

Digital Records on Organizational Performance of Information Managers in Selected Public Tertiary Institutions in Ogun State, Nigeria

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ABSTRACT: Digital records management is posited to influence organisational performance through its effect on information flow, efficiency, and accountability. This study examined the role of digital record keeping in enhancing the performance of information managers within selected public tertiary institutions in Ogun State, Nigeria. Employing a cross-sectional, inferential design, the study surveyed 304 information managers across four institutions: Tai Solarin University of Education, Federal Polytechnic (Ilaro), MoshoodAbiola Polytechnic, and OlabisiOnabanjo University. Data were analysed with inferential statistics, including multiple regression, to assess the impact of digital record keeping on organisational performance. Findings indicate that digital records keeping exerts a positive, statistically significant influence on organizational performance ($R = 0.405$, $p = 0.000$; $\text{Adj. } R^2 = 0.138$). Among the five digital record components examined record creation, archival, record storage, record processing, and record delivery record processing, record delivery, and to a lesser extent record storage, significantly predicted organisational performance at the 0.05 level, while record creation and archival showed non-significant effects. The regression model explained approximately 13.8% of the variance in organizational performance, suggesting that other factors account for the remaining 86.2%. The study concluded that digital record keeping enhances information managers performance and, by extension, service delivery and institutional effectiveness. Recommendations emphasise increased ICT investment, improved access to digital infrastructure, and the adoption of standardized digital-record practices to support

record collection, processing, storage, delivery, and archival.

KEYWORDS: Digital Records, ICT, Information Managers, Organisational Performance, Record Keeping.

I. INTRODUCTION

Tertiary institutions are citadels of knowledge and are established to produce human capital needed for sustainable national development. It is obvious that the level of development in any nation reflects the quality of education possessed by its citizens. In the opinion of Sokanu (2021), education plays a crucial role in improving the knowledge, competence and skills of individuals so that they become relevant and contribute their quota to the development of the society they found themselves. It serves as the foundation for nation building by inculcating in people the right attitudes, values, skills, knowledge and competence required for self-realization, development and actualization. The individuals responsible for organizing all administrative activities that facilitate the smooth running of an office are information managers (Sokanu, 2021). In the words of Glassdoor (2020), an information manager coordinates and oversees administrative duties in an office, and ensures that the office operates efficiently and smoothly.

Managing records effectively is beneficial to every organization and their stakeholders. It is an integral component of organization operations, which ensures that timely and reliable information flows within and outside management of facilities in terms of easy retrieval of needed information. As Obura (2022) rightly asserted, without reliable and authentic documentary evidence underpinning all

essential accountability processes, organizations cannot ensure transparency, guaranteed accountability nor could they allow for the exercising of good governance. Scholars such as Külçü (2009), Tagbator et al (2015) among others have come to agree that successfully managing the activities of firms requires managers to possess relevant cognate skills including the ability to keep and manage accurate records.

It is displeasing to note that recently, the importance of managing the academic records properly is still unclear to many staff of tertiary institutions. These are proven through several literatures, which continuously highlighted the issues regarding mismanagement of academic records (Nkebukwa, 2016). Thus, in spite of the great benefits of record keeping in the realization of educational goals, it seems that record keeping system in many tertiary institutions is still being paid lip service, not minding who the outcome of improperly kept records affects. This usually results in loss of vital information, falsification of data and inadequate retrieval of information as at when needed, all of which contribute to administrative ineffectiveness. Consequently, many students have equally experienced series of academic challenges such as missing scripts, carryovers, downgrading, misspelling of names, spillovers, repeat, and so on.

This study carried out an in-depth empirical investigation on the relationship between digital record keeping and organizational performance. It is based on the assertion of Malake and Phiri (2020) that organizations create, retain, and preserve records so that they can be used. If a user cannot locate a document, it might as well be nonexistent. Shepherd (2023) had noted that records, if effectively managed, would help organizations in conducting operations in efficient and accountable manner, while maintaining consistency in service delivery, management decision-making and transparency of policy formulation, execution and management. From the foregoing, an effective records keeping program should have in place systems automated, that can locate and retrieve records in a reliable and timely fashion to meet the needs of users. In this study, digital record keeping is seen in document handling and adequate safety of records electronically. On the other hand, employee effectiveness is seen in terms of employee effectiveness, employee performance and availability of records facilities in public tertiary institutions in Ogun State, Nigeria.

Therefore, the study sought to investigate the relationships that exist between digital records keeping and organizational performance of information managers.

While explaining the importance of proper academic records keeping electronically using literature review approach, Yunus et al (2016) identified three (3) main categories to include academic records application, educational development and solving issues. In many tertiary institutions, there is experience of loss of academic and administrative information. Students complain of missing scripts and inappropriate grades. Clearing graduates are being frustrated to go into search of their academic records, which are ordinarily supposed to be available in administrative offices. This signifies how ineffective improper record keeping has subjected the staff and students to among public tertiary institutions in Ogun State, Nigeria. Again, some of the students are denied clearance due to inability to provide comprehensive records of payment or mismatch between students' records and those in the office. This indicates the danger of inadequate records safety on availability of record facilities in the institutions. In addition, handover notes are almost unavailable from one hand to another, indicating the extent to which improper document handling has hampered organizational performance in public tertiary institutions. These problems among others, call require empirical evidences on the effect of Records Keeping and organizational performance in tertiary institutions in Ogun State, Nigeria. To fill the identified gaps in literature, this study specifically sought to investigate the role of digital record keeping in enhancing organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria.

OBJECTIVES OF THE STUDY

The objective of the study was to examine the influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria.

Hypothesis

The following were the research hypotheses that were tested:

H₀₁: There is significant influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria.



Figure 2.1 Conceptual Model Framework Illustrating the Influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria.

Source: Researcher's Conceptual Framework, 2025

SCOPE OF THE STUDY

The study concentrated on the influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria. The geographical scope of the study covered information managers of public tertiary institutions in Ogun state, Nigeria which include Tai Solarin University of Education, Federal Polytechnic, Ilaro, MoshoodAbiola Polytechnic and OlabisiOnabanjo University. The reason for selecting these institutions is because they are highly decentralized in which many autonomous individuals, departments and faculty information managers carry out the core functions. The respondents were information managers working in the record management department of the tertiary institutions.

II. LITERATURE REVIEW

Digital records management require access to or reading from relevant machines, such as software and hardware used for computers, such as, datasets, and keyboarding, are included in digital record keeping. Digital records are data or information stored in an electronic format that can be created, managed, and preserved using digital systems (Adekunle, 2016). An information and communication technology (ICT) system is used to generate, handle, communicate, and sustain a digital copy, which is a soft, unquantifiable document. Digital records and online recording are often used interchangeably. It is also known as web-based recording, online data, or distributed recording. Among its many applications were indeed digital mail, online content, worksheets, paintings, computer systems, and prerecorded photos (Adekotia, 2020). Record keeping is a subcategory of the more recent ICT that further includes the use of technological advancement and about their connectivity via an advanced digital strategy. Adeyemi (2018) defines "digital-recording" as the practice of employing software devices to enhance in digital record management. "Digital recording" is defined by Kaplan as a broad

range of procedures that include internet recording, software recording, digital collaborative partnerships, sound and video compilations, and CDROMs. He continued by arguing that automated record keeping is a device that enables for more adaptable, captivating, and long-lasting gathering and analysing of information. Digital record components, according to Atah and Bessong (2019), include more than just intermediate, information, and active engagement. A digital record is data that is created and saved in a database using technological advances (Adekotia, 2020).

The act of utilizing something makes it accessible. The possibility to obtain access to and advantage from a device or institution is described. The network slicing on facilitating people to gain access by taking advantage of assistive devices; however, accessibility development and research advantages everybody else. User experience, which is the measure of the extent to which a product (such as a gadget, service, or surroundings) is capable of enabling individual people to accomplish particular objectives with effectiveness, performance, comfort, and fulfillment in a particular circumstance of use, is distinct from access and availability. Accessibility of digital records keeping closely related to "inclusive design," which refers to the method for developing products that are accessible to learners and educators of all abilities and in a wide range of circumstances. It is about making everything available to everybody, regardless of their disability. Except as otherwise authorized person, digital information resources at the higher education institution, such as computers, are to be used solely for academic, research, and reporting purposes (Atah, Ushie, Chukwurah, Idike and Uchui 2023).

The availability of these digital records may aid in the saving of lives. It has also contributed to reducing worker issues by storing all information gathered during decision-making on digital devices for quick accessibility, enabling for

process improvement concerning the organization's success. The hard copies records can be stored in a computer's memory for many years without being damaged, as opposed to records stored in files or human memory, where any eventuality could result in the loss of some, if not all, of the contents of the records. Osakwe (2019) consented that digital records are information digitized documents that are generated and preserved using machine gadgets. Computer equipment and operating system goods are preserved in numerous digital and magnetic devices as record keeping. According to Osakwe, an automated document's structure somehow doesn't alter the reality that it is a record, however its digital signature but instead heavy dependence on automated systems for conception but instead allusion to do change how well these documentations are digested and controlled.

Digital recording keeping is a component of the field of ICT that includes the use of technological advancement for information gathering via digital equipment, according to Igboke (2015). it's an excellent device to enhance algorithms and offering decent information accessibility to the globe. The World Wide Web (WWW), according to Agomuo (2005), is beginning to transform the world into an interconnected community, and documentation, as the stock-in-trade and information cornerstone, must be system and processing in the possible aspect through the handling of digital records. He simply defined digital record keeping as the implementation of all record keeping fundamentals in an digital world, typically backed by highly specialised computer systems, despite the fact that the processes only do as good as the standards and processes used in both automated and traditional recordkeeping.

The primary goal of record keeping oversight is to guarantee that records, irrespective of their form or format, move and through phases of conception, consumption, stockpiling, and decommissioning, or perpetual retention, in an effectual and cost-effective manner. As a direct consequence, proper university record handling is essential in institutions. Academic institutions might very well discover oneself in an uncomfortable spot. due to inadequate systems for maintaining records. The main issue with effective managing records in Nigerian universities is an absence of supervisory strategies. When it comes to recordkeeping, some academic institutions do not follow record management principles. There has seemed to be an absence of university records handbook, no consolidation and treatment of waste timeframe, professionals ability to handle the

documentation appear to be undertrained in recordkeeping, totally inadequate amenities for record conservation and protection, storage, and information extraction, no filling manual, completely inadequate computer systems to handle the quantity of information produced, and the authorities' mindset forward into record keeping and record keeping all contribute to negative issues with record keeping in universities. As a consequence, there has been inappropriate documentary evidence of student and staff employment records, as well as poor handling of academic achievement, inadequate documentation, and information extraction of vital administrative data such as admission and endorsement lists. This is accessible in some Nigerian universities; however, the situation in the state of Cross River universities is unknown.

III. THEORETICAL FRAMEWORK

Social Learning Theory

The social learning theory is a model that is most studied and have greater applicability in literature with positive and negative references. It defines the measurement of the self-efficiency on three different perspective; effective, efficiency and timeliness from other forms of measurements that allows comprehensive view of individual behavioral context. The theory was propounded by Albert Bandura in 1977 (Bandura, 1977). The theory posits that events such as why employees' describe their thought processes as they demonstrate skills that are effective, and why employees who self-regulate, achieve higher than their peers who don't. This self-regulation is fascinated by self-efficacy which is defined as the belief in one's capabilities to organize and execute the courses of action required to manage prospective situations, or a person's belief in his or her ability to succeed in a particular situation. These beliefs begin to form early in their work environment as employee deal with a wide variety of experiences, tasks, and situations. However, the growth of self-efficacy does not end during this process, but continues to evolve throughout life as people acquire new skills and experiences. These social learning theories therefore imply that exposing the employees to the right behaviour in work environment will help in achieving the goals and objectives of the employee and the organization in general, and build individuals who have the right attitude and values to perform their duties in an organization.

The social learning theory of Self-efficacy is relevant to this study because it is a strategic management tool that has been used to translate an

employee's self-beliefs in their ability to perform specific tasks, as well as it has been shown to be a reliable predictor for either motivation or task performance, and influence on personal goal setting. Based on the description, self-efficacy is a kind of beliefs that the most central and pervasive effect on employees to make decisions, their goals, the amount of effort they would like to pay on a particular task, the time they persevere at a task when facing on failure or difficulty, how to deal with the amount of stress they experience and the degree to the extent they might be susceptible to depression. This theory further identified that self-efficacy is a central principle in social cognitive theory. Self-efficacy refers to the belief, confidence, which can support employees to successfully execute a behaviour required to produce an outcome in this case job performance, the higher level of self-efficacy, the more confident an individual possesses and believe themselves can execute the behaviour necessary to obtain a particular outcome (job performance).

INFORMATION LIFE CYCLE

Information life cycle is a systematic process of information management in its entire lifecycle, which includes information sensing, collecting, organising, processing and maintaining (Ketinger and Marchand 2011). Various authors have operationalized the theory in different disciplines. Nevertheless, its nucleus principle and applications are the same. According to Marchand&Peppard (2008), making sure that information management practices are up to standard requirements will give organisations the capability to manage information life cycle in order to facilitate its efficient use for any decision-making. This includes information sensing, collection, organisation, synchronising, processing, sharing, using and maintaining. The quality of information technology (IT) practice and the organisation's ability to coordinate the information management process through institutionalized information management, will enhance the firm's success and performance (Marchand et al. 2000; Mithas et al. 2011). Institutional information management must reflect the company's ability to make data and information available to its users with appropriate levels of accuracy, timeliness, and reliability, through secure channels. Organisations must possess the capacity to custom-make their information management practices in response to changing business needs and directions, to satisfying the embryonic and often versatile clientele needs (Mithas et al. 2011). This theory is relevant to study the processes of sensing,

collecting, organising, and maintaining institutional information in order to deliver agile services to the client/student with accurate and useful information. The information life cycle covers all organisational business process management capabilities that require information process and processing capability.

DIGITAL RECORD KEEPING AND ORGANIZATIONAL PERFORMANCE

Studies abound in the area of impact of records management on organizational performance. Onweh et al (2022) carried out a study on the relationship between record keeping and administrative effectiveness in Secondary Schools in Akwalbom State. Their findings showed relationship between academic record keeping and administrative effectiveness and relationship between adequate financial record keeping and administrative effectiveness. Ademola et al (2022) looked at the records kept by an organization, their features and the importance of book/record keeping to the growth of an organization. They found out from the data analysis that majority of the respondents did not keep business records and therefore did not even know whether their businesses were growing or not. The study, therefore, recommended that small scale entrepreneurs should keep up to date and accurate records of their business.

Abdul-Rahamon and Adejare (2024) empirically investigated the effect of accounting records keeping on Small scale enterprises. Following the outcome of the study, the study concluded that there was a strong positive relationship between accounting records keeping and performance of small scale enterprises. Akor and Udensi (2024) assessed record management of the Federal University of Technology, Minna Nigeria and Ibrahim Badamasi Babangida University Lapai, Nigeria. The major findings of the study revealed: ineffectiveness in record management practices, incompetent personnel, inadequate infrastructural facilities, constant power failure. Tagbotor et al (2015) examined the extent to which the information users' behaviour and proper records management contributed to the performance of an organization to ensure competitive survival. It was observed that the institution's records management is shifting from manual to electronic system of managing records by using computers and internet. This allows the users to complete and submit the information on time. Molepo and Cloete (2017) equally investigated the records management practices and challenges faced by traditional institutions of

leadership and governance in GaMolepo, Limpopo, South Africa. The main value of the study was to create awareness of records management as one of the neglected areas in traditional institutions.

Meier (2022) argues that performance indicators are subject to questionable reliability and validity of performance measures. Therefore it is important that performance information is tested for validity and reliability by auditors. In the department, the Auditor General assessed the reliability of performance information on the basis on which it reflected valid, accurate and complete information. According to the Auditor General’s report for the year 2012/13 on performance information, there were no material findings on reliability and usefulness of performance information of the department. In the 2014, the Auditor General conducted a performance information audit, focusing on the usefulness and reliability of performance information in the Cultural Affairs and Library and Archive Services programmes. The Auditor General (RSA, Auditor General, 2014) found that some performance targets were not reliable when compared with the source of information provided by the department. According to this report (RSA, Auditor General, 2014), this was due to “lack of standard operating procedure for accurate recording of actual achievements and technical indicator descriptions for accurate measurement, recording and monitoring of completeness of source documentation in support of actual performance”. In terms of validity and completeness of performance information, the Auditor General found that there was a lack of completeness of source documentation to support actual achievement, while validity of reported achievements were not reviewed against source documentation.

IV. METHODOLOGY

This study adopted a cross sectional survey research design. The purpose of the design was to address the state of affairs as it exists. The cross sectional survey research design was used to describe events in relation to digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria.

The population of this study consists of all the 304 information managers of four selected Public Tertiary Institutions in Ogun State, Nigeria: These are Tai Solarin University of Education, Federal Polytechnic, Ilaro, MoshoodAbiola Polytechnic and OlabisiOnabanjo University. To test the hypothesis formulated, the inferential statistics through multiple regression analyses was used. The data collected for the study were analyzed using Statistical Package for Social Sciences (SPSS), version 29. The hypothesis in the study was tested at level of 0.05 significance.

V. RESULT OF TEST OF HYPOTHESIS

The only null hypothesis which states that there will be no significant influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria was tested using multiple regression analysis. In the analysis, the values of organizational performance of information managers were regressed on the values of digital record keeping sub-measure. The data for digital record keeping (independent variable) was generated by summing responses of all variable items respectively with that of organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables 1a-c.

Table 1a-c: Model Summary of the influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405 ^a	.164	.138	.31861

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.134	5	.627	6.174	.000 ^b
Residual	15.937	157	.102		
Total	19.071	162			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Archival, Record Delivery, Record Creation, Record Storage, Record Processing

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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.129	.298		7.153	.000
	Record Creation	.027	.063	.036	.435	.664
	Record Processing	.237	.086	.251	2.762	.006
	Record Storage	-.157	.063	-.223	-2.474	.014
	Record Delivery	.224	.074	.283	3.015	.003
	Archival	.033	.063	.042	.525	.600

a. Dependent Variable: Organizational Performance

Source: Field Survey, 2025

Table 1 presents the results of multiple regression analysis for the influence of digital record keeping on organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria. Table 1a presents a model summary which establishes how the model equation fits into the data. The Adj R² was used to establish the predictive power of the study's model. From the results in Table 1a, Digital Records Keeping (archival, record delivery, record creation, record storage, record processing) have positive relationship with Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria (R = 0.405, p=0.000). The Adjusted coefficient of determination (Adj R²) of 0.138 shows that digital records keeping explained 13.8% of the variation in Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria under study while the remaining 86.2% changes in organizational performance is explained by other exogenous variable different from digital record keeping. This result suggests that digital records keeping influence 13.8% of Organizational Performance of

Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria.

The results also suggest that the results of ANOVA (overall model significance) of regression test which revealed that digital records keeping have a significant influence on Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria. This can be explained by the F-value (6.174) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Digital Records Keeping adopted by Information Managers influence Organizational Performance in selected Public Tertiary Institutions in Ogun State, Nigeria. Furthermore, the results of regression coefficients which revealed that a significant effect was reported for all the components of digital record keeping except for record creation and archival which shows insignificant effect. Further, the results reveal that at 95% confidence level, record processing ($\beta = 0.237$, p= 0.006), record storage ($\beta = -0.157$, p=0.014), and record delivery ($\beta = 0.224$, p=0.003) of information managers were statistically

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

Further analysis posits that, taking all factors constant at zero, Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria is 2.129. The result also indicates that taking all other independent variables at zero, a unit change in record processing will lead to a 0.237 increase in Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria given that all other factors are held constant. Similarly, the results also revealed that a unit change in records delivery will lead to a 0.224 increase in Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria given all other factors are held constant. However, a unit change in record storage will lead to a 0.157 decrease in Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria given that all other factors are held constant.

Overall, from the results, record processing had the highest effect on the service delivery of registry staff at the federal tertiary institutions in Oyo State, Nigeria with a coefficient of 0.237 and t value of 2.762, followed by record delivery coefficient of 0.224, and t value of 3.015. The least contributor to organizational performance was record storage with a coefficient of - 0.157 and t value of -2.474. Based on the results, this study can conclude that digital records keeping significantly influence Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria. On the strength of this result (Adj $R^2 = 0.138$, $F(5,157) = 6.174$, $p = 0.000$), this study rejects the null hypothesis one (H_01) which states that digital records keeping have no significant influence on Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria.

VI. DISCUSSION OF FINDINGS

The results of the hypothesis suggest that digital record keeping significantly influenced Organizational Performance of Information Managers in selected Public Tertiary Institutions in Ogun State, Nigeria. The connection between digital records keeping and organizational performance had been made earlier in the empirical study carried out by Onweh et al (2022) carried out a study on the relationship between record keeping and administrative effectiveness in Secondary Schools in Akwalbom State. Their findings showed

relationship between academic record keeping and administrative effectiveness and relationship between adequate financial record keeping and administrative effectiveness. Ademola et al (2022) looked at the records kept by an organization, their features and the importance of book/record keeping to the growth of an organization. They found out from the data analysis that majority of the respondents did not keep business records and therefore did not even know whether their businesses were growing or not. The study, therefore, recommended that small scale entrepreneurs should keep up to date and accurate records of their business.

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VII. CONCLUSION

The research concluded that digital record keeping influence organizational performance of information managers in selected public tertiary institutions in Ogun State, Nigeria. Accordingly, data gathered from the information managers in the investigated institutions revealed that, there is need to enhance information managers performance which is critical because it is key to better academic activities that would increase staff productivity to satisfy customers/clients, retains academics and eventually attain overall academic success. Proper digital record keeping practices also helps in proper records recycling and recalling which ease their jobs and enhance their organizational performance.

Additionally, digital records facilities collaboration, ensure compliance with regulations and support scalability, allowing organisations to adapt swiftly to changing demands. By fostering accuracy, transparency, and productivity, digital record keeping drives innovation and competitive advantage, ultimately contributing to sustained organizational success.

RECOMMENDATIONS

The study recommended that management of the selected public tertiary institutions in Ogun State, Nigeria need to make ICT equipment more available to support the performance of information managers on records keeping for effectiveness and efficiency performance of their services and

particularly invest more on information communication technologies (ICT) to ensure an all-round innovative services on record collection, record processing, record storage, record delivery and archival.

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