



RECORDS MANAGEMENT PRACTICES AND SERVICE DELIVERY EFFECTIVENESS OF SECRETARIES IN TERTIARY INSTITUTIONS: EVIDENCE FROM THE POLYTECHNIC, IBADAN, OYO STATE, NIGERIA

Amanetu Olaiya¹ and Tolulope Elizabeth Adenekan².

Department of Office and Information Management, Lead City University,
Toll-Gate, Ibadan, Oyo State, Nigeria.

Emails:

¹saliuhu.amanetu@polyibadan.edu.ng, ²tolu.adenekan@lcu.edu.ng

Cite this article:

Amanetu Olaiya, Tolulope Elizabeth Adenekan (2026), Records Management Practices and Service Delivery Effectiveness of Secretaries in Tertiary Institutions: Evidence from the Polytechnic, Ibadan, Oyo State, Nigeria. British Journal of Library and Information Management 6(1), 33-48. DOI: 10.52589/BJLIM-QCBMF8MQ

Manuscript History

Received: 7 Mar 2026

Accepted: 9 Apr 2026

Published: 28 May 2026

Copyright © 2026 The Author(s).

This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

ABSTRACT: Service delivery in administrative contexts entails the timely, accurate, and professional execution of support functions that facilitate organisational efficiency and stakeholder satisfaction. Secretaries, as custodians of organisational records and key administrative actors, play a pivotal role in ensuring smooth operational processes. A descriptive survey research design was used for the population of 47 secretaries in The Polytechnic, Ibadan, which is the total enumeration of the study population. Data were collected using a structured questionnaire, validated, pretested for reliability, and analysed using descriptive statistics and linear regression. Findings revealed that secretaries' service delivery is very high across the dimensions of reliability, responsiveness, assurance, empathy, and tangibles, with particular strength in reliability and responsiveness. Records management practices were generally rated high, with creation, maintenance, and retention well managed, while distribution, use, and retrieval exhibited notable weaknesses. Regression analysis indicated a strong positive relationship between records management practices and service delivery, with approximately 80% of the variation in service delivery explained by records management practices ($R = 0.895$; $R^2 = 0.801$; $p < 0.05$). This underscores the critical influence of systematic and effective records management on secretaries' performance. The study concludes that well-structured records management systems are essential for sustaining high levels of administrative effectiveness and recommends targeted interventions, including modern recordkeeping technologies, continuous professional training, and process optimisation, to strengthen weaker areas and further enhance service delivery outcomes in tertiary institutions.

KEYWORDS: Records Management, Service Delivery, Secretaries, Administrative Effectiveness.



INTRODUCTION

Service delivery refers to the manner in which organisations design, implement, and manage processes to provide services that meet users' needs efficiently, effectively, and satisfactorily. In organisational studies, service delivery is commonly associated with service quality, responsiveness, reliability, professionalism, and client satisfaction (Ighomereho et al., 2022). Although service delivery literature often emphasises public services and customer-facing operations, its principles are equally applicable to internal administrative services provided by office personnel, including secretaries. In administrative environments, service delivery is conceptualised as the capacity of support staff to facilitate smooth organisational operations through timely information flow, activity coordination, and effective communication. Consequently, the delivery of secretarial services is integral to organisational performance and administrative effectiveness.

The secretarial profession has evolved significantly from traditional clerical functions to a more strategic administrative role. Contemporary secretaries are responsible for managing information systems, coordinating office activities, supporting managerial decision-making, and serving as key communication links within organisations (Fasae, 2024). This evolution has repositioned secretaries as critical service providers whose performance directly affects organisational efficiency and service outcomes. Conceptually, service delivery by secretaries can be defined as the quality and effectiveness with which they perform administrative and support functions that enhance organisational goals and stakeholder satisfaction. Secretaries often represent the first point of contact between organisations and external stakeholders, making their service delivery pivotal to institutional image and service perception (Oluwasina, 2025).

Records management practices constitute a foundational pillar of effective administrative and organisational functioning, particularly for secretaries who serve as custodians of organisational records, including sensitive and confidential information. Conceptually, records management is widely understood as a field of general administrative management that seeks to improve the economy, efficiency, and effectiveness of an organisation's information systems. It focuses on the generation, control, storage, retrieval, preservation, and disposal of records throughout their useful life. Netshakhuma (2020) provides a comprehensive perspective by defining records management as the creation, distribution, maintenance, retention, preservation, retrieval, and disposal of records. This definition underscores the holistic nature of records management, noting that it extends beyond filing or storage to ensuring that records retain their evidential, informational, and legal value over time. Within this framework, records are treated as organisational assets that require deliberate planning, adequate resources, and professional expertise to manage effectively.

Expanding on this view, Mohamed and Bunawan (2022) describe Records Management (RM) as the study and application of management principles essential for the effective and systematic control of record creation, receipt, maintenance, use, and disposition. Central to this conception is the recognition of records as evidence of business activities and transactions. RM, therefore, involves structured processes for capturing, organising, and maintaining records in forms that preserve their authenticity, reliability, integrity, and usability. In modern organisations, this extends to both paper-based and electronic records, requiring integration with business systems and information technologies to ensure continuity and accessibility of organisational memory.



From an operational standpoint, records are a fundamental component of organisational processes, supporting decision-making, ensuring regulatory compliance, preserving institutional history, and facilitating knowledge management. Barros (2023) emphasises the importance of operational records, which are indispensable for the day-to-day functioning of organisations and include transaction records, order forms, correspondence, and inventory logs. These records provide real-time evidence of activities and enable managers to monitor performance and coordinate operations effectively. Financial records, as noted by Katuu (2023), document an organisation's financial position and transactions through instruments such as balance sheets, income statements, and audit reports, thereby supporting financial accountability and transparency.

In addition, human resources records play a critical role in managing the workforce and sustaining organisational productivity. Huda et al. (2023) identify personnel files, payroll records, training documentation, and performance evaluations as key human resources records that support recruitment, appraisal, promotion, and disciplinary processes. Legal records, highlighted by Hassan et al. (2020), are equally crucial, as they safeguard organisational interests and ensure compliance with statutory and contractual obligations. These include contracts, memoranda of understanding, policy documents, and litigation records. Similarly, customer records, which encompass client contact details, service histories, and transaction data, are vital for effective customer relationship management and service delivery (Derua, 2020).

The lifecycle perspective of records management further clarifies how records are managed over time. Alegbeleye (2021) identifies three major stages in the life of records: current, semi-current, and non-current. At this stage, records are actively created, frequently used, and maintained close to their point of origin to support ongoing activities. In the semi-current stage, records are referenced less frequently but are still required for administrative, legal, or operational purposes. At the non-current stage, records that no longer have immediate operational value are appraised and either preserved permanently as archives or disposed of in accordance with approved retention schedules. This lifecycle approach ensures systematic control, cost efficiency, and the preservation of records with enduring value.

Records are widely acknowledged as vital assets to the efficient and successful running of any organisation. Despite the apparent simplicity of records management procedures, many organisations, particularly in developing contexts, continue to struggle with implementation challenges. These challenges often include inadequate technological infrastructure, insufficiently trained personnel, and weak compliance with established records management policies and regulatory frameworks. Such deficiencies are especially evident in government-owned institutions, where bureaucratic complexity and resource constraints can undermine effective records control. In institutions such as The Polytechnic, Ibadan, ineffective records management practices can impede administrative efficiency, delay decision-making, and expose the organisation to legal and operational risks.

The Polytechnic, Ibadan, was selected for this study because it is a large and long-established institution, making it a representative example of public polytechnics in Nigeria. Its size and history provide a comprehensive context for observing administrative processes and service delivery. Specifically, at The Polytechnic, Ibadan, structural and operational challenges in service delivery are evident. A notable concern is the inadequacy of records infrastructure, characterised by limited storage facilities, outdated filing equipment, and insufficient use of



digital records management tools. These limitations impede systematic organisation and retrieval of records, ultimately affecting the efficiency and effectiveness of service delivery

Empirical studies in Nigerian polytechnics indicate that records management practices significantly influence secretaries' effectiveness, although direct measures of service delivery are limited. Research in North-Central and South-West polytechnics shows that secretaries' electronic records management skills and information processing competencies vary, with moderate proficiency often constraining timely and accurate administrative outputs.

The institution also operates a predominantly hybrid records system in which paper-based and electronic records coexist without effective integration. This lack of harmonisation often leads to record duplication, inconsistencies across formats, and confusion over the authoritative versions of documents. Additionally, opportunities for continuous training and professional development in records management for secretaries remain limited, despite the increasing complexity of administrative information systems. Therefore, this paper aimed to re-examine the concept of effective service delivery among secretaries through the lens of records management practices.

Statement of Problem

Effective service delivery by secretaries is essential to the administrative efficiency of Nigerian polytechnics. At The Polytechnic, Ibadan, secretaries are responsible for providing timely and accurate administrative services by using student and staff records. However, secretaries' service delivery in the institution has been hampered by delays, inefficiencies, and reduced service quality. These challenges are largely attributed to inadequate records management practices, including poor organisation, difficulty in retrieving records, and frequent loss or misplacement of files. As a result, secretaries are often unable to access reliable information when required, thereby undermining their responsiveness, accuracy, and decision-support functions. This situation undermines secretaries' service delivery despite their professional competence and experience. Although effective records management is recognised as a critical tool for improving administrative efficiency, its role in enhancing secretaries' service delivery at The Polytechnic, Ibadan, has not been adequately addressed. Therefore, based on the perceived gaps, scarcity in literature and limited empirical studies, this study aims to investigate records management practices and service delivery effectiveness of secretaries at The Polytechnic, Ibadan, Oyo State, Nigeria.

Objectives of the Study

The aim of the study is to investigate the role of records management practices on secretaries' effective service delivery at The Polytechnic, Ibadan. The specific objectives are to:

- i. identify the level of effective service delivery of secretaries in The Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria.
- ii. assess the level of records management practices of secretaries in The Polytechnic, Ibadan, Ibadan, Oyo State, Nigeria.
- iii. examine the influence of critical role of records management practices on secretaries' effective service delivery in The Polytechnic, Ibadan, Oyo State, Nigeria.



Research Questions

- i. What is the level of effective service delivery of secretaries at The Polytechnic, Ibadan, Oyo State, Nigeria?
- ii. What is the level of records management practices of secretaries in The Polytechnic, Ibadan, Oyo State, Nigeria?
- iii. What is the relationship between records management practices and secretaries' effective service delivery at The Polytechnic, Ibadan, Oyo State, Nigeria?

Research Hypothesis

H₀₁: There is no relationship between records management practices and secretaries' effective service delivery in The Polytechnic, Ibadan, Oyo State, Nigeria.

THEORETICAL REVIEW

Parasuraman, Zeithaml, and Berry (1988) SERVQUAL Theory

The SERVQUAL Theory, developed by Parasuraman, Zeithaml, and Berry (1988), provides a widely accepted framework for measuring service quality based on the gap between service users' expectations and their perceptions of actual service performance. Although initially applied in marketing contexts, the model has been successfully adapted to the public sector and educational institutions, including administrative and secretarial services.

At The Polytechnic, Ibadan, secretaries play a critical role in ensuring effective administrative service delivery to staff, students, and external stakeholders. The SERVQUAL theory conceptualises service delivery through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles, which are relevant to secretarial functions in tertiary institutions.

Reliability reflects secretaries' ability to perform duties accurately and consistently, including record-keeping and document preparation. Responsiveness relates to promptness and willingness to attend to administrative requests and enquiries. Assurance covers professional competence, communication skills, and ethical conduct that inspire trust and confidence. Empathy focuses on courtesy, personalised attention, and understanding of clients' needs, whereas tangibles refer to the physical appearance of office facilities, the quality of documents, and the use of modern office equipment.

Schellenberg (1956) Records Life-Cycle Theory

The Records Life-Cycle Theory, proposed by Schellenberg (1956), provides a framework for understanding records management as a systematic process that moves records from creation to final disposition. At The Polytechnic, Ibadan, secretaries and records staff are responsible for ensuring that institutional records are accurately created, properly maintained, easily retrievable, and securely stored. The theory highlights five key stages: creation/receipt, use and distribution, maintenance and storage, retrieval and access, and retention or disposition. These stages provide a basis for assessing the effectiveness, efficiency, and compliance of records management practices. Applying this theory allows researchers to measure how well records

are organised, maintained, and utilised to support administrative processes, decision-making, and institutional accountability, making it a suitable framework for evaluating records management in tertiary institutions.

Conceptual Model

Fig. 1: Conceptual model (Source: Researcher)

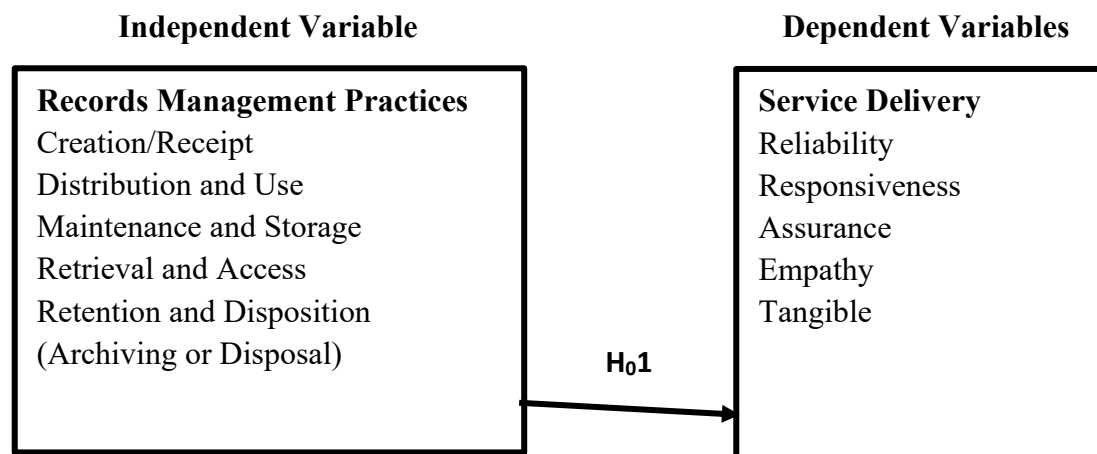


Figure 1 above identifies the dependent variable as 'Delivery' with 'reliability', 'responsiveness', 'assurance', 'empathy' and 'tangible' as its measures, while the independent variable is Records Management Practices with creation/receipt, distribution and use, maintenance and storage, retrieval and access; and retention & disposition as its measures. The hypothesis one shows the relationship between service delivery and record management practices of secretaries in The Polytechnic, Ibadan.

METHODOLOGY

This study employed a Descriptive Survey Research Design, which is most suitable for the objectives. The study population consisted of 50 secretaries at The Polytechnic, Ibadan. Total enumeration was used because the population is relatively small. Cronbach's Alpha was utilised to assess the reliability of the Research Instrument administered as a pre-test to secretarial professionals at the Adeseun Ogundoyin Polytechnic, Eruwa. Descriptive statistics (mean, percentage, frequency, and standard deviation) were used to address the research questions, while linear regression was used on the hypothesis.



ANALYSIS AND INTERPRETATION OF DATA

Answering Research Questions

Table One: Examining the level of secretaries' service delivery: What is the level of secretaries' service delivery?

	VH	H	L	VL	Mean
<u>Reliability</u>	(40)	(7)	(3)	(0)	3.74
Skills needed to complete administrative tasks accurately and efficiently	80.0%	14.0%	6.0%	0%	
Adapt quickly to new administrative technologies and software tools	(41) 82.0%	(7) 14.0%	(4) 4.0%	(0) 0%	3.78
Maintain accuracy in preparing documents	(39) 78.0%	(8) 16.0%	(3) 6.0%	0 0.0%	3.72
Average Mean					3.75
<u>Responsiveness</u>	(39)	(8)	(3)	0	3.72
Put in extra effort to ensure that all assigned tasks are completed on time	78.0%	16.0%	6.0%	0.0%	
Actively seek ways to improve the quality of your work	(40) 80.0%	(8) 16.2%	(2) 4.0%	(0) 0%	3.76
Remain committed in safeguarding sensitive institutional information	(37) 74.0%	(10) 20.0%	(3) 6.0%	(0) 0%	3.68
Average Mean					3.72
<u>Assurance</u>	(34)	(12)	(4)	(0)	3.60
Complete tasks accurately without mistakes	68.0%	24.0%	8.0%	0%	
Service delivery within agreed timelines	(33) 66.0%	(12) 24.0%	(5) 10.0%	(0) 0%	3.56
Maintain up-to-date records	(34) 68.0%	(12) 24.0%	(4) 8.0%	(0) 0%	3.60
Manage multiple administrative tasks simultaneously without compromising quality	(35) 70.0%	(11) 22.0%	(4) 8.0%	(0) 0%	3.62
Average Mean					3.60
<u>Empathy</u>	(35)	(11)	(4)	(0)	3.62
Listen carefully and understand issues before taking action	70.0%	22.0%	8.0%	0%	
Treat everyone with fairness and respect	(30) 60.0%	(11) 22.0%	(4) 8.0%	(5) 10%	3.32



Pay attention to the specific needs and concerns of all stakeholders	(33) 66.0%	(12) 24.0%	(5) 10.0%	(0) 10%	3.56
Average Mean					3.50
<u>Tangible</u>					
Maintain professional appearance	(34) 68.0%	(12) 24.0%	(4) 8.0%	(0) 0%	3.60
Make use of functional office equipment	(30) 60.0%	(10) 20.0%	(3) 6.0%	(7) 14%	3.26
Keep my workspace conducive to efficient service delivery	(37) 74.0%	(10) 20.0%	(3) 6.0%	(0) 0%	3.68
Average Mean					3.51
Weighted Mean for Secretaries' Service Delivery in The Polytechnic, Ibadan					3.62

Source: *Field Survey Result (2026)*

Decision rule 1.00 – 1.49=VL, 1.50 – 2.49=L, 2.50 – 3.49= H, 3.50 – 4.00=VH

Note: VL= Very Low, L= Low H=High, H= Very High

Table One presents the level of secretaries' service delivery at The Polytechnic, Ibadan across five key dimensions: reliability, responsiveness, assurance, empathy, and tangibility. Using the decision rule (3.50–4.00 = Very High), the overall weighted mean of 3.62 indicates that secretaries' service delivery is at a Very High level. This suggests that the secretaries demonstrate strong competence and effectiveness in the discharge of their administrative responsibilities within the institution.

In terms of reliability, which recorded the highest average mean of 3.75, the findings show that the majority of respondents rated themselves very highly in completing administrative tasks accurately and efficiently, adapting quickly to new administrative technologies and software tools, and maintaining accuracy in document preparation. With over three-quarters of the respondents selecting "Very High" across the items, this dimension reflects a strong culture of dependability, precision, and technological adaptability among the secretaries. This implies that they can be relied upon to perform assigned duties with consistency and minimal errors.

Responsiveness also recorded a very high average mean of 3.72, indicating that the secretaries are proactive and committed in carrying out their duties. The results show that they put in extra effort to complete tasks on time, actively seek ways to improve the quality of their work, and remain committed to safeguarding sensitive institutional information. These high ratings suggest that the secretaries are not only task-orientated but also conscious of time management



and confidentiality, which are critical components of effective service delivery in an academic environment.

Similarly, the assurance dimension, with an average mean of 3.60, falls within the very high category. The respondents reported high levels of accuracy in completing tasks without mistakes, delivering services within agreed timelines, maintaining up-to-date records, and managing multiple administrative tasks simultaneously without compromising quality. Although slightly lower than reliability and responsiveness, the scores still indicate strong competence, confidence, and efficiency in administrative operations. This reflects a high degree of professionalism and organisational capability among the secretaries.

Empathy recorded an average mean of 3.50, which also falls within the very high range, though it is comparatively lower than other dimensions. The findings reveal that the secretaries generally listen carefully and understand issues before taking action and pay attention to stakeholders' needs and concerns. However, the item on treating everyone with fairness and respect recorded a mean of 3.32, which falls within the "High" category rather than "Very High". This suggests that while interpersonal relations are generally positive, there is room for improvement in ensuring consistent fairness and respectful engagement with all stakeholders.

The tangibility dimension recorded an average mean of 3.51, indicating a very high level overall. Secretaries maintain a professional appearance and keep their workspace conducive to efficient service delivery. However, the use of functional office equipment recorded a mean of 3.26, which falls within the "High" category. This may point to minor challenges related to equipment functionality or optimal utilisation of available resources.

Table Two: Descriptive Statistics on the Level of Records Management Practices: What is the level of records management practices in The Polytechnic, Ibadan?

To what level are you involved in the following?	VH	H	L	VL	Mean
<u>Creation/Receipt</u>	(37)	(10)	(3)	(0)	3.68
Ensure all incoming documents are properly received and recorded	74.0%	20.0%	6.0%	0%	
Create new records accurately according to established standards	(37)	(11)	(2)	(0)	3.70
	74.0%	22.0%	4.0%	0%	
Verify the correctness of documents upon receipt or creation	(30)	(15)	(5)	(0)	3.50
	60.0%	30.0%	10.0%	0%	
Average Mean					3.62
<u>Distribution and Use</u>	(02)	(20)	(25)	(3)	2.24
Distribute records to the appropriate persons in a timely manner	4.0%	40.0%	50.0%	6.0%	
Ensure records are used for their intended purpose	(37)	(09)	(04)	(0)	3.66
	74.0%	18.0%	8.0%	0%	
Monitor the use of records to prevent misuse or loss	(31)	(15)	(2)	(2)	3.50
	62.2%	30.0%	4.0%	4.0%	



Average Mean					2.65
<u>Maintenance and Storage</u>	(41)	(7)	(2)	(0)	3.78
Manage records in a systematic manner	82.0%	14.0%	4.0%	0%	
Ensure records are protected from damage, loss, or unauthorized access	(25) 50.0%	(10) 20.0%	(8) 16.0%	(7) 14%	3.06
Regular update of records for accuracy	(37) 74.0%	(11) 22.0%	(2) 4.0%	(0) 0%	3.70
Average Mean					3.51
<u>Retrieval and Access</u>	(10)	(04)	(15)	(21)	2.06
Retrieve records efficiently when needed	20.0%	8.0%	30.0%	40.2%	
Provide access to records for only authorized persons	(22) 44.0%	(25) 50.0%	(03) 6.0%	(0) 0%	3.38
Maintain a tracking system that facilitates easy retrieval of records	(16) 32.0%	(29) 58.0%	(05) 10.0%	(0) 0%	3.22
					2.89
<u>Retention and Disposition (Archiving or Disposal)</u>	(41)	(7)	(2)	(0)	3.78
Retain records according to guiding policies	82.0%	14.0%	4.0%	0%	
Dispose records in a proper manner	(37) 74.0%	(10) 20.0%	(3) 6.0%	(0) 0%	3.68
Archive important records for long-term reference effectively	(37) 74.0%	(10) 20.0%	(3) 6.0%	(0) 0%	3.68
Average Mean					3.71
Weighted Mean for Records Management Practices in The Polytechnic, Ibadan					3.28

Source: Field Survey Result (2026)

Table Two presents the descriptive statistics on the level of records management practices in The Polytechnic, Ibadan across five major dimensions: creation/receipt, distribution and use, maintenance and storage, retrieval and access, and retention and disposition. Based on the decision rule (3.50–4.00 = Very High; 2.50–3.49 = High; 1.50–2.49 = Low; 1.00–1.49 = Very Low), the overall weighted mean of 3.28 indicates that the level of records management practices in the institution is High, though not at a very high level. This suggests that while records management practices are generally satisfactory, certain operational areas require improvement.



Under the creation and receipt dimension, the average mean of 3.62 shows a Very High level of involvement. Most respondents indicated that they ensure incoming documents are properly received and recorded, create new records according to established standards, and verify the correctness of documents upon receipt or creation. With over 60% of respondents selecting “Very High” for each item, this result implies that the foundational stage of the records life cycle, where records are generated or received, is well managed within the institution.

In contrast, the distribution and use dimension recorded an average mean of 2.65, which falls within the High category but is comparatively lower than creation/receipt. Notably, the item on distributing records to appropriate persons in a timely manner recorded a mean of 2.24, which falls within the Low category. This indicates significant challenges in the timely circulation of records. Although respondents reported high involvement in ensuring records are used for their intended purpose (Mean = 3.66) and monitoring their use to prevent misuse or loss (Mean = 3.50), the weakness in timely distribution suggests procedural or coordination bottlenecks that may delay administrative processes.

The maintenance and storage dimension recorded an average mean of 3.51, indicating a Very High level overall. Respondents reported strong involvement in managing records systematically (Mean = 3.78) and regularly updating records for accuracy (Mean = 3.70). However, the item on protecting records from damage, loss, or unauthorized access recorded a lower mean of 3.06, which falls within the High category. This suggests that while systematic management is strong, there may be infrastructural or security-related gaps affecting the optimal protection of records.

The retrieval and access dimension recorded an average mean of 2.89, placing it within the High category but reflecting notable weaknesses. The item on retrieving records efficiently when needed recorded a mean of 2.06, which falls within the Low category and represents one of the weakest areas in the table. A substantial proportion of respondents indicated low or very low involvement in efficient retrieval. Although providing access only to authorized persons (Mean = 3.38) and maintaining tracking systems for retrieval (Mean = 3.22) were rated high, the difficulty in prompt retrieval suggests inefficiencies in indexing, filing systems, or digital record systems.

Finally, the retention and disposition dimension recorded the highest average mean of 3.71, indicating a Very High level of practice. Respondents reported strong compliance with retention policies, proper disposal of records, and effective archiving of important records for long-term reference. This implies that the institution demonstrates commendable adherence to records lifecycle management at the terminal stage.

Hypothesis Testing

H₀₁: There is no relationship between records management practices and secretaries’ effective service delivery at The Polytechnic, Ibadan.

Table 3.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.801	.797	.19913

a. Predictors: (Constant), Records Management Practices

**Table 3.2: ANOVA^a**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.668	1	7.668	193.369	.000 ^b
Residual	1.903	48	.040		
Total	9.571	49			

a. Dependent Variable: Secretaries' Effective Service Delivery

b. Predictors: (Constant), Records Management Practices

Table 3.3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.162	.276		-.589	.559
	Records Management Practices	1.073	.077	.895	13.906	.000

a. Dependent Variable: Secretaries' Effective Service Delivery

Interpretation

The regression analysis examined the influence of records management practices on secretaries' service delivery. The Model Summary shows a strong positive relationship between records management practices and secretaries' service delivery, with a correlation coefficient (R) of 0.895. This indicates a very strong linear association between the two variables. The R-square value of 0.801 implies that approximately 80.1% of the variation in secretaries' service delivery is explained by records management practices. The Adjusted R Square of 0.797, which is very close to the R Square value, confirms the stability and reliability of the model. This suggests that records management practices are a substantial predictor of service delivery within the institution. The standard error of the estimate (0.19913) further indicates a relatively low level of prediction error, signifying a good model fit.

The ANOVA results show that the regression model is statistically significant. The F-value of 193.369, with $p = .000$ ($p < 0.05$), indicates that the model significantly predicts secretaries' service delivery. This indicates that records management practices, taken together, significantly influence service delivery outcomes. Therefore, the null hypothesis stating that records management practices do not significantly influence secretaries' service delivery is rejected.

The coefficients table provides further insight into the nature of this relationship. The unstandardised coefficient ($B = 1.073$) for records management practices indicates that a one-unit increase in records management practices leads to a corresponding 1.073 unit increase in secretaries' service delivery. The standardised coefficient ($Beta = 0.895$) confirms a very strong positive effect. The t-value of 13.906, with a significance level of 0.000 ($p < 0.05$), further establishes that records management practices significantly predict secretaries' service delivery. Therefore, the H_{01} is rejected, and it is concluded that there is a relationship between



records management practices and secretaries' effective service delivery at The Polytechnic, Ibadan.

DISCUSSION OF FINDINGS

The study discovered that there is a relationship between records management practices and secretaries' effective service delivery at The Polytechnic, Ibadan. This finding aligns with the study by Dada, Racheal Olufumilola, and Ogunwemimo Taiwo (2024), titled Records Management Practices and Organisational Effectiveness of Universities' Registries in South-West Nigeria. The study used a survey research design. The population comprised 2,282 staff of university registries in South-West Nigeria. Taro Yamane's sample size formula was used to determine the sample size of 340 registry staff. A random sampling technique was used to select the respondents. A validated structured questionnaire was administered to collect data. Data were analysed using descriptive and inferential statistics. Findings revealed that records management practices significantly influenced organisational effectiveness ($\text{Adj. } R^2 = 0.651$, $F(5, 334) = 7.840$, $p < 0.05$) of university registries in South-West Nigeria. The study concluded that records management practices are important in achieving organisational effectiveness in university registries. The study recommended that university management in South-West Nigeria enhance the organisational effectiveness of their registries by investing in training registry staff in records management.

It also aligns with the study by Ikuenomore et al. (2025), which examined the relationship between Electronic Record Management Practices and Service Delivery of Office Managers in State Universities in Southwest Nigeria. The study employed an inferential, cross-sectional survey design. The study population comprised 301 office managers at the State Universities of Southwest Nigeria. Of 301 questionnaires administered, 299 were returned, yielding a 99.3% response rate. Findings revealed that electronic record management practices have a positive and significant influence on the service delivery of office managers in State Universities in Southwest Nigeria ($\text{Adj. } R^2 = 0.106$, $F(2, 160) = 10.629$, $p = 0.000$). The study recommended that institutional management consistently invest in ICT to enhance office managers' service delivery.

CONCLUSION

The study found that secretaries at The Polytechnic, Ibadan, perform at a very high level of service delivery, especially in reliability, responsiveness, and assurance. Records management practices were generally strong, particularly in creation, maintenance, and retention, but weaknesses were noted in distribution, use, and retrieval. Regression analysis showed that records management significantly predicts secretaries' effectiveness, highlighting those well-managed records are key to enhancing administrative performance. Improving weaker areas and adopting modern recordkeeping systems can further strengthen service delivery.



RECOMMENDATION

- i. **Enhance Service Delivery Skills:** Since secretaries demonstrate very high service delivery overall but show slight gaps in empathy and consistent fairness, the institution should provide periodic training in interpersonal skills, stakeholder engagement, and professional ethics to strengthen these areas.
- ii. **Improve Records Management Practices:** Given that creation, maintenance, and retention are well managed but distribution, use, and retrieval lag behind, it is recommended that the institution invest in modern recordkeeping systems, digitisation, and tracking tools to ensure timely access and proper circulation of records.
- iii. **Leverage Records Management for Performance:** With records management practices significantly influencing secretaries' effectiveness, The Polytechnic should develop clear policies, standard operating procedures, and continuous monitoring frameworks to align records practices with service delivery goals. This will ensure that administrative efficiency, reliability, and responsiveness are maintained and improved.
- iv. **Continuous Capacity Building:** Regular workshops, refresher courses, and ICT training for secretaries will help sustain high performance, particularly in areas related to digital records handling, timely retrieval, and proper distribution of documents.

REFERENCES

- Adakole, E., & Lasisi, F. A. (2025). Office management skills required by secretaries for effective job performance. *African Journal of Business Development and Management Research*, 10(1), 45–58. <https://africanscholarpub.com/ajbdmr/article/download/951/932/1999>
- Adeyeye, M. O., & Erwat, E. A. (2024). *Information management practices and job performance of secretaries in public polytechnics in South-West, Nigeria*. *International Journal of Humanities and Education Development*, 6(2), 19–30. <https://doi.org/10.22161/jhed.6.2.3>
- Agu, P. C., Njoku, E. E., Umaru, S., Eleke, N. I., Nwokoma, I. H., & Bashiru, O. T. (2022). Records management and organizational performance. *ARRUS Journal of Social Sciences and Humanities*, *2*(2), 66–[Last Page]. <https://doi.org/10.35877/soshum738>
- Ajao, R. L., & Olawale, S. S. (2020). Recordkeeping as a measure of effective administration in secondary schools: Planning strategies. *Journal of Contemporary Issues in Educational Planning and Administration*, 5(2), 1.
- Alegbeleye, G. O. (2021). Influence of Records Management Practices on Administrative Effectiveness in Public Secondary Schools in Lagos State, Nigeria. *Development*, 11(1).
- Bakare-Fatungase, O. D., & Oseni, S. (2024). *Use of electronic records management system on administrative staff performance in public polytechnics, Edo State, Nigeria*. *Lead City International Journal of Library, Information & Communication Sciences*, 1(2), 9–112.
- Barros, A. (2023). Researching with records in management and organisation studies: Archives, data corpus, and reflexivity. In *Handbook of Historical Methods for Management* (pp. 80- 93). Edward Elgar Publishing.



- Choo, C. W. (1998). *The knowing organisation: How organisations use information to construct meaning, create knowledge and make decisions*. Oxford University Press.
- Dada, R. O., & Ogunwemimo, T. (2024). Records management practices and organizational effectiveness of universities registries in South-West, Nigeria. *International Journal of Research and Innovation in Social Science*, 8(6), 46–61. <https://doi.org/10.47772/IJRISS.2024.806005>
- Ezeani, N. S., & Ocholi, J. M. (2022). Administrative effectiveness and service delivery in modern office organisations. *Nigerian Journal of Business Education*, 9(2), 45–60.
- Ezeani, N. S., & Ocholi, J. M. (2022). Administrative effectiveness and service delivery in modern office organisations. *Nigerian Journal of Business Education*, 9(2), 45–60.
- Fasae F.B.K. (2023) The Fundamentals and Indispensability of the Secretarial Profession in The 21st Century, *International Journal of Business and Management Review*, Vol.11, No.11, 35-49
- Fasae F.B.K. (2024) The Secretarial Profession in the Digital Age: Adapting to Technological Advancements, *International Journal of Management Technology*, Vol.11, No 2, pp.21-33
- Fasae, F. B. K. & Elemure, C. B. (2007). Secreterial profession and technological developments. *Journal of Research in Vocational and Technical Education*. 3(2), 82 – 87
- Fasae, F. B. K. (2024). The secretarial profession in the digital age: Adapting to technological advancements. *International Journal of Management Technology*, 11(2), 1–14. <https://ejournals.org/ijmt/wp-content/uploads/sites/69/2024/05/The-Secretarial-Profession-in-the-Digital-Age.pdf>
- Hassan Dotto, M., & Mwantimwa, K. (2024). Electronic records management in Tanzanian courts. *Information Development*, 40(1), 131-146.
- Ighomereho, S. O., Ojo, A. A., Omoyele, S. O., & Olabode, S. O. (2022). From service quality to e-service quality: Measurement, dimensions, and models. *arXiv*. <https://arxiv.org/abs/2205.00055>
- Ikuenomore, O. M., Adenekan, T. E., & Adegbite-Akinpelu, R. O. (2025). Electronic record management practices and office managers' service delivery in state universities of Southwest Nigeria. *UNIZIK Journal of Business Education and Entrepreneurship*, 1(2), 150–160. Retrieved from <https://journals.unizik.edu.ng/ujbee/article/view/6656>
- Ile, C. M., & Ojohwhoh, R. D. (2021). *Extent of adoption of electronic records processing practices in polytechnics in Edo and Delta States*. *NAU Journal of Technology and Vocational Education*, Vol. 6 No. 1.
- Kanyabwira, J. C. (2024). The impact of records management on the effectiveness of human resource management in the public sector. *International Journal of Research and Innovation in Social Science*, 8(5), 1040–1060. <https://doi.org/10.47772/IJRISS.2024.805072>
- Katuu, S. (2023). Tapestry of the education and training landscape for archives and records management in Africa. In *Managing Digital Records in Africa*. Taylor & Francis. Huda, M., Serour, R. O. H., Musolin, M. H., Azman, M., Yauri, A. M., Bakar, A., ... & Hasanah, U. (2023). Trust in electronic record management system: insights from Islamic-based professional and moral engagement-based digital archive. In *Proceedings of the Computational Methods in Systems and Software* (pp. 303-315). Cham: Springer International Publishing.



- Mohamed, F. E., & Bunawan, A. A. (2022). Effective Records Management Program in Organization. *International Journal of Academic Research in Business and Social Sciences*, 12(4), 982–996.
- N. S. Netshakhuma, Assessment of the Management of Student Affairs Records: Case of The University Of Mpumalanga In South Africa. *Records Management Journal*, 30(1), 2020. Pp.23-42.
- Okolocha, C. C., & Baba, E. I. (2017). *Assessment of skills possessed by secretaries for effective electronic records management in polytechnics in North-Central, Nigeria. Global Journal of Management and Business Research*, 17(A1), 117–128.
- Oluwasina, R. B. (2025). The evolving roles of professionally trained secretaries in the digital era. *AAU Journal of Business Educators*, 5(1), 23–37. <https://aaujbe.com.ng/index/index.php/aaujbe/article/view/155>
- Otu, G. A., & Ukubeyinje, S. E. (2024). Assessment of records management in National Examinations Council (NECO) branch office, Rivers State. *Journal of Library and Information Science*, 26 (2). <https://www.cjolis.org/>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Schellenberg, T. R. (1956). *Modern archives: Principles and techniques*. University of Chicago Press.
- Upward, F. (1996). Structuring the records continuum – Part One: Postcustodial principles and properties. *Archives and Manuscripts*, 24(2), 268–285.