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Full Length Research

Records management practices and work environment as determinants of administrative effectiveness of Lagos State Judiciary, Nigeria

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Abstract

This study examined records management practices and work environment as determinants of administrative effectiveness of Lagos State Judiciary, Nigeria. The study adopted a survey research design. The population of the study consisted of 328 administrative staff of Lagos State Judiciary, Nigeria. Total enumeration was used. Cronbach's Alpha reliability coefficients for the constructs ranged from 0.93 to 0.94. A response rate of 100% was achieved. The result showed that the administrative effectiveness in the Lagos State Judiciary was at a high level (overall mean score = 3.89), on a scale of 5. Administrative effectiveness was measured by five indicators (teamwork, coordination, timeliness, commitment and productivity). Data were analysed using descriptive statistics. The study concluded that records management practices and work environment contribute to administrative effectiveness. It has recommended that judges should motivate staff to come early to work, encourage team work, sustain good records management practices and conducive work environment to enhance administrative effectiveness.

Keywords: Administrative effectiveness, Lagos State Judiciary, Records management practices, Work environment, Records management

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INTRODUCTION

The judiciary in Nigeria has its own antecedents from the colonial period through a gradual constitutional development. History has it that; at the time of independence in 1960, the judiciary was consolidated in its present form with a mixture of English Common Law, Sharia Law and Customary Law. Subsequently, a constitution based on a parliamentary model was introduced in 1960 when Nigeria formally became an independent state. This was later amended in 1963 when Nigeria attained the republican status. With the passage of time, democratic rule was aborted with the military intervention in 1966 which marked the beginning of an end to judicial independence. The military suspended the constitution but allowed the judiciary and existing laws to continue to exist. New laws were made with decrees at the federal levels and edicts at the state levels. The independence of the judiciary was not protected as litigations were decided according to the language of the military decrees and edicts. In this present dispensation, the existence of a judiciary in a democratic government is based on the principle of separation of powers which states that separated powers of government, the meeting points of the powers and their areas of dislocation (Kalu, 2018).

The powers of the judiciary are vast in which the National Assembly cannot abrogate any court order under the

judiciary. The constitution outlines the powers of the judiciary such as the power to oversee all courts. The judiciary has the highest prerogative in the determination and administration of justice. It has the administrative expertise to ascertain claims and counter claims, legal rights of individuals and corporate organizations. Besides, the judiciary is saddled with the responsibility of providing legal services to the society in Nigeria and as such assumes the responsibility of accomplishing goals and objectives set before it through the combined efforts of human and material resources within the system. Despite being a powerful arm of government, which has the responsibility to protect the common man, it is a human institution accused of many errors. This is simply because it is a product of human thinking with the tendency to be partial in the application of human laws and in resolving disputes. Okenyodo (2018) explains the need to ensure that the processes within the judiciary are made more transparent. In essence, no single court under the judiciary has the special ability of knowing precisely and accurately all the facts involved in any dispute or how best to resolve the dispute to ensure that each party gets its due. Hence, administrative effectiveness is critical to sustainable judicial system in Nigeria.

Administrative effectiveness involves effectiveness of individuals, groups or teams and effectiveness of the organisation as whole. Individual effectiveness is directed towards the personality of the administrators and towards accomplishing stated goals and responsibilities in the organization. The dimension of group or team effectiveness deals with a common understanding of goals and objectives together with the ability of the groups to accomplishing them as a unit. The goals of an organization can only be accomplished when components of the organization are working in a coordinated fashion. The ability to manage resources, organize people, information, knowledge, how persons can be managed, remembering that *persons* manage persons. In a dialogical sense, they can help each other and work together, even if they are adversaries. In that sense, person's management must strive to be sustainable at the human, organizational, and environmental levels (Michel, Fortier, Marie-Noelle Albert, 2015).

A judiciary staff must display quality administrative capabilities such as showing the way, managing change, exhibiting a clear picture of personality trait to lead and the capability to foresee problems beforehand. Adeniyi (2014) reasoned that indicators of administrative effectiveness should involve openness, agreeableness and conscientiousness. Administrative effectiveness also involves adaptation, goal attainment, integration, and sustaining organizational values (Karsli & Sahin, 2015). According to Tanvee and Khan (2014) administrative effectiveness takes cognizance of the leadership traits of administrators. Therefore, a judicial staff as an administrator will need to possess the right skills and ability to drive effective administration within the judicial system of any nation. To be effective, administrators in the court must exhibit sufficient administrative skills such as coordination if effective administration must be triggered. He or she has the responsibility to manage all case files in the court and to assist in the court process geared towards administering justice. These activities may not be well carried out without some level of coordination and effective communication. Good communication has to do with getting the right message to the right person in the right medium at the right time. Effective communication allows for administrative staff to perform the job well. With the aid of effective communication, an organization is able to have good coordination among the members or unit in that organization. Therefore, the absence of effective communication has the tendency of creating problems in the smooth operation of the judiciary.

According to Firdous, (2017) Competent and effective administrators are of vital importance to the success of every dynamic organization. This is due to the fact that the organization itself is complex with administrators performing different roles and responsibilities. Timeliness is also critical in any institution irrespective of size and location of the organization. Therefore, when responsibilities are carried out with reduced time frame, the organization will accomplish more within a short possible period of time. In the context of the Judiciary, timeliness will mean that case files are provided on time, each documented court case is attended to within limited time space. Inquiries from clients and other legal documentations are provided on time for the benefit of prompt litigation and administration of justice. No court will function effectively with recurrent cases of delay in the provision of administrative resources for the proceeding of any case to take effect. Meaning that poor time factor has the tendency of affecting administrative effectiveness in the judiciary. Besides, when clients of an organization are not attended promptly, the consequences may range from withdrawal of trust leading to negative perception of such an organization. In the case of the judiciary, a delay in response time to client will further destroy the negative perception of the judiciary whose integrity is in the balance especially in the Nigerian case.

It is then crucial to note that, an administrative staff in the Judiciary must show quality administrative capability such as managing time in order to drive the organization forward. As a dimension of administrative effectiveness, teamwork lays emphasis on the need to collaborate in the discharge of administrative duties in the judiciary. Clients who patronise the courts have highlighted the need for teamwork for effective administrative in the judiciary. Lawyers, judges, Clerks and other working in any court system under the judiciary can collaborate with others throughout the firm who have complementary skill set or specialise in some certain areas in order to serve clients. Without a sound and clear picture of teamwork in the judiciary, administrative effectiveness may not be achieved. Thus, teamwork echoes the fact that lawyers and other administrative staff must frequently collaborate across to ensure that work efforts in the system is

accomplished. Teamwork in the judiciary can occur when administrators channel their strength and integrate their expertise in order to deliver quality results on complex issues in the system. It is a common knowledge that no organization can function effectively without some level of teamwork among its employees, hence it is paramount that for the judicial administrator to function effectively teamwork is evitable and this goes along with coordination.

Despite the importance role played by the judiciary, administrative effectiveness is lacking. A preliminary observation by this researcher revealed that administrative efforts in the judiciary in Lagos state is not good enough in which there is delay in response time to applicants and litigants, cases are adjourned for lack of prompt administrative effort. There are accumulations of legal processes, poor teamwork as administrative staff rarely collaborates in the act of providing speedy justice as well as poor coordination and communication. This observation is corroborated by the work of Oden (2018) who highlighted that the judiciary in Nigeria is faced with many negative lights as there is poor administration.

Globally, Administrative effectiveness has been given attention by researchers and administrative personnel, especially in the judiciary. According to Mabala (2018) the UK government under its parliament makes the laws and the judges do interpret the laws. These laws guide the judiciary and are made out of grievances in the society brought by individuals, representatives in the legislature. According to Hofstede's score, UK is among the highly individualized countries and hence individuals such as civil servant do not depend on their decisions much to politicians, confidence is what leads them to stand on their decisions. There is latent harmony between the powerful and the powerless and also cooperation among the powerless can be based on solidarity. Remarkable progress has been seen in Latin-American statutes and case law in terms of procedural principles guaranteeing a fair trial, the efforts to staunch the proliferation of repetitive claims, now called artificial claims, have failed for several reasons (Ricardo, 2016). These reasons range from the lack of specialized courts and procedural laws sensitive to the public-law nature of administrative disputes to the fact that administrative authorities lack the necessary independence and technical expertise to perform their institutional role.

Still, on the issues of administrative effectiveness, China's judges have been a large, amorphous category with very low, if any, professional qualifications (Qianfan, 2018). In the early 1990s, China had twice as many judges as lawyers, though only a small proportion of them heard any cases. Over time, a large number with low remuneration and low professional quality formed a 'stable equilibrium' in the Chinese judiciary. The first step toward a more effective judicial system has been to break this 'equilibrium', or vicious cycle, by adopting a rigorous definition of 'judges', reducing the existing pool of judges and improving the social and economic status of this more selective group. A key to the success of this judicial reform is to make the judiciary a more appealing vocation for China's young talent. Second, Chinese courts are institutionally and financially dependent on local governments. Until now, all levels of local courts have depended on local governments at the corresponding level in terms of both appointments and funds (Sun, 2015). Judges' salaries and funds for court operations have come mostly from the local government budget, with leaders of the courts selected by the Local People's Congress (LPC) at the corresponding level.

African countries are not left out with issues and challenges on administrative effectiveness. In Kenya, it is noted that the country has made significant strides toward realizing meaningful democracy since the inception of reform initiatives in the early 1990s (Migai, 2018). As a result of these democratization initiatives, the powers of the executive have been curtailed, and the legislature and the judiciary now enjoy considerable autonomy. Despite these significant gains, abuse of power, government corruption and ineffectiveness in the judiciary continues to thrive. This has been a huge bane of administrative effectiveness especially of the judicial system in that country.

Another country ravaged by inconsistencies in its judiciary is Tanzania. According to the 2019 Global Corruption Barometer, 21 per cent of respondents in Tanzania believe that "most or all" judges and magistrates are corrupt, down from 36 per cent in 2015 (Transparency International 2019). The improvement in perceived judicial corruption may be attributed to several government and developmental initiatives. For example, there are projects such as the World Bank-supported Citizen-Centric Judicial Modernization and Justice Service Delivery Project, which aims at reforms such as upgrading infrastructure, training officers of the court, building facilities in underserved areas, and introducing technology (World Bank, 2017). Even Magufuli's special court to fight graft has instilled hope in the citizenry (Xinhua, 2017). Nevertheless, the Tanzanian judiciary is still known to suffer from underfunding, corruption, nepotism, a lack of information and inefficiency, especially in the lower courts (Bertelsmann Stiftung 2018; US Department of State, 2018; Freedom House, 2019). Since judges are political appointees and the judiciary does not have an independent budget, it is left highly vulnerable to political pressure (Freedom House, 2019). Lengthy legal proceedings, the inadequacy of financial resources and qualified personnel, and mistrust from the citizenry hamper the legal system's potential to fulfil its role (Bertelsmann, 2018). Court clerks often ask for bribes to get cases started or to slow them down. Magistrates take bribes to give soft sentences, reduce penalties, withdraw charges or release arrested persons on bail (Kilimwiko, 2019). Judicial independence in Ghana is constitutionally and legally enshrined; nevertheless, corruption and bribery continue to pose challenges (Freedom House 2018). Ghana's judiciary was thrown into crisis in 2015 following the release of a documentary that implicated 180 judicial officials, 34 judges, and scores of prosecutors and state attorneys in accepting bribes in exchange for favourable judgments from 2013 to 2014 (Freedom House 2016; US Department of State, 2017). Following the exposé by investigative journalist AnasAremyawAnas (also responsible for uncovering corruption in the

GFA), 22 circuit and magistrate judges were suspended, and 12 high court judges were being investigated (GAN Integrity 2018). However, no criminal prosecutions were pursued against any of the corrupt judicial officials (US Department of State 2017). While there has been no obvious proof of government meddling in judicial systems, corruption and limited administrative capacity continue to pose the greatest difficulties, illustrated in unduly long legal procedures and sometimes incomprehensible verdicts (Bertelsmann Stiftung, 2018). Moreover, scarce resources and underpaid judges have gone on to hamper the integrity of the body, by indulging in high levels of bribery and extortion within the courts (GAN Integrity, 2018). Large corruption cases are prosecuted in court; however, proceedings are lengthy and convictions are slow in coming (US Department of State 2017; GAN Integrity, 2018). Going to court is often too expensive for the average citizen, and only those with means can afford legal proceedings. Informal procedures of arbitration (e.g. through traditional rulers or elders) are more easily accessible and still play an important role (Bertelsmann Stiftung, 2018).

In Nigeria, the complexity in the administrative process in many organizations requires a modernized system approach to ease the process. Performance of systems such as that of the judiciary cannot be realized without effective administration. Administrative effectiveness is about the steady accomplishment of administrative duties and timely realization of set objectives. Administrative effectiveness can be measured through administrative extent of accountability, administrative performance improvement, effective resources management, monitoring, appropriate delegation of tasks, timely discharge of duties and constant meeting of targets (Akinfolarin, 2017). Areas in administrative administration include; staff personnel administration, financial management students' personnel administration, record management, maintenance of facilities among others. According to Ikediugwu (2016), good administrative managers must carefully and effectively handle resources particularly money, material and machines including computers are lacking in Nigeria which thus calls for a hug evaluation as it relates to records management practices.

The availability of information for use by administrators to adjudicate judicial cases depends on the way records have been physically managed. Some of the information contained in judicial records includes case files, court registers, record book and case books. Generally speaking, the success of the judiciary in performing its administrative obligations largely depends on the use of documented information. Some of these records are historical while some are rhetorical or phonological in nature. Historical and legal records were the earliest forms of records to be created and used for making judicial decisions by the courts. Judicial records constitute an important class of public records especially in Nigeria. These records are created by the judiciary and other institutions such as the police, army, ministries, government agencies, corporate bodies and other private organizations or individuals. Records are vital to every aspect of governance process; they are valuable assets that need to be managed by any organization or institution. They fulfil an important function in the society by providing evidence and information about the transactions of individuals and organizations. Dzifa Peggy Tagbotor et al. (2015) argued that record management is the concern information, it must flow throughout the organization in such a way that it can be tapped where it is needed. This can be possible in the presence of a good records management system.

Records serve as a basis for review, study and evaluation of all happenings in the court. They serve as a communication link between an organization and its clients. In this context, Mohammed (2009) posited that the written record if accurate and complete is useful both to the institution and its clients in any transactions. Records could be in any physical format or media and must be kept in the context and structure in which they were created to maintain their usability, authenticity, reliability as well as integrity. It is a common knowledge that a basic concept in records management is the records life cycle. The life of a record goes through phases starting from when it is created or received by institutions such as the judiciary, leading to records creation and capture, records maintenance, records access, records retention, records retrieval, records storage, records management policy before it can finally be destroyed or archived permanently according to the records retention or disposal policy of the organization.

The first stage or phase of the Records Life Cycle is creation and capture. Records are created or received through the daily transactions of an organization. For the judiciary the records that may be created or received can include printed reports, emails, phone messages, documents that detail the functions, policies, decisions or procedures of the organization which serves as an evidence of transaction. The next stage of the records life cycle is the maintenance of records. These stages involve the filing, retrieving, duplication, printing, dissemination and use of the content or the information in the records. At the disposition or retention phase, records are evaluated to ascertain their relative value and level of inactivity in the organization. When records are evaluated for their value it signifies if they will be sent to the archives for continued management and use as a historical document of value or permanent disposal through destruction. Ilee tal. (2015) empirically noted that record management has attracted increasing attention in recent years as a result of growing sophistication of administrative practice in the increasing complexity of organizations, coupled with the enormous expansion of the quality of information. This means that in order to manage the life cycle of records in offices, secretaries should have the needed knowledge and competencies.

Records management practices is an area of necessity for every organization because it helps to deal with the

transaction that covered the life cycle of records, which is from the creation of transaction, use, maintenance and disposition of the documents and records. According to Lawal (2018) records management practices influence the job performance of employees in an organization. In the context of judiciary, records management has the tendency of predicting the outcome of administrative effectiveness. Effective records management practices, according to Chinyemba and Ngulube (2012) involve establishing systematic control at every stage of the record's life cycle, in accordance with established principles and accepted models of records management. They further stressed that to effectively manage records, it must go through a life-cycle which consists of the creation and capture, classification in a logical system, maintenance and use, and disposition through destruction or transfer to an archives for long term storage.

According to Ayorinde (2014) standard records management practices are vital for effective administration in the Nigerian legal system, this involve planning for information needs, identifying records for processing, capturing information, creating, approving and enforcing policies and practices regarding records, developing a records storage plan which includes the short and long term, housing of physical records and digital information, coordinating access to records internally and outside of the organization, and disposition or retention of the records according to the policies guiding the management of judicial records. In all, it can be said that the whole essence of a good records management practices is to protect the interest of the institution and individuals that are linked with it. Besides, good records management practices serves as corporate memory, meant to support and serve as a guide for effective planning and decision making within the judicial system (Ndenje-sichalwe, 2011). Effective records management practices cannot be sustained in a poor working environment. This is because, environment is germane to administrative effectiveness.

Work environment can be described as everything which surrounds a system of operation. Environment involves the physical and geographical location as well as the immediate surroundings of the work place. Work environment as a concept is used in management sciences to describe the conditions of work in an organization. There are different work environment such as physical, social, behavioural and psychosocial work environments. According to Budie e tal (2019), the physical work environment and employee satisfaction is pivotal for companies as it enhances perceived productivity and organizational performance. Office concepts and their workspaces can affect employee satisfaction. Psychosocial work environment deals with interpersonal and social interactions that influence behaviour of individuals in an organization or in the workplace. It is assumed that an organization that pays attention to its psychosocial work environment helps to increase the productivity of employees in the organization. Al Omari et al (2017) are of the view that many factors could influence the employee's job performance including equipment, physical work environment, meaningful work, standard operating procedures, reward for good or bad systems, performance expectancy, feedback on performance, in addition to knowledge, skills and attitudes.

Work environment takes into consideration elements such as temperature, ventilation, lighting, ventilation, furniture, temperature and other facilities that allow for smooth work process in an organization. Work environment can significantly influence administrative effectiveness in the judiciary in which the resultant effect may negatively affect the outcome of court proceedings. In the judiciary, the physical facilities that constitute the environment of work for an administrator takes into consideration power supply, physical facilities, lighting level, computer facilities and internet facilities. According to Chandrasekar (2011), work environment plays an important role in an organization and it directly affects the performance of an employee. Ivan (2007) postulates that employees look for enabling work environment to ensure best contribution towards the achievement of the organizational goals. In the judiciary, increased administrative effectiveness can be as a result of better good working environment.

The role of the judiciary in fulfilling their mandate such as adjudication of justice and other services to the society requires a conducive working environment. In Nigeria, it is a common knowledge that the environment of work especially as it relates to the public sector is never conducive for any administrative functions. Some offices do not have air condition, lighting and administrative apparatus for smooth work process. According to Okieze and Obi (2004), the judiciary cannot perform its administrative responsibilities without a conducive working environment. There is no doubt that efforts are made by state governments to upgrade the statues and the infrastructure of public institutions but the extent to which this is done in Lagos state has not been empirically determined. Therefore, for an effective administration to take place it is of necessity that the work environment of courts should be examined. It is on this note that this study seeks to investigate records management practices, work environment and administrative effectiveness in Lagos State Judiciary.

Statement of the Problem

In most countries around the world, the judiciary is granted the right to provide legal services to the citizenry of a society. They are expected to provide unbiased administration and uphold the rule of law in a democratic system. However, the judiciary has not been effective in the timely discharge of its responsibility as highlighted by Ndaguba et al

(2018) argued that administrative effectiveness is versely affected by cronyism, cabalism, nepotism and sycophancy, including inadequate interaction of systems, institutions and structures are decried as the bane of Nigeria's underdevelopment, which have had adverse negative effects on the educational and judicial sectors thereby undermining the well-being of the poor. A preliminary observation by the researcher also showed that the level of administrative efforts in the Judiciary in Lagos State is not good enough as demonstrated by gross delay in response time to applicants and litigants, coupled with poor team work, poor communication, inadequate staff commitment, accumulation of legal cases and low productivity.

Records management practices play an important role in the efficient, transparent, and accountable management of court processes and the capacity to influence administrative functions. Proper records management practices will ensure that there is prompt response to applicants and litigants as well as sufficient documentary evidence as it relates to the operations of the judiciary. This means that conducive work environment is likely to provide the right atmosphere for judicial staff to carry out their job and will enhance the administrative process of the Judiciary (Mnjama, 2012). Good records management practice may therefore ensure effective administrative process in the Judiciary when it comes to quick dispensation of justice but the challenges of administrative ineffectiveness in Lagos State Judiciary could be as a result of low records management practices and in conducive work environment. It is from these assertions that this study investigated the records management practices and work environment as determinants of administrative effectiveness in Lagos State Judiciary, Nigeria.

Objective of the Study

The main objective of this study is to examine the influence of the records management practices and work environment on administrative effectiveness in Lagos State Judiciary. The specific objectives are to:

1. determine the level of administrative effectiveness of the Lagos State Judiciary;
2. establish the extent of records management practices in the Lagos State Judiciary;
3. assess the conduciveness of work environment in the Lagos State Judiciary;

Research Questions

This study was guided by the following research questions:

1. What is the level of administrative effectiveness in the Lagos State Judiciary?
2. To what extent is records management practices employed in Lagos State Judiciary?
3. What is the conduciveness of the work environment in Lagos State judiciary?

METHODOLOGY

This study adopted a survey research design. This research design is considered adequate for the study because the purpose of the study was to identify and understand the relationship that exists between the independent and dependent variables as well as how the independent variables of the study influenced the dependent. The available records of the total population of administrative staff of the Lagos State judiciary showed that there are currently 328 staff working in the seven judicial commissions in Lagos state. The study population consisted of all the administrative staff working in the Lagos State judiciary. The total population of the administrative staff was chosen because the researcher wants to exploit all data for potential homogeneous accuracy. The study adopted a total enumeration or census approach due to the manageable size of the population. Total enumeration is used when the population of the study is not too large and manageable which helps researchers to have a more intensive study of the population. The analysis of the demographic and research questions was done using frequency counts and percentage distribution, mean and standard deviation. Statistical Package for Social Sciences (SPSS, Version 21) was used.

RESULTS

Research Question One: What is the level of administrative effectiveness in the Lagos State Judiciary?

Table 1. Level of administrative effectiveness in the Lagos State Judiciary

Kindly indicate the level of administrative effectiveness in terms of the followings:	Very low level (1)	Low level (2)	Moderate level (3)	High level (4)	Very High level (5)	Mean	Std.
Teamwork						4.38	0.73
Collaboration among sectional heads to accomplish tasks	0.8	1.2	18.9	21.0	58.1	4.44	0.77
Display of teamwork among junior staff in Lagos State judiciary	0.4	2.4	11.3	26.9	59.0	4.42	0.81
Participation in teamwork activities in the judiciary	0.4	1.6	9.3	36.4	52.3	4.39	0.76
Accomplishment of duties in team spirit in the judiciary	0.4	0.8	15.3	29.3	54.2	4.36	0.80
Collaboration among senior members of the judiciary staff	0.4		17.3	28.1	54.2	4.36	0.79
Collaboration among team leaders and members in accomplishing tasks	0.4	0.8	11.4	39.8	47.6	4.33	0.74
Coordination						4.36	0.63
Assignment of tasks by the judge for job co-ordination	0.4		16.1	38.2	55.3	4.48	0.65
Organization of all case files in the judiciary	0.4	0.4	8.2	38.7	52.3	4.42	0.70
Organization of work activities in the judiciary		0.4	9.4	40.8	49.4	4.39	0.67
Organization of activities from all units in the judiciary	0.8	0.4	9.9	39.5	49.4	4.36	0.74
Coordination of judicial efforts towards protecting the common man	0.8	0.4	10.6	42.5	45.7	4.32	0.74
Coordination of judiciary in responding to applicants and litigants	0.4	0.4	11.8	42.9	44.5	4.31	0.72
Timeliness						4.28	0.70
Timely accomplishment of tasks by high ranking staff	0.8	1.2	8.3	44.7	45.0	4.32	0.75
Early accomplishment of assigned duties by employees		0.8	13.6	41.2	44.4	4.29	0.73
Completion of assigned task within allotted time	1.2	2.1	7.9	44.6	44.2	4.29	0.80

Table 1. Continuation

Promptly handling of cases in the judiciary	0.8	0.8	11.4	45.4	41.6	4.26	0.76
Provision of quick response to applicants within record time	0.8	1.2	12.7	43.7	41.6	4.24	0.78
Timeliness of the judiciary in the resolution of disputes		1.2	12.9	46.5	39.4	4.24	0.72
Commitment						4.17	0.66
Possibility of staff in Lagos State judiciary spending the rest of their career in the judiciary		2.0	14.7	45.7	37.6	4.19	0.76
Willingness of staff in Lagos State judiciary to put in more effort than expected	0.8	2.9	11.8	49.4	35.1	4.15	0.80
Loyalty of staff towards the judiciary	0.8	2.5	13.3	47.9	35.5	4.15	0.80
Possibility of staff leaving Lagos State judiciary even for a better offer	12.6	14.2	13.0	30.0	30.2	3.51	1.38
Productivity						3.34	1.13
Job satisfaction rates of staff in Lagos	3.6	13.5	33.8	28.4	20.7	3.49	1.08
Attrition rates of staff in Lagos judiciary	4.5	12.1	42.4	23.2	17.8	3.38	1.05
Staff leaving before the work time is over	6.1	22.3	27.1	17.0	27.5	3.38	1.27
Staff arriving late to work	6.1	16.9	38.5	20.3	18.2	3.28	1.13
Absentee rates of staff in Lagos judiciary	8.3	19.3	33.4	17.5	21.5	3.25	1.23
Administrative Effectiveness (Overall Mean = 3.89; Std. = 0.77)							

***Decision Rule: If mean falls between 1-1.80 = Very low; 1.81-2.60 = Low; 2.61-3.40 = Moderate; 3.41-4.20 = High; 4.21-5.0 = Very high.

Table 1 shows the descriptive statistic result for research question one. The result showed that the administrative effectiveness in the Lagos State Judiciary was at a high level (overall mean score = 3.89), on a scale of 5. Administrative effectiveness was measured by five indicators (teamwork, coordination, timeliness, commitment and productivity). Of the five dimensions of administrative effectiveness, teamwork (average mean = 4.38) was highest while productivity was lowest (average mean = 3.34) on a scale of 5. This situation could be due to the fact that Lagos State judiciary performed highly in areas such as collaboration among sectional heads to accomplish tasks and junior staff, assigning tasks by the judge for job co-ordination, organization of all case files and teamwork among junior staff in Lagos State judiciary. These results suggests that Lagos State judiciary can sustain administrative effectiveness by putting policies in place to promote collaboration, co-ordination, organization of all case files and teamwork among staff.

Research Question Two: To what extent is records management practices employed in Lagos State Judiciary?**Table 2.** Extent of records management practices employed in Lagos State Judiciary

Kindly indicate the extent to which records management is practiced in terms of the following:	Very Low Extent (1)	Low Extent (2)	Moderate Extent (3)	High Extent (4)	Very High Extent (5)	Mean	Std.
Record Retrieval						4.33	0.62
All records in the court are given certain ID codes for easy retrieval to a		0.5	10.7	42.0	46.8	4.35	0.69
Court records are well numbered and coded for easy retrieval to a	0.5	1.6	8.1	45.2	44.6	4.32	0.74
Records Maintenance						4.31	0.72
the Judiciary has a legal policy to maintain records to a	0.5	2.2	8.2	41.8	47.3	4.33	0.76
There are established standards and procedures for classifying, indexing, filing, and retrieving records to a		2.6	12.3	37.0	48.1	4.31	0.79
Judicial records are constantly updated to a	1.6	2.7	10.8	35.7	49.2	4.28	0.88
Legal records are well maintained to a	1.6	1.1	8.7	46.2	42.4	4.27	.80
Records Creation and Capture						4.30	0.78
The judiciary captures all forms of legal records to a		2.7	7.4	36.2	53.7	4.41	0.74
Every decision in the court is automatically created in a file for future use to a		1.6	8.9	38.0	51.5	4.40	0.72
Records are created every day in the court based on the presented cases to a	0.5		10.8	43.9)	44.8	4.33	0.71
The use of file classification plan for electronic records are in existence to a	2.1	1.6	8.4	45.0	42.9	4.25	0.84
Records Access						4.29	0.69
There are systems in place to prevent unauthorised access to all records to a	1.6	1.1	8.4	44.2	44.7	4.30	0.80
There is no unauthorized access to records after staff leaves the judiciary to a	1.1	0.5	8.5	48.4	41.5	4.29	0.73
There is centralised filing system that allows staff to retrieve documents and record to a	2.1	1.6	16.8	37.9	41.6	4.15	0.90

Table 2. Continuation

Records Authorization and Organization							4.13	0.74
All staff are informed of the role of the staff member in charge of records to a	0.6	1.8	14.6	40.4	42.6		4.20	0.87
The judiciary incorporates its records management activities into its records management programme to a		4.1	18.5	33.5	43.9		4.17	0.87
The judiciary designates a staff member with sole responsibility for records management activities to a		4.7	10.1	55.	29.6		4.10	0.76
Records Management Policy							4.11	0.76
There are plans to draft records management policy to a		1.2	18.7	44.1	36.0		4.15	0.76
Records management policies are made available to staff to a		2.4	13.9	50.6	33.1		4.15	0.74
There are policies for records management in the judiciary to a	1.8	4.2	13.9	44.0	36.1		4.08	0.91
Record Disposition							4.05	0.94
Inactive judicial records are sent to the records centre to a	0.6	5.0	13.2	40.3	40.9		4.16	0.88
Inactive judicial records are sent to the archive to a	5.1	2.3	14.7	34.7	43.2		4.08	1.06
Records of the court are disposed off when it has passed its enduring values to a	5.3	1.2	16.5	42.3	34.7		4.00	1.02
There are shredding machines in the judiciary to a	0.6	9.1	14.6	41.5	34.2		3.99	0.96
Record Storage							4.04	1.0
Judicial records stored online are pass-worded to a	3.8	2.7	10.4	33.6	49.5		4.22	1.00
Judicial records are store in both hard and soft copies to a		3.3	16.9	38.0	41.8		4.19	0.83
Judicial records are well protected in fire proof cabinet to a	11.0	11.5	3.7	24.1	49.7		3.90	1.41
Record Retention							3.98	0.85
Retention of all vital records is taken seriously to a	0.6	1.9	23.4	33.6	40.5		4.11	0.87
Judiciary has a retention policy to a	1.3	2.5	20.3	42.4	33.5		4.04	0.87
The judiciary has a policy to retain inactive records to a	3.1	3.1	17.4	43.5	32.9		4.00	0.96
Records retention in the court follows the retention policy of the court to a	1.8	4.2	18.7	42.8	32.5		4.00	0.92
Records management practices (Overall Mean = 4.17; Std. = 0.75)								

***Decision Rule: If mean falls between 1-1.80 = Very low extent; 1.81-2.60 = Low extent; 2.61-3.40 = Moderate extent; 3.41-4.20 = High extent; 4.21-5.0 = Very high extent.

Table 2 shows the descriptive statistic result for research question two. The result revealed that the extent of records management practices employed in Lagos State Judiciary was high (overall mean=4.17), on a scale of 5. Records management practices was measured using nine indicators (record retrieval, records maintenance, records creation and capture, records access, records programme authorization and organization, records management policy, records disposition, records storage, records retention). Of the nine indicators, extent of records retrieval (average mean = 4.33) was highest while records retention was the least practiced (average mean = 3.98). The result indicates that Lagos State Judiciary have performed well in the aspects of providing ID codes for easy retrieval of all records in the court, records capture for all forms of legal records, automatic creation of court decisions in a file. This result suggests the need for Lagos State Judiciary to sustain the aforementioned performance indicators through flexible standard records management policies.

Research Question Three: What is the conduciveness of work environment in Lagos State judiciary?

Table 3. Conduciveness of the work environment in Lagos State judiciary

Physical Environment (Group Mean = 4.17)	Strongly Disagree (1)	Disagree (2)	Moderately Agree (3)	Agree (4)	Strongly Agree (5)	Mean	Std.
Ventilation						4.22	0.95
There is a functional air conditioner in my office	3.0	2.0	15.7	26.8	52.5	4.24	0.99
There is alternative arrangement for ventilation where it is limited within the court premises	2.0	6.1	12.1	27.3	52.5	4.22	1.01
There is cross ventilation in my work office environment	1.0	7.1	9.7	34.0	48.2	4.21	0.96
The location of my office allows decent ventilation	3.1	4.6	9.7	34.9	47.7	4.10	1.00
All court offices are well ventilated	2.6	3.6	18.6	32.0	43.2	4.10	0.99
Workspace						4.19	0.93
The working space area is sufficient and roomy enough	1.5	3.6	12.4	36.6	45.9	4.21	0.91
The room or office I operate from is well illuminated	3.0	4.0	12.1	33.7	47.2	4.18	0.99
The temperatures in the room or office I operate from is appropriate	3.1	6.6	9.2	34.2	46.9	4.15	1.04
Lighting						4.17	0.95
The lighting condition in my office is satisfactory	1.6	5.9	12.7	30.3	49.5	4.20	0.98
The working space area is sufficient and roomy enough	4.3	3.7	16.0	22.3	53.7	4.18	1.10
There is enough lighting in all rooms and offices within the court	1.1	6.9	15.3	29.1	47.6	4.15	0.99

Table 3. Continuation

The office I operate from is well illuminated	2.1	5.9	13.4	32.1	46.5	4.15	1.00
There is sufficient lighting in all offices	2.1	6.9	16.0	26.6	48.4	4.12	1.05
Humidity						4.13	0.97
Humidity is an important aspect of the atmosphere in my office	1.6	6.4	13.9	32.6	45.5	4.14	0.99
The office I operate from has appropriate humidity	2.2	6.6	14.1	30.1	47.0	4.13	1.03
Relative humidity in my court is conducive for work	2.7	4.9	15.3	34.2	42.9	4.10	1.01
Temperature						4.07	1.0
The temperature in the court room is appropriate	2.7	6.4	12.2	35.1	43.6	4.11	1.02
The temperature in the office I operate from is appropriate	2.6	5.8	15.9	32.8	42.9	4.07	1.03
Furniture						4.02	1.09
New furniture are sometimes purchased to replace dilapidated ones	3.7	3.2	17.6	27.6	47.9	4.13	1.05
The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	5.3	5.8	15.4	25.4	48.1	4.05	1.16
Broken furniture are repaired on time	5.8	4.7	14.3	30.5	44.7	4.04	1.14
There are enough quality furniture for staff	2.7	13.4	9.1	29.6	45.2	4.011	1.15
Psychosocial (Group Mean = 4.06)							
Work Relationships						4.07	1.02
Relationship among members of the judiciary staff is cordial	3.6	3.6	12.9	36.1	43.8	4.13	1.01
My relationship with fellow workers is cordial and good	3.1	5.6	13.0	33.2	45.1	4.11	1.04
Relationship among supervisors is cordial	5.7	6.7	12.4	31.4	43.8	4.01	1.16
Supervisor Support						4.04	1.05
Supervisor provides staff with sufficient information related to work	2.1	4.7	18.9	25.4	48.9	4.14	1.02

Table 3. Continuation

Senior staff respect co-worker's opinions	2.1	8.4	11.6	37.4	40.5	4.06	1.02
Supervisor has reasonable expectations of work to be done	5.2	2.6	17.2	31.8	43.2	4.05	1.09
Staff can disagree with supervisor without fear of reprisal	6.3	7.3	13.6	31.4	41.4	3.94	1.19
Work Environment (Overall Mean = 4.11; Std. = 0.89)							

*****Decision Rule:** If mean falls between 1-1.80 = Strongly Disagree; 1.81-2.60 = Disagree; 2.61-3.40 = Moderately Agree; 3.41-4.20 = Agree; 4.21-5.0 = Strongly Agree.

Table 3 shows the descriptive statistic result for research question three. The result showed that the respondents 'agreed' that work environment in Lagos State judiciary is conducive, based on the overall mean (4.11), on a scale of 5. Work environment was measured using physical and psychosocial dimensions. Table 4.4 revealed that the physical (group mean = 4.17) and psychosocial (group mean = 4.07) dimensions of work in Lagos State judiciary were conducive for work. This result however, suggests that physical work environment is more conducive in Lagos State judiciary investigated than psychosocial work environment.

Physical work environment has six indicators namely ventilation, workspace, lighting, humidity, temperature and furniture. Of the six indicators, ventilation (average mean= 4.02) was the most conducive while furniture conditions (group mean= 1.92) was the least conducive. The result indicated that Lagos State Judiciary have performed well in the aspects of providing functional air conditioners to staff offices, alternative arrangement for ventilation in the court premises, cross ventilation in work offices, sufficient and roomy working space area, satisfactory lighting condition offices and ventilation of rooms and offices. Hence, Lagos State judiciary in the study area needs to improve these above-mentioned performance areas.

Furthermore, the two dimensions of psychosocial work environment namely work relationships and supervisor supports were analyzed. The result showed that work relationships with a group mean score (4.07) and supervisor supports with a group mean (4.04) were both conducive for work. The result indicated that Lagos State judiciary performed well in the aspects of provision of sufficient information from supervisor to staff, cordial relationship among members of the judiciary staff and with fellow workers. Hence, the need for Lagos State judiciary to actively help sustain the aforementioned areas of psychosocial works cannot be overemphasized.

Discussion of Findings

This study investigated the influence of the records management practices and work environment on administrative effectiveness of Lagos State Judiciary. This section discusses the findings in line with previous studies.

Research question one sought to find out the level of administrative effectiveness in the Lagos State Judiciary. The result showed that the level of administrative effectiveness in the Lagos State Judiciary was high. This finding is in agreement with previous studies by Amah et al (2013) and Karsli Sahin (2015). The finding of this study is in line with Amah et al (2013) who found out that administrative effectiveness is the ability to manage resources, organize people, information, knowledge and set time to accomplish goals. Karsli and Sahin (2015) opined that administrative effectiveness involves adaptation, goal attainment, integration, and sustaining organizational values. However, this finding disagrees with Enahwo and Eferaka (1989) who concluded that the judiciary has not been effective in the timely discharge of its responsibility. He further argued that, administrative effectiveness encompassed timeliness, teamwork, coordination and communication which have been lacking in the judicial sector. The result supports the finding of Rasul and Islam (2017) who examined the performance and effectiveness of village court in Bangladesh. The finding from their study revealed initially court system was partially effective and the grassroots people had an easy access to justice and the verdict of the court could resolve the local conflicts and disputes. However, they found that there are no administrative units at the village level in Bangladesh which meant lack of administrative effectiveness.

Another major finding in this study was the high level of the dimensions of administrative effectiveness namely: teamwork, coordination, timeliness and commitment. This finding is in agreement with previous studies by Adeniyi (2014), and Enahwo and Eferakeye (1989). For example, Adeniyi (2014) asserted that the indicators of administrative effectiveness should involve openness, agreeableness and conscientiousness while Enahwo and Eferakeye (1989) reasoned that administrative effectiveness encompasses timeliness, team work, coordination and communication.

These indicators are in congruence with the administrative duties expected of a judicial staff since not all indicators of

management can be applied to the judiciary with regard to the nature of their calling. This finding also supports the guidelines provided by Administration of Justice Commission Act (2004) concerning coordination in the administration of justice. The Acts stipulated that, the Commission shall be charged with the general supervision of the administration of justice in Nigeria; the courts system in Nigeria is generally maintained and adequately financed; criminal matters are speedily dealt with, among others. This finding also corroborates the report of Adeniyi and Omotosho (2014) that teamwork is characterized by the shared understanding of common goals together with the ability to accomplish given task in the organization. Consequently, it is pertinent for the management of judiciary in Lagos to give attention to sustaining the dimensions of administrative effectiveness viz. teamwork, coordination and timeliness, commitment. However, it is also important for the administrators of judiciary in Lagos to give attention to improving the productivity of staff in the study area.

Research question two sought to find out the extent of records management practices employed in Lagos State Judiciary. The result revealed that the extent of records management practices employed in Lagos State Judiciary was high. The finding agrees with studies carried out by Blake (2014), Mountain (2005), Adikwu (2007), Mohammed (2009) and Infokits (2007). For instance, Blake (2014), emphasized that records administration practices include creation, classify, prioritize, store, secure, archive, preserve, retrieve, track and wreck unneeded files while Mountain (2005) stressed the importance of having the right files administration practices in place for all cases under different jurisdiction across all units in the judiciary. Infokits (2007) empirically noted that the principal reason for applying the lifecycle concept to records management is to ensure that the records being created and held by the institution are managed and maintained in such a way that they enable the content of the record to be accessed, used and re-used in a controlled and efficient manner. The implication of the finding of this study is that the judiciary sector in Lagos state experienced high level of records management practices. However, the finding disagrees with Mnjama (2012) who concluded that the supply of previously recorded information to officials and lawyers about individual cases is inadequate, and there seems to be lack of direction on the side of judicial staff leading to inconsistency in court procedures.

Research question three investigated the conduciveness of the work environment in Lagos state judiciary. The results revealed that the work environment in Lagos State judiciary is conducive. This finding is consistent with the findings of Humphries (2005), Pors and Johannsen (2002), and Brown (2004). According to Humphries (2005), good working environment will have sufficient ventilation, sunlight and acoustic environment while Pors and Johannsen (2002) are of the view that personal work spaces, conducive environment, noisy environment and furniture constitute indicators of work environment. According to Brown (2004), a conducive work environment is characterized by a pleasurable experience provided to workers to encourage them to actualize their abilities and behaviour. The finding also supports the position of Brenner (2004) who reported that an effective work environment entails making the environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do.

Another key finding of this study is the conducive physical work environment and psychosocial work environment. This finding corroborates the study of Opperman (2002) perceived environment from two perspectives; physical and behavioural environments. The physical environment involves the provision of organizational infrastructure, tools for work and equipment while behavioural environment involves inter and interrelationships that exist among staff, work units and departments in the organization as they carry out their responsibilities.

CONCLUSION

The study has succeeded in investigating records management practices, work environment as determinants of administrative effectiveness of Lagos State Judiciary. The study specifically concludes that records management practices and work environment are elements that can influence the administrative effectiveness of staff in the Lagos State Judiciary. Specifically, based on the findings, this study concludes that the high level of administrative effectiveness of Lagos State Judiciary may be as a result of high level of teamwork, coordination and timeliness in the discharge of administrative duties. The Judiciary have a strong administration as observed in the level of collaborations in the organization. The study further concludes that the work environment significantly influenced the administrative effectiveness of the Lagos State Judiciary, this is due to the high level of work conduciveness in the Lagos State Judiciary. Also, records management practices had a significant influence on administrative effectiveness. This means that the judiciary seems to have made significant efforts to ensure that all records in the court are easily retrieved through well numbered and coded ID codes as well as other management practices.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. Administrative effectiveness needs to be sustained by ensuring continuous improvement of records management practices, conducive work environment at all time at the Lagos State Judiciary.
2. Records management practices is a significant predictor of administrative effectiveness in Lagos State Judiciary. Therefore, records management practices must be continually maintained as well as integrated across departments in the Judiciary to sustain administrative effectiveness in the Lagos State Judiciary. To further support the influence of records management practices on the administrative effectiveness of the Lagos Judiciary and possible on Nigerian Judiciary generally, a contract was signed were a consultant to help the FCT judiciary to streamline its records management practices to promote efficiency and effectiveness. This is a recognition of the importance of good records management practices in the administration of justice.
3. The study recommends that the physical and psychosocial work environment should continually be improved upon to ensure enhanced administrative effectiveness in the Lagos State Judiciary.

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