

*Full Length Research*

# Records Management practices as determinant's of job performance of employees in Ogba/ Egbema/ Ndoni local government council, rivers state, Nigeria

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Employee job performance is viewed as actions, behaviors and outcomes that employees engage in which help to achieve the goals of an organization. The level of job performances of employees is high when services are delivered effectively, good communication is established, administrative functions are timely and employees are innovative to drive growth in the organization. Government establishments in Nigeria face a number of challenges which amounts to poor job performance. The researcher observed poor job performance of employees in Ogba/Egbema/Ndoni Local Government Council, Rivers State. This is seen in the ineffectiveness, lack of innovation in handling task coupled with poor communication. One may begin to wonder if this is as a result of poor records management practices. This study investigated records management practices as a determinant of job performance of employees in Ogba/Egbema/Ndoni Local Government Council Rivers State, Nigeria. The study employed a survey research design. The population of the study consisted of 202 administrative staff who handled records in the LGA. The Cronbach's Alpha reliability coefficient for the construct ranged from 0.89-0.96. The response rate was 100%. Data was analyzed using descriptive and inferential statistics. Findings revealed that there was significant influence of records management practices on job performance of employees ((Adj.  $R^2 = 0.183$ ,  $F(5, 184) = 9.210$ ,  $p < 0.05$ ). For the indicators of records management practices, records storage ( $\beta = 0.391$ ,  $t(184) = 2.597$ ,  $p < 0.05$ ) and records disposal ( $\beta = 0.518$ ,  $t(184) = 4.465$ ,  $p < 0.05$ ) have positive significant influence on job performance. Findings further showed that records creation ( $\beta = 0.091$ ,  $t(184) = 1.024$ ,  $p > 0.05$ ) and records maintenance ( $\beta = 0.115$ ,  $t(184) = 1.618$ ,  $p > 0.05$ ) had positive but insignificance influence on job performance of employees. Based on four levels of records management maturity model used for this study, findings revealed that Ogba/Egbema/Ndoni Local Government Council is at level two (in-development) with 37.3%. Results also showed that there is high level of job performance of employees in Ogba/Egbema/Ndoni Local Government Council, Rivers State, Nigeria (Grand Mean score = 3.33 on a four point scale). The study concluded that records management practices contributed to the high level of job performance of employees in Ogba/Egbema/Ndoni Local Government Council Rivers State, Nigeria. The study recommended that the high level of employees' job performance should be sustained.

**KEY WORDS:** Records, Records management practices, Job performance, Ogba/Egbema/Ndoni Local Government Council Rivers State, Nigeria

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## INTRODUCTION

Employees are the pillars that ensure every organization thrives. This is the reason why high performing employees are needed in an organization because they are seen as crucial assets that enhance the performance of an organization irrespective of the products and services rendered by that organization. To improve organizational performance, the inputs from employees on the job are usually examined to drive an upward organizational growth. Employee performance is viewed as actions, behavior and outcomes that employees engage in that help to achieve the goals of an organization. According to Lawal (2019), employee job performance means an individual's work achievement after exercising requisite efforts on the job. Employees contribute greatly to the growth of their institution that is why the role they play in an organization cannot be underestimated. Hence, assessing their job performance is essential. When employees do not perform effectively, users of the products or services they provide may feel that the organization or institution is not doing well or irresponsible to their needs. This situation can make some to seek better products and services in another organization. Employees who perform effectively get things done properly in the organization and they are rewarded.

Job performance has been measured differently by scholars with varying perspectives. Iqbal, Ijaz, Latif and Mushtaq (2015) on their theoretical formulation of indicators that can be used to measure job performance highlighted longer working hours, communication and training. It is assumed that when employees stay long hours at work, communicate effectively and display quality work efforts through training activities, they are performing optimally at work. Hassan, Aboazoum, Nimran and Al Musadieq (2015) proposed measurement parameters such as effectiveness on the job, meeting deadlines, cooperating with other employees, sharing tasks responsibility, following requests quickly and adjusting to changing priorities in the organization. The issue of employee performance has become a thing of concern to every organization in that; there is a growing emphasis on the factors that militate the performance of employees if that organization is to achieve its strategic goals. Organizations are taken the performance of their employees seriously as reports and empirical postulations from scholars keep suggesting a dwindling level of performance of employees in this present global dispensation.

Scholars such as Saeed, Mussawar, Lodhi, Iqbal, Hafsa and Yaseen (2013) reported that organizations face challenges bordering on performance of employees and they highlighted factors such as attitude of managers, poor financial reward, organizational culture, job content as factors that play key role in the performance of employees in an organization. In line with

the affirmative, Ofori (2014) reported that most organizations are failing due to performance of employees, a situation which should be taken seriously to enable an increase in growth and to gain competitive advantage. It is a common knowledge that the performance of employees in any government establishment is critical because of the role the government plays in the society. It is seen that the mandate of government is to push forward the services of the government for the betterment of the society. This push is driven by the employees who are employed to champion that drive. Despite this, the performance of staff in most government parastatals is below expectation as the services rendered are poorly delivered. This view is not devoid of the local government institutions.

The local governments are empowered to create appropriate conducive environment for citizens at the local level through efficient and effective service delivery but Olusola (2011) reported that council officials are known for the harassment of citizens than service delivery which is a medium of evaluating job performance of employees. Majekodunmi (2015) reported in his work on the state of local government and service delivery in Nigeria that, the failure of the local governments in the area of service delivery has made the citizens to lose trust in government as an institution. He further reported that the impact of local government especially with regard to improving service delivery is very limited and that despite the strategic importance of local government to the development process through effective service delivery, there has not been much development in most local governments in Nigeria due to poor performance of individual employees working in the local government. This assertion is supported by Oden (2018) who reported that the problems facing Local Government Council in Rivers State is low productivity of employees.

Furthermore, the situation in the other local governments in Rivers State, Nigeria seems not to be far fetched from the above assertion. It is observed by the researcher that the performance of employees in Ogba/Egbema/Ndoni Local Government Council seems not to be effective or rather poor. This is seen in the ineffectiveness, poor innovation in the handling of administrative duties, coupled with slow timing in attending to inquiries of the citizens and poor communication. These identified issues seem to be a major aspect of poor job performance of employees in the local government area, obstructing the realization of the council's prime mandate of providing services to the citizen. However, Leslie and Miller (2015) is of the view that actions such as absenteeism, poor communication, lack of creativity and innovation can result in poor performance. Also, there are factors that have been empirically investigated to determine job performance of employees in literature. Some of these factors according to Hassan, Aboazoum, Umar and Mouhammad (2015) are the culture and structure of the organizational, job

satisfaction, training and development of employees. Other factors includes leadership, gender divide, salary, motivation as stated by Wang (2011) have been studied and established to have an influence on job performance with little emphases on records management practices within the local government environment.

Records management practices have been studied to have an influence on job performance but the extent of its contribution to the performance of employees especially at the Ogba/Egbema/Ndoni Local Government Council is yet to be empirically ascertained. Okafor (2018) in a study on public records and management of information materials in Nigerian Local Government reported that the institution of local government in Nigeria adequately lacked the art of managing information and other relevant documents made available at its disposal which affects their job performance. The author reports further that an obvious gap exist in the area of management of information materials and documents and inability to distinguish records books for different records purpose among the staff of the local government seem to be a major hindrance to effective performance. The results of the findings show that local governments in Nigeria cannot by any means claim to have delivered or discharged the dividends of good governance to the locales due to the inability of staff to take proper account of records, and information materials which hamper the execution and administration of local governments.

In the study of good governance in Gboko Local Government Area of Benue State Abdulrahman (2017) reported that the major problems of records management in the local government which affects employee performance include; lack of trained personnel, insufficient funds, poor storage facilities, acute shortage of space. These have led to discrepancies in governance amid poor performance. Ndenje-Sichalwe (2011) worked on the role of records management in the implementation of public service reform in Tanzania established that records management practices was low which hindered the job performance of the employees, similar experience exist in Nigeria. However, it is established empirically that records management generally is a critical factor for the advancement of work processes. It becomes imperative to assess if the poor job performance of employees in Ogba/Egbema/Ndoni Local Government Council may be attributed to records management practices which could be as a result of its poor management.

## Literature Review

Relevant literature were empirically and conceptually reviewed on employee job performance and records management in this paper.

## Employee job Performance

Job is the composition of tasks and roles as well as responsibilities that an individual does in an organization. Job performance is regarded as the outcomes of work because they provide a direct link to the goals of an organization. A job is formed with the intent of achieving predetermined goals and objectives. These goals are achieved by employees who work in the organization. Literature is clear on the fact that the most valuable component of an organization is the human resources which are employees who work in that organization. In an organization, employees cut across different gender, age and educational standards. The concept of job performance has been measured in many ways with various indicators developed and tested in many organization. Some indicators include the quality, quantity, creativity. Nassazi (2013) asserted that job performance should consider the measurement metrics such as productivity, efficiency, quality, effectiveness and profitability measures. Efficiency deals with the ability of employees to produce desired organizational outcome by utilizing minimal amount of resources.

Job performance of employees is important because it deals with the behaviors of employees towards a particular job. It is a can be measured by looking at efficiencies and effectiveness in which employees in an organization accomplishes the assigned duties effectively and efficiently. This involves the ability of managing job related task, effective organization of resources, and efficient way of organizing people for the purpose of smooth running of an organization. The job performance of employees also involves the ability to systematically coordinate the operational functions in an organization, managing correspondences, effective communication, planning daily routines of the organization as they interacts with citizens. Analoui (2007) is of the view that job performance requires a balance of skills, technical, human and conceptual which is critical to the advancement of the organization

Job performance of employees as a concept has been extensively studied across several disciplines ranging from organizational psychology, Human Resources Management and Information Resources Management with various degree of application. This is due to the value placed on employees as the most critical assets of an organization. The conceptualization of employee job performance has taken different dimension in literature in which it has been attested that job performance is seen as the level of individual's work achievement after exercising efforts. Ndungu (2017) argues that employee performance is regarded as attitude that employees in an organization have about their jobs and these attitudes have the tendency of influencing the outcome of the job. It is pivotal to state that, the success and failure of any organization may depend on the performance of employees. The above assertion corroborates the work of

Sungkaew (2008) who also reiterates that job performance is an important factor for individual work effectiveness which has a lot to do with the success and failure of an organization.

### **Records Management Practices**

In today's economic and political dispensation, it has become inviolable that records are voluminously and continuously created by individuals, business organizations and government in our society today of which to a large extent depend on these recorded documents for efficient and effective transactions. Records are vital and crucial in all fields of endeavour; this is because no effective discussion and action in an office takes place without records. Also, record creation and use is a fundamental activity of public administration and without records there can be no rule of law and no accountability. Employees in all work of life need information to carry out their work and records represent a crucial aspect of sources of information for continuous work flow. Records provide a reliable and legally source of evidence of decisions and actions. The records enable business organization and other entities to comply with written laws, rules, and procedures in any society.

The term record has been defined by different scholars in different ways. Alegbeleye (1998) is of the view that records are unique and irreplaceable sources of information, they preserve the heart, mind, spirit, conscience and memory of the nation, people, community and individual. It is of note that records are assets that has a direct significance and indispensable contributions to an organization's objective, effectiveness, and efficiency. Shepherd and Yeo (2003) defined it as any recorded evidence of an activity not defined by its physical format. Also International Standard Organization (2001) defined records as information created, received and maintained as evidence and information by an organization or person in pursuance of legal obligations. It is seen that a record serves an important purpose of providing evidences of transactions in the individual and organizational level. Reitz (2004) defines records as account of something, put down in writing, usually as a means of documenting facts for legal or historical purposes. Records are valuable assets that need to be managed by any organization or nation. Hence, they are vital to virtually every aspect of the governance process because they fulfill important functions in society by providing evidence of transactions of individuals and organizations.

Wyorkson and Obasuyi (2010) described the concept of records as information sources that can be used for decision making. Records according to them can be tangible object or digital objects. Every transactions of an organization may depend on the creation of and maintenance of records for decision making. This implies

that records can be regarded as documented information created and maintained by an organization in the transaction of business. Shepherd and Yeo (2003) were of the view that the concept of records denotes evidence of an activity that is not defined by its format or medium of storage however, set aside for preservation. They are information created, received and maintained as evidence of business undertaken by an organization. This assertion implies that that the concept of record serves an important purpose of providing evidence of business transaction. Therefore, records serves as an enabler of achieving business success, as access to records and other documents containing strategic information is the basis of sound decision making. The idea of record makes problem solving easy because it increases the level of awareness and it is this attribute that makes it a thing of importance that organizations should regard and treat recorded information as resources with vital importance. This is because the concept of records allows organization to depend on its accuracy, reliability to assist in management decision making, to provide legal support, improve administrative efficiency and to provide historical reference as a means of clarification.

The importance of records management in government institutions cannot be over emphasized in that government not only create and document past decisions but also establish and protect current rights and responsibilities of both the government and the governed (Mnjama & Wamukoya, 2007). The management of records provides a source of public accountability of how governments' agencies carry out their public duties in providing services to the citizens. Without records therefore, there can be no rule of law and no accountability. Records are indispensable to the delivery of services by any government to its citizens. Government institutions especially in the more advanced nations of the world, manage their records properly with the view of enhancing retrieval and access to those records, ability to prevent and track fraud, ease to solve problems and decision making.

In Nigeria, the local government has enormous activities and functions that require documentation including collection, filling and retrieval of information for the up-keep of government. The ability of local government to manage and organize such volume of information for records purposes makes the local government crucial. Records are very significant and strategic for effective administration of local council through good job performance. Without good records management practice, there cannot be accountability for maximum production and service delivery in the local government. Literature seems to affirm that the poor delivery by Nigerian local government on the dividends of its institutional provisions is largely hinged on its inactive nature toward records management. Okafor, Abada, Michael, Omeh and Hezekiah (2018) observed that the inability of local government in Nigeria to achieve set

objectives and fundamental targets were because of poor and ineffective handling of records and management of rare information materials.

### **Records Management Practices and Job performance in Local Government Council**

The local government provides an enabling and conducive environment for citizens at the local level to strive through appropriate service provision and delivery. The role and value of local government in any country cannot be overemphasized in that it is a crucial arm of government. It is based on this critical value placed on the local government that the provision of essential services to the citizens becomes very significant. Also, the local government is expected to play a significant role in providing social services for individuals in that locality in order to improve their standard of living. Majekodunmi (2013) in his surveyed work on the State of local Government and service delivery in Nigeria challenges and prospects reports that the impact of local government is so far limited, especially with regard to improving service delivery. He went further to report that despite the strategic importance of local government to the development process through effective service delivery, there has not been much development in most local governments in Nigeria due to poor performance of individual employees working in the local government which is linked to poor records management.

Abdulrahman (2017) found out in his study on records keeping and good governance in Gboko Local Government Area of Benue State that the major problems of records management in the local government include; lack of trained personnel, insufficient funds, poor storage facilities, acute shortage of space which affects employee job performance leading to discrepancies in governance. The author recommended that adequate and qualified personnel be trained in the act of records management for enhanced job productivity which will in turn enhance performance. Okafor et al., (2018) in their study on public records and management of information materials in Nigerian Local Government reported that the institution of local government in Nigeria adequately lacked the art of managing information and other relevant documents made available at its disposal. The authors also, stated an obvious gaps which are the poor state of information materials and documents, inability to distinguish records books for different records purpose among the staff of the local government. They went further to emphasize that the needed employees that would have helped as the custodian of records and information in the local governments seem to lack the requisite skills to management records. The results of the findings show that local governments in Nigeria cannot by any means claim to have delivered or discharged the dividends of good governance to the locales due to the

inability of staff to take proper account of records, and information materials which hamper the execution and administration of local governments.

Igbokwe (2013) investigated record management in the Nigerian public sector and reported that the records management act not been followed in the public sector. Also, Galaletsang and Trywell (2012) investigated records management and service delivery in government ministries and found out that records were inefficient and do not support service delivery in the organization which hinders performance. Motsaathebe and Mnjama (2007) in their study on records management in government establishment such as the court registries in Botswana reported that the job carried out is affected negatively due poor records management practices. Musembi (2005) reported in the study that poor records management affects job output and they established further that lack of proper management of records result in poor administration. Bakare, Abioye and Issa (2016) conducted an assessment of records management practice in Selected Local Government Councils in Ogun State, Nigeria. The study adopted a descriptive survey research design using questionnaires for data collection. Its population comprised 415 records of personnel in the selected councils, of which 208 were sampled using simple random technique. The results showed a prevalence of paper as the dominant medium for recording and conveying information in the councils. Storage facilities for record-keeping were insufficient. The study concluded that council records were in chaos and recommended the formulation of coherent records management policy, adequate budgetary provision, and adequate finance for proper management of records.

Okafor, Abada, Michael, Omeh and Hezekiah (2018) investigated public records and management of information Materials in Nigerian Local Government: A Transformative Route. The scholars noted that that worrisome is the continued existence of the institution of local government in Nigeria which has in the recent time attracted many criticisms due largely to serial poor performances in achieving quality service delivery to the people within its area of jurisdiction. The study adopts qualitative method. Findings of the study revealed that serial poor performances of local government in developmental state of Nigeria were because of poor culture, negligence, improper and ineffective documentation of information materials at the disposal of local government.

### **METHODOLOGY**

This study adopted a survey research design. The population for this study consisted of all the administrative staff who handled records in Ogba/Egbema/Ndoni Local Government Council Rivers State. The total number of staff that deal with records in

the local government council is two hundred and twenty two (202). The study adopted total enumeration due to the small size of the population. The instrument for data collection was a structured questionnaire developed by the researcher. To determine the reliability of the research instrument, a pretest was conducted among 30 employees from Ikenne local government council. Copies of the research questionnaire were subjected to a Cronbach's Alpha Reliability test to determine the reliability coefficient of the instrument. The data collected was analyzed using descriptive and inferential statistical tools

## Results and Discussion

**Research Question One:** What is the level of job performance of employees in Ogba/Egbema/Ndoni local Government Council in Rivers State?

**Table 1.** level of job performance of employees in Ogba/Egbema/Ndoni local Government Council in Rivers State

S/ N	Questions	Very High	High	Low	Very Low	Mean	Std. Deviation
	<b>TIMELINESS (Mean = 3.4, SD = 0.64)</b>						
1	To what degree do you accomplished at record time the job assigned to you in the LGA?	(56) 29.9	(37) 19.8	(73) 39.0	(18) 9.6	2.7120	1.0074 4
2	How punctual do you go to work to attend to inquires?	(109) 58.3	(64) 34.2	(11) 5.9	(0) 0.0	3.5326	.60870
3	What is the level at which you provide services without delay in the LGA?	(152) 81.3	(30) 16.0	(2) 1.1	(0) 0.0	3.8152	.41632
4	To what level do you stimulate other employees to complete their job on time?	(121) 64.7	(59) 31.6	(4) 2.1	(0) 0.0	3.6359	.52585
	<b>EFFECTIVENESS (Mean = 3.36, SD = 0.57)</b>						
5	To what extent do you effortlessly handle technical task without supervision in the LGA?	(94) 50.3	(83) 44.4	(7) 3.7	(0) 0.0	3.4728	.57195
6	To what level do you effectively accomplish assigned task without much waiting by your boss?	(76) 40.6	(97) 51.9	(11) 5.9	(0) 0.0	3.3533	.59155
7	To what level do you meet in record time work schedules?	(49) 26.2	(124) 66.3	(10) 5.3	(1) 0.5	3.2011	.55100
8	What is your level of effectiveness when handling difficult task at the LGA?	(81) 43.3	(95) 50.8	(8) 4.3	(0) 0.0	3.3967	.57278
	<b>INNOVATIVENESS (Mean = 3.27, SD = 0.80)</b>						

**Table 1. Continues**

9	To what level do you drive innovation in the LGA?	(102) 54.5	(66) 35.3	(13) 7.0	(3) 1.6	3.4511	.69957
10	What is your level of innovativeness in providing services to citizens in the local government?	(69) 36.9	(62) 33.2	(52) 27.8	(1) 0.5	3.0815	.82242
11	To what level do you generate creative ideas to enhance work flow in the LGA?	(99) 52.9	(44) 23.5	(41) 41.9	(0) 0.0	3.3152	.81555
12	To what level do you creatively provide services to citizens in the LGA?	(86) 46.0	(64) 34.2	(27) 14.4	(7) 3.7	3.2446	.84282
	<b>COMMUNICATION (Mean = 3.29, SD = 0.75)</b>						
13	What is the level to which you disseminate information in the LGA?	(87) 46.5	(63) 33.7	(30) 16.0	(4) 2.1	3.27	.810
14	To what level are you available to receive information related to your work?	(84) 46.0	(64) 34.2	(34) 18.2	(0) 0.0	3.2826	.75857
15	To what level do you communicate with your directors to accomplish job task?	(85) 45.5	(71) 38.0	(25) 13.4	(3) 1.6	3.2935	.76162
16	To what level do you communicate information to citizens in the LGA?	(77) 41.2	(92) 49.2	(12) 6.4	(3) 1.6	3.3207	.66973
	<b>Grand Mean</b>					<b>3.3362</b>	<b>0.6891</b>

Scales;  $\leq 1.49$  = Very Low,  $1.5 - 2.49$  = Low,  $2.5 - 3.49$  = High,  $\geq 3.5$  = Very High.

Table 1 reveals that the level of job performance of employees in Ogba/Egbema/Ndoni Local Government Council is high ( $\bar{x}$ =3.33) on a scale of four. Further details from the analysis reveal that some of the indicators that showed high level of job performance in Ogba/Egbema/Ndoni local Government Council in Rivers State were Timeliness ( $\bar{x}$ =3.40) on a four point scale. Other indicators of job performance that was rated high based on their average mean score using the scale of four are Effectiveness ( $\bar{x}$ =3.36), Innovativeness ( $\bar{x}$ =3.27), Communication ( $\bar{x}$ =3.29). However, the highest prevailing job performance was Timeliness ( $\bar{x}$ =3.40).

**Research Question Two:** What are the records management practices prevalent in Ogba/Egbema/Ndoni local Government Council in Rivers State?

**Table 2.** prevalent records management practices in Ogba/Egbema/Ndoni local Government Council in Rivers State

S/N	Questions	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Std. Deviation
	<b>RECORDS CREATION (Mean = 3.16, SD = 1.27)</b>						
1	Employees capture vital records in OENLGA on daily basis	(47) 25.1	(116) 62.0	(13) 7.0	(7) 3.7	3.3261	3.01946

**Table 2. Continues**

2	There is a standard procedure on how vital records are created in OENLGA	(55) 29.4	(93) 49.7	(33) 17.6	(3) 1.6	3.0870	.73406
3	Vital records are supervised during creation in OENLGA	(58) 31.0	(102) 54.5	(23) 12.3	(1) 0.5	3.1793	.65737
4	Employees know the type of records to be created in the Local government	(42) 22.5	(109) 58.3	(31) 16.6	(2) 1.1	3.0380	.66420
	<b>Records Use (Mean = 3.00, SD = 0.90)</b>						
5	Records are used for decision making in OENLGA	(50) 26.7	(92) 49.2	(39) 20.9	(3) 1.6	3.0272	.74241
6	Records are used to solve council challenges at OENLGA	(75) 40.1	(65) 34.8	(25) 13.4	(19) 10.2	3.0652	.97851
7	Records are used to attend to inquiries from citizens of OENLGA	(67) 35.8	(72) 38.5	(28) 15.0	(17) 9.1	3.0272	.94338
8	Records are used to provide services to citizens in the LGA	(53) 28.3	(73) 39.0	(40) 21.4	(18) 9.6	2.8750	.94124
	<b>Records Maintenance (Mean = 3.13, SD = 0.1.58)</b>						
9	There is policy to preserve records at OENLGA	(41) 21.9	(90) 48.1	(34) 18.2	(16) 8.6	3.3696	4.04677
10	Government records are properly filed with codes in the LGA	(70) 37.4	(73) 39.0	(40) 21.4	(1) 0.5	3.1522	.77438
11	There is good records maintenance system in place in OENLGA	(184) 98.4	(50) 26.7	(88) 47.1	(2) 1.1	3.0109	.74650
12	Records maintenance culture in the LGA is backed up by policy	(51) 27.3	(82) 43.9	(50) 26.7	(1) 0.5	2.9946	.75746
	<b>STORAGE (Mean = 2.91, SD = 0.83)</b>						
13	Records are well protected in fire proof cabinet at OENLGA	(57) 30.5	(90) 48.1	(35) 18.7	(2) 1.1	3.0978	.73268
14	Records are stored in electronic platform to fortify its safety in the LGA	(48) 25.7	(103) 55.1	(26) 13.9	(5) 2.7	3.0659	.71761
15	External hard drives are provided for storage of records in the LGA	(31) 16.6	(94) 50.3	(41) 21.9	(18) 9.6	2.7500	.85091
16	Records are stored in the cloud in the LGA	(45) 24.1	(77) 41.2	(27) 14.4	(35) 18.7	2.7174	1.03835
	<b>DISPOSAL (Mean = 2.66, SD = 1.04)</b>						
17	Records are destroyed by burning in the LGA	(45) 24.1	(67) 35.8	(30) 16.0	(42) 22.5	2.6250	1.08925
18	Records are shredded with machines in the LGA	(44) 23.5	(83) 44.4	(28) 15.0	(29) 15.5	2.7717	.98739
19	Inactive records are sent to government archive in the LGA	(53) 28.3	(64) 34.2	(32) 17.1	(35) 18.7	2.7337	1.07620
20	Records are pulverized in the LGA according to policy	(36) 19.3	(55) 29.4	(57) 30.5	(36) 19.3	2.4946	1.01893
	<b>Grand Mean</b>					<b>2.9704</b>	<b>1.1259</b>

**Scales;  $\leq 1.49 = \text{Strongly Disagree}$ ,  $1.5 - 2.49 = \text{Disagree}$ ,  $2.5 - 3.49 = \text{Agree}$ ,  $\geq 3.5 = \text{Strongly Agree}$ .**

Table 2. Reveals that the prevalent records management practices in Ogba/Egbema/Ndoni local Government Council in Rivers State is records creation ( $\bar{x}= 3.16$ ) on a scale of four. This indicates that employees capture vital records on daily bases. Other records management practices that are prevalent in the Ogba/Egbema/Ndoni local Government Council are Record Use ( $\bar{x}=3.00$ ), record maintenance ( $\bar{x}=3.13$ ), Storage ( $\bar{x}=2.91$ ) and Disposal ( $\bar{x}=2.66$ ).

**Research Questions Three:** At what level of records management practices is Ogba/Egbema/Ndoni Local government council, Rivers State

**Table 3** the levels of record management practices in Ogba/Egbema/Ndoni Local Government council in Rivers State, Nigeria

S N	LEVEL 1 (sub-Standard)	Respondents %
1	Records are not documented in the LGA	46 (24.9%)
2	Some processes exist for the identification of records but lack formal standardization	
3	Records management is done in an ad hoc manner in OENLGA	
4	It is difficult to obtain records in a timely manner at OENLGA	
5	No records retention schedule is available in OENLGA	
	<b>LEVEL 2 (In Development)</b>	
1	Systems for management of records are partially implemented in the LGA	68 (37.3)
2	There is a policy that sets out the need to create records in the LGA council	
3	The retention schedule policies are updated regularly in the LGA	
4	A policy has been developed for the digitization of hard copy records in the LGA	
5	Records are beginning to be standardized in the LGA	
	<b>Level 3 (Essential)</b>	
1	Record keeping policy is endorsed by the local government	42 (22.7)
2	System for the management of physical and electronic records are available	
3	There is a knowledge of policies on disaster plan in the LGA	
4	Records retention policy is high endorsed in the LGA	
5	There is an acceptance of the idea of records management in the LGA	
	<b>Level 4 (optimal)</b>	
1	Records management continuum model is used to manage records in the LGA	28 (15.1%)
2	There is a High level of records integration with business LGA activities	
3	Records identification and classification processes are documented	
4	There is a corporate-wide File Plan in the LGA	
5	Records management practices are given a top most priority in all the departments in the LGA	
	Total	184 (100.0)

Table 3 presents the responses of participants to questions on the levels of record management practices in Ogba/Egbema/Ndoni Local Government council following the records maturity model which has four levels thus: level one (sub-standard); level two (in-development); level three (essential) and level four (optimal). Based on the findings Ogba/Egbema/Ndoni Local Government Council is at level two, which is considered as in-development stage. Level two has the highest percentage and response rate of 68 (37.3%). This implies that Systems for management of records are partially implemented in the LGA.

### Test of Hypotheses

Ho: Records management practices will not significantly influence job performance of employees in Ogba/Egbema/Ndoni Local government council, Rivers State, Nigeria

**Table 4.** Estimated Result of Influence of Record management Practices on Job Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	48.720	1.787		27.271	0.000
record management Practice	0.078	0.030	0.193	2.651	0.009
Source of Variation	Sum of Squares	Df	Mean Square	F-Ratio	Sig.
Regression	141.211	1	141.211	7.030	.009 <sup>b</sup>
Residual	3655.914	182	20.087		
Total	3797.125	183			

**R** = 0.193; **Multiple R<sup>2</sup>** = 0.037 **R<sup>2</sup> (Adjusted)** = 0.032 **Standard error estimate** = 4.48190

**a. Dependent Variable:** job performance

**b. Predictors: (Constant),** record management practice

**Sources: Researchers' Field Survey, 2021**

*Note: \*, \*\*, & \*\*\* implies 10%, 5% & 1% significance level respectively.*

Table 4. Shows that record management practices has a significant influence on job performance of employee in Ogba/Egbema/Ndoni Local Government Council ( $R^2=0.037$ ,  $\beta=0.0078$ ,  $t=2.651$ ,  $p<0.05$ ). The model shows that record management practices explains 3.7% variation in ( $R^2=0.037$ ) job performance of employee in Ogba/Egbema/Ndoni Local Government Council. This implies that record management practices predict the job performance of employee in Ogba/Egbema/Ndoni Local Government Council. Hence, the null hypothesis which states that Records management practices will not significantly influence job performance of employees in Ogba/Egbema/Ndoni Local government council, Rivers State, Nigeria was rejected. Records management practices positively and significantly influence job performance of employees in Ogba/Egbema/Ndoni Local government council, Rivers State, Nigeria. This suggests that improved record management practices leads to the improvement in job performance.

## DISCUSSION

The study established that the job performance of employees in Ogba/Egbema/Ndoni LGA was rated to be high using indicators such as Timeliness, Effectiveness, Innovativeness and Communication. This study was in consonance with the work of Madukoma (2012) who reported that job performance has positive influence on both an organization and its employees. This study established by corroborating with the above scholar that job performance is a means of ensuring production, economic growth and survival. The findings also supports the work of Ishandar, Ahmad and Martua (2014) who reported that a good job performance reflects the ability of employees to contribute through their works leading to the achievement of an organizational goals. The findings of this study negates the findings of Oden (2018) who reported that the problems facing Local Government

council in Rivers State is low productivity of employees. This study however establishes the employee job performance in the Ogba/Egbema/Ndoni LGA is high.

The findings of this study negate the work of Okafor, Abada, Michael, Omeh and Hezekiah (2018) who empirically investigated public records and management of information Materials in Nigerian Local Government. The scholars reported a poor job performance observed in the LGAs which is worrisome in Nigeria and has in recent time attracted many criticisms. The study established that the poor job performances of local government in developmental state of Nigeria were because of many factors that has poor records management inclusive. However, in the case of Ogba/Egbema/Ndoni LGA the current study reports a high level of job performance. In another similar study, Nyamukachi (2009) had reported in his study poor job performance in the LGA in Nigeria resulting to poor services rendered in the local governments. The findings of this study go against this report especially in the case of Ogba/Egbema/Ndoni LGA.

The findings of this study negates the work of Olusola (2011) who had earlier reported that in the local government establishment, council officials are known for the harassment of citizens rather than provided services to citizens. The findings of this study however, indicated that the job performance of employees was high in the LGA. Also, the findings of this study goes contrary to the work of Majekodunmi (2015) who reported in his work on the state of local government and service delivery in Nigeria that, the failure of the local governments in the area of service delivery has made the citizens to lose trust in government as an institution. This work majorly corroborates with the work of Ofosu (2014) who reported that most organizations are failing due to performance of employees. He further stated that this situation should be taken seriously. While the job performance of employees in this study was rated high, it is important to state that there were some items on the indicators that were rated

low. One of those is timelines in which the respondents acknowledged that the degree to which they accomplished at record time the job assigned to them was rated poorly in the LGA.

The study findings show that record management practices prevalent in Ogba/Egbema/Ndoni Local Government Council in Rivers State was records creation. The study confirmed that some of the record management practices in Ogba/Ndoni/Egbema Local government council in Rivers State were record creation, record Use, record maintenance, Storage and Disposal. The findings of this study reconfirm that records management practices provides accurate information to evaluate and control the activities of an organization. It helps to provide information for relevant agencies both in the private and public sectors. The findings of this study may have highlighted the records management practices prevalent in the Local Government to be records creation, it however establishes the work of Abdulrahman (2017) who reported in his study on records keeping and good governance in Gboko Local Government Area of Benue State that the major problems of records management in the local government include; lack of trained personnel, insufficient funds, poor storage facilities, acute shortage of space which affects employee job performance.

The findings of this study corroborates with Okafor et al (2018) in their study on public records and management of information materials in Nigerian Local Government reported that the institution of local government in Nigeria adequately lacked the art of managing information and other relevant documents made available at its disposal. The authors also, stated an obvious gaps which are the poor state of information materials and documents, inability to distinguish records books for different records purpose among the staff of the local government. They went further to emphasize that the needed employees that would have helped as the custodian of records and information in the local governments seem to lack the requisite skills to management records. The results of the findings show that local governments in Nigeria cannot by any means claim to have delivered or discharged the dividends of good governance to the locales due to the inability of staff to take proper account of records, and information materials which hamper the execution and administration of local governments. Igbokwe (2013) investigated record management in the Nigerian public sector and reported that the records management are not being followed in the public sector. Also, Galaletsang and Trywell (2012) investigated records management and service delivery in government ministries and found out that records were inefficient and do not support service delivery in the organization which hinders performance.

Motsaathebe and Mnjama (2007) in their study on records management in government establishment such as the court registries in Botswana reported that the job carried out is affected negatively due to poor records management practices. Musembi (2005) reported in the

study that poor records management affects job output and they established further that lack of proper management of records result in poor job output. The study find solace in the work of Tagbator, Adzido and Agbanu (2015) and Oluwole and Ivagher (2015). Tagbator, Adzido and Agbanu (2015) who reported that tertiary institutions do practice effective records management. Hence, proper records management was recommended to foster easy retrieval and protection documentation of documents. Similarly, Oluwole and Ivagher (2015) reported in their study on record keeping and effective management of secondary schools in zone b senatorial district of Benue State that historical records have significant impact on information dissemination that has to do with the job performed in Zone B Senatorial District of Benue State. This study further lays credence to the importance of records management in fostering effective employee job performance.

The findings of this study corroborates the work of Ilado (2015) who empirically investigated the records management for insurance companies and reported that effective management is critical for governance which ensures corporate compliance. This study affirm the work of Anison, (2010) who reported in his study that records management practice have an influence on job performance in an organization. Furthermore, the findings align with Oluwole and Ivagher (2015) carried out a study on record keeping and effective management of secondary schools in zone b senatorial district of Benue State, Nigeria. Records management practices had a significant influence on job performance. Onweh, Etim and Eniang (2013) established in their study that records management practices has a significant influence on job performance in Akwa Ibom State which is in line with administrative work. It is empirically established that records management practices enhances the effective documentation of information. Meaning the employees will know and will locate them easily when needed. Records management practices is critical in the context of enabling communications and saving costs.

## CONCLUSION

The study has succeeded in examining the influence of records management practices on employee job performance in Ogba/Egbema/Ndoni Local government council in Rivers State, Nigeria. The contribution of local government council in Nigeria in fostering socio-economic development has formed a major part of the schema for both States and federal Government to create employment. However, the ability of these local government employees to effectively contribute to the economic development relies on their Job performance which is influenced by factors such as the practice of appropriate record management. Sequence to the findings of the study, there is a link between record

management practices and job performances as proper record management always harnesses good timeliness, effectiveness, innovativeness and communication among employee in Ogba/Egbema/Ndoni Local Government Council. The findings also concluded that the level of records management practices in the local government was high. The study also concludes that the level of employee job performance in the LGA was high. It statistically concludes that records management practices has a significant influence on employee job performance in the study local. It went further to conclude that record creation and record maintenance has proper efficiency in Ogba/Egbema/Ndoni Local Government Council. Hence, the study concluded that record management practices in Ogba/Egbema/ Ndoni Local Government Council brings about efficiency, innovativeness in employee job performance.

## RECOMMENDATIONS

The following recommendations have been put forward based on the outcome of this study. The high level of employee job performance in the Ogba/Egbema/Ndoni Local Government Council should be sustained. The world has entered the computer age it is necessary that record management practice in Ogba/Egbema/Ndoni Local Government Council should be computerized therefore computers should be acquired for use in every office so that in records usage, information can easily be retrieved when the need arises. Ogba/Egbema/Ndoni Local Government Council should train and re-train their staffs on records maintenance and disposal. Ogba/Egbema/Ndoni Local Government Council should try and equip and update their record management departments to enhance smooth storage of information.

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