Information Technology Practices and Job Performance of Secretaries in Tertiary Institutions in Lagos State, Nigeria

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ABSTRACT

Information plays a vital role in the life of every individual and a country at large. The life sustainer of every organization can be traced to information technology practices. Secretaries are not left out in the practice of information technological. However, a situation whereby the indicators of information and technology management is not practiced, there is every tendency that the level of job performance working in such organizations will be questioned. In this regard, this study deems it fit to investigate how Information Technology Practices (ITP) will influence Job Performance (JP) of secretaries in higher institutions of learning in Lagos state. Descriptive research design was adopted. Population consists of 1189 secretaries in higher institution of learning in Lagos state. Multistage sampling technique was adopted, afterwards, 226 secretaries served as the sample size for this study. The reliability coefficient for each of the variable ranged from 0.70 to 0.95. Data collected was analyzed using descriptive and inferential statistics. Findings revealed that ITP was found to significantly influence JP (Adj. R^2 = 0.102; p = 0.000). The study concluded that in terms of achieving maximum job performance, only ITP will bring about this. The study recommended that taking decisions by secretaries should be engineered by IT related factors, should actually avail themselves of making use of state of the art IT facilities during the course of their jobs and also secretaries in higher institution of learning in Lagos state should be compensated handsomely if they carry out extra jobs within the institution.

Keywords: Information Technology Practices, Job Performance, Lagos State, Secretaries.

1. INTRODUCTION

The success of every organization depends so much on how effective the employees fulfill and executes their job duties. In a competitive environment, every organization needs a high-performance employee that fulfills the goals and objectives in other to enhance organization productivity. Hence, it is important that they get feedback on their performance as a guideline for their actions in the future. Performance in an organization therefore refers to the effectiveness, quality, and efficiency of overall output. It goes a long way to show how valuable an employee is to the organization.

Performance is the result of factors and energy put in place by each employee of the organization. Employees' performance is influenced by a variety of individual traits. Each employee is an asset of the organisation, the returns provided by each employee must therefore be significant. High job performance enables different organizations to achieve their objectives and ensure that these organizations survive and thrive even in the Nigerian context as well. Due to the increasing competition among organizations, educational institutions included, it has become imperative for the organizations to improve their performance and focus on their human component to ensure excellence and prosperity. Job performance of employees enables senior management to assess the performance of the organization and to develop programs and frameworks that can help in improving the overall performance of the organization. The job performance of employees is important in all organizations, but its importance increases in educational organizations in (tertiary institutions in particular) because of the pivotal role played by the secretaries of tertiary institutions in creating and nurturing the records and data that are capable of enhancing the institutions' operations. Thus, secretaries have important role and contribute to the advancement of the institutions in terms of record sensing, collecting, organizing, processing and maintaining of information needed for efficient and effective management.

However, automation of information management enables a wide range of technologies to eliminate mistakes, enhance work performance, extend human capabilities, and reduce effort and stress while doing tasks. It supports perceptual-cognitive and decision-making activities, decreasing physiological strain and workload for human operators. The use of technological equipment in office operations to enhance productivity is referred to as information technology practices which could be enhanced by the use of information technology. This enhanced efficiency is due to the completion of information interchange within the workplace and between offices and their surroundings, which might ultimately aid in the management of better information. Information technology practice is a mechanism that aims to improve organization efficiency and productivity through the use of effective and efficient management by utilizing electronic flow of correspondence at the organizational level, easy searching stored data, quick and timely response to clients; removal of paper from the administrative correspondence cycle, proper control over users, and maintaining and recording information (Ejeka, 2020).

Increase nonproductive operations such as physical archiving of papers, keeping operation records in a smaller volume, ensuring high security and simple access, creating essential reports with various diagrams, and reducing office management responsibilities. Typists and secretaries, ability to supervise tasks and activities over the phone at any time, control over classified data, precision in performing operations and recording all affairs, complete removal of paper from the work process, ease and speed in operation flow, high security in document storage and rapid access (Ejeka, 2020). When it comes to information technology study, the first step is to identify the office technology system, which is crucial. Today, one of the problems being debated in both academic and applied areas is the deployment of information technology in organizations and businesses. Information technology for management support, information technology for innovation support, information technology for business process support and information technology for operational support are the information technology measures to be used in this research as adopted from Marchand's Information Orientation Theory (Marchand, 2002).

Information technology for management support systems are dynamic systems that allow secretaries to analyze data to make forecasts, identify information management performance and business strategies. Meanwhile, information technology for innovation support fosters innovation in record management, information management in order to improve performance of secretaries in tertiary institutions in Lagos State. Information technology for the support of business process allows considering the process-enabling role of a variety information technology from telecommunication infrastructure to business intelligence solutions. Information technology also enables business processes by providing information management, information processing and communication support to enhance business performance while by implementing computer systems offices could achieve automate control of the business and information tasks. Information technology enables the lower-skilled workers improve their operation efficiency and perform responsibilities with high quality consistently,

There are three roles that IT for operational support could play in offices which include; Increasing scale efficiencies in the operational activities of manufacturing and service. Processing some basic information and business management. Monitoring and recording the actions and performance of the operational employees when they carry out information management tasks. The motivation to keep using such technology, as well as the desire to motivate other users is the driving force. Due to the inability of the school management to provide adequate information technological equipment for the management of office work by secretaries, it has been very difficult for secretaries of tertiary institutions in Lagos State to advance their secretarial functions and this has resulted to poor job performance (Conway, 2015). In view of the above discussion, this study therefore seeks to examine the influence of information management practices on job performance of secretaries in tertiary institutions in Lagos State, Nigeria.

2. LITERATURE REVIEW

2.1 Theory and Hypotheses Development
The theoretical background will firstly show the definition of the Information Orientation and its three vital information capabilities which is defined by Marchand, Kettinger and Rollins. According to them, the three information capabilities will finally form an Information Culture within the organization (Marchand, 2002). In 2001, Marchand, Kettinger and Rollins surveyed over a thousand senior managers from 169 senior management teams in 98 companies operating in 22 countries and 25 industries in an attempt to answer the question which shows below: "How does the interaction of people, information and technology affect business performance?" The result for the answer is Information Orientation. They give the definition of Information Orientation which is a new metric of effective information use. It measures the extent about senior managers perceive their organizations possess the capabilities which associated with effective information use to improve business performance. Information Orientation helps company to improve business performance by determining the degree to which a company possesses competence and synergy across the following three vital Information Capabilities. The three information Capabilities are main characteristics that Information Orientation Company should have; Information Technology Practices, Information Management Practices and Information Behaviors/Values.

Information Technology Practices (ITP) describes the capabilities of a company that effectively manage information technology (IT) applications and infrastructure to support their business operations, business processes, managerial decision making, and innovation. Information Orientation Measures the capabilities of a company to effectively manage and use information Technology Practices (ITP) Information Management Practices (IMP) and Information Behaviors and Values (IBV). Information Management Practices (IMP) describes the capabilities that manage information effectively over the life cycle of information use, this life cycle includes sensing information, collecting information, organizing information, processing information, and maintaining information. Information Behaviors/Values (IBV) describes the capabilities that promote behaviors and values in its people for effective use of information.

Information Management Practices (IMP) describes the capabilities that manage information effectively over the life cycle of information use, this life cycle includes sensing information, collecting information, organizing information, processing information, and maintaining information.
As long as the company using Information Technology such as, hardware, software, application programs, telecommunications networks, and the technical expertise that support the information processing and communications activities at all levels of a company, the company will benefit from this in the following four elements; IT Operational Support By implementing computer systems companies could achieve automate control of the business tasks. Information technology enables the lower-skilled workers improve their operation efficiency and perform responsibilities with high quality consistently. There are three roles that IT for operational support could play in companies: Increasing scale efficiencies in the operational activities of manufacturing and service. Processing some basic business transactions. Monitoring and recording the actions and performance of the operational employees when they carry out business tasks. IT for Business Process Support IT for business process support focuses on the implement of hardware, software, networks and technical expertise to facilitate the management of business process. 'IT for business process support represents an important step in connecting the decisions and information flows across business process with the decisions and transactions within functions and departments inside and outside companies.

However, IT for both operational support and business process support focus on institutionalizing and formalizing yesterday's strategic decision.' IT for Innovation Support Before IT, innovation and research depend on 'finding good knowledge workers and leaving them to their devices, only to measure how quickly and how well they produce outputs'. But now since 1990s, IT for innovation support was primarily driven by three types of IT developments: Software-based innovation, the internet and the management of documents, the growth of global networking and interactivity. IT for Management Support Generally, managers are concerned about three broad types of decision making: strategy, resource allocation and management control. Nowadays Decision Support System is a good example to explain IT's managerial support. However, Decision Support System tended to have complicated interfaces and still required considerable programming; some of the systems are quite expensive but could not get the promising function. Executive Support Systems developed to equip senior managers with the hardware, software, networking and data retrieval capabilities to directly support their semi- and unstructured decision making and communications activities.

There are six key attributes of Executive Support Systems that changed mental models of managers: access external information, help combine information from multiple sources, present information in more meaningful formats, Improve analytical and modeling capabilities, help surface and test assumptions about the business, permit data access anytime, anywhere mangers using IT tools to assist anticipating market trends, evaluating business risks, and defending their market positions. They are more adaptable to gather and analyze data and information from rapidly developing business situations. In view of the above discussion, this hypothesis was formulated;

H_1: information technology Practices have positive and significant impact on job performance of secretaries in tertiary institutions in Lagos State, Nigeria.

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Fig.1: Source: Researcher, 2022

2.2 Information Technology Practices and Job Performance of Secretaries

A study conducted on the information technology practices and employee performance in selected brewing firms in Anambra state, Nigeria. The sample size was 233 arrived at using yemane formula while questionnaires were allocated using bowely proportion allocation formula. Finally the finding of study revealed that there is a significant and positive relationship between information technology practice and employee performance. The study recommended that employees should be consulted before mounting equipment and adjustments' should be built into the design and layout if possible so as to adjust positioning to suits different categories of workers.

The effect of information technology on employees 'commitment in agro-based industries in Cross River State, Nigeria was investigated. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation (r).

The Findings revealed that office automation such as communication flow, integration and access control and security that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good information technology in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity (Schumpeter, 2018).

Another study examined the effect of two constituents of information technology practice (perceive ease of use and perceive usefulness) on employees' job satisfaction and performance, and organizational effectiveness in a sample of 360 technical supervisors and operating core personnel[144]. The analyses revealed that participants who perceived their office technology as to be adequate and favorable scored comparatively higher on the measures of job satisfaction, performance, and perceived organizational effectiveness.

The two constituents of information technology practices were also found causing significant variance in employees' job behaviour and their perception of organizational effectiveness. Regression analyses revealed that among the various components of information technology practices predominantly contribute to employees' job behaviour and organizational effectiveness. An empirical study attempted to investigate the Employee Perception towards Effectiveness and Impact of Environment Management System. This study was conducted at the Tamilnadu textile processing mill society Ltd, Erode. The research design used in this study is descriptive. The sample size is taken for the study is 100 respondents in Tamilnadu Textile Processing Mill, Erode. The needed data were collected as both primary and secondary data.

The primary data is collected from structured questionnaire which are following in the open end, closed end, like scale and the numerical scale. The major findings of the study is based on the analysis and the highly effectiveness of the environment management system and it helps to reduce the environmental impact. In this analyze suggested that implementing new technology to save the working cost in order to use the new technology to give on the job training. The recycling will reduce the EMS impact. Finally, it is concluded that it will help to improve the employees working environment and create the awareness about the environment management system and also it increases the profit and the environment clean (Sheng, 2016).

A related study researched provided another important empirical evidence to investigate the effect of workplace environment's factors (information communication technology) towards employees' performance. Data was collected through the survey method; total 139 employees participated from three main workplace of Miyazu (M) Sdn. Bhd. Based on the findings it shows that only supervisor support is not significant towards the employees' performance. Meanwhile, job aid and physical workplace environment are having a significant relationship towards the employees' performance. Employees' performance level is depending on the quality of the employees' factors workplace environment which are the job aid, supervisor support and also the physical workplace environment.

The three factors determine on how the employees' get engaged or attached to the organization. By conducting this project, the researcher could be able to identify the factors that could contribute to workplace environment that affect employees' performance. Therefore, the main purpose of this research is to investigate and to get a clearer picture on the factors that affect employees' performance from three different working places at Miyazu Malaysia Sdn. Bhd. The places of Miyazu Malaysia Sdn. Bhd. Include the Miyazu's Head Quarters, Miyazu's Stamping Plant and Miyazu's tooling plant.

A study investigated the impact of information technology practices in job satisfaction from banking sector, educational institute and telecommunication industry in Quetta, Pakistan. The study employed a quantitative methodology; the target population consists of educational institutes, banking sector and telecommunication industry operating in the city of Quetta, Pakistan. Simple random sampling is used for collection of data from 210 employees. Finally the result of the study showed that there is a positive relationship between information technology practices and job satisfaction (Mintzberg, 2016).

3. METHODOLOGY

This study adopt a cross-sectional survey design as it attempts to study the subset of a population at a point in time and to determine the influence of information technology practices on job performance of secretaries in tertiary institutions in Lagos State, Nigeria. The research instrument (questionnaire) used was administered to a total of 291 secretaries tertiary institutions in Lagos State. The institutions were selected for the study because it was perceived that most of the secretaries in the institutions are only perfect with the manual management of information which is affecting efficiency of their work and has resulted into decline in secretaries' performance.

4. DISCUSSION

This study examined the influence of information technology practices on job performance of secretaries in Lagos State, Nigeria. The study covered all 291 secretaries in Lagos state tertiary institutions. The result analysis is summarized in the result table below.

Table 1: Summary Of Result Analysis

Model Summary on the influence of information technology practices on job performance of secretaries of tertiary institutions in Lagos State, Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325a	.106	.102	.39042

a. Predictors: (Constant), information technology practices

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.030	1	4.030	26.443	.000b
	Residual	34.143	224	.152		
	Total	38.174	225			

a. Dependent Variable: job performance

b. Predictors: (Constant), information technology practices

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.651	.166		9.945	.000
	Information technology practices	.324	.063	.325	5.142	.000

a. Dependent Variable: Job performance

5. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

According to the results from the research as given in the table above, researcher synthesizes the dimensions of information technology practices and job performance of secretaries the most frequent responses are revealed above. The hypothesis of this study says "there will be no significant influence of information technology practices on job performance of secretaries in tertiary institutions in Lagos, Nigeria". Because of how the hypothesis's conclusion turned out, this hypothesis was rejected. The conclusion is that information technology practices do have a big impact on how well people do their jobs. This is due to the probability value's p value, which is.000, having a value of.000. Over 0.05, this value is present. Since the p value must be less than 0.05 in order for there to be a significance, this is in accordance with the significant rule.

The value of R and, by extension, the value of modified R^2 indicated the strength of the relationship between information technology practices and job performance. R in the aforementioned table has a value of 0.325. This suggests that there is a 32.5% correlation between information technology techniques and job performance. Information technology techniques will only make a 32.5% contribution to the work performance level of secretaries in higher institutions in Lagos State with this level of interaction. Many studies have also reported that information technology practices do influence job performance. This is also in line with the findings of this study whereby it is being reported that information technology practices do influence job performance.

For instance, a study conducted on the information technology practices and employee performance in selected brewing firms in Anambra state, Nigeria. The sample size was 233 arrived at using yemane formula while questionnaires were allocated using bowely proportion allocation formula. Finally the finding of study revealed that there is a significant and positive relationship between information technology practice and employee performance. The study recommended that employees should be consulted before mounting equipment and adjustments' should be built into the design and layout if possible so as to adjust positioning to suits different categories of workers.

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In closing, our objectives for this research have been achieved, information technology practices are vital in enhancing job performance of secretaries in tertiary institutions in Lagos State, Nigeria. More research can be carried out to discover other factors illustrating how these information technology practices measures affect job performance of secretaries even more clearly in future extensions of this research.

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