

CONCEPTUALIZING THE RELATIONSHIP BETWEEN RECORDS MANAGEMENT AND INFORMATION MANAGER PERFORMANCE: A MODERATING ROLE OF ORGANISATIONAL CULTURE.

Eke, Josephine Onyeri (Ph.D)

Department of Office and Information Management

**Faculty of Administration and Management, Ignatius Ajuru University of Education
Rumuolumeni, Port Harcourt, Rivers State, Nigeria**

ABSTRACT

The study determine the relationship between records management and information manager performance and: A moderating role of organizational culture. This study is built on two theories: Social Exchange Theory and Force-Field Theory of Change. The study concluded that it takes effective records management to enhance the ability of information managers performance in construction firms in Rivers State. The study recommended amongst others that construction firms in Rivers State should establish a competitive wage structure that recognizes and rewards information managers' contributions, thereby encouraging them and other employees to step up their performances every now and then.

Keywords: Records Management, information Managers Performance, Organisation Performance, Effective Communication

Introduction

Sirait (2016) explains that compensation is something given to an employees by the organization, whether in financial or non-financial form. Management of compensation is a very important activity to make employees quite satisfied in their work. Compensation can acquire or create and maintain productivity. Without adequate compensation, existing employees tend to leave the organization and organizations will have difficulty in replacement, especially in recruiting. Ardana (2015) said that compensation is everything received by employees as a reward for his contribution to company or organization. Compensation is everything that employees receive as a reward for their work. Panggabean (2014) also explained compensation as rewards and can be defined as any form of reward given to employees for contributions they provide to organization.

Generally, purpose of compensation management is to assist companies to achieve the strategic objectives of corporate success and ensuring internal justice and external justice (Mangkuprawira, 2014). External justice ensures that jobs are fairly compensated based on compatible work in labor market. The internal justice ensures that demand for higher positions and more qualified persons within company will be given higher payouts. The compensation according to Ardana (2015) consists of two kinds, namely (1) Financial Compensation and (1) Nonfinancial Compensation. Financial compensation can be divided by direct compensation, as (a) base pay, b) merit pay, incentive pay, bonuses, commissions, profit sharing, and share distribution and (c) differed pay, i.e. savings and stock purchase annuity programs. Then indirect compensation consists of (a) the benefit program, i.e. health insurance, life insurance, pensions and labor insurance, (b) payments outside working hours as holiday programs, annual leave and maternity leave, (c) vehicles, office space and parking lots. Nonfinancial Compensation can be divided into (a) occupations with interesting tasks, challenges, responsibilities, recognition and sense of accomplishment and (b) the working environment, as sound policies, competent supervisors, happy working atmosphere and a comfortable working environment.

Compensation is affected by forces as diverse as labour market factors, collective bargaining, government legislation and top management philosophy regarding pay and benefits (Christantus, 2017). Compensation is recompense, reward or salary given by an organization to persons or a group of persons in return to a work done, service rendered or a contribution made toward the

accomplishment of organizational goals (Mikovich, & Newman, 2018). Wage, clearness, allowance, bonus and other allowance are examples of monetary compensation while good accommodation, children's education, transport facilities subsidized nation of essential commodities etc. come under non-monetary compensation. In short, wage or salaries paid to white collar employees can be classified as compensation.

Records Management

Information, being the life blood of every organization, is stored as records. An information manager is one which, among other things, manages records effectively. A record represents an organization's memory and no matter what form a record may take, they are vital to the continued existence of the organization. It could be in the form of contracts, personnel invoices, letters, reports, cheques, vouchers, statistics, and personnel reports (Otamiri & Wori, 2003). A record can also be defined as document that memorializes and provides objective evidence of activities performed, events occurred, results achieved, or statements made (Business Dictionary, 2016). Document are created/received by an organization in routine transaction of its business or in pursuance of its legal obligations. A record may consist of two or more documents. It can also refer to all documented information, regardless of its characteristics, media, physical form, and the manner it is recorded or stored. Documents or records include accounts, agreements, books, drawings, letters, magnetic/optical disks, memos, micrographics, etc.

Bedford (2016) conceptualizes records management as the ability of an administrative officer to receive, arrange, and store relevant organizational documents and information in such a way that it becomes easy to retrieve them in the future. It is expected that an information manager should carefully handle documents and sensitive organizational data/information. He or she must be able to keep and safeguard organizational files to make sure that files are not accessed by unauthorized persons. It also involves filing documents in the jacket and cabinet space for easy retrieval in the future as well as saving documents in computer systems and other external (offline and online storage platforms) to safeguard information.

Documents are very essential and cardinal to the success and growth of any organization. This means organizations employ trained secretaries to manage their document as it serves as the memory of the organization. Thus, document management is a basic function that no organization plays about. Document management basically refers to the various methods and systems in which documents are stored, retrieved and made readily available for reference to enhance decision making. Document management encompasses the complete cycle of information, from the point of creation right through until their final disposal (Gabriel, 2014). International Standard Organization (2011) defined document management as the systematic control of creation, receipt, maintenance, use and disposition of document, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of document.

In the view of Anele (2012), proper document management entails meticulous effort in planning, controlling, directing, organizing, training, promoting and other management activities involving the life cycle of information, including creation, maintenance (uses, storage, retrieval) and disposal, regardless of media. Document management is the process by which an organization manages all the element of document, whether externally generated and in any format or media type, from their inception/receipt all the way through their disposal (Yusof & Chell, 2009). Administrators across government parastatals are in charge of a variety of agencies and ministerial documents relating to civil service. Records are corporate memories of public service institutions and indeed every corporate organization. Administrators are therefore expected to professionally prudent enough to handle documents properly.

Document Security: Abu-Musa (2019) looks at document security is a critical aspect of information management that focuses on protecting sensitive and confidential information from unauthorized access, alteration, or destruction. It encompasses a range of practices, technologies, and policies

designed to safeguard documents throughout their lifecycle, from creation to disposal. Effective document security ensures that only authorized individuals have access to certain information, thereby protecting the organization from data breaches, fraud, and other security threats. Key components of document security include access controls, encryption, secure storage, and audit trails, all of which contribute to maintaining the confidentiality, integrity, and availability of information.

Implementing robust access controls is a fundamental part of document security. Access controls determine who can view, edit, or delete documents based on their role within the organization. This can be achieved through user authentication methods such as passwords, biometrics, and multi-factor authentication. Additionally, access control policies should be regularly reviewed and updated to ensure they align with the current security landscape and organizational changes. According to Renaud & De Angeli (2020), by restricting access to sensitive documents, organizations can minimize the risk of unauthorized access and ensure that information is only available to those who need it for their job functions.

Encryption is another critical technology used in document security to protect information both in transit and at rest. Encryption converts readable data into an unreadable format using a cipher, which can only be decrypted by someone with the correct key. This ensures that even if unauthorized individuals gain access to the data, they cannot read or use it. There are various encryption standards and protocols available, and organizations must choose those that meet their security needs and compliance requirements. Implementing encryption as part of a broader document security strategy helps protect sensitive information from interception and breaches (Peltier, 2016).

In addition to technological measures, document security also relies on effective policies and employee training. Organizations must establish clear policies outlining the proper handling, storage, and disposal of sensitive documents. Employees should be trained on these policies and the importance of document security to foster a culture of vigilance and responsibility. Regular security awareness programs and drills can help reinforce best practices and keep employees informed about new threats and security measures (Harris & Maymi, 2019). By combining technological solutions with strong policies and training, organizations can create a comprehensive document security framework that mitigates risks and protects valuable information.

Desktop Management: This is another indicator of records management. Desktop management is a fundamental component of records management that involves the effective organization and maintenance of records stored on an individual's computer. It encompasses a range of activities, including file organization, naming conventions, backup procedures, and access control (Blair, 2020). By implementing robust desktop management practices, organizations ensure that digital records are easily retrievable, securely stored, and efficiently managed. Effective desktop management not only enhances individual productivity by reducing the time spent searching for documents but also supports the overall integrity and accessibility of the organization's records system.

A key aspect of desktop management is the establishment of consistent file naming conventions and folder structures (Cox, 2018). This practice helps in categorizing and organizing documents in a logical manner, making it easier for users to locate and manage their files. Properly named and organized files reduce the risk of misplacing important documents and ensure that records are easily accessible when needed. Additionally, standardized naming conventions and folder structures facilitate collaboration among team members by providing a clear and consistent framework for document storage and retrieval. This systematic approach to file management is essential for maintaining the efficiency and effectiveness of records management practices.

Moreover, desktop management involves the implementation of regular backup procedures to protect against data loss. Backing up important records ensures that they can be recovered in the

event of hardware failure, accidental deletion, or other unforeseen incidents. Organizations typically use various backup methods, such as cloud storage, external hard drives, or network-attached storage (NAS) systems, to secure their data. Regular backups, combined with other desktop management practices like access control and security updates, enhance the resilience of an organization's records management system (Johnston & Bowen, 2019). Ensuring that records are backed up and protected against potential threats is crucial for maintaining the continuity and reliability of information management processes.

Concept of Organizational Policy

An organizational policy set of rules, responsibilities, processes and timelines that govern the behavior of various entities connected with an organization like the employees, management, partners, suppliers, etc. (GreyTHR, 2024). There are lots of policies needed to run a company. Here are some examples of policies within an organization: payroll policy, attendance policy, a paid-time off (leave) policy, sales incentives policy, travel policy, IT policy, etc. An organizational or institutional policy details the purpose, ownership, roles and responsibilities, and related documents or related policies (OCEB Certification Guide, 2011). The organizational policy is often the highest level policy statement from which all other policies, standards, guidelines, or procedures draw their legitimacy. As a written policy, it should be mandatory and reflect management's requirements for organizational behavior. It should not be laced with language about a specific technology or vendor product, but agnostic to how the policy objective is met.

Organizational policies are rules and regulations employees must follow to keep business running smoothly (Steve, 2021). Some are intended to provide guidance and be helpful to employees. Others aim to protect the business from legal risk and warn employees not to do certain things. Some corporate policies mirror EEOC, OSHA and state and federal departments of labor policies. Policies can cover many areas, including: safety, hours, dress code, use of company assets, activation of employee benefits, guidelines for turning in paperwork, harassment, diversity in hiring, issuing employee warnings, and filing grievances.

Some corporate policies explain to employees how to operate at a specific company. For example, the company might have specific dates for enrolling in benefits programs, requesting vacation time or filing a grievance. The company might have specific procedures for managers, such as issuing verbal and written warnings, handling year-end reviews, giving raises and terminating employees. Businesses cannot assume their employees know all labor employment laws. They can protect themselves by educating employees on state and federal rules and requirements. This can include guidelines for safety practices, hiring policies, harassment, data security and discrimination. This is one reason why it is a good idea to have your employees sign a document that states they read your policy guide, understand the contents and agree to its terms. Under these conditions, an employee will not be able to say they were unaware of these policies.

Ethics Policy: An ethics policy is a formal document that outlines the ethical standards and expectations for behavior within an organization (Ferrell *et al.*, 2021). It serves as a guideline for employees, management, and other stakeholders on how to conduct themselves in various situations, ensuring that their actions align with the company's values and principles. An effective ethics policy not only promotes a culture of integrity and accountability but also helps prevent unethical conduct and ensures compliance with legal and regulatory requirements. By clearly articulating the organization's stance on issues such as conflicts of interest, confidentiality, and fair treatment, an ethics policy helps create a trustworthy and transparent working environment.

Implementing an ethics policy requires a comprehensive approach that involves the active participation of top management and the engagement of all employees. The policy should be communicated effectively through training sessions, workshops, and regular updates to ensure that everyone understands its importance and how it applies to their daily responsibilities (Trevino & Nelson, 2016). Key components of an ethics policy include a code of conduct, which provides specific

guidelines on acceptable behaviors, and a reporting mechanism that allows employees to report unethical behavior without fear of retaliation. Additionally, the policy should outline procedures for investigating and addressing ethical breaches, ensuring that appropriate disciplinary actions are taken when necessary. By fostering a culture of ethical behavior, organizations can enhance their reputation, build stakeholder trust, and create a positive work environment.

While developing and maintaining an ethics policy can be challenging, the benefits it offers are significant. One of the primary challenges is ensuring that the policy remains relevant and adaptable to changing legal, social, and economic environments. Organizations must regularly review and update their ethics policies to address emerging ethical issues and incorporate feedback from employees and stakeholders (Weiss, 2014). Despite these challenges, a robust ethics policy provides numerous benefits, including the mitigation of risks associated with unethical behavior, improved employee morale and loyalty, and enhanced corporate reputation. By committing to high ethical standards, organizations can differentiate themselves in the marketplace, attract and retain top talent, and foster long-term success. Ultimately, an ethics policy is a vital tool for promoting ethical conduct and ensuring sustainable organizational growth.

HR Policy: A Human Resource (HR) policy is a comprehensive framework that outlines the guidelines, procedures, and protocols for managing an organization's workforce (Armstrong & Taylor, 2020). It serves as a blueprint for HR practices, encompassing areas such as recruitment, training, compensation, performance management, and employee relations. HR policies are essential for ensuring consistency, fairness, and compliance with legal and regulatory standards within the workplace. By clearly defining the organization's expectations and standards of behavior, HR policies help to align the actions of employees with the strategic goals of the company, fostering a productive and cohesive work environment. Moreover, they play a crucial role in mitigating risks associated with employment law violations and workplace disputes.

Getting HR policy to work involves a systematic approach that includes the development, communication, and enforcement of these guidelines. Key components of a comprehensive HR policy framework include policies on recruitment and selection, which ensure fair hiring practices; performance management, which provides clear criteria for evaluating employee performance; and compensation and benefits, which outline the structure of salaries, bonuses, and other perks (Bratton & Gold, 2017). Additionally, HR policies typically address issues related to workplace conduct, diversity and inclusion, health and safety, and employee grievances. Effective communication of HR policies is crucial, and this is often achieved through employee handbooks, training sessions, and regular updates. Enforcement mechanisms, such as disciplinary procedures and conflict resolution protocols, ensure that policies are consistently applied and adhered to, promoting a fair and transparent workplace.

Empirical Review

Sajuyigbe *et al.* (2019) examined the influence of compensation on employee's performance with particular reference to Nigerian Breweries Plc. Purposive sample technique was adopted to select 5 staff members each from the marketing department, quality control department, procurement department, human resources department and legal department and production department, totaling 60 participants as a sample size for the study. Data analysis was performed with the aid of mean, standard deviation and linear regression. The results reveal that the level of compensation and performance is manageable. The result also show that compensation has a significant impact on the employee performance. The study concludes that compensation strategy is a major predictor of employee performance. Therefore, study recommends that Nigerian breweries and other manufacturing firms in Nigeria should re-appraise their compensation programs within the context of their corporate strategy and specific human resource strategy to ensure that they are consistent with the necessary performance measures required by the manufacturing sector.

Tahir *et al.* (2019) investigated employee competencies and compensation received by employees, as well as their implications for employee performance. This study was analyzed descriptively and vericatively through a survey method of 329 marketing managers in retail companies in Indonesia. The technique of data collection is done by indirect communication, through instruments in the form of questionnaires. Data were analyzed by weighted means score (WMS) and Structural Equation Modeling (SEM). The results showed that employee competency was good, but not optimal, indicated by the indicator of the employee's need for the company and the employee's priority scale in the work was still weak. Furthermore, the compensation strategy is relatively good, indicated by indicators of salary/wages, incentives and cooperative facilities that are still weak. On the other hand, competencies and compensation strategies partially and simultaneously have positive and significant impact for employee performance which requires serious handling.

Bakledi and Al Saud (2017) examined the effect of compensation on improving the performance of employees through job satisfaction in Jordanian newspapers. To achieve the purposes of the study, the researchers developed a questionnaire consisting of (48) items. The population of the study included of all employees in Jordanian newspapers (Alghad newspaper, Alrai newspaper, and Addastour newspaper), totalling (1579) employees, the researchers distributed (310) questionnaire, retrieved (276) questionnaire 34 were invalid, therefore (245) were valid which represent (79%) of the study sample. The results showed that the compensation effect the employees performance and job satisfaction directly, job satisfaction effect the employees performance directly while the effect of compensation on the employees through job satisfaction is negative so in this case the job satisfaction don't play the role of mediator between compensation and employees performance in Jordanian newspaper. From the above results, the researchers recommended that the Jordanians newspaper should be more interested in financial & non-financial compensation by giving employees more bonuses and annual bonuses that provide employees with job satisfaction, which leads to higher performance.

Abdul *et al.* (2014) investigated the impact of compensation on employee performance empirical evidence from banking sector of Pakistan. The purpose of this research is to measure the impact of compensation on employee performance. A structured questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan. The data collected were analyzed in SPSS 17.0 Version. Different analytical and descriptive techniques were used to analyze the data. It was founded from different results that Compensation has positive impact on employee performance. It was proved from correlation analysis that all the independent variables have weak or moderate positive relationship to each other. Regression analysis showed that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance. The major limitation of this research is that this study only covers the banking sector of Punjab. Another limitation is that it excludes many variables of compensation due to shortage of time. Funds were also another limitation. Apart from these limitations this research may provide insights to the managers to enhance the employee performance of their subordinates.

Conclusion

This underscores the critical importance of well-designed compensation packages. By investing in competitive wages, salaries, and incentives, construction firms can motivate information managers to excel, leading to improved productivity, efficiency, and organizational success. Furthermore, this finding highlights the need for construction firms to prioritize compensation strategies as a key driver of information management performance, ultimately contributing to the growth and competitiveness of the industry in Rivers State.

Recommendations

Based on the conclusion of this study, the following recommendations were made:

1. Construction firms should adopt a total rewards strategy, combining salary with other benefits and incentives to enhance information managers' job satisfaction and performance.
2. Construction firms in Rivers State should design and implement tailored incentive programs that recognize and reward information managers' exceptional performance in effective information circulation, interpersonal relations, and records management, thereby boosting their performance.
3. Construction firms in Rivers State should ensure that their compensation techniques align with well-communicated organizational goals, objectives, and values, as this is capable of spurring information managers to perform better in information circulation, interpersonal relations, and records management, among others.
4. Firms should establish comprehensive compensation policies that outline clear performance expectations, reward structures, benefits and incentives, and career advancement opportunities. This will encourage information managers and other employees to perform outstandingly in their roles

References

- Abdul, S., Muhammad, M., Hafiz, A., GhazanfarK. & Muhammad, A. (2014). Factors affecting firm competitiveness: Evidence from an emerging market. *International Journal of Financial Studies*, 4(9) 1-10.
- Abu-Musa, A. A. (2019). Information security governance in organizations: practices and trends. *Journal of Information Security and Applications*, 44, 92-104. doi:10.1016/j.jisa.2019.01.005.
- Anele, P. (2012). *Ideology exchange and organizational commitment*. London: Pearls Publishers.
- Ardana, I. K. (2015). *The SAGE sourcebook of advanced data analysis method for communication research*. SAGE Publications, Inc.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Bakledi, M. & Saud, R. (2017). The impact of compensation on improving employees performance through job satisfaction in Jordanian newspaper. *International Journal of Business Quantitative Economics and Applied Management Research*, 5(3), 17-23-26.
- Bedford, N. (2016). The use of power point presentations at in the department of foreign language education at Middle East technical university. *Middle Eastern & African Journal of Educational Research*, 2(4), 21-39.
- Blau, F. D., & Kahn, L. M. (2017). The gender wage gap: extent, trends, and explanations. *Journal of Economic Literature*, 55(3), 789-865. doi:10.1257/jel.20160995.
- Bratton, J., & Gold, J. (2017). *Human resource management: Theory and practice*. Palgrave Macmillan.
- Business Dictionary (2016). *Injury prevention in sport: Not yet part of the game?* <http://injuryprevention.bmj.com>.

- Christantus, O. (2017). The impact of effective compensation on the employees performance (a case study of general cotton mill Onitsha Anambra State. *Journal of Business Administration and Management*, 3(2), 23-31.
- Clement, U. (2017). Learning with weblogs: An empirical investigation. *Proceedings of the 38th Hawaii Conference on System Science*, 21-34.
- Cox, R. J. (2018). Managing *International* records on personal computers: Organizational approaches and best practices. *Records Management Journal*, 28(4), 330-343. doi:10.1108/RMJ-04-2018-0018.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2021). *Business ethics: Ethical decision making and cases*. Cengage Learning.
- Gabriel, O. (2014). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49(2), 252–276.
- GreytHR (2024). *Organizational policies*. <https://www.greythr.com/hr-garden/organizational-policies/#:~:text=An%20organizational%20policy%20is%20set,needed%20to%20run%20a%20company>.
- Gupta, N., & Shaw, J. D. (2014). Employee compensation: The neglected area of HRM research. *Human Resource Management Review*, 24(1), 1-4.
- Harris, S., & Maymi, F. (2019). *CISSP all-in-one exam guide (8th Edition)*. McGraw-Hill Education.
- Herzberg, F. (2017). One more time: How do you motivate employees? *Harvard Business Review*, 81(1), 87-96.
- International Labour Organization (ILO) (2014). *General survey concerning the minimum wage fixing convention, 1970 (No. 131), and the minimum wage fixing recommendation, 1970 (No. 135)*. Committee of Experts on the Application of Conventions and Recommendations, 2014.
- Johnston, G., & Bowen, M. (2019). The role of backup procedures in desktop management. *Information and Records Management*, 21(3), 222-238. doi:10.1177/0956574619858322.
- Mikovich, G. T. & Newman, J. M. (2018). *Compensation (9th international ed.)*. McGraw Hill Press.
- Otamiri, S. A, & Wori, E. (2003). *Office skills and management*. Rodi Printing and Publishing Company.
- Panggabean, M. S. (2014). *An evaluation of current Human Resources Management Practices in the Turkish private sector*. Unpublished PhD Thesis, Middle East Technical University.
- Peltier, T. R. (2016). *Information security policies, procedures, and standards: Guidelines for effective information security management*. Auerbach Publications.
- Renaud, K., & De Angeli, A. (2020). Visual security in the modern age: A critical review. *Computers & Security*, 95, 101820. doi:10.1016/j.cose.2020.101820.

- Sajuyigbe, A. S. Adesola, M. & Omotoso, O. (2019). Compensation strategy as an alternative paradigm to employee performance: An empirical evidence from Nigerian Breweries PLC. *Asian Journal of Advanced Research and Reports*, 6(1), 1-8.
- Sirait, J. (2016). Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *International Journal of Business and Social Science*, 2(8), 19-33.
- Steve, M. (2021). *The role of the organization's policies*. <https://smallbusiness.chron.com/office-procedures-guidelines-62224.html>
- Tahir, R. R., Prayitno, A., Amiruddin, D., & Tita, R. (2019). Employee competencies and compensation strategies as company's strategic effort to escalate employee performance. *International Journal of Recent Technology and Engineering (IJRTE)*, 8(3), 23-31.
- Trevino, L. K., & Nelson, K. A. (2016). *Managing business ethics: Straight talk about how to do it right*. Wiley.
- Tsui, A. S., Egan, T. D., & O'Reilly, C. A. (2000). Being different: Relational demography and organizational attachment. *Administrative Science Quarterly*, 37, 549-579