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Records Management Practices and Job Satisfaction of Administrative Staff in Selected Tertiary Institutions in Oyo State

Olufemi Kunle ARAMIDE
Department of Library and Information Science,
Adeleke University, Ede
femaramid@gmail.com
08035635121

Rita Ebehireime AJIBOLA
Department of Office Technology and Management,
The Polytechnic, Ibadan
ritajib@yahoo.com

Deborah Omowumi ODUWOLE
Department of Office Technology and Management,
Adeseun Ogundoyin Polytechnic, Eruwa
wumioduwole@gmail.com

Abstract

Job satisfaction is relevant to the attainment of the goals and objectives of any institution in this current era of information explosion. Administrative staff are faced with several challenges that hinder proper records management practices. This triggered an inquiry into records management practices and job satisfaction of administrative staff in selected tertiary institutions in Oyo State, Nigeria. This study adopted a survey research design. The population comprised 1,800 administrative staff in the selected institutions. The sample size was 317 using Krejcie and Morgan's sample size determination for a known population. A structured questionnaire was used to gather data and analysed using frequency distribution and simple correlation analysis on the SPSS package. Results revealed an improved level of job satisfaction among administrative staff and adequacy of record management practices used in the registry of tertiary institutions in Oyo State. However, most of the facilities used for record management practices are only sometimes available. The common challenges faced by administrative staff face in Oyo State tertiary institutions include a lack of ICT infrastructure, epileptic power supply and inadequate funding. Additionally, the findings showed a significant relationship between records management practices and job satisfaction of administrative staff in tertiary institutions in Oyo State ($r=.637$, $n=313$ $p=0.000$ or < 0.05). This implies that with improved records management practices, job satisfaction may be enhanced. The study therefore concluded that job satisfaction remain central in the attainment of the goals and objectives of any institution that is geared towards maintaining a high standard of records management practices. It was recommended that the management of tertiary institutions in Oyo State implement reward systems, including training

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opportunities and improvements in working conditions, to boost staff morale for greater job satisfaction, thereby enhancing their record management practices.

Keywords: Records management; Job satisfaction; Administrative staff; Tertiary institutions

Introduction

Technology is constantly changing and productivity requires large numbers of both electronic and physical documents that carry vital information as institutional activities are moving at an accelerated rate every day. Organisations frequently do not realise how difficult records management duties are until they are unable to access important documents (Nyamwamu, 2018). Electronic or physical records are still considered to be necessary for administrative documentation in both traditional and digital organisations. The degree of contentment that employees display while performing their duties at work is known as job satisfaction (Pham, 2019). It is the entirety of a person's psychological and social health concerning their employment.

Job satisfaction is defined as the employee's perception of their quality of life at work and the state that could be enhanced by the employer's social responsibility initiatives. Therefore, it is essential to investigate aspects that are likely to improve job satisfaction to get timely organisational results (Henry, 2022). Since job satisfaction is an emotional reaction to the workplace, it can only be determined by the employee's expression of personal feelings about the job and its surroundings. It is clear from the various definitions that job satisfaction typically depends on one's attitude and personal feelings. Job satisfaction is also impacted by management style and the standard of working conditions. The achievement of any institution's aims and objectives is obviously correlated with job satisfaction (Okorie, 2015).

The field of management known as records management is in charge of effectively and methodically controlling the production, receipt, upkeep, use, and disposal of records. This includes the procedures for gathering and preserving documentation of business transactions and activities (Ajibola, 2022). Records management is very essential since it facilitates the successful and efficient operation of people, organisations, and educational institutions. Records management therefore is an important function of an organization. Educational institutions serve as centres for the creation of data and, consequently, the maintenance of records. However, it is now common for documents to be irretrievable when needed, particularly in Nigerian educational institutions.

The rate at which dynamic documents are lost or misplaced, as well as the slow pace at which record management staff recover necessary information from their source, may cause anxiety among Nigerian administrators, according to Nwaomah (2015). Lost or misplaced documents frequently result in irrational conclusions or a lapse in necessary action on important concerns, which can be considered a weakness of the institutions towards proper records management. Effective records management may not be possible if the facilities needed to retain records are not available This only demonstrates that facilities such as servers, computers, printers, cabinets, shelves, photocopiers, external storage devices, and fireproof cabinets, to name a

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few, must be available for any organisation to have and use its records as needed (Allison, 2017).

Students' records make up the majority of the vast amounts of paper and electronic records produced by tertiary institutions. According to Arnold and Brighton (2018), records must be taken, used, and stored or archived in an orderly way that preserves their integrity in order for the records management system to function. This might be feasible if administrative staff members keep up with the latest technical developments worldwide. For administrative workers to generate papers that are both professional and of high quality, they must possess records management skills.

Important tasks like admitting new students, confirming results, keeping archive reports, creating and supplying transcripts, preserving course forms, creating graduate academic records, issuing certificates, notifying students of results or statements of results, managing student data, and more fall under the purview of the registry. Using appropriate record management techniques, administrative staff are in charge of documenting, maintaining, and overseeing these records. The kind of records the institutions must maintain, the kind of decisions they will make, and their level of job satisfaction will all depend on how well they can handle these records. For any institution to accomplish its key objectives, such an institution is assumed to wholeheartedly rely upon its ability to attract, maintain, and keep up equipped and fulfilled staff into its work (Abikoye et al, 2019).

Institutions may lose, misplace, or improperly store student records, making them irretrievable. The administrative staff appears to have been given more responsibilities, which has led to stress at work and difficult circumstances like training, a lack of funding, inadequate storage space and security measures, an epileptic power supply, and a lack of ICT infrastructure to carry out their duties. These issues may eventually impact their job satisfaction and productivity. In view of the above the study examined records management practices and job satisfaction of administrative staff in selected tertiary institutions in Oyo State Nigeria. The study focused on students' records which form the bulk of records in the institution registry.

Objectives of the Study

1. Examine the level of job satisfaction of administrative staff in tertiary institutions in Oyo State.

2. Examine records management practices in tertiary institutions in Oyo State.

3. Assess the availability of facilities used for records management in the registries of tertiary institutions in Oyo State.

4. Identify the challenges faced by administrative staff in records management in tertiary institutions in Oyo State.

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5. Determine the relationship between records management practices and job satisfaction of administrative staff in tertiary institutions of Oyo State.

Research Questions

1. What is the level of job satisfaction of administrative staff in tertiary institutions in Oyo State?

2. What are the records management practices used in the registries of tertiary institutions in Oyo State?

3. What are the available facilities used for records management in registries of tertiary institutions in Oyo State?

4. What are the challenges faced by administrative staff in records management in tertiary institutions in Oyo State?

Hypothesis

H_{01}: There is no significant relationship between records management practices and job satisfaction of administrative staff in tertiary institutions in Oyo State.

Theoretical Framework

Theodore Schellenberg developed the life cycle theory in 1930. In the conceptual framework for maintaining records, particularly in the context of paper management, the life cycle theory has mostly been seen as feasible. Records can only exist once at each stage of their lives, according to this theory. The lifecycle is based on the notion that some records retain their value for a longer period of time than others and that the value of records frequently changes throughout time. This theory falls into three phases identified as (1) records creation or receipt (born or adopted); (2) records use and maintenance (that is, they live actively), and (3) records destruction (they die) or transfer to an archival repository (they are reincarnated). The life circle of records theory is relevant to this study because tertiary institution registries create/receive, use/maintain (actively and inactively) and destroy or transfer records to archival repository.

In 1996, Frank Upward proposed a version of the records continuum model that he believed represented a paradigm change. It has four axes and four dimensions. The four dimensions are create, capture, organize, and pluralise while the four axis are, transactional, identity, evidential and recordkeeping. The records continuum concept is significant for electronic records which are prone to modification and conversion and there is a method records work as sources of value-added information and can be used as assets with new records being formed in the process (Mpubane and Asania 2020). Records in the electronic environment are not tangible objects as in the case of paper-based records and as records are technology dependent, the content is prone to transformation and conversion. The records continuum model is significant for electronic records which are prone to transformation and conversion.

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The psychologist Frederick Irving Herzberg created the Two-Factor theory. He conducted research to identify the elements of an employee's workplace that contributed to their level of satisfaction or dissatisfaction in order to gain a deeper understanding of employee attitudes and motivation. He theorised that job discontent and job satisfaction act independently of one another, and he reported his findings in the 1959 book, The Motivation to Work. According to him, some workplace elements contribute to employment satisfaction, while other elements lead to dissatisfaction. To account for these findings, he created the motivation-hygiene theory. He called the satisfiers motivators and dissatisfies, hygiene factors.

Methodology

A descriptive survey design was used for this investigation. The design is appropriate due to the fact that the researcher intended to describe and estimate the relationship between the variables. The population of the study comprises of all administrative staff in the three tertiary institutions under study which is 1800. The administrative staff are made up of Deputy Registrars, Assistant Registrars, Administrative staff, Secretaries and other categories of staff who manage students' records in the registry. The sample size for the study was 317 as determined by Krejcie and Morgan sample size table for a known population. A proportionate stratified sampling technique was adopted for this study to select three categories of tertiary institutions in Oyo State. These Institutions are the University of Ibadan, The Polytechnic Ibadan and Emmanuel Alayande College of Education, Oyo. This was to ensure that a good representation of the population is taken for the study. Data were collected using a questionnaire. Copies of the questionnaire were administered to 317 of the administrative staff in the selected tertiary institutions. Three hundred and thirteen (313) questionnaires were returned. One hypothesis was tested using simple correlation analysis on the SPSS package.

Result

Research question 1: What is the level of job satisfaction of administrative staff in tertiary institutions in Oyo State?

Table 1: Level of job satisfaction of Administrative staff in tertiary institutions in Oyo State

S/N	Item	SA	A	D	SD	M	S.D
1.	My working condition is comfortable	49 (15.7%)	140 (44.7)	82 (26.2%)	42 (13.4%)	2.6262	.90452
2.	I have opportunity to learn new skills	30 (9.6 %)	128 (40.9%)	103 (32.9%)	52 (16.6%)	2.4345	.87871
3.	Relationship with my co-workers is cordial	156 (49.8%)	128 (40.9%)	21 (6.7%)	8 (2.6 %)	3.3802	.72447

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4.	Relationship with my supervisor is very good	154 (49.2 %)	111 (35.5%)	48 (15.3%)		3.3387	.72964
5.	I have variety of job responsibilities	98 (31.3 %)	164 (52.4%)	26 (8.3%)	25 (8.0%)	3.0703	.84439
6.	My institution gives support for additional training and education	28 (8.9 %)	82 (26.2%)	95 (30.4%)	108 (34.5 %)	2.0958	.97915
7.	Opportunities for advancement in My profession through seminar, workshop and conferences	47 (15.0 %)	104 (33.2%)	79 (25.2 %)	83 (26.5%)	2.3674	1.0327 1
8.	My monthly salary is commensurate With my job	61 (19.5%)	140 (44.7%)	79 (25.2%)	33 (10.5%)	2.7316	.89417
9.	Salary is promptly paid	71 (22.7 %)	118 (37.7%)	98 (31.3%)	26 (8.3%)	2.7476	.90061
10.	I feel I am adequately valued, recognized and appreciated at work	107 (34.2%)	104 (33.2%)	70 (22.4%)	32 (10.2%)	2.9137	.98494
11.	My contributions are welcome	65 (20.8%)	128 (40.9%)	78 (24.9%)	42 (13.4%)	2.6901	3.2141

Source: Field Work, 2022

The table 1 shows that employees have positive relationships with co-workers (M = 3.38, SD = 0.72) and supervisors (M = 3.34, SD = 0.73) and appreciate job variety (M = 3.07, SD = 0.84). However, they are dissatisfied with institutional support for additional training (M = 2.10, SD = 0.98), career advancement opportunities (M = 2.37, SD = 1.03), and salary conditions (M = 2.73, SD = 0.89), indicating a need for better professional development and compensation policies.

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Research Question 2: What are the records management practices used in the registries of tertiary institutions in Oyo State?

Table 2: Records Management Practices used in the Registries.

S/N	Item	SA	A	D	SD	M	S.D
1	Students record are created in the registry at registration point	168 (53.0%)	125 (39.4%)	13 (4.1%)	7 (2.2%)	3.4633	.70217
2	There are schedule for students records in the registry.	144 (45.4%)	132 (53.3%)	73 (42.2%)	33 (10.4%)	3.3291	.71411
3	We observe records and information management policy in the registry	168 (53.7%)	133 (42.5%)	12 (3.8 %)		3.4984	.57247
4	There is proper security to secure students records in the registry	113 (36.1%)	153 (48.9%)	39 (12.5%)	8 (2.6 %)	3.1853	.74518
5	Students' records are filed in a proper manner in the school	115 (36.3%)	179 (57.2%)	19 (6.1 %)		3.3067	.57889
6	Students' records are preserved in the registry until approved stipulated period period by management	90 (28.8%)	170 (54.3%)	33 (10.5%)	20 (6.4 %)	3.0543	.80479
7	Students' records are easy to retrieve whenever it is needed	38 (12.1%)	58 (18.5%)	101 (32.3%)	116 (37.1%)	2.0575	1.02057

Source: Field Work 2022

The analysis indicates that student records are properly created at registration (M = 3.46, SD = 0.70), managed according to policy (M = 3.50, SD = 0.57), and securely stored (M = 3.19, SD = 0.75). However, record retrieval is challenging (M = 2.06, SD = 1.02), suggesting a need for improved accessibility and retrieval systems.

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Research question 3: What are the available facilities used in records management in registries of tertiary institution?

Table 3: Facilities Used for Records Management

S/N	Item	VA	SA	NA	M	S.D
1	Desktop computer	133 (42.5 %)	188 (52.4 %)	16 (5.1 %)	4.0639	5.05759
2	Printers	132 (42.2%)	181 (57.1 %)		3.3482	.61248
3	Photocopiers	92 (29.4 %)	221 (70.6 %)		3.1885	.60415
4	Internet connectivity	88 (28.1 %)	204 (65.2 %)	21 (6.7 %)	3.0032	.83397
5	Wireless Area Network	106 (33.9 %)	203 (64.8 %)	4 (1.3 %)	3.1310	.74599
6	Laptops	105 (33.5%)	196 (62.6 %)	12 (3.8 %)	3.0224	.85268
7	External storage device	36 (11.5 %)	238 (76.1%)	39 (12.5 %)	2.5112	.85525
8	Steel cabinet	62 (19.8%)	198 (63.3%)	53 (16.9 %)	2.5016	.99397
9	Scanner	21 (6.7%)	284 (90.7%)	8 (2.6 %)	2.5879	.65495
10	Shredder	40 (12.8%)	261 (83.4 %)	12 (3.8%)	2.5016	.76429

Source: Field Work, 2022

The analysis reveals that desktop computers are the most available (M = 4.06, SD = 5.06), followed by printers (M = 3.35, SD = 0.61) and photocopiers (M = 3.19, SD = 0.60). However, external storage devices (M = 2.51, SD = 0.86), steel cabinets (M = 2.50, SD = 0.99), and shredders (M = 2.50, SD = 0.76) are among the least available, indicating potential gaps in essential office equipment.

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Research Question 4: What are challenges faced by registry staff in their job performance in tertiary institutions in Oyo state.

Table 4: Challenges Faced by Registry Staff.

S/N	Item	Yes	No	M	S. D
1	Lack of professionally trained records managers	251 (80.0%)	62 (19.8%)	2.8882	.75338
2	Staff resistance to electronic records management	288 (92.0%)	25 (8.1%)	3.0958	.54633
3	Inadequate funding	262 (83.7%)	51 (16.3%)	3.0863	.67622
4	Poor record classification	309 (98.8%)	4 (1.3%)	3.1438	.38618
5	Record tracking and retrieval	286 (91.4%)	27 (8.6%)	3.0096	.48361
6	Inadequate security measure	283 (90.4%)	30 (9.6%)	3.0447	.61335
7	Lack of records retention and disposition schedule	292 (93.3%)	21 (6.7%)	3.1310	.54781
8	Epileptic power supply	286 (91.4%)	27 (8.6%)	3.1757	.56425
9	Inadequate storage facilities	263 (84.0%)	50 (15.9%)	2.9393	.78415
10	Lack of ICT infrastructure internet, computers etc.	280 (89.4%)	23 (10.6%)	3.0032	.61758

Source: Field Work, 2022

The analysis shows that the most significant challenges to records management are poor record classification (M = 3.14, SD = 0.39) and lack of records retention and disposition schedule (M = 3.13, SD = 0.55), with overwhelming agreement that these issues exist (98.8% and 93.3%, respectively). Other notable challenges include staff resistance to electronic records management (M = 3.10, SD = 0.55), inadequate funding (M = 3.09, SD = 0.68), and epileptic power supply (M = 3.18, SD = 0.56), with high percentages of respondents confirming their impact.

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Hypothesis 1: There is no significant relationship between records management practices and job satisfaction of Administrative staff in tertiary institution in Oyo State.

Table 5: Correlation between Record Management Practices and Job Satisfaction

		Job satisfaction	Record Management Practices
Job Satisfaction	Pearson Correlation	1	.637**
	Sig. (2-tailed)		.000
	N	313	313
Record Management Practices	Pearson Correlation	.637**	1
	Sig. (2-tailed)	.000	
	N	313	313

Source: Field work, 2022

The result in Table 5 revealed that there is a significant relationship between records management practices and job satisfaction. The (r=.637, p=0.000, n=313 or < 0.05). The table revealed that records management practices have a positive relationship with job satisfaction of administrative staff in tertiary institutions. The null hypothesis is therefore rejected and the alternative accepted. This implies that if there is improvement in records management practices, job satisfaction will improve.

Discussion

The study examined records management practices, as correlates of job performance and job satisfaction of administrative staff in Tertiary Institutions in Oyo State, Nigeria. Four research questions and one research hypothesis were used in this research. The null hypothesis was rejected. The discussion of findings will be based on the research hypothesis and research questions in the study which were drawn from the objectives of the study.

It was discovered from the study that Job satisfaction of administrative staff remains a critical criterion for the attainment of the goals and objectives of tertiary institutions in Oyo State. The findings revealed that the Administrative staff are satisfied with their job which is reflected with the different facets of job satisfaction- work itself, relationship, responsibility, growth/advancement, salary and recognition. This findings is in agreement with Nwaomah, (2016), [that] job satisfaction significantly impacts records management practices of Administrative staff in South-south Nigerian Universities.

The result showed that records management practices in the registry of tertiary institutions in Oyo State include records creation, observation of records management policy, schedules creation, classification of records, storage of records, filing of records and preservation of records is adequate. Tertiary institutions use these practices with the ultimate aim of managing students' records at their disposal and making their records available when and where needed. The findings conformed with ISO (2001) which saw records as data created, received; and maintained as evidence by an organization or person, in pursuance of legal responsibilities or in the transaction of business and also agreed with the findings of the work

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of Adu (2014), that records management practices in tertiary institution is crucial mostly for Administrative staff and when well kept, would help in achieving the institution goals and objectives.

The result showed that the facilities that are sometimes available for records management in the registries of tertiary institutions in Oyo State are printers, desktop computers, photocopiers and Internet connectivity. Other facilities that are sometimes available are Computers, wireless Area Connections, external storage devices, Servers, scanners, Shredder, steel cabinets and laptops. The reason for this could be understood from the viewpoint that on average, each of the institutions has a desktop computer as well as printers, and photocopiers for mass-producing their work and internet connectivity to get connected to the global world. This result is in agreement with the study that institution records management is shifting from a manual to an electronic system of managing records by using computers and the internet (Ovbiagele, Mgbonyebi and Olaniye, 2019).

The result showed that epileptic power supply, inadequate storage facilities, lack of ICT infrastructures, lack of records retention and disposition schedule, inadequate funding, staff resistance to electronic records management, records tracking and retrieval, inadequate security measures, orientation for new staff are the most common challenges registry staff face in Oyo State. This finding agrees with the work of Mwangi (2017), who noted that there are problems with records creation in Nigeria tertiary institutions ranging from the problem of effective creation and control of records as the greatest consumers of fund, to space and equipment among other service activities in the institution system. He further stated that when the creation of records is not properly managed, attainment of goals and objectives become a problem. These may manifest in difficulty in locating records from where they are kept. bulky files manually kept, wrong filing system, wrong title of files and having offices clustered with papers and files. In support of the findings also, Mwangi, (2017) revealed that there was a major challenge in managing records.

Hypothesis one revealed that there is a significant relationship between records management practices and job satisfaction. Where r =.637, p=0.000 or < 0.05. The table revealed that records management practices has a positive relationship with job satisfaction of Administrative staff in tertiary institutions. The null hypothesis is therefore rejected and the alternative accepted. This implies that if there is improvement in records management practices, job satisfaction will improve. The finding is in agreement with the work of Na'angap Daship (2012), whose finding showed that majority of staff are satisfied with their work though they were not paid enough. This from the researcher's observation may be due to the high costs of living in the country. It is in agreement with this study who supported this claim by saying that "all efforts made by Government to increase workers salary, and allowances are not felt because of inflationary trends". The study also agreed that wages and salaries are therefore very important to employees because they are the most significant reward that would assist them to have a good living standard and job satisfaction.

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Conclusion

Job satisfaction remains central in the attainment of the goals and objectives of any organization that is geared towards maintaining a high standard of records management practices. The findings of the study revealed that there is a significant positive relationship between records management practices and job satisfaction of administrative staff in tertiary institutions at Oyo State.

Recommendations

The study recommended that:

1. Management of tertiary institutions should improve on strategies to boost their staff morale for greater job satisfaction through a proper reward system, providing opportunities for growth and advancement, training, improving the working condition of their administrative staff, and providing the needed facilities which will boost their effort on records management practices. If there is improvement in records management practices, job satisfaction will improve among administrative staff of tertiary institutions in Oyo State.

2. There should be a proper records management policy in place in tertiary institutions in Oyo State to guide administrative staff in records management practices such as records creation, records schedule, and maintenance, records classification, storage, security, filing, preservation of records, retrieval and records disposition.

3. Management of tertiary institutions should provide the needed facilities for record management practices in the registry which will enable the Administrative staff to improve on their job productivity.

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