

Information Management Variables as Correlates of Job Performance of Administrative Officers in Federal Universities in South-South Nigeria

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Abstract

This study sought to assess information management variables as correlates of job performance of administrative officers in Federal Universities in South-South Nigeria. To carry out the study two specific objectives were formulated, from which two research questions and hypotheses were drawn and used for the study. The study adopted the descriptive survey design. The study area was South-South Geo-Political Zone of Nigeria namely: Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States. The population of this study comprised all the 665 administrative officers in Federal Universities in South-South Geo-Political Zones in Nigeria. A proportional stratified random sampling technique was used to determine the sample from each Federal University. The instrument used for data collection was a researcher-developed questionnaire tagged "INFORMATION MANAGEMENT AND JOB PERFORMANCE QUESTIONNAIRE (IMJPO)". The instrument was subjected to face validation by experts. Cronbach's Alpha technique was used to determine the reliability coefficient of the instrument. The overall reliability coefficient was 0.86, justifying the use of the research instrument. The data collected was analyzed using descriptive statistics, and simple regression. Test of significance was done at 0.05 alpha level. From the descriptive statistics used in answering the research questions, it was observed that there is very high extent of information processing which immensely promotes job performance of administrative officers in Federal Universities in South-South Nigeria. The result also proved that there is high extent of information dissemination with its corresponding contribution to job performance. Testing the hypotheses with the regression analysis, the results proved that there is significant influence of information processing and dissemination on job performance of the administrative officers in Federal Universities in South-South Nigeria. Based on the findings of the research work, it was concluded that information management variables have remarkable influence on job performance of administrative officers in Federal Universities in South-South, Nigeria. One of the recommendations was that the administrative officers should adopt proper method of information processing and dissemination which is accurate and dependable so as to give the best result when used in their administrative work. Besides, this technique should be encouraged in the university and used also by all administrative officers for higher performance.

Key Words: *Information Management, Job Performance, Information Processing, Information Dissemination, Administrative Officers, Federal Universities, South-South Nigeria.*

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I. Introduction

Information management has become paramount in every organization not only in Nigeria, but also globally. According to Wright (2008), information management embraces all the generic concepts of management including planning, organizing, structuring, processing, controlling, evaluation, and reporting of information activities, all of which are needed to meet the needs of those with organizational roles or functions that depend on information.

Information Management, according to Young (2011) is a process of handling information and using it for the purpose meant. It can be classified into information gathering, codification, content management, and information processing and information dissemination. Titus (2012) explained that all these components of information management are brought together for the purpose of effective performance by the workers. Data is processed to generate information which is used for wise decision making. In every organization, the processed

information is stored for use in solving problems. John (2008) maintained that when well processed information is obtained, workers who use such information to work can perform effectively well. In any organization, the administration should evaluate quality of any information received for improved performance. In the same vein, Brunch and Grudints (2003) added that every good information is accurate, quantitative, verifiable, accessible, precise, free from bias, timely, clear, appropriate and comprehensive. Titus (2012) supported that all these components of information management are brought together in order to bring about effective performance by the workers. Hence, information must be properly managed and effectively utilized for wise decision making in an organization such as the university.

Statement of the Problem

Federal Universities in Nigeria are often confronted with many information management challenges which affect smooth running of administrative activities in the institution. Most times, this occurs when organizational change is engendered. Federal Universities in the South-South region of Nigeria are not exempted from these challenges. This is caused by failure to acknowledge new classes of information and the new procedures in using them; lack of support from senior management leading to loss of strategic vision and even political maneuvering that undermines the operation of the whole organization. The study therefore sought to assess information management variables as correlates of job performance of administrative officers.

Purpose of the Study

The main purpose of the study was to assess information management variables as correlates of job performance of administrative officers in Federal Universities in South-South, Nigeria. Specifically, the study sought to:

1. Determine the extent to which information processing influences the job performance of administrative officers in Federal Universities in South-South, Nigeria.
2. Find out the influences of information dissemination on job performance of administrative officers in Federal Universities in South-South, Nigeria.

Research Questions

The following research questions were formulated to guide the study:

1. To what extent does information processing influence job performance of administrative officers in Federal Universities in South-South Nigeria?
2. To what extent does information dissemination influence job performance of administrative officers in Federal Universities in South-South Nigeria?

Research Hypotheses

Ho₁: There is no significant influence of information processing on job performance of administrative officers in Federal Universities in South-South Nigeria.

Ho₂: There is no significant influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria.

The Administrative Management Theory by Henri Fayol in 1949.

The theory concentrated on upper-level administration and worked downwards on the organization hierarchy. This theory looked for common or universal principles that characterized successful management. Fayol postulated that management is an essential skill that should be taught to everybody. He identifies five functions of management to include: planning, organizing, commanding, coordinating, controlling. One of the duties of the manager is planning the activities aimed at fulfilling the anticipated goals of the organization. In office administration, the manager must prepare in advance a plan containing the administrative duties of the organization personnel. In other words, the manager should outline in advance what has to be done, by way of delegation of duties, minimize duplication of functions and facilitate the co-ordination and evaluation of employees' work. Organizing as seen by Fayol is the building up of human and material resources needed for successful attainment of the goals of an enterprise. Fayol considered coordinating as the monitoring role of the office administrator by ensuring that the various departmental heads perform their duties effectively.

According to Fayol, controlling is a very important or vital aspect of manager's function as it aims at ensuring that the end product is of the highest quality. Managers should continually control, check and make sure that organizational activity and processes are going on as planned. This is to be upheld through periodic and sustained arrangement of all the tools needed for effective services of the administrative officers. This theory is related to this study as it helps prepare the administrative officers to be more effective in their administrative functions.

Concept of Information Management

Chandrasekar (2011) maintained that content management of records of students is very important for effective job performance. This is due to the fact that the administrative workers in Universities undertake a wide variety of duties, including those performed by Data Entry Clerks, Analysts, Secretaries, Personal Assistants and Executives. The work is both varied and demanding and by its nature is difficult to categorize and grade. It is very pertinent that the management process is responsible for the long-term storage of content. It contains the repository, which is the set of database, file directories, and other structures that store the content of the information. Universities require administrative staff dedication, efficiency, and ability to work alone or as part of a team, and to be dedicated to their duties. Young (2011) asserted that improving information management practices is a key focus for many organizations across both the public and private sectors. According to Saad (2010), information management embraces all the generic concepts of management including planning, organizing, structuring, processing, controlling, evaluation, and reporting of information activities, all of which is needed in order to meet the needs of those with organizational roles or functions that depend on information. The need for effective information in complex organizations like Federal Universities cannot be ruled out. In fact, information constitutes very vital resources and apparently one of the most strategic operational instruments for operations, efficiency and effectiveness in the organization. More than ever before in Nigeria, effective communication is indispensable to the administrative officers of tertiary institutions as a result of the increasing complexities in the management of their institutions.

Concept of Job Performance

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organization psychology (the branch of psychology that deals with the workplace) also forms a part of human resources management.

On a very general level, according to Jex, (2002), job performance can be defined as “all the behaviours employees engage in while at work. He stated that there have been three approaches to define the dimensions of job performance. These include defining job performance as a function of outcomes, behavior, and personal traits. Majority of the studies have shifted their focus on defining job performance in terms of outcomes and behaviour, since these are easier and more objective to define and observe than personal traits. From an employee’s point of view, job performance is essentially the result of a series of behaviours. The various tasks performed on a daily basis contribute to job performance in general. According Alabi, (2008), an individual’s performance can also be assessed in term of effort and commitment, either day to day, or when there are extraordinary circumstances.

Information Processing and Job Performance of Administrative Officers

Information processing is the change of information in any manner detectable by an observer. Information processing may be sequential or parallel either of which may be centralized or decentralized. Young (2011), defined information processing as the science concerned with gathering, manipulating, storing, retrieving and classifying recorded information. It suggests that it is a systematic process of structuring, integrating, coordinating task, goals, and activities to resources in order to attain objectives. Kmetz (2008) in the information processing theory of organization, stated four main stages of information processing to be: acquisition or retrieval, storage, transformation and transmission. Acquisition or retrieval is the phase in which an individual seeks or is given some pieces of information or knowledge. It may originate from inside the organization, outside the organization, or even within the mind of the individual who came upon it. Storage may occur in the individual’s memory or via computer or media. When information is stored (and/or disseminated) so that a wide number of employees, present and future can retrieve it over time, it may lead to organizational learning and become part of the organizational memory. Transformation happens when individuals modify the information they receive for various purposes. Information may be analyzed to arrive at a judgment or inference, expanded or condensed for some specific need. Transmission is the means by which the information is disseminated to others beginning the acquisition process. Kmetz (2008) also pointed out that processing include the acquisition, recording, assembling, retrieval or dissemination of information. Processing of information allows managers to communicate rapidly, this is done by storing documents in folders that they share with the employees who need the information. This type of communication enables employees collaborate in a systematic way. Each employee can communicate additional information by making changes that the system tracks.

Information Dissemination and Job Performance of Administrative Officers

Dissemination involves a sender and receiver. Here, the sender sends information and the receiver receives the information, processes it and sends the information back to the sender. Information flows in a circular format. Appe (2002) asserted that the aim of information dissemination is to educate, enlighten, and provide knowledge which in turn transforms peoples’ outlook through what they know. “The effectiveness of a

given dissemination strategy depends on factors such as the characteristics of the innovation, the target audience, and the information channel. The means of delivery is a key part of the strategy for better information. The key is to adopt a method that will work for the target audience and for the type of content to deliver” (Eze, 2009:6). To disseminate information effectively, there is need to pay greater attention to the communication process. Mello, (2006) opined that gathering of relevant and up-to-date information is a key to organizational progress. Administrative officers should be able to disseminate information by communication. He also added that managers typically communicate with their co-workers to influence the latter’s behaviour. According to him, managers should always communicate effectively, for the purpose of eliciting the best from their co-workers. It has been estimated that at all organizational levels, many hours of each workday is consumed in communication. Today, business executives must have the quality of leadership to be able to communicate with the owners in a more effective manner. The management of information in the university affects its overall performance (Purcell and Hutchison, 2007).

II. Methodology

This study adopted the descriptive survey design. The study area was South-South Geo-Political Zone of Nigeria namely: Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States. The population of this study comprised all the 665 administrative officers in Federal Universities in South-South Geo-Political Zone in Nigeria, derived as follows: 125 for University of Uyo, 92 for Federal University, Otuoke, Bayelsa, 134 for University of Calabar, 89 for Federal University of Science and Technology Uromi, Edo State, 84 for Federal University of Petroleum Resources, Effurun, Delta State and 141 for University of Port Harcourt. (Source: Office of Assistant Registrar of each University, 2016). A proportional stratified random sampling technique was used to determine the sample from each Federal University. The instrument used for data collection in this study was a researcher-developed questionnaire tagged “INFORMATION MANAGEMENT AND JOB PERFORMANCE OF ADMINISTRATIVE OFFICERS’ QUESTIONNAIRE (IMJPAOQ)”. The instrument was subjected to face validation by experts. Cronbach’s Alpha technique was used to determine the reliability coefficient of the instrument. The overall reliability coefficient was 0.87. The data collected was analyzed using mean statistics, independent t-test analysis and One-way analysis of variance. Test of significant difference was done at 0.05 alpha level.

III. Results and Discussion

Research Question 1: To what extent does information processing influence job performance of administrative officers in Federal Universities in South-South Nigeria?

Table 1: Mean responses of respondents on the extent to which information processing influence job performance of administrative officers in Federal Universities in South-South Nigeria

n = 250				
S/N	Item	Mean	SD	Remark
1	Properly handling retrieval of information enhances my job performance	3.71	0.45	VHE
2	Processing the students’ information online enhances my job performance	3.29	0.64	HE
3	Processing students’ registration courses in the department enhances my job performance	3.84	0.36	VHE
4	Processing students’ school fees with the help of the payment receipt in the bursary enhances my job performance	3.47	0.50	HE
5	Processing students’ results in the department or faculty enhances my job performance.	3.84	0.36	VHE
Cluster Mean		3.63	0.46	

Note: VHE = Very High Extent, HE = High Extent, LE = Low Extent, VLE = Very Low Extent

The result presented in Table 1 shows that the mean range of the influence of information processing on job performance of administrative officers in Federal Universities in South-South Nigeria is 3.29 to 3.84 and the mean range is all above the cut-off point of 2.50. As it was observed the standard deviations ranged from 0.36 to 0.64 which are not far away from the mean as the scores cluster around the grand mean of 3.63. This means that there is very high extent of the influence of information processing on job performance of administrative officers in Federal Universities in South-South Nigeria.

Research Question 2: To what extent does information dissemination influence job performance of administrative officers in Federal Universities in south-South Nigeria?

Table 2: Mean responses of respondents on the extent to which information dissemination influences job performance of administrative officers in Federal Universities in South-South Nigeria.

n = 250

S/N	Item	Mean	SD	Remark
1	Distributing information to students through email enhances my job performance	3.82	0.39	VHE
2	Distributing information to students through memo enhances my job performance.	3.77	0.42	VHE
3	Distributing information to students through the use of face book enhances my job performance.	2.95	0.92	HE
4	Giving information to students in hard copies enhances my job performance.	3.81	0.39	VHE
5	Distributing information to students through the use of text messages enhances my job performance.	2.95	0.76	HE
Cluster Mean		3.46	0.58	

Note: VHE = Very High Extent, HE = High Extent, LE = Low Extent, VLE = Very Low Extent

The result presented in Table 2 shows that the mean range of the influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria is 2.95 to 3.82 and the mean range is all above the cut-off point of 2.50. As it was observed the standard deviation range from 0.39 to 0.92 which are not far away from the mean as the score cluster around the grand mean of 3.46. This means that there is high extent of the influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria.

Hypothesis 1

The null hypothesis states that there is no significant influence of information processing on job performance of administrative officers in Federal Universities in South-South Nigeria. In order to test the hypothesis, simple regression was used to analyse the data, (see table 3).

Table 3: Simple regression of the influence of information processing on job performance of the administrative officers in Federal Universities in South-South Nigeria

Model	R	R Square	Adjusted R Square	Std. error of the Estimate	R Square Change
1	0.86a	0.74	0.73	0.98	0.74

*Significant at 0.05 level; df = 248; N = 250; critical r-value = 0.139

The table shows that the calculated R-value 0.86 was greater than the critical R-value of 0.139 at 0.5 alpha level with 248 degree of freedom. The R-square value of 0.74 predicts 74% of influence of information processing on job performance of administrative officers in Federal Universities in South-South Nigeria. This rate of percentage is moderately strong and therefore means that there is significant influence of information processing on job performance of the administrative officers in Federal Universities in South-South Nigeria. The result therefore is in agreement with the research findings of Young (2011), who asserted that information processing is concerned with gathering, manipulating, storing, retrieving and classifying recorded information. It suggests that it is a systematic process of structuring, integrating, coordinating task, goals, and activities, together with available resources in order to attain objectives. The significance of the result caused the null hypotheses to be rejected while the alternative was retained.

Hypothesis 2

The null hypothesis states that there is no significant influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria. In order to test the hypothesis, simple regression was used to analyse the data, (see table 4).

Table 4: Simple regression of the influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria.

Model	R	R Square	Adjusted R Square	Std. error of the Estimate	R Square Change
1	0.97a	0.94	0.94	0.48	0.94

*Significant at 0.05 level; df = 248; N = 250; critical r-value = 0.139

The table shows that the calculated R-value 0.97 was greater than the critical R-value of 0.139 at 0.5 alpha level with 248 degree of freedom. The R-square value of 0.94 predicts 94% of influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria.

This rate of percentage is highly positive and therefore means that there is significant influence of information dissemination on job performance of administrative officers in Federal Universities in South-South Nigeria. The result therefore is in agreement with the research findings of Appe (2002), who averred that the aim of information dissemination is to educate, enlighten, and provide knowledge which in turn transforms peoples' outlook by what they know. The effectiveness of a given dissemination strategy depends on factors such as the characteristics of the innovation, the target audience, and the information channel. The significance of the result caused the null hypotheses to be rejected while the alternative was retained.

IV. Conclusion

Based on the findings of the research work, it was concluded that information management has remarkable influence on job performance of administrative officers in Federal Universities in South-South, Nigeria. It was also concluded that there is no significant difference in the mean responses of administrative officers on the extent of influence of information processing and dissemination on their job performance in Federal Universities in South-South Nigeria.

V. Recommendations

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

1. The administrative officers should adopt proper method of information gathering which is accurate and dependable so as to give the best result when used in their administrative work. Besides, this technique should be encouraged in the University and used also by all administrative officers for higher performance.
2. The administrative officers should endeavor to adopt electronic method of data processing which is near error free. This will ensure timely use of the needed information.
3. The university authorities should encourage proper application of information content management. This will help in the proper processing and management of information in the right proportions, followed by its dissemination.
4. Finally, the administrative officers should be trained on proper method of information dissemination as this will enhance efficiency of their administrative duties.

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