



Record Management Practices as Predictors of Non-Teaching Staff Job Effectiveness in Public Universities in Ogun State, Nigeria

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Abstract

The study looked into the connection between record-keeping procedures and the productivity of non-teaching employees in Ogun State's public universities. Three null hypotheses served as the study's compass. 728 non-teaching staff members were chosen using a proportionate stratified sampling procedure, and the study's population consisted of 3645 non-teaching staff members. A descriptive research design of survey type was used. Relevant data was gathered using two self-developed instruments, the Job Effectiveness Questionnaire (JEQ) and the Record Management Practice Questionnaire (RMPQ), which had reliability coefficients of 0.88 and 0.81, respectively. The hypotheses were examined at the 0.05 level of significance after the data was analysed using Pearson Product Moment Correlation (PPMC). The findings showed a strong correlation between record classification and the work effectiveness of non-teaching staff in Ogun State's public universities (r -value = .293; p -value = .000 < 0.05). revealed in Ogun State's public universities, there was a strong correlation between the work efficacy of non-teaching staff and record retrieval (r -value = .465; p -value = .000 < 0.05). Additionally, a strong correlation was found between the effectiveness of non-teaching staff's jobs and record disposal in Ogun State's public universities (r -value = .362; p -value = .000 < 0.05). Therefore, it was recommended that universities create and implement standardised record classification systems that adhere to best practices and guarantee consistency across departments. The study found that effective record management practices, specifically record classification, record retrieval, and record disposal, have a significant positive relationship with the job effectiveness of non-teaching staff in public universities in Ogun State. This will facilitate the effective storage, retrieval, and use of records by non-teaching staff.

Keywords: Record management practices, record classification, record retrieval, record disposal, job effectiveness

1. Introduction

In every higher education institution, particularly in public universities, the role of non-teaching staff is vital to the overall functioning and success of the academic system. While teaching staff are responsible for curriculum delivery and research, non-teaching personnel ensure the operational, administrative, and support services that sustain the academic environment. Their duties range from handling student admissions and records, managing human resources, maintaining financial accounts, operating ICT systems, and ensuring general campus logistics and welfare. The effectiveness of these roles directly influences institutional performance, service delivery, and stakeholder satisfaction (Nwankwo & Okoye, 2020). However, in many higher institutions, concerns have been raised about the declining job effectiveness of non-teaching staff. Factors such as poor motivation, inadequate

training, lack of modern office equipment, ineffective supervision, and organizational bottlenecks have been identified as contributors to low productivity and inefficiency (Ogunlade & Alabi, 2021). These challenges can lead to delays in service delivery, errors in documentation, low morale, and general dissatisfaction among students and academic staff.

Job effectiveness of non-teaching personnel in universities refers to the degree to which non-academic personnel in educational institutions successfully perform their assigned roles and duties in such a way to achieve institutional goals. It involves significant performance areas such as administrative efficiency, timely service delivery, adherence to institutional policies, responsiveness to tasks, professionalism, and overall contribution to institutional productivity (Afolabi & Ayeni, 2022). Unlike teaching staff who are directly involved in classroom instruction and research, non-teaching staff operate in support and operational roles, including admissions, examinations, finance, human resources, information technology, security, and maintenance services. Their effectiveness is therefore measured by how efficiently and accurately they perform these functions within set timelines and

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standards.

Effective non-teaching staff are essential for creating a conducive learning environment, reducing administrative bottlenecks, and enhancing service satisfaction among both students and academic staff. Their performance is influenced by several factors, including access to training and development opportunities, availability of working tools and technologies, clarity of job roles, motivation, supervision, and organizational climate (Edeh & Adebayo, 2023). Where these conditions are optimal, non-teaching staff are more likely to perform their duties with precision and commitment, thereby positively impacting the institution's overall performance. Job effectiveness is intricately associated to record management practices, as these practices would directly influence their ability to perform administrative and support functions efficiently. Effective record management, encompassing the systematic creation, storage, retrieval, and disposal of records, enables non-teaching staff to access accurate and timely information, streamline workflows, and ensure compliance with institutional policies.

In government and private varsities, records serve as a crucial asset, and records management provides a structured system for preserving and optimizing information (Obulor et al., 2021). A record is a documented account of activities, capturing the actions taken by individuals or groups within an organization as part of their service delivery. These records may take various forms such as paper documents, memos, digital files, reports, emails, contracts, videos, instant messaging logs, or entries in databases. Records management practices refer to the organisational process responsible for maintaining these records in a way that supports operational effectiveness (Benta et al., 2019). It involves the systematic creation, utilization, storage, and eventual disposal of organizational records.

Record management practices refer to the systematic methods and procedures employed to regulate the handling of documents and files containing organisational information. Abdullahi (2020) described it as the coordinated activities involved in the creation, usage, storage, retrieval, maintenance, and eventual disposal of records, whether manually or electronically managed. These practices serve as structured approaches for organizing and utilizing transactional information within an organization to enhance administrative efficiency. Onunwor (2022) emphasized that record management practices encompass the tools and methods adopted for generating, storing, retrieving, and disseminating official data and information. Similarly, Agu et al. (2021) defined it as a set of techniques aimed at ensuring the accurate creation, maintenance, usage, and disposal of records to facilitate timely access to relevant information by appropriate stakeholders. These practices function as mechanisms for ensuring that critical organisational data is properly documented, preserved, accessed, and discarded in a

timely and orderly manner. Record management practices was examined in this study in terms of record classification, retrieval and disposal.

In the administrative operations of public universities, record classification is a fundamental practice that significantly influences the job effectiveness of non-teaching staff. Record classification involves the systematic grouping of records according to predetermined categories such as subject matter, function, or chronology, to facilitate quick retrieval and efficient management. Non-teaching staff are primarily tasked with the handling of vast volumes of institutional data ranging from student information and personnel records to financial and logistical documents. When these records are properly classified, it promotes seamless access, reduces administrative delays, and ensures accuracy in service delivery (Okonkwo & Ajala, 2021). Efficient classification enhances the ability of non-teaching staff to perform their duties with minimal errors and within stipulated timeframes. For instance, tasks such as processing student transcripts, organizing staff files, or managing procurement records are executed more efficiently when documents are well-organized and easily retrievable. On the other hand, poorly classified records often result in time wastage, misplacement of important documents, and general administrative inefficiency.

Record retrieval refers to the process of accessing stored information when needed, whether from physical archives or electronic databases. Non-teaching staff rely heavily on quick access to student files, personnel records, financial documents, and institutional correspondence to carry out their responsibilities efficiently. When records are easily retrievable, it significantly reduces response time, supports informed decision-making, and enhances the quality of service delivery across departments (Adebisi & Okon, 2022). Actual record retrieval not only contributes to operational efficiency but also reflects professionalism and institutional integrity. For instance, timely retrieval of academic records facilitates smooth student registration, transcript issuance, and audit processes, while quick access to administrative documents aids in compliance with regulatory requirements. However, delays or inaccuracies in locating needed records can disrupt workflow, cause service delays, frustrate staff and stakeholders, and diminish the credibility of administrative units.

Record disposal is an important aspect of records management that can influence job effectiveness of employees. Records that are no longer required for operational, legal, or historical reasons are systematically removed, destroyed, or archived. Effective record disposal ensures that outdated or irrelevant documents do not clutter storage systems, allowing for a more organized and accessible record environment. For non-teaching staff who manage large volumes of administrative, financial, and personnel

records, the ability to dispose of obsolete records appropriately enhances workflow, reduces information overload, and promotes efficient service delivery (Egwunyenga & Umezina, 2021). Proper disposal of records also plays an essential role in ensuring data security, regulatory compliance, and accountability in university administration. When records are not disposed of correctly, it may lead to unnecessary accumulation of files, reduced storage capacity, confusion, and potential breaches of confidential information. These challenges can hamper the efficiency and effectiveness of non-teaching staff, who rely on accurate and up-to-date information to execute their duties. The study therefore examined how record management practices predict non-teaching staff job effectiveness in public universities in Ogun State.

1.1 Objectives of the Study

The main objective was to examine how record management practices predict non-teaching staff job effectiveness of public universities in Ogun State. Specifically, the authors:

- a. Examined the relationship between record classification and non-teaching staff job effectiveness of public universities;
- b. Found the relationship between record retrieval and non-teaching staff job effectiveness in public universities; and
- c. Established the relationship between record disposal and non-teaching staff job effectiveness in public universities.

1.2 Hypotheses

The researchers investigated the following hypotheses at a significance level of 0.05.

Ho1: In Ogun State's public universities, there is no statistically significant correlation between record classification and job effectiveness of non-teaching employees.

Ho2: In Ogun State's public universities, there is no statistically significant correlation between record retrieval and job effectiveness of non-teaching employees.

Ho3: In Ogun State's public universities, there is no statistically significant correlation between record disposal and job effectiveness of non-teaching employees.

2. Empirical Review of Literature

Otuza et al. (2023) studied the influence of records management systems on job satisfaction of university registration officials in South-West, Nigeria. The study adopted survey research design. The demography comprised of 2009 registered professionals working in federal, state and private universities in South-West, Nigeria. Stratified random sampling technique was utilised to choose 715 personnel. A validated questionnaire was applied for data collection.

Cronbach's Alpha reliability coefficients for the variables ranged from 0.76 to 0.85. Response rate was 70%. The data were investigated using descriptive statistics and regression. Findings of the study indicated that records management processes exhibited a beneficial statistical and considerable influence on job satisfaction. Individual assessments of records management approaches such as organizational assistance indicated a good statistical and meaningful influence on job satisfaction likewise maintenance and use and training. On the other side, records capture or creation did not demonstrate any statistical and significant influence on job satisfaction, similar preservation and disaster management systems and records management policies did not statistically and significantly influence job satisfaction. The study indicated that good records management practices will account for higher level of job satisfaction of university registry officials in South-West, Nigeria.

The activities of registration personnel in higher education institutions were examined by Dada and Ogunwemimo (2024) in relation to the organisational performance and records management procedures of registry staff in South West Nigerian universities. The study used a survey research design. 2,282 employees of South-West Nigerian university registries make up the population. The sample size of 340 registry employees was calculated using Taro Yamane's sample size formula. A random sample technique was used to choose the participants. Data was gathered using a validated structured questionnaire. Both descriptive and inferential statistics were used to analyse the data. The results showed that the organisational performance of university registries in South-West Nigeria was greatly impacted by records management methods. The study demonstrated that in order for university registries to achieve organisational performance, records management techniques are essential. According to the study, university administrations in South-West Nigeria should invest in the records management training of their registry employees in order to improve the organisational performance of their registries.

Otobo (2022) investigated the impact of administrative efficacy, work environment, and records management practices in Nigeria's Lagos State Judiciary. A survey research design was used for the investigation. The 328 administrative employees of the Lagos State Judiciary in Nigeria made up the study's population. They used total enumeration. The constructions' Cronbach's Alpha reliability coefficients varied between 0.93 to 0.94. A 100% response rate was attained. Both descriptive and inferential (multiple and linear regression) statistics were used to analyse the data. The results demonstrated that administrative effectiveness was influenced by both the work environment and records management procedures. Administrative efficacy was significantly impacted by records management procedures. Administrative effectiveness was significantly positively impacted by the work environment. The study came to the conclusion that administrative

effectiveness is influenced by work environment and records management procedures. In order to improve administrative performance, it has been suggested that judges should incentivise employees to arrive at work early, promote teamwork, maintain sound records management procedures, and create a positive work atmosphere.

The impact of records management on the work performance of non-academic staff at Osun State Tertiary Institution was examined by Akinola and Alonge (2023). A cross-sectional and descriptive survey design was used in the investigation. 2,861 non-academic employees of Osun State's higher education institutions made up the study's population. 338 of the universities' non-academic employees made up the study's sample size. The Krejcie and Morgan sampling technique was used to determine the sample size. A systematic questionnaire was used in the investigation. The supervisor and other subject-matter experts validated the tool. The Cronbach's Alpha value for the questionnaire's reliability test was 0.710. 252 of the 338 surveys that were distributed were recovered, representing a 75% response rate. To address research issues, data were analysed using frequency counts and percentages, and hypotheses were tested using the SPSS package's correlation statistics at the 0.05 level of significance. The study discovered a strong link between non-academic staff members' work performance and records management. According to the study's findings, RM has a major impact on non-academic staff members' JP. The study suggested that in order to improve the work performance of the non-academic staff, the institutions' management should continuously increase their investments in contemporary office equipment.

In Oyo State, Nigeria, Aramide et al. (2025) investigated the job satisfaction and records management procedures of administrative employees in a few higher institutions. They used a survey research design for their investigation. 1,800 administrative employees from the chosen institutions made up the population. Using Krejcie and Morgan's sample size calculation for a known population, the sample size was 317. Data was collected using a structured questionnaire, and the SPSS software was utilised for frequency distribution and basic correlation analysis. The findings showed that administrative staff members were more satisfied with their jobs, and that the record-keeping procedures employed in Oyo State's tertiary institution registry were adequate. Nevertheless, the majority of the facilities utilised for record management procedures are only occasionally accessible. In Oyo State higher institutions, administrative workers frequently encounter the following issues: insufficient finance, an epileptic power supply, and a lack of ICT infrastructure. Furthermore, the results demonstrated a strong correlation between administrative staff job satisfaction and records management procedures at Oyo State's higher education institutions. This suggests that job satisfaction could increase with better records management procedures. Accordingly, the study came

to the conclusion that achieving the aims and objectives of any organisation that strives to uphold a high standard of records management practices depends heavily on job satisfaction. The administration of Oyo State's higher education institutions was advised to put in place incentive programs, together with training opportunities and better working conditions, to increase employee morale and job satisfaction. This would improve their record-keeping procedures.

3. Research Procedure

This study used a survey-based descriptive research design. The 3645 non-teaching employees from the three public universities in Ogun State (Federal University of Agriculture Abeokuta = 1447; Olabisi Onabanjo University, Ago-Iwoye = 1486; and Tai Solarin University of Education, Ijagun = 712) made up the study's population. Using a proportionate stratified sampling technique, 728 non-teaching staff members made up the study's sample. Data was gathered using two self-developed tools, the Job Effectiveness Questionnaire (JEQ) and the Record Management Practice Questionnaire (RMPQ), which had reliability coefficients of .88 and .81, respectively. The hypotheses were examined at the .05 level of significance after the data was analysed using Pearson Product Moment Correlation (PPMC).

4. Results

Ho1: In Ogun State's public universities, there is no statistically significant correlation between record classification and job effectiveness of non-teaching employees.

The results of the first hypothesis, which examined the connection between record classification and the work effectiveness of non-teaching personnel in public universities in Ogun State, were shown in Table 1. With a calculated r-value higher than the calculated p-value ($r\text{-value} = .293$; $p\text{-value} = .000 < 0.05$), the results demonstrated a substantial positive association between record classification and non-teaching staff job effectiveness in public universities. Thus, the null hypothesis was disproved. Thus, in public universities in Ogun State, there was a substantial correlation between record classification and the work efficacy of non-teaching staff.

Ho2: In Ogun State's public universities, there is no statistically significant correlation between record retrieval and job effectiveness of non-teaching employees.

The results of the second hypothesis, which examined the connection between record retrieval and the job effectiveness of non-teaching staff in public universities in Ogun State, were shown in Table 2. With a calculated r-value higher than the calculated p-value ($r\text{-value} = .465$; $p\text{-value} = .000 < 0.05$), the results demonstrated a substantial positive association between record retrieval and non-teaching staff job effectiveness in public universities. Thus, the null hypothesis was

Table 1: Pearson's Correlation between Record Classification and Staff Job Effectiveness in Public Universities

Variables	N	Mean	SD	df	r	Sig.	Decision
Record Classification	728	26.411	5.318	726	.293*	.000	Significant
Job Effectiveness		20.520	5.206				

* $p < 0.05$

Table 2: Pearson's Correlation between Record Retrieval Staff Job Effectiveness in Public Universities

Variables	N	Mean	SD	df	r	Sig.	Decision
Record Retrieval	728	23.532	5.264	726	.465*	.000	Significant
Job Effectiveness		20.520	5.206				

* $p < 0.05$

Table 3: Pearson's Correlation between Record Disposal and Staff Job Effectiveness in Public Universities

Variables	N	Mean	SD	df	r	Sig.	Decision
Record Retrieval	728	21.631	5.218	726	.362	.000	Significant
Job Effectiveness		20.520	5.206				

* $p < 0.05$

disproved. Thus, record retrieval and the work effectiveness of non-teaching staff at Ogun State's public universities were significantly correlated.

Ho3: In Ogun State's public universities, there is no statistically significant correlation between record disposal and job effectiveness of non-teaching employees.

The results of the third hypothesis, which examined the connection between record disposal and the work efficacy of non-teaching personnel in public universities in Ogun State, were shown in Table 3. With a calculated r-value higher than the calculated p-value (r-value = .362; p-value = .000 < 0.05), the results demonstrated a significant positive relationship between record disposal and non-teaching staff job effectiveness in public universities. Thus, the null hypothesis was disproved. As a result, in Ogun State's public universities, there was a strong correlation between record disposal and the productivity of non-teaching employees.

5. Discussion of Findings

The results of the first hypothesis showed that, at public universities in Ogun State, record classification and non-teaching staff job effectiveness were significantly correlated. This outcome implies that when institutional records are logically grouped and organized, it enables non-teaching staff to access information more easily and carry out administrative functions more efficiently. This finding is consistent with the results of Okoye and Eze (2021), who discovered that the proper classification of records in Nigerian higher institutions enhanced administrative productivity and reduced staff workload. Their study found that universities that maintained a clearly defined filing structure experienced fewer delays in processing student or academic records. Likewise, Akinfolarin and Adeyemi (2020) emphasized that an

efficient record classification system improves the flow of information, facilitates decision-making, and boosts employee performance by minimizing time spent searching for documents. In summary, effective record classification contributes significantly to job effectiveness by promoting order, reducing duplication of efforts, and enhancing response time among staff.

The results of the second hypothesis showed that, at public universities in Ogun State, record retrieval and non-teaching staff job effectiveness were significantly correlated. This indicates that when records are easily retrievable, non-teaching staff can perform their duties more efficiently and without unnecessary delays. Quick and easy access to needed documents enhances service delivery, supports timely decision-making, and reduces administrative errors. This result is consistent with the findings of Olalekan and Adedayo (2022), who reported that the ability to retrieve records without hindrance had a strong impact on administrative productivity in public universities. Their study revealed that poor retrieval systems led to staff frustration, increased workload, and diminished job satisfaction. In contrast, institutions that invested in digital databases or categorized physical filing systems recorded better staff output and morale. Additionally, Adeoye and Popoola (2020) found that fast record retrieval not only improved the performance of administrative staff but also ensured that students and academic departments received timely support.

According to the third hypothesis's findings, record disposal and non-teaching staff job effectiveness at Ogun State's public universities were significantly correlated. This finding suggests that systematically disposing of outdated or unnecessary records contributes positively to the performance of administrative staff. Effective record disposal helps to

declutter office spaces, streamline storage systems, and ensure compliance with institutional and legal policies. It also prevents the misplacement of current and relevant records, thereby improving staff access to useful documents. This finding is corroborated by the study of Nwankwo and Ezeani (2023), which established that effective record disposal enhances organisational efficiency and improves staff workflow in public tertiary institutions. The researchers highlighted that when universities adhered to approved retention and disposal schedules, non-teaching staff were able to work in cleaner, more organized environments that promoted task focus and productivity. Similarly, the study by Adewuyi and Ogunbameru (2021) emphasized that proper record disposal practices are essential to maintaining data integrity, reducing operational confusion, and facilitating better performance among support staff.

6. Conclusion

The study has established that effective record management practices specifically record classification, record retrieval, and record disposal have a significant positive relationship with the job effectiveness of non-teaching employees in Ogun State's public universities. These findings accentuate the vital role that organized information systems play in enhancing administrative operations, decision-making, and overall institutional efficiency. When records are well-classified, easily retrievable, and appropriately disposed of, non-teaching staff can perform their duties more accurately, promptly, and with less stress, thereby contributing to the smooth functioning of the university system.

7. Recommendation

In light of the results, it was suggested by the authors that:

1. Universities should develop and enforce standardized record classification systems that follow best practices and ensure consistency across departments. This will make it easier for non-teaching staff to store, locate, and utilize records efficiently.
2. University management should invest in digital record retrieval technologies and train administrative personnel on their use, to enhance quick access to documents, minimize retrieval errors, and improve service delivery timelines.
3. A clear and periodic record disposal policy should be implemented, guided by regulatory frameworks and retention schedules, to avoid clutter, maintain up-to-date records, and support a more organized and effective work environment for non-teaching staff.

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