakwe, S.O. & Udoro, H.O. (2023) Enterprise Content Management Operations (ECMO) and Organisational Efficiency. Published in Innovative Journal of Art and Social Sciences (IJASS) (<https://journals.rasetass.org/index.php/ijass>, March, 2023. Vol.5, No.5. **Pages 01-17 (ISSN: 2714-3317)** <https://journals.rasetass.org/index.php/ijass>)
5. Osakwe, S.O. (2023) Travelling Arrangements and Requirements in Corporate Organisations. Published in Innovative Journal of Art and Social Sciences (IJASS) (<https://journals.rasetass.org/index.php/ijass>, March, 2023. Vol.5, No.5. **Pages 31-43 (ISSN: 2714-3317)**)
6. Osakwe, S.O. & Udoro, H.O. (2023), Managing Workstation Ethical Diversity: A Tool for Organizational Productivity. Published in International Journal of Governance and Development, Ambrose Alli University, Ekpoma, Edo State. Vol.6, No.1, April, 2023. **Pages 57-65 (ISSN: 1597-1740)**
7. Johnson-Itabita, P. & Osakwe, S.O. (2022), Effect of Conflict Management and Crises Control for Employees Job Performance in Delta State Polytechnic, Otefe-Oghara. Published in GUU-Journal of Interdisciplinary Research and Innovations. (A publication of School of Postgraduate Studies, Gregory University, Uturu, Abia State). Vol. 1, No.1, December, 2022. **Pages 392-401. (ISSN:3208-4609-4576)**
8. Osakwe, S.O. & Ogonu, A.U. (2022), Vocational Skills and Technology: The Future of Education. Published in GUU-Journal of Interdisciplinary Research and Innovations. (A publication of School of Postgraduate Studies, Gregory University, Uturu, Abia State). Vol. 1, No.1, December, 2022. **Pages 228-237. (ISSN:3208-4609-4576)**
9. Osakwe, S.O. & Oghogho, R.O. (2022) Contemporary Issues on Information Technology Amongst Office Technology and Management Students in Delta State Polytechnic, Otefe-Oghara. Published in Delta Business Education Journal. Vol.12, No. 1, December, 2022. **Pages 84-95 (ISSN: 2408-7320)**
10. Osakwe, S.O. & Ogonu A.U. (2022) Issues in Vocational and Technical Education. Published in Delta Business Education Journal. Vol.12, No. 1, December, 2022. **Pages 40-52 (ISSN: 2408-7320)**
11. Osakwe, S.O. & Ogonu, U.A. (2022) Contemporary Behavioral Issues in Education. Published in International Journal of Education, Library and Information Communication Technology, Ajayi Crowther University, Oyo, Oyo State. **IJELICT Vol. 1, No. 1. (https://ijelict.acu.edu.ng) (https://acu.edu.ng/journals)**, December, 2022
12. Iboma, G.E. & Osakwe, S.O. (2022) Overview of Public Debt and Economic Growth in Nigeria (2001-2019). Published in Nigerian Journal of Business Education, Vol. 9, No. 3, October, 2022. **Pages 40-53. (ISSN:2408-4816 on line 9876-5432)**
13. Osakwe, S.O. & Ogonu, U.A. (2022) Teaching and Learning in the New Normal: Opportunities and Challenges of Distance Learning Amid COVID-19 Pandemic.

Published in Nigerian Journal of Business Education, Vol. 9, No. 1, October, 2022.
Pages 70-78. (ISSN:2408-4816 & 9876-5432)

- 14.** Osakwe, S.O. & Ogonu, U.A. (2022) The Effect of Pandemic COVID-19 in the Workplace. Published in Journal of Information and Communication Technology (JOICT), Auchu Polytechnic, Auchu. Vol. 8, No. 2, March 2022. **Pages 119 – 126. (ISSN: 2354-3213)**
- 15.** Osakwe, S.O.; Ogonu, U.A. and Akhilele, E. (2021) Education and the COVID-19 Pandemic. Published in Dominican University Journal of Management and Social Sciences (DUJMSS), Vol. 1, (2), December, 2021. **Pages 57 – 65. (ISSN-2795-2851)**
- 16.** Osakwe, S.O. & Ogonu, U.A. (2021) E-learning in Business Education in Nigerian Schools. A publication of Journal of Business & Vocational Education (JBVE) 1. (9). Federal College of Education (Tech), Asaba. July, 2021. **Pages 85 – 98. (ISSN: 2360-8994)**
- 17.** Osakwe, S.O. (2021) Impact of ICT in Facilitating National Security: Significance of Factors. Published in Journal of Information and Communication Technology (JOICT), Auchu Polytechnic, Auchu. Vol. 7, No. 2, June 2021. **Pages 79 – 91. (ISSN: 2354-3213)**
- 18.** Osakwe, S.O. (2021) Information and Communication Technology: A Teaching and Learning Tool – Its Challenges and Prospects. Published in the International Journal of Office Administration and Information Management (IJOAIM), Vol. 1, Issue 1, April 2021. **Pages 108 -119. (ISSN: 2955-1269 PRINT and ISSN: 2955-1277 ON LINE) <https://nioaim.org/journals/>**
- 19.** Osakwe, S.O. & Ogonu, U.A. (2021) Entrepreneurship Practice for Sustainable Development in Nigeria. Published in SAU Journal of Management and Social Sciences, Vol. 6, Special Issue, 2021. **Pages 201-208.(ISSN: 2550-7302)**
- 20.** Osakwe, S.O. & Nwankwo, F.C. (2021) Teaching the Insignificant and often Forgotten Group in Traditional Societies through Ethno-Communicology. Published in Journal of Business and Management Studies (JBMS), a publication of School of Business Studies, Delta State Polytechnic, Ozoro. Vol. 5, No. 1, January 2021. **Pages 92-102 (ISSN:1597-6092)**
- 21.** Osakwe, S.O. & Ogonu, U.A. (2021) Tackling Unemployment through Entrepreneurship Education and Skills Development in Nigeria. Published in Journal of Business and Management Studies (JBMS), a publication of School of Business Studies, Delta State Polytechnic, Ozoro. Vol. 5, No. 1, January 2021. **Pages 55-65 (ISSN: 1597-6092)**
- 22.** Osakwe, S.O. & Nwankwo, F.C. (2020) Cultural Impediments to Health Communication for Radio: A Study of Polio-Immunization Campaign in South East Nigeria. Published in Innovative Journal of Art and Social Sciences (IJASS) (<https://journals.rasetass.org/index.php/ijass>, June, 2020. **Pages 27-38 (ISSN: 2714-3317)**

23. Osakwe, S.O. & Nwankwo, F.C. (2020) Impact of Advertising Ethics and Regulations in Nigeria: A Study of Polio-Immunization Campaign in South East Nigeria. Published in Innovative Journal of Art and Social Sciences (IJASS) (<https://journals.rasetass.org/index.php/ijass>, June, 2020. **Pages 50-60 (ISSN: 2714-3317)**)
24. Osakwe, S.O. & Nwankwo, F.C. (2020) Comparative Analysis of Public Relations and Advertising in Product Marketing. Published in Delta State Business Education Journal, Vol. 10, No. 1, May, 2020. **Pages 138-148.(ISSN: 2408-7320)**
25. Osakwe, S.O. & Ogonu, U.A. (2019) Entrepreneurial and Sustainable Development in Nigeria. Published in Delta State Business Education Journal, Vol. 9, No. 2, October, 2019. **Pages 278-288. (ISSN: 2408-7320)**
26. Osakwe, S.O. & Akhilele, E. (2019) The Impact of Training and Development on Productivity of Academic Staff in Polytechnics. Published in Journal of Business and Vocational Education (JBVE) 1. (8). Federal College of Education (Tech), Asaba. December, 2019. **Pages 132-140 (ISSB: 2360-8994)**
27. Osakwe, S.O. & Ogonu, A.U. (2019). Sustainable Development Goals in Africa: The Journey So Far. Technical and Vocational Education Training as a Tool for Sustainable Development in Nigeria. A publication of the Faculty of Arts, Social and Management Sciences, Federal University, Birnin Kebbi. Pages 112-122. **ISBN: 978-978-984-320-6**
28. Osakwe, S.O. & Ogonu, U.A. (2019) *Business Studies at Secondary School Level Employability Skill Development*. Published in Delta State Business Educational Journal, Vol. 9, No. 1 May, 2019. **Pages 89-95. (ISSN:2408-7320)**
29. Osakwe, S. O. & Onome, O. (2018) *Causes and Effects of Stress on Students Performance in Nigeria Higher Institutions of Learning*. Accepted for Publication in Nigerian Multidisciplinary Journal of research and Development. Vol. 2, No.2. December, 2018. **Pages 43-49 (ISSN:2645-2790)**
30. Osakwe, S.O., Akhilele, E. & Ebietuoma, S. (2017) The Impact of Information and Communication Technology (ICT) in Teaching and Learning of Office Technology and Management Skills. Published in the Journal of Information and Communication Technology, Auchu Polytechnic, Auchu, Edo State. Volume 5. No.1, April, 2017. **Pages 14-22; (ISSN: 2354-3213)**
31. Osakwe, S.O. & Onome, O. (2017) *Professionalization of Teaching in Nigeria: Role of Teachers Registration Council of Nigeria*. Published in Nigeria Multidisciplinary Journal of Research and Development. Vol. 1, No. 1 March 2017. Delta State Polytechnic, Otefe-Oghara **Pages1-7.(ISSN: 2276-7401)**
32. Osakwe, S. O., Onome, O. & Ezeamaka, O. C. (2017) *The Problems Associated with the Teaching and Learning of Typewriting in Higher Institutions*: Published in Nigeria Multidisciplinary Journal of Research and Development. Vol. 1, No. 1,

- March 2017. Delta State Polytechnic, Otefe-Oghara **Pages 221-227. (ISSN: 2276-7401)**
- 33.** Osakwe, S.O., Nwoko, G.C. & Nwoko, Q.T. (2017) *Need for Pragmatic Promotion of Entrepreneurship Activities towards Eradicating Poverty in Nigeria.* Published in Delta Business Education (DBEN) Journal, Vol. 6. No1, March, 2017. **Pages 141-152. (ISSN: 2408-7320).**
 - 34.** Osakwe, S.O., Elugwu F., Akhilele, E. & Nwaezeigwe A. (2017) The Role of Technology Education in Enhancing Physical Security Strategies against Threats to Information Technology (IT) Properties in ICT Driven Economy. Published in Journal of Information and Communication Technology (JOICT), Auchi Polytechnic, Auchi. Vol. 5, No. 1, April, 2017. **Pages 193 – 202 (ISSN: 2354 -3213).**
 - 35.** Osakwe, S.O. & Ogona, A.U. (2016) *Role of Vocational and Technical Education in Nation Building.* Published in Delta Business Education (DBEN) Journal, Vol. 6, No.1, March 2016. **Pages 62-66. (ISSN: 2408-7320).**
 - 36.** Osakwe, S.O. & Ebietuoma, T.S. (2016) *Information and Communication Technology (ICT) as an Innovative Instrument for Effective Teaching and Learning of Business Education.* Published in Delta Business Education (DBEN) Journal, Vol. 6. No. 1, March 2016. **Pages 67-73, (ISSN: 2208-7320)**
 - 37.** Osakwe, S.O. & Ebietuoma, T.S. (2016) *The Role the Parents, institutions and Government (The Tripod) can play in Curbing Examination malpractice;* Published by Forum of Academics for Educational Advancement and Initiative in Nigeria (FAFEAIN) Vol. 2, September, 2016. **Pages 28-41 (ISSN: 2476-8634).**
 - 38.** Osakwe, S.O. & Ebietuoma, T.S. (2016) *The Role of the Secretary at Meetings:* Published by Forum of Academics for Educational Advancement and Initiative in Nigeria (FAFEAIN) Vol. 2, September, 2016. **Pages 42-51. (ISSN: 2476-8634)**
 - 39.** Osakwe, S.O. & Nwankwo, F. (2015) Communication Inequalities between the Developed and Developing Countries: The Need for Balance. Published in the Journal of Applied Sciences and Technology-Otefe (JASTO) Journal of the School of Applied Sciences and Technology, Delta State Polytechnic, Otefe-Oghara. Vol. 3, No. 1, October, 2015. **Pages 60-66.**
 - 40.** Osakwe, S.O., Akhilele, E., Nwaezeigwe, A. & Ebietuoma, S.T. (2015) Importance of Automated Teller Machines (ATM) and its Security Features to Users in Nigeria. Published in African Journal of Studies in Education. Vol. 11, No. 3, September, 2015. **Pages 60-71. (ISSN: 0189-241 X)**
 - 41.** Osakwe, S.O., Akhilele, E.; Ebietuoma, T.S. & Okpuzor, C. (2015) Perceived Challenges of Shorthand Writing by Students in the Higher Institutions. Published in The Modern Technologist. (A Multidisciplinary Journal of Research). A Publication of Academic Staff Union of Polytechnics (ASUP), Delta State Polytechnic, Ozoro Chapter. Vol. 1, No. 2. February, 2015. **Pages 49 – 52. (ISSN: 2360 – 8145).**

42. Osakwe, S.O., Nwankwo, F.C. & Akhilele, E. (2014) Effective Public Relations: Implication for National Development. Published in *The Modern Technologist*. (A Multidisciplinary Journal of Research). A Publication of Academic Staff Union of Polytechnics (ASUP), Delta State Polytechnic, Ozoro Chapter. No. 1, Vol. 1. February 2014. **Pages 191 – 200. (ISSN: 2360 – 8145).**
43. Osakwe, S.O., Anaverokhai, O.M. & Akhilele, E. (2014) Improving Business Results through Customer Relationship Management (CRM). Published in *The Modern Technologist*. (A Multidisciplinary Journal of Research). A Publication of Academic Staff Union of Polytechnics (ASUP), Delta State Polytechnic, Ozoro Chapter. No. 1, Vol. 1. February 2014. **Pages 201 – 208. (ISSN: 2360 – 8145).**
44. Osakwe, S.O. & Akhilele, E. (2013) The Significance of Information Technological Devices on the Job Performance of Graduate Secretaries in Warri, Delta State. Published in the maiden edition of *Journal of Applied Sciences and Technology (JAST)*, Journal of the School of Applied Sciences and Technology, Delta State Polytechnic, Otefe-Oghara, Vol. 1, No. 1, December, 2013, **Pages 61 – 69.**
45. Osakwe, S.O. & Nwankwo, F.C. (2013) Mass Media and Communication in Social Action: Imperative for National Development. Published in *ASUP-DSPG Multi-Disciplinary Journal*. Vol. 1. No. 2. November, 2013. **Pages 171 – 176. (ISSN: 1879 – 9001).**
46. Osakwe, S.O. (2013) The Secretarial Profession and the Challenges of Information and Communication Technology (ICT). Published in the *Journal of Collaborative Research and Development and Association for Promoting Academic Research and Developments in Nigeria (APARDN)*. Vol. 1, No. 2 **pages 222 – 235.**
47. Osakwe, S.O. & Anavberokhai, O.M. (2013) Information and Communication Technology (ICT) as an Instrument for Effective Teaching and Learning of Business Studies. Published in *International Journal of Business, Science and Technology (JOBUST)*, Rufus Giwa Polytechnic, Owo. Vol. 1, No. 1, July 2013. **Pages 63-68. (ISSN: 2354-4333)**
48. Osakwe, S.O. & Okpuzor, C. (2013) School Records Keeping: A Strategy for Management of Nigerian Tertiary Institutions. Published *EMPIRICISM*, Association for Promoting Academic Researches and Developments in Nigeria. Vol. 1. **Pages 323-333.**
49. Osakwe, S.O. & Nwaezeigwe, A. (2012) Risk Management in Internet Banking. Published by the Association of Nigerian Academics (ANA) in the *Journal of Academics*, (A Multi Disciplinary Journal) Vol. 7, No. 1, 2012. **Pages 123 – 134.**
50. Osakwe, S.O., Akhilele, E. & Nwoko, G.C. (2012) The Role of Information and Communication Technology (ICT) in Office Management Profession. Published by the Association of Nigerian Academics (ANA) in the *Journal of Academics*, (A Multi Disciplinary Journal) Vol. 7, No. 1, 2012. **Pages 135 – 147.**

51. Osakwe, S.O. & Iromaka U.R. (2009) Banking and Financial Sector Reforms in Nigeria: Challenges of Real Sector Financing in the face of Global Economic Meltdown. Published in Oghara Journal of Social and Management Science, Vol. 1, No. 1, December, 2009 **ISSN 2276-7401**
52. Osakwe, S.O. & Iromaka, U.R. (2010) Entrepreneurship and Enterprises Development: The Challenge of Building Entrepreneurial Critical Mass and Thinking in the Niger Delta Region. Published in Journal of Developmental Perspective in Arts and Social Science, School of Arts and Social Science, College of Education, Agbor. Vol. 1. **ISSN:978-978-49740-0-04,Pages 118-124.**
53. Osakwe, S.O. & Iromaka, R.U. (2009) Organizational Reward Management, Strategy and Exceptional Performance Objective Attainment. Published in Journal of Office Technology and Management, (JOMATEC), Vol. 1, No. 3 of 2009, Auchi Polytechnic, Auchi. **Pages 168 – 175. ISSN: 0795 – 1191.**
54. Osakwe, S.O. & Iromaka, R.U. (2009) Global Economic Crises: Implication on Nigeria and other Economies, published in Journal of Office Technology and Management (JOMATEC), Vol. 1. No. 3 of 2009, Auchi Polytechnic, Auchi. **Pages 258 – 265. ISSN: 0795 – 1191.**

G. Major Conference Attended with Dates:

1. 35th National Conference of the Association of Business Educators of Nigeria (ABEN) held from 11th – 14th October, 2023 at Lead City University, Ibadan, Oyo State Nigeria. **Theme: Curriculum Innovation, Digitalization and the Future of Business Education.**
2. Faculty of Social Sciences International Conference, Chukwuemeke Odumegwu Ojukwu University, Igbariam from August 23 – 25, 2023. **Theme: Social Transformation, Sustainability and Democratic Process.**
3. Academic Staff Union of Polytechnics (ASUP), Osun State Polytechnic, Iree Chapter Monday 8 – Friday 12, May, 2023. **Theme: Science, Technology and Vocational Studies as Nexus for Economic Recovery, Security and Political Stability in Nigeria.**
4. 12th Annual National Conference of School of Information and Communication Technology (SCIT), Auchi Polytechnic, Auchi, Edo State from 3rd to 5th May, 2023. **Theme: Positioning ICT Deliverables for Digital Economy in Nigeria.**
5. 4th Annual National Conference/Exhibition, Academic Staff Union of Polytechnics (ASUP), Auchi Polytechnic, Auchi, held from 28th -30th March, 2023. **Theme: Unlocking Cutting Edge Technological Interventions for Economic and Sustainable Development.**
6. 6th National Conference of Academic Staff Union of Polytechnics, Zone D at Ken Saro Wiwa Polytechnic, Bori, Rivers State from 1st to 3rd February, 2023. **Theme: Harnessing the Benefits of Polytechnic Education for Sustainable Economic Development and National Security.**

7. First International Conference of School of Post Graduate Studies in Conjunction with the Students at Goodluck Jonathan Auditorium, Gregory University, Amaokwe Achara, Uturu, Abia State, Nigeria from 8th – 9th December, 2022. **Theme: Leveraging Global Best Practices in Research Development and Innovation for Postgraduate Education.**
8. Maiden International Conference of College of Social and Management Sciences, at Goodluck Jonathan Auditorium, Gregory University, Amaokwe Achara, Uturu, Abia State, Nigeria from 9th – 10th November, 2022. **Theme: Recent Development in Social and Management Sciences in a Digital Age.**
9. 34TH Annual Conference of the Association of Business Educators of Nigeria (ABEN), held at Rivers University, Port Harcourt from 12th – 15th of October, 2022. **Theme: Business Education, Entrepreneurship and Skills Acquisition in Digital Era.**
10. One-day Capacity Building Workshop with the **Theme: Effective Team Building in the Workplace** organized by National Institute of Office Administrators and Information Managers (NIOAIM) at Lead City University, Ibadan, Oyo State on the 17th of September, 2022.
11. 2nd National Conference of School of Communication and Information Technology (SCIT), Federal Polytechnic, Ilaro, Ogun State, Nigeria from 19th – 20th July, 2022. **Theme: Emerging Trends in Information and Communication Practices for Societal Advancement.**
12. One-day Capacity Building Workshop with the **Theme: Upskilling for Professionalism in the Information Age** organized by Liprorich Consulting Limited, Lead City University, Ibadan, Oyo State from 7th to 10th February, 2022. **Theme: Repositioning Office Administration and Information Management for Innovation, Sustainable Development and Global Competitiveness.**
13. 33rd Annual Conference of Business Educators held at Kogi State Polytechnic, Lokoja from 13th – 16th October, 2021. **Theme: Business Education and Future Directions.**
14. One-day Capacity Building Workshop with the **Theme: How to Write Research Proposal to Funding Agencies** organized by the Department of Social Sciences, School of General Studies, Delta State Polytechnic, Otefe-Oghara from on the 17th of August, 2021.
15. 10th Annual National Conference of the School of Information and Communication Technology (SICTCON 2021), held at Auchi Polytechnic, Auchi from 3rd – 5th August, 2021. **Theme: COVID 19 PANDEMIC: ICT in the Work of New Normal.**
16. 32nd Annual Conference of Business Educators with the theme: Organizing and Managing Business Education in Nigeria held between 13th-17th October, 2020 at the Chike Okolie Centre for Entrepreneurial Studies (COCES), Nnamdi Azikiwe

- University, Awka, Anambra State. **Theme: Organizing and Managing Business Education in Nigeria.**
17. 31st Annual Conference on Business Education: Issues, Trends and Strategies held from 9th – 12th October, 2019 at the 750A Capacity Seating Lecture Hall (Site 3), Delta State University, Abraka.
 18. 1st National Conference of Faculty of Arts, Social and Management Sciences held at Federal University, Birnin Kebbi, from 21st to 24th October, 2019. **Theme: Sustainable Development Goals in Africa: The Journey So Far.**
 19. 2019 Annual Conference held at John Babatope Multipurpose Hall, Samuel Adegboyega University, Ogwa, Edo State from November 27-29, 2019. **Theme: National Diversification towards the Attainment of the United Nations 2030 Agenda for Sustainable Development.**
 20. 2019 International Conference of the Faculty of Business and Communication Studies, The Polytechnic, Ibadan from 5th to 9th August, 2019. **Theme: Technology, Security and Social Economic Development in Africa.**
 21. 2nd Annual National Conference of School of Applied Sciences and Technology (SAST), Delta State Polytechnic, Otefe-Oghara 24th – 28th June, 2019. **Theme: Coalescing the Spectrum of Technology Development Opportunities in Nigeria for National Development.**
 22. Hands on Deck Leadership Seminar 2018 with the **Theme: Leadership from the Grassroot** at Agip Hall, Muson Center, Lagos, 7th November, 2018.
 23. 30th National/3rd International Conference of the Association of Business Educators of Nigeria (ABEN) held at the Conference Hall of Bayelsa State Guest House, Abuja, Nigeria in October, 2018. **Theme: Business Education in the E-world: Issues, Trends, Challenges and Strategies in African.**
 24. 29th Annual Conference “Plateau 2017” of the Association of Business Educators of Nigeria (ABEN) held at the main campus, Plateau State Polytechnic, Barkin Ladi, October 10 – 14, 2017.
 25. 28th Annual Conference, “Rivers 2016” of the Association of Business Educators of Nigeria (ABEN) held at the New Lecture Theater, campus I, Federal College of Education (Technical), Omoku, Rivers State, October, 11 – 15, 2016.
 26. 5th Annual National Conference (SICTCON), held at Auchi Polytechnic, Auchi from 19th – 22nd July, 2016. **Theme: Technological Advancement and its influence on Third World Economies.**
 27. Becoming a Better Lecturer in the 21st Century Technology Age 1st Management Training/Workshop for Academic Staff of Delta State Polytechnic, Otefe-Oghara, February 26th and 27th, 2016. Organized by the School of Information and Communication Technology, Auchi from June 23rd -26th, 2015.
 28. 4th Annual National Conference (SICTCON), 2015 held at Auchi Polytechnic, Auchi from June 23rd – 26th, 2015. **Theme: The Role of Technology Education**

- in Enhancing Entrepreneurial skills in an ICT D Driven Economy, Organized by the School of Information and Communication Technology.**
29. 3rd National Conference of School of Education, College of Education, Agbor from 4th - 7th November, 2014. **Theme: Promoting Positive School Climate in Nigerian Educational System.**
 30. 3rd Annual National Conference of Association for promoting Academic Researches and Developments in Nigeria (APARDN) held from 7th – 11th April, 2014 at the College Of Education, Warri, Delta State. **Theme: Quality Education in Nigeria for social Transformation, Self-reliance and Economic Development.**
 31. 1st annual conference of the school of applied science and technology (SAST), Delta State Polytechnic, Otefe-Oghara, from 11th – 15th, February, 2013. **Theme: Re-investing Science and Technology for Economic empowerment.**
 32. 2nd National Conference, Academic Staff Union of Polytechnic, Delta State Polytechnic, Ogwashi-Uku from 6th – 9th November, 2012. **Theme: Information Communication Technology: Challenges and Prospects in Nigeria.**
 33. Advanced Digital Appreciation Programme for Tertiary Institution (ADAPTI) Training, organized by Digital Bridge Institution and International Center for Communications Studies in Delta State Polytechnic, Ozoro held on 18-22 June, 2012.
 34. 1st Annual Nation Conference of the Association for Promoting Academic Researches and Development in Nigeria (APARDN) held at Auchi Polytechnic, Auchi from 2nd-6th , 2012. **Theme: Education for Sustainable Development: strategies and Procedures for Developing countries.**
 35. **Union and management as partners** organized by Delta State ministry of higher education, Jesus saves road, Asaba for union leaders in higher institutions on may, 18, 2012.
 36. **Towards Self-reliance and Sustainable Economic Growth in the 21st Century** at the 7th Annual National Conference of the Association of Nigeria Academics (ANA) held at college of Education, Agbor, Delta State.
 37. Joint Education Stakeholders' Action Coalition (JESAC) Consultative Conference, Co-ordinated by Exam Ethnics International at International Conference Center, Abuja from October 26 – 29, 2010.
 38. **Repositioning Higher Education in Delta State for further Development.** Organized by the Ministry of Higher Education, Asaba at Nerogha Hotels Ltd, Ekpan, Warri (July 26 – August 01, 2009)
 39. **The Challenges of the Nigeria Police & Policing in the 21st Century**, organized the Justice, Development & Peace Commission in collaboration with MOPOL 51, Squadron Mobile Police Force, Oghara, Delta State (Dec. 15, 2009).

40. 1st Annual National Conference of the School of Business Studies, Delta State Polytechnic, Otefe-Oghara with the theme: **Global Economic Downturn and the Challenges on the Management of Nigeria Economy.** (December 2-4, 2009).
41. **Dynamics of Students Administration: Perceptive of Tertiary Institutions in Nigeria** – organized by Delta State Polytechnic, Otefe-Oghara for Senior Administrative staff, (Wednesday 14th May, 2008).
42. **The Menace of Cultism and Crime in our Society/Peaceful Co-existence – a Necessary Tool for Development.** A one-day seminar organized by People’s Consultative Forum in collaboration with Delta State Polytechnic, Otefe-Oghara, (February 27, 2008).
43. **Effective Performance in Logistics Operations,** organized by Odyssey Transport (Transportation and Logistics Consultants), January 8-9, 2008.
44. **How to be Super Rich Investing in Shares and Stocks** organized by Peculiar people’s World Co. Ltd in collaboration with Nigerian Stock Exchange (October 06, 2008).
45. **Staff Motivation for Better Performance** Organized for Senior Staff of Delta State Polytechnic, Otefe-Oghara, (September 14, 2008).
46. **Stress Management.** Organized for Senior Staff of Delta State Polytechnic, Otefe-Oghara, (September 14, 2008).
47. **Team Building and Organizational Development** organized for Senior Staff of Delta State Polytechnic, Otefe-Oghara (September 13, 2008)
48. **Effective Time and Self Management in Higher Institutions** - organized for Senior Staff of Delta State Polytechnic, Otefe-Oghara (September 13, 2008)
49. **Computer & Effective Information Management,** organized for Administrative Staff of Delta State Polytechnic, Otefe-Oghara (October 26, 2005).
50. **Organizational Structure and Effective Communication in Tertiary Institutions** organized for Administrative Staff of Delta State Polytechnic Otefe-Oghara (July 07, 2005).
51. **Improving the Teaching-Learning process** organized for Senior staff of Delta State Polytechnic Otefe-Oghara (July 07, 2005)
52. **Management Orientation course** organized by Nation Clearing and Forwarding Agency (NACFA) in collaboration with the Chartered Institute of Shipping, Lagos. (6th-7th February, 2002).
53. **Basic Accounting Course** organized by Augusto & Co. (industry analysts & Financial Consultants) for Merchant Bank of Commerce Limited, Lagos (November 01- 07, 1995).
54. **Managing Customer Service Seminar** Organized by Lagos Business School for staff of Merchant Bank of commerce, Lagos (October. 1995).

55. **Executive Leadership course** organized by Citizenship and Leadership Training Centre, Lagos for Managers/Supervisors and Commissioned Officers of the Armed Forces (8th- 15th of September, 1990).

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The University Compliance Certification

This is to certify that this thesis by Stephen Onyeawuna OSAKWE with Matric No LCU/PG/000270 in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date

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