Electronic Record Management Practices and Office Managers' Service Delivery in State Universities of Southwest, Nigeria

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Abstract
Service delivery is an important pursuit for service providers who long to create and provide value to their customers. However, it is worthy of note that office managers in State Universities of Southwest, Nigeria have been battling with problems of poor service delivery. This study investigates Electronic Record Management Practices influencing Service Delivery of Office Managers in State Universities in the Southwest, Nigeria. The study adopted an inferential and cross-sectional survey design. The population of the study was 301 office managers in the State Universities of Southwest, Nigeria. Out of 301 copies of questionnaires administered, 299 were recovered, which represents a 99.3% response rate. Findings revealed that electronic record management practices have a positive and significant influence on service delivery of office managers in State Universities of Southwest, Nigeria (Adj. R^2 = 0.106, F(2.160) = 10.629, p = 0.000). The study recommended that the management of the institutions should consistently provide investment in ICT to enhance the service delivery of office managers.

Keywords: Electronic Record Management Practices, Office Managers, Service Delivery

Introduction
Service delivery is an important pursuit for individuals who long to create and provide value to their customers. By providing high levels of service, organizations are placed at an edge

to achieve increased customer satisfaction, loyalty which eventually brings about long-term profitability. In the bid to provide high standard of service or create value for customers, service organizations need to plan the delivery of their services and to ensure the successful implementation of the actual plan. Service delivery systems normally should be able to produce several positive outcomes, ranging from reduced costs, and increased availability of efficient operations, improved service quality and optimum customer experience. Bell (2022) defined service delivery as the actual delivery of a service and products to the customers or clients. It is therefore concerned with the where, when, and how service/product is delivered to customer and whether this is fair or unfair in nature. The service concept defines the "how" and the "what" of service design and helps mediate between customer needs and an organization's strategic intent.

Service delivery can also be defined as any contact with the public administration during which customers/citizens, residents or enterprises seek or provide data, handle their affairs or fulfill their duties (Shenga, 2019). These services should be delivered in an effective, predictable, reliable and customer-friendly manner. Service delivery is a comparison of expectations with performance. A business with high service delivery will meet customer needs whilst remaining economically competitive. Improved service delivery may increase economic competitiveness. This aim may be achieved by understanding and improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes. Service delivery has been defined as customers' overall assessment of service or consumers' overall impression of the relative inferiority/superiority of an organization and its services.

Office managers in State Universities of Southwest, Nigeria play a crucial role in the service delivering effective electronic record management. Their responsibilities include ensuring proper creation, storage, retrieval, and disposal of electronic records, which are vital for smooth administrative processes, compliance, and institutional efficiency. This extends to the gap between customers' expectations of service and their perception of the service experience. The efficient and effective services offered by the office managers should help the academic staff to perform their duties with ease and to enable both staff and students to attain expected satisfaction from the school. The expected duties of office managers has to do with interview, selecting, recruiting, training and re-training, staff promotion, remuneration, termination and resignation or retirement issues of staff. Service delivery is considered as an important tool for a firm in a competitive environment to differentiate itself from its competitors (Kumi, 2020). The relevance of good service delivery to an organization is emphasized especially the fact that it offers a competitive advantage to organizations that strive to improve it and hence bring customer satisfaction. Service delivery has received a great deal of attention from both academicians and practitioners and services marketing literature. Service delivery is defined as the overall assessment of a service by the customer. Understanding service delivery must involve acknowledging the characteristics of service which are intangibility, heterogeneity and inseparability (Rod, 2009). That way, service delivery of office managers in state universities in Southwest, Nigeria would be easily measured as they create, manage, and maintain students' academic records, class schedules, course schedules and every area of students' registration. Due to rapid expansion of the use of information and communications technology (ICT), electronic service delivery is an effective means to attain better service delivery such as easy creation, processing, delivery (use) and archival of records. It is also a means to reduce costs, both in time and money for stakeholders including the government.

Better service could be delivered by office managers through proper electronic record management practices which ensures that information is freely accessible and routinely destroyed or archived when it is no longer needed, allowing organizations to function daily and meet their legal and financial obligations. Electronic record management practices is a division of general administrative management that concentrates on improving the effectiveness in the formation, upkeep, usage, and discarding of records electronically during their life cycle. In the practice of electronic record management in state universities of Southwest, Nigeria, certain documents are retained for much longer periods and, keeping or discarding these records is a question to the organization. The staff do not know whether the records need to be kept or destroyed because there are no suitable guidelines for them. They also do not know the value of the document itself. Archival is an important part of electronic record management because when it is properly done, it ensures that the organization retains records for as long as they are needed and when they are no longer needed or useful, it is disposed.

Records storage space is important in a small or large company. This is because each document/records have its own value especially on the institutions' finances. Therefore, storage should offer the degree of safety that is necessary, given the type, value, and contents of the information it contains, appropriate humility or light, as well as the kind of cabinet that ought to be utilized. Appropriate archival and disposal criteria are required with relation to the retention schedule and record keeping. Management should make appropriate decisions or guidelines as to know which records are to be kept, disposed or put in archives. An office manager should provide secure and appropriate disposition for records that no longer need to be kept, depending on approved policies and procedures by the organization. An effective electronic record management practice is designed to improve efficacy and budget in the administration of documents by incorporating the components of records management practices, such as a proper filing system. A filing system would enhance the retrieval of needed records. Record creation, record processing, record storage, record delivery and record archival or disposition as adapted from Frank Upward theory (1997) of record life cycle, are the measures to be used for electronic record management practices in this study.

Record creation is the recording of information on printed forms, punched cards, tape, disk or any information transmitting media; it includes preparation of forms, and reports of students. Record processing are activities that allows office managers to make an inventory of the data processing and to have an overview of what office managers are doing with students and staff documents. Record storage is the process of keeping student and staff related documents, words, fields treated as a meaningful unit. Record delivery is the supply of academic documents and staff information by office managers of state universities of Southwest, Nigeria to where they are required for use. Archival is the collection and storing of historical materials, students' documents and other academic vital information. Nevertheless, very few have been done with emphasizes on electronic record management practices of office managers in tertiary institutions in Nigeria as reported in (Link, 2009). This therefore create a gap in information management literature hence, this study examined the influence of electronic record management practices on service delivery of office managers in State Universities of Southwest, Nigeria.

Statement of the Problem

Office managers in State Universities of Southwest, Nigeria are involved in records management practices by processing of students' admission, students' results, and maintenance

of staff information. They also take detailed study of financial incentive programmes of the institutions. When service delivery of the institutions' office managers are ensured, records will be processed, stored, retrieved and disseminated and archived appropriately without loss of student or staff records. Preliminary investigation, close observation and literature review indicated that records are delayed when needed by the administrative units and that it was virtually impossible to retrieve the required information from old files. Perhaps it would not be an overstatement to say that records keeping problems are common to the different levels of the education sector. It is however becoming clearer that it is more pronounced in the higher institution systems as accurate, reliable and trustworthy records that fulfill evidential requirements are being created but not properly managed. This therefore becomes an issue of great concern to government, parents, students, individuals and organizations. In the past, frantic efforts to improve the situation in many institutions of learning through the introduction of computers and internet services as well as development of database management system do not seem to have helped the situation much because the record management practices seem to be still conventionally paper-based and manual in operation. Information relating to the activities carried out at the different campuses seems not to be readily available when required.

It appears as if the practices for managing records electronically in State Universities of Southwest, Nigeria are lagging; and this could have adverse effects on the service delivery, performance and reputation of the institutions. This prompted this study to fill in the gap to provide information on electronic record management practices as a factor that could be influencing services delivery in State Universities of Southwest, Nigeria.

Objectives of the Study

The objective of the study was to:

i. determine the influence of electronic record management practices on office managers service delivery in State Universities of Southwest, Nigeria

Hypothesis

The following research hypotheses was tested:

$H_0$1: There is no significant influence of electronic record management practices on service delivery of office managers in State Universities of Southwest, Nigeria.

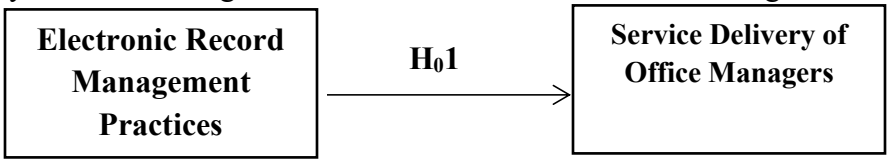

Figure 2.1 Conceptual Model: Illustrating the Influence of Electronic Record Management Practices on Service Delivery of Office Managers in State Universities of Southwest, Nigeria
Source: Researcher's Conceptual Framework, 2025

Scope of the Study

The study concentrated on the influence of electronic record management practices on service delivery of office managers in State Universities of Southwest, Nigeria. The measures of service delivery are assurance, empathy, tangible, reliability and responsiveness. The measures for electronic record management practices are record creation, record processing, record storage,

record retrieval, record dissemination and archival. The geographical scope of the study covered office managers in State Universities of Southwest, Nigeria which include Ladoke Akintola University of Technology, Ogbomosho (LAUTECH), Ekiti State University (EKSU), Osun State University (UNIOSUN), Lagos State University (LASU), Olabisi Onabanjo University (OOU), Tai Solarin University of Education (TASUED), and Adekunle Ajasin University, Akungba – Akoko (AAUA). The reason for selecting certain institutions is because they are highly decentralized in which many autonomous individuals, departments and faculties carry out the core functions. The respondents were office managers in the above listed universities.

Literature Review

Electronic Record Management Practices

There is no universally accepted definition of the term "records management". This is an indication that the discipline of records management is dynamic. Records management is the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records. The benefits of effective records management include supporting efficient joint working and information exchange, facilitating evidence-based policy making and supporting the administration of data protection principles and effective implementation of Freedom of Information and other legislation through good organization of records. Other benefits include supporting accountability by providing reliable records of actions and decisions and knowledge management across sectors of government by making reliable information available for sharing, extraction and summarization (Pegalajar, 2018).

Sound records management constitutes a vital aspect of ensuring transparency and accountability in governance and effective administration. Effective and efficient administration of any organization is dependent upon sound records management practices that ensure the right records are made available when needed. Records management programme is an integral part of any organization's standard business operation. It ensures a smooth flow of information within and outside an organization, leading to effective management that facilitates easy retrieval of readily identifiable and economically managed information. The concept "record" needs to be fully explored. A record is defined either in terms of the physical tangible format - it appears, or in terms of the information it contains. It must be noted that records differ in format or size and have different contents.

Service Delivery

Service delivery is a concept that has aroused considerable interest and debate in the research literature because of the difficulties in both defining it and measuring it with no consensus emerging on either. Besides, there are many different definitions of what is meant by service delivery. The most common definition used to define service delivery is the extent to which a service meets customers' needs or expectations. Service delivery can also be defined as the difference between customer expectations of service and perceived service. If expectations are greater than performance, then perceived quality is less than satisfactory and the result is customer dissatisfaction (Parasuraman, 1988).

Raza, Jawaid, Hassan, & Burton (2018) defined service delivery as the outcome of the comparison that consumers make between their expectations and perceptions. Customer's expectation serves as a foundation for evaluating service delivery because, quality is high

when performance exceeds expectation which results to more delivery and vice versa. Based on Parasuraman et al.'s SERVQUAL model (Parasuraman et al.'s, 1988), Service delivery is the degree and direction of discrepancy between consumer's perception and expectations in terms of different but relatively important dimensions of service. Until today, numerous researchers have developed service delivery concepts across different industries and countries. For example, highlight that consumers evaluate different dimensions of service delivered to form an overall evaluation of service quality. The findings conclude that the dimensions of service quality, i.e. environment quality, delivery quality and outcome quality are antecedents to global service quality measurement. Similarly, five dimensions to measure service delivery were proposed by a scholar which are access, web interface, trust, attention, and credibility, and concluded that customers specified the notion that service delivery in SMEs is largely determined by web elements (Dmitris, & Maria, 2014). Additionally, three dimensions of service delivery that influence overall services were explored which are customer service quality, online information system quality, service product quality (Solomon, Terry, & Magid, 2002).

In Nigeria, Guest (2017) investigated the impact of Information and Communication Technology (ICT) literacy on Librarians' work performance in federal university libraries. The majority of librarians' ICT skills have an impact on digitization, registration of library users, publications, ordering of information resources, generation of user statistics, storage of information resources, accessing of information resources, and marketing of library and information products and services, according to the findings. Acquisition of ICT skills can enhance and improve librarians' performance in the delivery of library services, such as easy access to books and other library materials, easy retrieval of materials, bibliographic search, and access to external databases, according to a study of the adoption and use of integrated library systems (ILS) for library service delivery. In a study of Librarians' ICT Capabilities and Service Delivery in Public Universities in Nigeria's North Central (Gill, 2003). The data demonstrated that Librarians' job effectiveness was significantly influenced by their ICT skills. Professional ICT abilities had a strong substantial influence, but basic ICT skills had no effect. In the National Open University of Nigeria, the impact of ICT use on Librarians' work performance ICT skills/use has an impact on Librarians' job effectiveness, according to the studies (Daumiller, 2021). Management support in terms of giving access to ICT infrastructure and capacity building of librarians on the use of ICT for optimum performance and increased service delivery, according to the study, determines librarians' desire to use ICT.

Theoretical Framework

Servqual Theory of Service Quality by Parasuraman et. al. (1988)

Most of the researchers have recognized and used the service delivery measuring model in a variety of industries such as the service delivery model improved by. The service delivery model suggested different dimensional structure of perceived service delivery, reliability, responsiveness, service efficiency and effectiveness as the instruments for measuring the service delivery. Reliability: it depends on handling patient service issues, performs the services right the first time; offers services on time, and maintain a record of error-free. Moreover, they define reliability as the most significant factor in conventional service. Reliability also consists of the right order fulfillment; accurate record pertaining to students' data; accurate quote; right in the bill; Results are more accurate than commissions; keep the promise of service. Also, reliability is the most significant factor in administrative services. More specifically, in a study by a scholar,

Servqual was applied to gather data in some companies, including academic institutions, the students' record, and Long-Distance Phone Company. He found high reliability in all of these organizations, with the possible exception of some of the values associated with significant dimensions. Reliability is defined as the "ability to perform the promised service dependably and accurately".

Responsiveness is defined as "the willingness to help patients provide prompt service". Furthermore, it can also be defined as speed and timeliness of service delivery. This consists of processing speed and service capabilities to respond promptly to students' record issues and wait a short and queuing time. It would also mean giving the right information or documents when required and to who asks, more specifically, responsiveness is defined as the willingness or readiness of registry staff to provide services. It contains the timeliness of service. It also contains understanding the needs and requirements of the students, easy operation time, individual attention provided by the registry workers, attention to the problem and students' issues in their dealings. Additionally, the Servqual model indicates that satisfaction is related to the size and direction of disconfirmation of a person's experience when he/she faces his/her initial expectations. This theory is relevant to service delivery of office managers' record management because its discussed how important registry staff must be reliable and responsive in his/her duty to be effective and efficient in students' record management of State Universities, Southwest, Nigeria.

Frank Upward Theory of Record Life Cycle Theory

Records, according to the Records Life Cycle Model by Upward (2000), are analogous to biological organisms in that they are born, live, and die, and records are produced, upheld, and recycled for as long as they have on-going worth before being destroyed or archived. Because of the qualities of the records Life Cycle model, it is more valuable and suitable for businesses dealing with paper records management. Researchers have shown that the life cycle model is unsuitable for companies or studies involving electronic records administration. The records continuum hypothesis was created because of perceived flaws in the records life cycle theory. An Australian archival theorist established and popularized the records continuum theory in the 1980s and 1990s in Australia.

Records are viewed as a continuous process in the continuum theory, from creation through disposition, with no apparent delineation between record phases. The records continuum approach combines records directors and archivists in an incorporated record management context with the same purpose in mind: to ensure the trustworthiness, genuineness, and entirety of records. The life cycle hypothesis is in opposition to a records continuum perspective. The Life Cycle idea asserts that record-keeping has multiple stages and distinguishes between current and historical records. In order word, the record continuum has given records directors and archivists a framework for considering how to integrate record-keeping and archiving activities. Except for the 'selected ones,' who are revived as records, records in the life cycle hypothesis move through stages until they inevitably 'die. Information life cycle stages have been established by other authors has shown in the figure below which described an example of life cycle of records from creation till disposition or death. The introduction of current technology appliances and technologies such as computers, video, audiotape, and film has simplified and made the act of records administration more efficient in recent years. These devices can handle massive volumes of data and have solved the previous bottlenecks that have plagued record-keeping procedures, allowing record establishment, processing, organization, and recovery to

happen at light speed. Regardless of these improvements, most government establishments, including State Universities, Southwest, Nigeria continue to employ paper record storage.

Methodology

This study adopted a cross-sectional survey research design. The cross-sectional survey research design was used to describe events in relation to records management practices and service delivery of office managers in State Universities, Southwest, Nigeria. The population of this study consists of all the 301 office managers in State Universities of Southwest, Nigeria which include Ladoke Akintola University of Technology, Ogbomosho (LAUTECH) (43), Ekiti State University (EKSU) (39), Osun State University (UNIOSUN) (41), Lagos State University (LASU) (64), Olabisi Onabanjo University (OOU) (59), Tai Solarin University of Education (TASUED) (25), and Adekunle Ajasin University, Akungba – Akoko (AAUA) (30). The office managers comprise administrative officers in these tertiary institutions. 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.

Result of Test of Hypothesis

The only null hypothesis which states that there will be no significant influence of electronic record management practices on service delivery of office managers in State Universities of Southwest, Nigeria was tested using multiple regression analysis. In the analysis, the values of service delivery of office managers were regressed on the values of electronic record management practices sub-measure. The data for electronic record management practices (independent variable) was generated by summing responses of all variable items respectively while that of service delivery of office managers in State Universities of Southwest, Nigeria (dependent) was generated by adding responses of all items used to measure the variable. The regression test results are presented in Tables1a-c.

Table 1a: Model Summary of the Influence of Electronic Record Management Practices on Service Delivery of office managers in State Universities of Southwest, Nigeria

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

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

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: Service Delivery

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

Source: Field Survey, 2025

Table 1 presents the results of multiple regression analysis for the influence of electronic record

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: Service Delivery

Management practices on service delivery of office managers in State Universities of Southwest, Nigeria. Table 1a presents a model summary which establishes how the model equation fits into the data. The *Adj* R^2 was used to establish the predictive power of the study's model. From the results in Table 1a, Electronic Record Management Practices (archival, record delivery, record creation, record storage, record processing) have positive relationship with service delivery of office managers in State Universities of Southwest, Nigeria (R = 0.405, p=0.000). The Adjusted coefficient of determination (Adj R^2) of 0.138 shows that records

management practices explained 13.8% of the variation in service delivery of office managers in State Universities of Southwest, Nigeria under study while the remaining 86.2% changes in service delivery is explained by other exogenous variable different from electronic record management practices. This result suggests that electronic record management practices influence 13.8% of service delivery of office managers in State Universities of Southwest, Nigeria.

The results also suggest that the results of ANOVA (overall model significance) of regression test which revealed that the combined electronic record management practices have a significant influence on service delivery of office managers in State Universities of Southwest, 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 Electronic Record Management Practices adopted by office managers in State Universities of Southwest, Nigeria influenced Service Delivery.

Furthermore, the results of regression coefficients which revealed that a significant effect was reported for all the components of electronic record management practices 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 office managers in State Universities of Southwest, Nigeria 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, service delivery of office managers in State Universities of Southwest, 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 service delivery of office managers in State Universities of Southwest, 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 service delivery of office managers in State Universities of Southwest, Nigeria given all other factors are held constant. However, a unit change in record storage will lead to a 0.157 decrease in service delivery of office managers in State Universities of Southwest, Nigeria given that all other factors are held constant.

Overall, from the results, record processing had the highest effect on the service delivery of office managers in State Universities of Southwest, 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 service delivery was record storage with a coefficient of - 0.157 and t value of -2.474. Based on the results, this study can conclude that electronic record management practices significantly influence service delivery of office managers in State Universities of Southwest, 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 ($H_0 1$) which states that electronic record management practices have no significant effects on service delivery of office managers in State Universities of Southwest, Nigeria.

Discussion of findings

The results of the hypothesis suggest that electronic record management practices significantly influenced service delivery of office managers in State Universities of Southwest, Nigeria. The connection between electronic record management practices and service delivery had been made earlier in the empirical study carried out in collaboration with the British Library Research and Development Department in 1995. This study set out to

determine whether there was a correlation between records management practices and service delivery (Curry and Moore, 2003). This result is in correlation with previous empirical studies, for instance; In Nigeria, Guest (2017) investigated the impact of Information and Communication Technology (ICT) literacy on Librarians' work performance in federal university libraries. Most librarians' ICT skills have an impact on digitization, registration of library users, publications, ordering of information resources, generation of user statistics, storage of information resources, accessing of information resources, and marketing of library and information products and services, according to the findings. Acquisition of ICT skills can enhance and improve librarians' performance in the delivery of library services, such as easy access to books and other library materials, easy retrieval of materials, bibliographic search, and access to external databases, according to a study of the adoption and use of integrated library systems (ILS) for library service delivery.

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Conclusion

The research concluded that electronic record management practices influence administrative service delivery of office managers in State Universities of Southwest, Nigeria. Accordingly, data gathered from the office managers in the investigated institutions revealed that, there is need to enhance employee services 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. Electronic record management practices also help in proper records recycling and recalling which ease their jobs and enhance their service delivery.

Recommendations

The study recommended that management of State Universities of Southwest, Nigeria need to make ICT equipment more available to support the services of registry staff on records management for effectiveness and efficiency delivery of their services and particularly invest more on information communication technologies (ICT) to ensure an all-round innovative service on record collection, record processing, record storage, record delivery and archival.

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