

Influence of Job Satisfaction on Records Management Effectiveness in Registries of Federal Universities in South-west, Nigeria

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Abstract

This paper investigated the influence of job satisfaction 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. Job satisfaction had a significant influence on records management effectiveness in the university registries ($\beta = .275$, $t_{(261)} = 4.620$, $R^2 = .076$, $p < .05$). A validated questionnaire was used for data collection. The reliability coefficients for the constructs ranged from 0.75 to 0.81. The return rate was 100%. Data collected were analyzed using descriptive and inferential (simple and multiple regression) statistics. The findings revealed that job satisfaction had a significant influence on records management effectiveness in the university registries ($\beta = .275$, $t_{(261)} = 4.620$, $R^2 = .076$, $p < .05$). The study concluded that job satisfaction 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. This can be achieved through adequate staff training, a conducive working environment, job security, good salary.

Keywords: Job satisfaction, Records management effectiveness, Federal Universities Registries.

Introduction

Records management effectiveness is a systematic control of an organisation's records, throughout their life cycle (creation, classification, use, filing, retention, storage and disposition) in order 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 Organization 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 university since it supports business activity and provides a basis for effective service delivery. The goal of any university's records management is to provide professional assistance to the students, staff and the university authorities in managing the records and information required to take care of the business of the university. 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 retrieval of information is made more efficient through improved management of paper records systems and cost-effective and efficient implementation of non-paper systems, such as electronic document imaging and micrographics. An effective university records management program requires an inventory of records maintained by the university and the identification of existing retention schedules or the establishment of new retention schedules that can be applied to those records. Retention schedules identify the university's records and establish minimum periods for which the records must be retained based on the records' administrative, fiscal, legal and historical values. Once the minimum retention has been met, disposition of the records is recommended. Disposition may be by physical destruction, transfer to another agency. A records retention schedule describes a record series and sets a minimum period for which the records must be retained before the final disposition of the records can be made. Every record series must have an approved retention schedule in place before records from that series can be destroyed or otherwise disposed of. For universities to adopt effective records management practices, they will need to create enabling environment for people to train, educate, and acquire skills and infrastructure as well as investment into ICT application (Raymond, 2010; Doherty & Mayer, 2013). A satisfied and motivated workforce can undoubtedly help sustain productivity in the university environment. Therefore, records management staff would be well satisfied with their job if they are properly trained. Conversely, a dis-satisfied staff would be ineffective in his/her job and this would negatively affect the overall performance of the university.

Job satisfaction is a psychological concept that refers to job-related attitudes and characteristics such as pay and reward, policies, leadership behaviors, management styles, and co-workers. These characteristics are influenced to a large extent by a person's disposition. For example, extroverted individuals have been found to experience greater job satisfaction. This was evident in a study done by Boudreau et al (2001) which examined the role of personality and cognitive ability on the job search

process of 1900 high-level US business executives. Varied definitions have been given in the literature for job satisfaction. Nevertheless, 'there appears to be a general agreement that job satisfaction is an emotional reaction to a job that results from the incumbent's comparison of the actual outcomes with those that are desired (expected, deserved, and so on)'. Job satisfaction is a positive feeling an individual has towards his or her job, (Daft, 2003). An employee who is satisfied feels fulfilled doing the job. It is an inherent feeling that one's talents are being fully utilized and that one's contribution is impacting society, while at the same time, personal growth needs are being met.

An employee of the university registry with a high level of job satisfaction would hold positive attitudes towards his / her job while another employee who is not satisfied with his/ her job would hold negative attitudes towards his / her job. Many researchers have focused on job satisfaction measuring the level of satisfaction on performance, efficiency and commitment. Job satisfaction could be complex to understand because some arrays of factors have been identified as predictors and determinants of job satisfaction with a variety of results. Job satisfaction could be measured with rating scales where employees report their responses to their jobs (Syahputra, 2014). Efforts to improve the effectiveness level of organizations of civil servants focus on both the conceptual and personal variables. According to Sokoya, (2000), satisfied staff of any organization is happy and thus productive when treated fairly. For the organization to achieve its set goal depends on the satisfaction of the employees. The happier the staff are with their job, the more satisfied and effective they are said to be is unarguable in this respect. Job satisfaction has also been defined by Mullins, (2005) as being 'more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.' Mullins further stated that the concept of job satisfaction is regarded as complex and multifaceted. (Mullins, 2005) has also explained job satisfaction as 'a complex construct and is often measured as a global attitude of an employee toward his or her work'. That is, the employee is either satisfied or dissatisfied with the job. An employee's level of satisfaction can differ with specific aspects of the job based on several elements (variables). These elements could be classified into 5 distinct dimensions: satisfaction with work attributes (the nature of the work, autonomy, responsibility), rewards (pay, promotion, recognition), other people (supervisors, coworkers), the organizational context (policies, promotion opportunities, procedures, working conditions), and self or individual differences (internal motivation, moral values), Tahere, Zahra, Fateme & Asma (2012); Colakoglu, Culha & Atay, 2010; Chinomona & Sandada, 2014).

According to Fredrick Hertzberg's job satisfaction model, there are factors within and outside that affect the extent to which employees of an organization are satisfied. These include the structure of the organisation, the organizational culture, and the internal

politics that pertain to the organisation (Mullins, 2005). Similarly an organization's size, type and technology affect its ability to satisfy employees. Macro factors like political, legal environmental and economic conditions can affect an organization's ability to satisfy its workforce as well as affect worker satisfaction and motivational needs. Labour market conditions and employment patterns in the territory in which an organization is operating also affect how far an organization is willing to satisfy its workers.

Statement of the Problem

Records management effectiveness in the university registry ensures that information is available when and where it is needed, in an organized and efficient manner, and in an appropriate environment. It is only through the operation of a records management effectiveness program that a university retains control of its corporate memory, which allows the university to conduct businesses in its areas of operations. Although studies have been carried out on the relationship between records management and decision making in universities, it is clear that some important variables such as job satisfaction as it relates to records management effectiveness have not been touched. The influence of job satisfaction on records management effectiveness has not been seriously examined in public universities in South- West, or Nigeria as the case may be. The current study, therefore, seeks to investigate the influence of job satisfaction on records management effectiveness in the registries of Federal Universities in South-West, Nigeria.

The objective of the Study

The objective of this study is to investigate the influence of job satisfaction on records management effectiveness in registries of federal universities in South-West, Nigeria

Research Question

Answers were sought from this research question:

1. What is the level of job satisfaction in Federal Universities in South-West, Nigeria?

Research Hypotheses

The following null hypotheses are tested at a 0.05% level of significance:

H01: Job satisfaction will not significantly influence records management effectiveness in the registries of federal universities in South -West, Nigeria.

Literature Review

The Concept of Job Satisfaction of Records Managers

Human capital is considered among all the assets of an organization as the most important for the successful management of all other organizational resources. It is only when human resources are satisfied that the productivity of an organization will rise. Swarnalatha and Sureshkrishna (2012) identified that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from their work. Higher job satisfaction conveys more productivity, less record of absent employees, with little or no need to quit their jobs, with the likelihood of exhibiting organizational commitment and with the higher tendency of living a satisfying life. Some of the findings from the literature are the reasons why organizations should strive and maintain the right working culture for all their employees to benefit. When employees are not highly satisfied on the job, the rate of their retention will be minimal. Okeke (2010) in a study of the impact of job satisfaction on employee performance in government-owned enterprises found out that employees in government-owned enterprises are poorly motivated and this affected the level of their output.

It is a common belief that the future of any organization depends on the level of the employees' job satisfaction. Satisfied employees are more engaged, creative, productive and efficient to their employers (Moneke&Umeh, 2014). Syed & Lin (2012) reported that it involves a gratifying or optimistic emotional state which deals with the assessment of one's job experience. This is why organizations must be sure their managers understand the practical implication(s) of what it takes to have a satisfied workforce in place. That is the more reason job satisfaction is described as the extent to which an employee's personal need is met. There is no doubt; job satisfaction is one of the broadly researched topics in the field of business and management. Bidisha&Barua (2013) reported that job satisfaction involves a combination of psychological, physiological, and environmental circumstances, which makes a person satisfied with his/her job. Sousa-Poza (2012) was of the view that job satisfaction of employees involves a balance between inputs and outputs of work. From this concept, one could perceive that happiness comes when an individual's basic and universal needs are met in their current job. The employee is one of the key factors of an effective organization. No organization can succeed without the efforts of satisfied employees. The satisfaction of employees is affected by personal, organizational and non-organisational factors within organizations. These factors such as workplace benefits, good work environment, job security, good staff welfare, and nature of supervision contribute to satisfaction (Uludag et al, 2011).

Osakwe (2014) in an empirical study on factors affecting motivation and job satisfaction of academic staff of universities in the south-south geopolitical zone of Nigeria answered three questions and tested three hypotheses on factors affecting

motivation and job satisfaction of non-management academic staff in the six-state universities of South-South Geopolitical Zone of Nigeria. The factors were good salary and conditions of service, prompt and regular promotion, recognition and feedback, increased job security/enrichment, professional development programs, empowerment and authority, good working environment, challenging and varied work, participation in decision making, and availability of research grants.

Challenges of Job Satisfaction in Federal Universities Registry

Job satisfaction not only depends on the quality of employment but also on staffs' expectations such as a reward for good performance, promotion as at when due in the organizations as well as higher percentage of payroll allocated to training and development with regards to their job. According to a study by Oyovwevotu, (2017) some of the important challenges associated with job satisfaction and which need to be monitored are as follows:

- **Absenteeism:** This is one of the most serious challenges of any university and has been identified as a variable that reduces the university's effectiveness and efficiency, which results in lower job satisfaction. Absenteeism can take a toll on any university's productivity. It increases costs, such as replacement of staff, paying overtime to others to fill the gap and also paying staff for taking leave dishonestly. The correlation between job satisfaction and absenteeism, according to Kirsten, (2011) is that a satisfied employee may miss work due to illness or personal matters, while a dissatisfied employee may not miss work because he or she does not have any sick time and cannot afford the loss of income.
- **Staff Turnover:** Research indicates a very strong relationship between satisfaction and turnover. If they are satisfied, employees have lower levels of turnover. Therefore, this variable should certainly be monitored for the welfare of any university. An economic downturn is an obvious factor that affects turnover and results in dissatisfied employees without other, possible employment opportunities. An understanding of these challenges thus becomes essential, especially if the institution needs to operate smoothly, in the long run. More importantly, is the effect on student success at the university level.
- **Productivity:** The impact of job satisfaction on productivity is another major challenge in the success of any university. It is a measure, which can be expressed positively or negatively, of how well all resources at the input stage are combined and used, to reach a specific outcome. The effectiveness and commitment of the registry staff, to ensure a high throughput rate, depends largely on their satisfaction and ultimately, their students' passing within record time. Therefore, management at universities should not forget that frustration

and work stress will result in unhappiness and even health problems among academic employees, which may reduce the quality of teaching and learn conferred to students.

In records management, job satisfaction is significant because it can be considered as one of the main factors when it comes to records management effectiveness (Aziri, 2011). Creating, maintaining/ using, preserving and easy accessibility and retrieval of records from the registry could be painstaking and tasking. Therefore, it requires a dedicated employee to realize the unique role these records play as well as the risk associated with the negligence if exposed to the wrong party. The impact of job satisfaction on records management effectiveness cannot be exaggerated realizing the tactical roles the records play in the daily interface of human society.

Advantages of Good Records Management Practices in Registries of Universities

Records are vital to the efficient and economic procedure of universities. They serve as institutional memory, the evidence of past events and the basis for future action. When created, maintained and disposed of in a systematic and orderly fashion, records are tremendous assets to an organization (State of Montana, Montana Historical Society, 2002). Records management practices of registries of universities are invaluable. Keeping complete records from the creation can save time and money. Accurate records management practices will prevent excessive excesses by ensuring that time management is ensured. Good records management practices should be updated to meet the changes in technology. According to the Academy of Business Excellence Limited (2003), the advantages of good records management practices are as follows:

- Enabling organizations to keep track of their progress

In organisations records help to indicate when sales are up or down, which clients are spending and which are not and whether any changes are needed. Without adequate documentation, making reliable business forecasts or looking back to see where an organization has been successful in the past is considerably more difficult.

- Fundamental to the preparation of financial statements

All organizations rely on their financial statements to decide on future action. Financial statements are necessary when dealing with banks and creditors and also allow for quick and systematic access to information on assets, liabilities and equity-related organisation.

- Reliable source to identify the source of income

Organizations receive money and property from a variety of sources regularly. By using accurate records, they can identify where their various receipts come from and separate non-business receipts from taxable income.

- Acts as a supplement to organizational memory

Without an adequate records management system, organizations would not be able to claim deductible expenditure. When tax falls due, it could be a loss, which could be particularly detrimental to organizations. Records are therefore of crucial importance to any organization's tax returns. They need to reflect the income, expenditure, and credits that organizations note on their tax returns. Furthermore, keeping good records will ensure that organizations have accurate figures available for official inspection at all times. This would also help during auditing and financial reporting.

Importance of Records Management in Universities

Records Management evolved during the years of the great depression sometime during the Second World War; the aim was to control the accumulation of papers in the government agencies. It first took place at the National Archive in the United State of America in an attempt to improve records-keeping methods which were in a chaotic condition in many government departments and agencies (Ugwuze, 1992). Records management has been seen by scholars such as (Ngulube, 2001; Yusof&Chell, 1999) as the process by which an organization manages all the elements of records, whether externally or internally generated and in any format or media type, from their inception/receipt through to their disposal. The core business of a university is learning, teaching, research, and community development; therefore, they are expected to be committed to academic excellence, innovation in research, and critical engagement with society. Carrying out these activities produces records, which provide evidence that the universities are carrying out their statutory functions. If such records are not properly managed or misplaced, then valuable evidence would be lost forever. Knowing what records to create, and the information that they must contain, ensuring that they are created consistently and to a high standard, capturing records in record-keeping systems, maintaining records appropriately, and ensuring the accessibility of records offer benefits (Ngoepe, 2003; Ngulube, 2004; Shepherd, 2006). Staff in registries tends to spend most of their time looking for records, which constitute the major source of information (Mnjama, 2004; Wamukoya, 2000).

Records management practices also involve special considerations that require planning, budgeting, organizing, directing, training, and controlling activities attached with managing the records in their entirety (IRMT, 2008). Similarly, there are many benefits associated with the use of new technologies in managing records, they include, widespread access, flexibility, efficiency and effectiveness, economic benefits, general business opportunities, and auditing capabilities for regulatory compliance (IRMT, 2008). Electronic records can be shared widely and can be assessed and used by several people from different places at the same time. Paper records are created, received, and filed in one office, and they accumulate in one place while electronic records can be

stored remotely or on hard or flash drives, allowing people to share records and use their resources more dynamically. This shows that records management manages records from creation to disposal.

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 tool for data collection. The structured questionnaire was tagged "*Job Satisfaction 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 three (3) 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 C 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 job satisfaction in the registry of Federal Universities in South-West Nigeria. The scale comprised of 12 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 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 Job Satisfaction of Registry staff in Federal Universities in South-West, Nigeria

S/ N	Questions	SA F (%)	A F (%)	U F (%)	D F (%)	SD F (%)	Mean	SD
1	My work activities are personally meaningful to me as a records officer	96(36.5)	157(59.7)	1(0.4)	5(1.9)	4(1.5)	4.28	.712
2	I have chance to do a job that is well-suited for my abilities in records management	78(29.7)	175(66.5)	4(1.5)	3(1.1)	3(1.1)	4.22	.641
3	I receive adequate support from my supervisors	83(31.6)	157(59.7)	13(4.9)	7(2.7)	3(1.1)	4.18	.738
4	My work as a records officer is interesting	84(31.9)	157(59.7)	5(1.9)	17(6.5)	-	4.17	.755
5	Initiatives and originality of idea are appreciated at my work place	91(34.6)	147(55.9)	7(2.7)	14(5.3)	4(1.5)	4.17	.835
6	I feel that I am valued by my university as a records officer	70(26.6)	174(66.2)	7(2.7)	12(4.6)	-	4.15	.675
7	I feel safe in my work environment	82(31.2)	161(61.2)	4(1.5)	5(1.9)	11(4.2)	4.13	.874
8	My spirit of cooperation among my co-workers is excellent	69(26.2)	179(68.1)		9(3.4)	6(2.3)	4.13	.769
9	I have a feeling of accomplishment in my job	80(30.4)	160(60.8)	6(2.3)	6(2.3)	11(4.2)	4.11	.886
10	I have independence to plan my work	72(27.4)	170(64.6)	1(0.4)	7(2.7)	13(4.9)	4.07	.910
11	I have a sense of job security	80(30.4)	158(60.1)	1(0.4)	9(3.4)	15(5.7)	4.06	.979

12	The value placed on me as a records officer impact on the effectiveness of my job	72(27.4)	164(62.4)	2(0.8)	15(5.7)	10(3.8)	4.04	.924
Total mean score and SD							4.14	0.539

Source: Field Survey, 2020

KEY: Strongly Agreed=5, Agreed =4, Undecided = 3, Disagreed = 2, Strongly, Disagreed= 1

The level of job satisfaction in the university registries in South- West, Nigeria was high with mean (4.14). The highest-ranked was that their work activities were personally meaningful to them as a records officer (mean 4.28), second highest ranked was that they have the chance to do a job that is well-suited for my abilities in records management (mean 4.22). This shows that the registry staff is given the liberty to perform their duties without the university management encroaching on their space.

Table 2: Constraints confronting records management effectiveness in the registries of federal universities in South-West Nigeria

S/N	Questions	SA F (%)	A F (%)	U F (%)	D F (%)	SD F (%)	Mean	SD
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

The results in Table 2 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 system (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.

Analysis of Research Hypotheses

The study was guided by the following null hypotheses which the researcher formulated at the beginning of the study and tested. The findings are presented below.

Decision rule

A pre-set level of significance for this study is 0.05. The null hypothesis assumes that no relationship of effect exists between the variables under consideration. Therefore, if the p-value (that is, the significance or the probability value) exceeds the pre-set level of significance (which is 0.05), the null hypothesis will be accepted but if the p-value is less than or equal to 0.05 the null hypothesis will be rejected.

Hypothesis: Job satisfaction will not significantly influence the records management effectiveness in the registry of federal universities in South-West, Nigeria.

Table 3: Regression analysis of job satisfaction on records management effectiveness

Predictor	B	T	R	R ²	F	Sig	Remark
Job satisfaction	.275	4.620	.275	.076	21.342	.000	Significant

Table 3 showed the influence of job satisfaction on records management effectiveness. This was tested using simple regression analysis and the result indicated that job satisfaction was a significant predictor of records management effectiveness ($F_{df=(1,261)} = 21.342, p < 0.05$). Moreover, the result showed that an additional increase in job satisfaction will lead to a 0.271 unit of increase in records management effectiveness ($\beta = .275, p < .05$). The value of R (.275) for the model produced by the regression analysis indicates a positive relationship. R squared (.076) is the proportion of variation in the dependent variable explained by the regression model revealing that Job satisfaction contributed 7.6% to the variation in records management effectiveness ($R^2 = .076, P < .05$). Therefore, the hypothesis that job satisfaction will not significantly influence the records management effectiveness in the registry of federal universities in the south-west, Nigeria is rejected.

Discussion of Findings

The research question revealed that the level of job satisfaction of registry staff in federal universities in South-West, Nigeria is high. The respondents reported that their work activities are personally meaningful to them as records officers and the second-highest ranked according to the respondents is that they have the chance to do the job that is well-suited to their abilities in records management with a mean of 4.22. Third-ranked as reported by the respondents is that they receive adequate support from their supervisors. Adequate support may be in the form of motivation from the university through good salary, good work environment, job security, professional development through training with a mean of 4.18. A higher job satisfaction indicates favorable benefits are received from the institution and this view is supported by Osakwe, (2014) who found out that staff of universities respond positively when motivated with good salaries, regular promotion, recognition, job security and professional development. The findings are at variance with the findings of Okeke (2010) who maintained that job satisfaction of employees in government-owned enterprises is poor, and as such affects the job output of the employees. However, employees in registries of universities sampled reported that they are satisfied and a lot of reasons could account for this including job security, needs satisfaction and personal fulfillment. The findings do not corroborate with that of Kafyeta, (2015) who reported that most of the employees in their organization were not satisfied with their jobs. The factors observed by them were satisfaction from job incentives, employees' training and development, working environment, leadership, the extent of employees' involvement in decision making, fairness and equality of employees in promotion, and managers' leadership. The findings of this study agreed with that of Seniwoliba, (2013) who studied the job satisfaction level of teachers in public senior school in Temale Metropolis of Ghana and found that factors such as job security, good work environment, recognition motivates

the employees and help in achieving job satisfaction effectively. Tahere et al (2012) stated that a good salary is the most stimulating strategy for employees of any organization.

Conclusion

This study concluded 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 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, have a conducive working environment, job security, good pay package, recognition for work well done as all these would promote their competency and job satisfaction.

Recommendations

Based on the findings of this study, this recommendation was made that any university management aiming to succeed through employees' high level of commitment must find ways to improve its employees' job satisfaction which should be included in their yearly budget.

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