
Influence of Human Capacity Building on Records Management Effectiveness in Registries of Federal Universities in South-west, Nigeria

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Abstract

This paper investigated the influence of human capacity building on records management effectiveness. The study employed a survey research design. Three federal universities were randomly selected to cover the population of senior staff in these universities. Using total enumeration the study involved 263 senior staff. Data collected were analyzed using descriptive and inferential (simple and multiple regression) statistics. The human capacity building had a significant influence on records management effectiveness in the registries in South-West, Nigeria ($\beta = .531$, $t_{(261)} = 10.117$, $R^2 = .282$, $p < .05$). Using the records management maturity model as a measurement for the level of records management effectiveness, findings revealed that the level of records management effectiveness in federal universities registries in the South-West was Level 2 (In Development). The minimum requirement organizations are expected to achieve is a maturity rating of level 3. The study concluded that human capacity building contributes to a high level of records management effectiveness in the federal university registries in South-West, Nigeria. Therefore, the university management should employ a good strategy to increase the records management effectiveness of the registry units.

Keywords: Human capacity building, Records management effectiveness, Federal Universities Registries.

Introduction

Universities all over the world generate a lot of records whether paper-based or in electronic format in the course of their daily engagement. Records are created and maintained for legal, fiscal, or administrative reasons. In most universities, records need to be captured, managed, and safeguarded in an organized and efficient way to retain their value for as long as possible. Thus, these records require effective management to meet the demands of the university.

Records management effectiveness is a systematic control of an organisation's records, throughout its life cycle (creation, classification, use, filing, retention, storage, and disposition) to meet operational business needs, statutory and fiscal requirements, and community expectations. Records management effectiveness can help reduce the proliferation of unnecessary reports and documents. The International Organisation for Standardization (ISO) 15489 (2001) defined records as information created, received, and maintained as evidence and information by an organization or person(s), in pursuance of legal obligations or the transaction of business.

Records management effectiveness is fundamental to a well-functioning since it supports business activity and provides a basis for effective service delivery. The primary purpose of records management practices is to provide guidance and assistance in managing the institution's records and information they create and use daily. Management of records allows fast, accurate and reliable access to information, ensuring the timely destruction of redundant information and the identification and protection of vital and historically important records (Popoola,2000).

The hallmark of good records management effectiveness is the establishment of retention requirements based upon an analysis of the records' legal, fiscal, administrative and historical requirements and values. In the absence of such requirements, many organizations either destroy records that should be retained or retain everything, thereby taking a legal risk or assuming unnecessary operating costs. The benefits of records management effectiveness are many such as compliance with legal retention requirements, faster retrieval of information, space savings, fewer lost or misfiled records, and reduction of expenditures for records filing equipment. By implementing retention schedules and systematically destroying records that have met their retention requirements, the university can significantly reduce the space occupied by records in the registry. Appropriate disposition of records can greatly reduce the need for filing cabinets, file folders, and electronic storage media.

The mismanagement of records in the university registry could be due to a lack of or inadequate human capacity building for those charged with the responsibility of records management of the concerned staff. The significance of human capacity building for sustained economic development and transformation has been universally recognized as the missing link in African development (Wangwe & Rweyemam, 2001). Human capacity building from the perspective of Azikwe (2008) referred to the process by which individuals irrespective of gender are equipped with skills and knowledge they need to perform effectively and efficiently in their different callings. Human capacity building is the ability that enables people to make use of their creative potentials, intellectuals' capacities, and leadership abilities for personal as well as national growth and development. Human capacity building includes planning for people to acquire knowledge and advance skills that are critical to institutional growth and development.

Strengthening institutional capacity is one of the greatest challenges faced by many universities in Nigeria in recent years. The advent of information and communication technology (ICT) has significantly facilitated capacity building in the university. ICT including global technological networks such as the Internet are increasingly being employed to provide access to learning and knowledge infrastructure, thus revolutionizing the traditional learning systems. Electronic records management in the university is quite challenging because most of these universities lack adequate electronic management systems for the capturing, classifying, preservation, and disposal of these records. ICT can improve the efficiency and effectiveness of records managers in the university registry through the strategic application of technologies and ICT-enabled skill development. ICT can deliver skill training and capacity-building programmes specifically targeted to civil servants and decision-makers using appropriate technologies such as e-learning.

Furthermore, e-learning accommodates multiple learning styles with a variety of delivery methods geared to different learners. The application of ICT in the training of university records managers can broaden the availability of quality knowledge resources, increase information, specialist support, allow for greater transparency and monitoring of records management decisions, improve the efficiency and effectiveness of university departments through the strategic application of technologies and ICT-enabled skill development and facilitate knowledge, horizontal and vertical exchange and networking among departments. Iwhiwhu (2007) asserts that professional ethics need to be critically implemented in achieving records management effectiveness. Hence, the university must have staff who will demonstrate respect, honesty, integrity, security, and preservation of the records.

Statement of the Problem

Records management effectiveness in the university registry ensures that information is available when and where it is needed, in an organised and efficient manner, and an appropriate environment. Some devices put in place by the university authorities to check and monitor the records management effectiveness among the registry staff have not yielded any significant results. The influence of human capacity building on records management effectiveness has also not been seriously examined in public universities in South- West, or Nigeria as the case may be. The role of human capacity building on records management effectiveness of registry staff has also not been investigated. The current study, therefore, seeks to investigate the influence of human capacity building on records management effectiveness in the registries of Federal Universities in South-West, Nigeria.

Research Questions

Answers were sought from these three research questions:

1. What is the level of records management effectiveness in the registries of Federal Universities in South-West, Nigeria?
2. What types of human capacity building programmes are in Federal Universities in South-West, Nigeria?
3. What are the constraints confronting records management effectiveness in the registries of Federal universities in South- West, Nigeria?

Literature Review

The Concept of Records Management Practices

A record is defined as any document or other source of information compiled, recorded, or stored in written form or by electronic form and/or process, or in any other manner or by any other means (Iwhiwhu, 2007). Meanwhile, the University records are one of its major assets that have value beyond the immediate environment due to their impact on its immediate community and the nation at large. According to Nwaomah (2013), the goal of records management is to ensure that all records created must be managed and maintained in such a way that it: meets all internal business needs; compliant with all regulatory and statutory requirements; defend the institution and its people against external demands; capable of providing primary and secondary evidence

of transaction or business process which is admissible in a court of law; kept and maintained most economically; meets all environmental and other requirements; and finally, is disposed of in an auditable way.

Akor and Udensi (2014) on the significance of record management in the establishment of Federal University of Technology, Minna and Ibrahim Badamasi Babangida University, Lapai, revealed that records management does play a significant role in various aspects including risk management process, strategic planning process, better performance and improving service delivery, promoting good governance, supporting democratic accountability, fulfilling legal requirements, combating corruption, promoting and protecting human rights and ensuring sound financial management. Records represent the physical product of the work of staff. To reconstruct them in the event of a total loss would cost millions of naira. The loss of the University's records, or even a part of them, could destroy the evidence of students' and staff achievements, staff entitlements and expose the University's rights and interests. International Standard Organization ISO 15489 (2011) defined records as „information created, received; and maintained as evidence and information by an organization or person, in pursuance of legal obligations or the transaction of business.

Kalusopa and Ngulube (2012) studied **records** management practices in labour organisations in **Botswana**. The objective of the study was to examine records management practices in labour organisations in Botswana. The study adopted a survey research design and they surveyed 50 registered labour organisations in Botswana. The study showed that labour organisations in Botswana had some form of records management function. However, the management of both paper-based and electronic records was not satisfactory and fell short of the best-recognised records management standards and practices. Similarly, Ifedili and Agbaire (2011) studied the management of educational records in Nigerian universities for better results. The study investigated the status of record-keeping in Nigerian universities following the general complaints by graduated students, retired staff that the record-keeping in Nigerian universities was below standard. A total sample of 900 academic staff (485 males and 415 females) and 900 non-academic staff (452 males and 448 females) participated in the study. The study indicated that the records staffs in the universities are not properly trained on the management of records. The study recommended that university administrators should train their personnel and update their record-keeping facilities to reflect what is obtainable globally.

Kalusopa and Mampe(2011) studied records management and service delivery: the case of the Department of Corporate Services in the Ministry of Health in Botswana. Data for the study were obtained through questionnaires, interviews, observations, and documentary reviews. The population for this study was 83, however, only 59 (71.1%) were able to participate in it. Data collected through a questionnaire were analysed to obtain some descriptive statistics while qualitative data was analysed using content analysis to derive particular themes pertinent to the study. The two sets of results were compared and contrasted to produce a single interpretation and then conclusions drawn. The study findings established that the records management

practices in the Corporate Service Division were not well entrenched thus undermining service delivery. This was evidenced by lack of awareness and existence of the records management policy, procedures manual based on records management service standards from the Botswana National Archives; lack of security and preservation measures with rampant cases of missing files, folios, and torn folders; delays in access and use of records; lack of an elaborate electronic records management programme and low levels of skill and training opportunities in records management.

Bakare, Abioye and Issa, (2016) studied the assessment of records management practices in selected Local Government Councils in Ogun State, Nigeria. The objective was to examine the records management practices in the selected local government councils in Ogun State, Nigeria. The study adopted the descriptive survey research method. 208 records personnel were sampled using a simple random technique. The findings indicated a prevalence of paper as the dominant medium for recording/conveying information in the councils with most of these being either inactive state, semi-active, and vital and were kept and maintained in the registry, while in-active records were kept in the records store. Storage facilities for record-keeping were insufficient. Security measures against unauthorized access to records were by restrictions and subject users to managerial clearance.

Elements of Records Management Effectiveness

Some basic elements of records management effectiveness are:

Records Classification System

One of the most important tasks in organizing records is the establishment of a records classification scheme. A record classification system is a grouping of records by business function, record class, or type as a way of dealing more practically with high volumes of records. It provides a basis for making correct decisions about records in the holding. Institutions can establish ten or (fewer) broad record functions such as Human Resources, Legal and Financial. These top record functions are broken down into record classes, which are in turn, broken down to record types. Universities need the ability to access records by multiple indexing parameters such as subject matter (content and context), record creator, intended recipient, the date the record was created. Proper indexing methods are one of the easiest ways to recognize the effectiveness of the organization. Well indexed records ensure easy access, reduce time and financial cost. Poor indexing methods will result in additional expenses and manpower (Nwaomah, 2013).

Disposal Program

The record managers should determine the retention period for all the records and they should ensure the disposal is carried out regularly. The record managers must know that excessive retention of records would cause difficulties in retrieving records and would result in space problems (Nwaomah, 2013).

Records managers and record officers should be equipped with the necessary skills to enable them to carry out their job descriptions properly. The records managers should in turn ensure that all staff members of an institution are conversant with proper registry procedures and that they are capable of reading the filing system and allocating file numbers (Nwaomah, 2013).

Records Management Maturity Level

According to (Association of Records Managers & Administrators, 2013) the records management maturity level is designed to help institutions to recognize that effective records management practices have the potential to enable institutions to achieve their aim and objectives with compliance to the Freedom of Information Act and other information-related legislation. A well-governed records management practice is critical to the success of any organization. Despite its importance, there is often ambiguity and disparity about what constitutes good records, yet, this issue gains its importance daily as stakeholders, regulators, shareholders, and the government is increasingly concerned about organizations' business practices and the records— which are defined as “any recorded information, regardless of medium or characteristics, made or received and retained by an organization in pursuance of legal obligations or the transaction of business” – and the non-record information that support and document those practices. To address this, ARMA international developed and promulgated the generally accepted Recordkeeping Principles® (the Principles).

The records-keeping principles identify the critical hallmarks of information and record governance and it provides both a standard of conduct for governing information and metrics by which to judge that conduct. The principles give assurance to the public and society at large that organizations of every kind are meeting their responsibilities concerning the governance of information. Because the Principles describe and measure fundamental attributes of information governance, they apply to all sizes of organizations, in all types of industries, and both the private and public sectors. Since the Principles are independent of local law and custom, universities, as well as multi-national organizations, can use them to establish consistent practices across geographic boundaries. The records maturity level (Maturity Model) – which is based on the Principles, paints a more complete picture of what effective records management practice is. The Maturity Model goes beyond a mere restatement of the Principles, defining the characteristics of information governance programs at differing levels of maturity, completeness, and effectiveness. For each of the eight principles, the Maturity Model describes characteristics that are typical for its five levels of maturity:

Level 1 (Sub-Standard): This level refers to a situation where information governance and recordkeeping concerns are not addressed at all, are addressed minimally or are addressed in an *ad hoc* manner. Organizations that identify primarily with these descriptions should be concerned that their programs will not meet legal or regulatory scrutiny and may not effectively serve the business needs of the organization (ARMA, 2013).

Level 2 (In Development): This level describes an environment where there is a developing recognition that information governance and prudent recordkeeping have an impact on the organization and that the organization may benefit from a more defined information governance program. However, in Level 2, the organization is still vulnerable to the scrutiny of its legal or regulatory and business requirements because its practices are ill-defined, incomplete, nascent, or only marginally effective (ARMA, 2013).

Level 3 (Essential): This level describes the essential, or minimum, requirements that must be addressed to meet the organization's legal, regulatory, and business requirements. Level 3 is characterized by defined policies and procedures and the implementation of processes specifically intended to improve information governance and recordkeeping (ARMA,2013).

Level 4 (Proactive): This level describes an organization that has established a proactive information governance program throughout its operations and has established continuous improvement for it. Information governance issues and considerations are routinely integrated into business decisions (ARMA, 2013).

Level 5 (Transformational): This level describes an organization that has integrated information governance into its overall corporate infrastructure and business processes to such an extent that compliance with program requirements and legal, regulatory, and other responsibilities are routine (ARMA,2013).

Key Drivers behind the Introduction of Records Management Practices in Nigerian Universities

According to (Alegbeleye, 2014) the key drivers behind the introduction of records management practices into the university environment are as follows:

1. **Business Efficiency:** Information is an asset of any university and is important to the university's daily operations. The university can only function effectively and provide consistent and equitable services to its students, staff, and other stakeholders if the information in its records can be located and accessed when it is needed for a particular activity.
2. **Space:** The majority of universities in Nigeria including the federal universities do not have the practice of using off-site commercial storage, the older administrative records which are not in active use are basically stored either in office space or in stores wherever they can be located. The storage of both active and inactive paper-based records represents a significant and largely hidden cost to the universities.
3. **Regulatory Requirements:** The new freedom of Information Act 2011 has created general rights of access to recorded information. This is yet to be fully appreciated in Nigerian universities. The effective management of the university's information is important to ensure that information requested under this legislation can be located and also to reduce the university's exposure to information requests by ensuring that information is retained for no longer than is justified by business needs or historical value.
4. **Electronic Records Management:** The majority of the federal universities still operate on paper-based records culture, administrative records, and teaching aids are almost

invariably “born digital” and will exist in a wide variety of electronic formats. Digital assets need to be managed within a university-pride electronic records management system which would ensure: (i) that key information is managed corporately rather than individually (ii) that rules relating to filing naming, classification, retention, and access are applied to objects in the systems (iii) that pathways exist to allow the migration of data into new systems and software formats without loss of information. The successful implementation of such a system will depend on the development of good records management practices and their integration into the system.

5. **Business Continuity:** Many disasters especially flood and fire outbreaks occurring in the universities especially the federal universities have underscored the need for disaster planning. There is numerous information contained in the registry of the universities which are crucial for the university’s continued functioning. These vital assets need to be identified and secured as part of business continuity planning. For instance, the fire outbreak in the University of Jos library in 2017 left the library in ruins.
6. **Heritage:** The majority of the federal universities in Nigeria have no systematic attempt to preserve or exploit their corporate archives. These universities’ historical records not only have value as a scholarly resource, but they also have largely unexploited potential to support marketing, fundraising, and alumni relations. It will be embarrassing if it appears that the registry of federal universities in South-west Nigeria has not acted to secure the records in their custody.

Human Capacity Building and Records Management Effectiveness

Nwaomah,(2013) referred to administrative policies of the federal universities relating to students records officers’ employment, administrative support, and career development for consistency and continuity. She revealed that some universities employ records officers based on their ethnic affiliation and tribalism to fulfill state or community quotas without considering if the individual is academically qualified for the job at stake. Ndenje-Sichalwe „s study on the significance of records management in fostering accountability in the public service reform programme of Tanzania revealed that the majority of registry personnel have received training in records management only at the certificate level. The study recommended the need for the proper provision of a higher level of training in records management at diploma and degree levels. Staff training, according to Cole (1997) is any learning activity which is directed towards the acquisition of specific knowledge and skills for an occupation. Staff training is a part of human capacity building which according to Armstrong,(2009) is a planned process that modifies attitude, knowledge, and skills that add value to its resources and help the organizations achieve their set goal and objectives. To acquire a human capacity building in universities, some needs might have arisen. Such needs were identified by Cole (1997) as the organization of corporate requirements; the department; the job and the staff.

A skill assessment can be done to conclude if the staff are familiar and competent with the records management practices available in their respective registries. The records management practices include indexing, coding, records retention schedules, classification and grouping of

records, disaster plan, administrative responsibilities, records disposition, records management software. The gap identified through this skill assessment will guide the human capacity building of the staff. However, some approaches to human capacity building are stated below:

- 1. Orientation:** This method of human capacity building could be said to be an integral part of the recruitment exercise in that once an employee has been found appointable, it is expected that such an employee need to be positively oriented in line with the vision and aspiration of the organization for effective discharge of function.
- 2. On the Job Method of human capacity building:** This method is different from the orientation method because orientation is at the point of entry into the organization or a new assignment; on the job method is a process through which knowledge and experience are acquired over some time either formally or informally. This process involves coaching, job rotation, in-house and in-service training.
- 3. Committee/Work Group Method:** This method entails human capacity building through the involvement of employees in meetings, committees, and workgroup discussions geared towards injecting inputs in form of decision making as regards solving organisational problems. This method is quite indispensable, especially in the aspect of training employees for managerial functions or heading organizational units.
- 4. Vestibule Training Method:** This is a method of human capacity building through the acquisition of skills in a related working environment. Under this method, the trainee practices his skill with identical equipment that he uses or is expected to use in his actual place of work.
- 5. Apprenticeship Method:** This method of human capacity building involves the acquisition of skill through extensive practice for over some time by the trainee. This type of human capacity-building device could either be formal or informal. In informal environments, the trainee is attached to the trainer, and he/she is expected to pay for an agreed period of apprenticeship. In the formal environment, on the other hand, an employee of an organization could be placed under apprenticeship in the organization with pay.

Methodology

The study was based in South-West, Nigeria. There are six (6) federal universities in the South-West, Nigeria. The units chosen for this study were Human resources, Admissions, and Examination/Records. These units are concerned with the management of staff and students' records spanning from the period of their employment and admission into the university, throughout their stay during their different courses of study, examinations taken during the study through to their graduation from the university.

A simple random sampling was employed in the selection of the universities. A ballot system was used in the selection of three universities out of a total of six. A total enumeration was used to select all the 263 senior registry staff because they are believed to have more experience and knowledge in records management practices. The study made use of a self-structured questionnaire as a tool for data collection. The structured questionnaire was tagged "**Human Capacity Building and Records Management Effectiveness in Registries of Federal Universities in South-West Nigeria**". The use of the questionnaire to elicit information is

because it will seek the opinion of the respondents on the different questions about the research objectives. The questionnaire created privacy for the respondents and quality time to give answers to the questions provided. This questionnaire was divided into four (4) sections which consist of the following details.

Section A: Demographic information of the respondents such as gender, age, academic qualification, and working experience was required

Items in Sections B to E used a five-point Likert-type scale Strongly Agree (SA) = 5, Agree (A) = 4, Disagree (D) = 3, Strongly Disagree (SD)=2 and Undecided (UD)=1

Section B: This section consists of questions on the level of records management effectiveness of registry staff in Federal Universities in South-West Nigeria. The scale comprised of 26 items and a 5 scale measurement of Strongly Agree (SA) = 5, Agree (A) = 4, Disagree (D) = 3, Strongly Disagree (SD)=2 and Undecided (UD)=1

Section C: This section consists of questions on the types of human capacity-building programmes in the registry of Federal Universities in South-West Nigeria. This will be measured using only Education and Training only. The scale comprised of 10 items and a 5 scale measurement of Strongly Agree (SA) = 5, Agree (A) = 4, Disagree (D) = 3, Strongly Disagree (SD)=2 and Undecided (UD)=1

Section E: This section consists of questions on the constraints confronting records management effectiveness in registries of Federal universities in South-West, Nigeria. The scale comprised of 11 items and a 5 scale measurement of 5= SA (Strongly Agree), 4=A (Agree), 3=D (Disagree), 2= SD (Strongly Disagree), and 1= Undecided UD

Findings

Table 1: Level of Records Management Effectiveness in the Registry.

S/ N	Level 1 (sub-Standard)	SA F(%)	A F(%)	U F(%)	D F(%)	SD F(%)	Mean	SD
1	There is documentation of the processes, that are used to guide the transfer or disposition of records.	72(27.4)	163(62)	19(7.2)	7(2.7)	2(0.8)	4.13	.712
2	There are systematic audits or defined processes for showing the origin and authenticity of a records	82(31.2)	149(56.7)	17(6.5)	15(5.7)	-	4.13	.768
3	Record management practices is done in an efficient manner	77(29.3)	153(58.2)	23(8.7)	4(1.5)	6(2.3)	4.11	.798
4	Records are obtained in a timely manner	79(30)	147(55.9)	29(11)	2(0.8)	6(2.3)	4.11	.798
5	There is current documented records retention schedule	77(29.3)	153(58.2)	18(6.8)	15(5.7)	-	4.11	.761
6	Records in my university are well documented	72(27.4)	161(61.2)	19(7.2)	6(2.3)	5(1.9)	4.10	.775
7	Records are captured in a timely manner	69(26.2)	160(60.8)	25(9.5)	6(2.3)	3(1.1)	4.09	.739
	Mean and SD						4.10	.65
	Level 2 (In Development)	5	4	3	2	1		
8	A policy has been developed for the digitization of hard copy records	79(30)	161(61.2)	20(7.6)	2(0.8)	1(0.4)	4.20	.635
9	The retention schedule and policies are regularly updated or maintained	80(30.4)	160(60.8)	16(6.1)	7(2.7)	-	4.19	.661
10	Definition of record types are beginning to be established and standardized in the registry	79(30)	154(58.6)	26(9.9)	2(0.8)	2(0.8)	4.16	.688
11	Systems for management of records are implemented in the registry	84(31.9)	148(56.3)	21(8.0)	1(0.4)	9(3.4)	4.13	.842
12	An approved policy exists, that sets out the need to create, keep and manage records	64(24.3)	172(65.4)	17(6.5)	2(0.8)	8(3.0)	4.07	.781
	Mean and SD						4.15	0.61
	Level 3 (Essential)							
13	There is an identification of vital records in the office	72(27.4)	180(68.4)	8(3.0)	3(1.1)		4.22	.550
14	There is a level of awareness on the management of vital records in the registry	84(31.9)	155(58.9)	16(6.1)	5(1.9)	3(1.1)	4.19	.725
15	Staff undergo periodic drills to forestall disaster	79(30)	146(55.5)	31(11.8)	3(1.1)	4(1.5)	4.11	.768
16	There is a disaster plan in place	77(29.3)	150(57)	29(11)	3(1.1)	4(1.5)	4.11	.758
17	Registry staff are aware of the metadata they need to capture into systems that keep records	65(24.7)	171(65)	15(5.7)	11(4.2)	1(0.4)	4.10	.706
18	Record keeping policy is endorsed by the Registrar	71(27)	161(61.2)	22(8.4)	-	9(3.4)	4.08	.811

19	The registry staff have a knowledge of policies on Disaster preparedness	64(24.3)	168(63.9)	17(6.5)	12(4.6)	2(0.8)	4.06	.746
20	A register (or equivalent) is kept showing the location of records	58(22.1)	167(63.5)	21(8.0)	10(3.8)	7(2.7)	3.98	.833
21	System for the management of physical and electronic records in the offices routinely incorporate user access permissions	53(20.2)	153(58.2)	39(14.8)	12(4.6)	6(2.3)	3.89	.854
Mean and SD							4.08	0.56
Level 4 (optimal)								
22	Records are assigned classification code number for easy retrieval in the registry	64(24.3)	185(70.3)	8(3.0)	2(0.8)	4(1.5)	4.15	.648
23	There is a corporate-wide File Plan in the registry	4(1.5)	7(2.7)	16(6.1)	178(67.7)	58(22.1)	4.06	.723
24	EDRM software is used to manage records in an integrated way	67(25.5)	150(57)	39(14.8)	5(1.9)	2(0.8)	4.05	.740
25	There is a High level of records management integration with business activities and processes in the registry	55(20.9)	171(65)	30(11.4)	5(1.9)	2(0.8)	4.03	.684
26	Records management continuum model is used to manage electronic records in the registry	45(17.1)	178(67.7)	30(11.4)	9(3.4)	1(0.4)	3.98	.676
Mean and SD							4.05	0.53
Total Mean Score and SD							4.09	.448

Source: Field Survey, 2020. KEY: Strongly Agreed=5, Agreed =4, Undecided = 3, Disagreed = 2, Strongly Disagreed= 1

Table 1 showed different levels of records management effectiveness in the registries of Federal Universities in South-West, Nigeria was low. (Using the records management maturity level, the levels were grouped into four namely: level 1 (sub-standard), level 2 (In Development), level 3 (essential), and level 4 (optimal). For all the parameters measured, level 2 (In Development) had the highest mean of (4.15). No entity should be satisfied with being at a maturity level of 1 or 2 in any area because this poses a substantial risk to the overall organisation.

Under level 1 elements, it was revealed that the respondents believed that there are systematic audits or defined processes for showing the origin and authenticity of records in their registries with a mean (4.13). Level 2 elements revealed that retention schedules and policies are regularly updated or maintained with a mean (4.19). Level 3 elements revealed that there is an identification of vital records in the registry with a mean of (4.22). Level 4 revealed that records are assigned classification code /numbers for easy retrieval in the registry with a mean (4.15).

Table 2: Types of Human Capacity Building in Universities Registry

S/N	Questions	SA	A	U	D	SD	Mean	SD
		F(%)	F(%)	F(%)	F(%)	F(%)		
1	Registry staff are given adequate opportunity to understudy a superior officer during orientation	96(36.5)	140(53.2)	15(5.7)	12(4.6)		4.22	.748
2	In my university, registry staff are allowed to rotate through the units to learn new skills	100(38)	132(50.2)	16(6.1)	15(5.7)	-	4.21	.793
3	Attendance at conferences/ workshops/ seminars by the registry staff is sponsored by my university	96(36.5)	131(49.8)	25(9.5)	11(4.2)		4.19	.771
4	In my university, registry staff are given opportunity to train other staff on the essence of good records management.	90(34.2)	144(54.8)	15(5.7)	6(2.3)	8(3.0)	4.15	.863
5	Registry staff are given opportunity to undertake further academic studies to improve the knowledge and skills.	74(28.1)	155(58.9)	13(4.9)	19(7.2)	2(0.8)	4.06	.829
6	Registry staff are provided with conducive environment to acquire more knowledge on records management practices	74(28.1)	158(60.1)	11(4.2)	12(4.6)	8(3.0)	4.06	.883
7	In my university, registry staff are provided with opportunities to undertake in-house-job training.	90(34.2)	139(52.9)	3(1.1)	20(7.6)	11(4.2)	4.05	1.018
8	The university is eager to invest in the staff career development	78(29.7)	141(53.6)	22(8.4)	22(8.4)		4.05	.846
9	In my university, training programmes are supported through a documented policy	53(20.2)	183(69.6)	13(4.9)	9(3.4)	5(1.9)	4.03	.749
10	In my university, training materials on records management practices are given to registry staff	56(21.3)	125(47.5)	14(5.3)	28(10.6)	40(15.2)	3.49	1.345
	Mean and SD						4.04	0.63

Source: Field Survey, 2020. KEY: Strongly Agreed=5, Agreed =4, Undecided = 3, Disagreed = 2, Strongly Disagreed= 1

Education / Training were used to measure the types of human capacity building programmes of registry staff in Federal universities in South-West, Nigeria. There are many types of human capacity building such as attendance at conferences, training programmes, workshops, and staff career development. It was revealed that the registry staff is given adequate opportunity to understudy a superior officer during orientation mean (4.22) which was slightly higher than the staff being allowed to rotate through the units to learn new skills mean (4.21).

The respondents revealed that they are allowed to attend conferences/ workshops/ seminars by the registry staff which the university sponsors (mean = 4.19). Registry staff was also allowed to train other staff on the essence of good records management (mean 4.15).

From this analysis, the predominant type of human capacity building is registry staff being given adequate opportunity for on-the-job training through understudying a superior officer on records management.

Table 3: Constraints confronting records management effectiveness in the registries of federal universities in South-West Nigeria

S/N	Questions	SA	A	U	D	SD	Mean	SD
		F (%)	F (%)	F (%)	F (%)	F(%)		
1	Inadequate Storage space	79(30)	149(56.7)	12(4.6)	18(6.8)	5(1.9)	4.37	3.588
2	Lack of orientation for new staff	96(36.5)	140(53.2)	13(4.9)	7(2.7)	7(2.7)	4.18	.854
3	Adoption of existing paper records to electronic system	103(39.2)	126(47.9)	14(5.3)	16(6.1)	4(1.5)	4.17	.894
4	Lack of ICT Infrastructure	87(33.1)	145(55.1)	13(4.9)	18(6.8)	-	4.14	.797
5	Records insecurity	87(33.1)	146(55.5)	7(2.7)	21(8.0)	2(0.8)	4.12	.856
6	Accurate capturing of information	76(28.9)	158(60.1)	12(4.6)	15(5.7)	2(0.8)	4.11	.789
7	Slow record tracking and retrieval	93(35.4)	132(50.2)	14(5.3)	23(8.7)	1(0.4)	4.11	.884
8	Lack of professionally trained records managers	87(33.1)	143(54.4)	11(4.2)	17(6.5)	5(1.9)	4.10	.891
9	Lack of Funds	64(24.3)	168(63.9)	16(6.1)	9(3.4)	6(2.3)	4.05	.804
10	Staff resistance to electronic records management	87(33.1)	130(49.4)	13(4.9)	30(11.4)	3(1.1)	4.02	.971
11	Poor records classification system	74(28.1)	148(56.3)	13(4.9)	21(8.0)	7(2.7)	3.99	.945

Source: Field Survey, 2020. KEY: Strongly Agreed=5, Agreed =4, Undecided = 3, Disagreed = 2, Strongly Disagreed= 1

Results from Table 3, revealed the respondents’ perception of the constraints confronting records management effectiveness in registries of federal universities in South-West, Nigeria. Inadequate storage space had the maximum response with a mean of 4.37 while lack of orientation for new staff had a mean of 4.18. These contributed to the lack of good records management in the registry of universities in South- West, Nigeria.

Some of the constraints confronting registry staff in federal universities in South-West Nigeria include adoption of existing paper records to an electronic systems (mean = 4.17); lack of ICT infrastructure (mean 4.14); Records insecurity (mean = 4.12). For the registry to have records management effectiveness in their universities these constraints need to be addressed properly.

Discussion of Findings

This study specifically investigated the influence of human capacity building on records management effectiveness in three federal universities and determined the level of records management effectiveness of registry staff in federal universities in South-West, Nigeria using the records management maturity model which is designed to help universities to recognize how effective records management is in the universities. According to the records maturity model used for this study, it was concluded that the level of records management effectiveness in

federal universities registries in the South-West was Level 2 (In Development) and the minimum requirement organizations are expected to achieve is a maturity rating of level 3. This is supported by Atulomah (2011) that the university as an institution needs well-managed records to uphold the rule of law, to be accountable for their actions, and to ensure that the interest of the university community is protected; The university governing council needs records to enable them to formulate policy and make decisions based on well-organized, accurate and comprehensive information. Ifedili and \Agbaire, (2011) reported that the records staff in the universities is not properly trained on the management of records. Little wonder, records of students and staff tend to be misplaced or misfiled the registry. From the foregoing, it can be deduced that federal universities in South-West, Nigeria need to improve on their records management practices to achieve the maximum effectiveness expected from it. The study revealed that the respondents agreed that the human capacity building program in the registries of federal universities in South-West, Nigeria was high. The registry staff reported they were given adequate opportunity to understudy a superior officer during orientation. Nwankwo and Okorie, (2015) also found the human capacity building to be the key to development planning and McPhee& Bare, (2002) asserted that it can be useful in helping institutions fulfill their mission in an effective manner. Human capacity building should continue to be encouraged in the registry to enable staff working in this important arm of the university to deliver and manage records effectively.

Finally, the constraints confronting records management effectiveness in registries of federal universities in South-West Nigeria includes inadequate storage space with a mean of 4.37. This was supported by Kalusopa and Ngulube, (2012) who confirmed in their study that storage and preservation of records are weak which leads to most organizations having problems of poor storage of electronic versions of records, poor migration strategies to newer hardware and software technologies. Other constraints noted by Lundu and Mbewe (2004) in their study showed that information management policies are important constraints confronting records management effectiveness in registries. These constraints have important implications for the effective management of records in the registries. If these challenges can be adequately tackled, records management may improve.

Conclusion

This study concludes that records management effectiveness in the registry is a key to the success of any university. The provision of access to the records in the registry is crucial to the daily running of the university and its absence in the registry would make it impossible for staff to retrieve information on time for decision making with and this would result in staff and students not having the information they need during and after their stay in the university. These records in the registry cannot be properly managed if the staff is not properly trained on how to carry out effective management of the records.

Recommendations

Based on the findings of this study, the following recommendations were made: The university registry should operate both manual and electronic records management systems for an effective combination of both staff and students' records that would suit them for easy retrieval of information and security. The reason for this suggestion is that we now operate in a hybrid environment of paper and electronic records. They should include in their yearly budget adequate allocation for the training of registry staff of federal universities in the handling of records especially with the advent of ICT. The records retention schedule is so crucial to the records management of an institution that the university authorities should ensure that this is available to guide the retention and disposition of records. The same approach should be taken towards vital records. It is recommended that the personnel handling students' records must be professionals in record management or skilled in related fields.

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