

INTERNET FACILITIES AND JOB PERFORMANCE OF OFFICE MANAGERS IN PUBLIC UNIVERSITIES IN RIVERS STATE

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ABSTRACT

This study investigated the relationship between technological internet facilities and job performance of office managers in public universities in Rivers State. Correlation survey design was adopted for the study. The population of this study comprised of one hundred and eighty-nine (189) office managers across the three public universities in Rivers State. The sample size for this study consists of one hundred and twenty (120) office managers drawn from the three public universities in Rivers State which was calculated using Taro Yamane formula. The study also employed the use of both primary and secondary sources of data in other to collect the data needed for the study. The study used Pearson Product Moment Correlation in analyzing the study research questions and hypotheses. The study reveals among the followings; that there was significant relationship between the use of internet facilities and effective performance of office managers in public universities in Rivers State. Based on the findings of this study, the following recommendations were made; among others University management should be encouraged to key into the use of internet facilities in their operations in order to better the job performance of their office managers.

Keywords: Internet Facilities, Service delivery, Job Performance

INTRODUCTION

In this contemporary world of repaid high-technology changes, technological advancement strategy will continue to accelerate the future. Technological advancement strategy changes the organizational policies and strategies (Hampel & Martinsons, 2009). In any organization, most of challenges are generated by competition, advanced technology, enhancing employee efficiency and repaid growth, new leadership and management (Madsen, Miller & John, 2005). Most of the research has shown that employee's attitude and behaviours need to be develop for successful organizational performance (Bernerth, 2004). For years, there has been speculation about the functions of technological advancement strategy in the changing office of today, and its effect on employee's job performance in the organization. At the moment, there has been relatively little data to support or contradict the opinion of the experts. Today's organizations, however, is changing speedily as a result of technological advancement strategy. Advancement in technology strategy has provided for the professional for countless opportunities for decision making in daily activities of both private and public enterprise.

According to Curohoak & Parzyeh (2003), the scope of questions that have be raise about job performance and technological advancement strategy is bound. Dew (2002) posited that since 1990, institution's practices and procedures have gone through several phases due to the growth in size of business and the resulting increase in volume of organization related activities. The increase cost of services and materials and the rapid technological and scientific program of the modern age have resulted to changes in the level of job performed by employees. In fact, periods of acceleration in the rate of technological change and resulting improvement in the productivity of the labour force have generally coincided with a re-examination of the effect on technological advancement strategy upon the job performance of institutions.

Curohoak & Parzyeh (2003) defined technological advancement strategy as the entire field of investigation design, development, application and method of rendering or processing information through self- acting or self-moving machines and that the office technological advancement refers to those self-regulating process through which work is done with a minimum of human effort.

Research Hypotheses

The following null hypotheses were stated and tested at 0.05 level of significance to give direction to the study:

- 1) There is no significant relationship between internet facilities and effective information delivery of office managers in public universities in Rivers State
- 2) There is no significant relationship between internet facilities and productivity of office managers in public universities in Rivers State
- 3) There is no significant relationship between internet facilities and information storage of office managers in public universities in Rivers State

Internet Facilities

Internet is a set of computers that links together with telephone lines, fiber optics, Satellite lines and or other transform environment. They have not any central management or Ownership. Internet is a base for electronic communication expansion especial in the developed countries. The Internet is an information technology (IT) that diffuses at exponential rates among the business-to-business organizations (Avlonitis & Karayanni, 2000). The Internet should be viewed as a channel for distribution, trade, and communication, and it is an efficient medium for information access, organization, and communication. In addition, it helps to store data in an inexpensive way, collect information rapidly and cheaply, provide information interactively in accordance with consumer needs, and, in comparison with printed marketing materials, it offers a greater sensory experience and can serve as a medium for trade (Peterson et al., 2007). The Internet's core advantage lies in its great capacity of fast, efficient, integrated, and interactive exchange of information. Thus, the Internet facilitates the information exchanges between organizations, concerning issues such as discovery of new customer needs, trends of the local and global markets, competitive moves, joint development of products, joint selling activities, etc (Avlonitis & Karayanni, 2000). Internet is an information system in the shape of a network that can encompass many different technologies" (Bay, 2017). Researchers discovered that using the Internet is a vital source of information, while it does not hinder the use of traditional sources, such as books and articles (Large & Beheshti, 2000, as cited in Irvine, 2002). Initially, Internet technology was designed mainly for the needs of the U.S military and then it rose to serve office, academic and research communication (Leiner, 1994). Internet as a tool helps office managers to build networks for interaction with their colleagues, bosses and share ideas about subject matters, and communication in the office (Butler, Lauscher, Jarvis-Selinger, & Beckingham, 2004; Patahuddin, 2013). Therefore, the Internet becomes more and more important to how office managers and others work and live (Fang & Yen, 2006). Multiple scholars throughout the years have claimed that having accessibility to the Internet at universities or in the work environment opens many new visions for office managers to absorb many aspects of managing and relating in their universities, and easy accessibility to the Internet provide many resources of knowledge and information for office managers without need of leaving the institutions (Dede, Mushayikwa & Lubben, as cited in Patahuddin, 2013). Furthermore, effective use of the Internet to support office management and communication can lead to broad changes in institutions. These changes not only result in a progressed and developed knowledge and education and quality of content but also contribute to saving time and space (Anderson, 2006; Chirwa, 2018).

Job Performance

Job performance as one of the most vital dependent variables has studied by scholars of different stratifications for a very long time. According to Borman & Motowidlo (2003) stated that there are two types of employee behaviour that are necessary for organizational effectiveness: task performance and contextual performance. Task performance means behaviours that are directly results in producing goods or service, also activities that provide indirect support for the organizations core technical processes (Werner, 2000). When researchers study dimensions of job

performance, they often measure job performance using subjective supervisor ratings. Given that individual job performance is a multifaceted and complex construct that may not be captured with subjective assessments, we included objective indicators of performance for the following reasons: First, compensation research highlights the effectiveness of an organizations objective performance measures in guiding employee behaviour as the role expectations are clearly defined (Spreitzer, 2005). Second, objective job performance measures limit both intentional and unintentional biases that occur in performance evaluation processes. In this study, modified Mustapha & Naoum (2008) & Igbaria (2001) Performance Evaluation Questionnaire (PEQ), which contains 24 attitude statements was used by supervisors to measure the performance of professionals who work directly under them. Job performance is a multifaceted term. It is not able to measure job performance by a single criterion. A set of criteria has to be employed. The study employed a more practical approach that was to select key job performance criteria from prior empirical studies. After a review of the relevant literature, two studies that had tested different sets of job performance criteria were identified.

Goal-setting Theory

The goal-setting theory as proposed by Edwin Locke in the year 1968. This theory postulated that the organizational goals established by an organization play an important role in the performance of every employee. Edwin Locke (1968) posited that advancement in technology is required to execute effective goal setting include the ability to engage employees in mutual goal setting, clarify role expectations and provide regular performance feedback. Time and energy also need to be given to providing relevant job performance, managing processes, providing adequate resources and workplace training. It also advice that in order to drive the organization to a better job performance, managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman et al, 2005).

Employee job performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas &Yaqoob, 2009). Job performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

METHODOLOGY

The correlation survey design was adopted for the study. The population of this study consists of all the public universities in Rivers State. As at the time of conducting this study, the total number of public universities in Rivers State was three (3) with each having different number of faculties and departments make the number of staff to vary between the institutions. Hence, the population of the study was one hundred and eighty-nine (189) office managers across the three public universities in Rivers State. The sample size for this study consists of one hundred and twenty (120) office managers drawn from the three public universities in Rivers State. The Taro Yamane formula was ideal to be used when the population size is known (Wali, 2011). However, the simple random technique will be adopted for this study because it gives every office manager the equal chance of being selected for the sample. The questionnaire was use for data collection. The researcher used Pearson Product Moment Correlation to analyse and answer the research questions that were stated regarding the relationship between Technological advancement strategies and job performance and to test the hypotheses that were formulated at 0.05 level of significance.

Research Hypotheses

Research Hypothesis One: There is no significant relationship between internet facilities and effective information delivery of office managers in public universities in Rivers State

Summary of regression analysis on the relationship between internet facilities and effective information delivery of office managers in public universities in Rivers State

PART A Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 ^a	.065	.062	1.67435

a. Predictors: (Constant), Internet Facilities

PART B Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	15.499	.643		24.115	.000
	Internet Facilities	.166	.036	.245	4.555	.000

a. Dependent Variable: Effective Information Delivery

PART C ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.156	1	58.156	20.750	.000 ^b
	Residual	835.431	118	2.803		
	Total	893.587	119			

a. Dependent Variable: Effective Information Delivery

b. Predictors: (Constant), Internet Facilities

The table above showed the summary of regression analysis on the relationship between use of internet facilities and effective information delivery of office managers in public universities in Rivers State. **Part A** showed that internet facilities account for **6.2%** (0.062x100) based on the R-square value internet facilities of office managers in public universities in Rivers State. **Part B** shows a very positive but weak relationship between the two variables (B= 0.245). The regression equation $y=15.499+0.166$ indicating that an increase in the use of internet facilities will lead to increase in effective information delivery of office managers in public universities. **From Part C**, the F-statistic (20.750) shows that there was significant relationship between the independent variable (internet facilities) to product variable (**F1, 118=20.750, p<.05**). This implies that the internet facilities significantly relates to effective information delivery of office managers in public universities in Rivers State. Therefore, the null hypothesis was rejected and the alternate accepted at 0.05 alpha level.

Research Hypothesis Two: There is no significant relationship between internet facilities and productivity of office managers in public universities in Rivers State

Summary of regression analysis on the relationship between internet facilities and productivity of office managers in public universities in Rivers State

PART A Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.199 ^a	.039	.036	1.67476

a. Predictors: (Constant), Internet Facilities

PART B Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.918	.643		26.316	.000
	Internet Facilities	.127	.036	.199	3.496	.001

a. Dependent Variable: Productivity

PART C ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.287	1	34.287	12.224	.001 ^b
	Residual	835.833	298	2.805		
	Total	870.120	299			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Internet Facility

The table above showed the summary of regression analysis on the relationship between internet facilities and productivity of office managers in public universities in Rivers State. **Part A** showed that internet facilities account for **3.6%** (0.036x100) based on the R-square value internet facilities of office managers in public universities in Rivers State. **Part B** shows a very positive but weak relationship between the two variables (B= 0.199). The regression equation $y=16.918+0.127$ indicating that an increase in the internet facilities will lead to increase in productivity of office managers in public universities. **From Part C**, the F-statistic 12.224) shows that there was significant relationship between the independent variable (internet facilities) to product variable (**F1, 118=12.224, p<.05**). This implies that the internet facilities significantly relates to productivity of office managers in public universities in Rivers State. Therefore, the null hypothesis was rejected and the alternate accepted at 0.05 alpha level.

Research Hypothesis Three: There is no significant relationship between internet facilities and information storage of office managers in public universities in Rivers State

Summary of regression analysis on the relationship between internet facilities and information storage of office managers in public universities in Rivers State

PART. A Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 ^a	.241	.231	.85452

a. Predictors: (Constant), Internet Facilities

PART. B Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.164	1.421		9.964	.000
	Internet Facilities	.287	.060	.491	4.752	.000

a. Dependent Variable: Information storage

PART.C ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	16.486	1	16.486	22.577	.000 ^b
1	Residual	51.844	118	.730		
	Total	68.330	119			

a. Dependent Variable: Information Storage

b. Predictors: (Constant), Internet Facilities

The table above showed the summary of regression analysis on the relationship between internet facilities and information storage of office managers in public universities in Rivers State. **Part A** showed that internet facilities account for **24.1%** (0.241x100) based on the R-square value internet facilities of office managers of public universities in Rivers State. **Part B** shows a very positive but weak relationship between the two variables (B= 0.491). The regression equation $y=14.164+0.287$ indicating that an increase in the internet facilities will lead to increase in information storage of office managers in public universities. **From Part C**, the F-statistic 22.277) shows that there was significant relationship between the independent variable (internet facilities) to product variable (**F1, 118=22.577, p<.05**). This implies that the internet facilities significantly relates to information storage of office managers in public universities in Rivers State. Therefore, the null hypothesis was rejected and the alternate accepted at 0.05 alpha level.

Relationship between internet facilities and effective information delivery of office managers in public universities in Rivers State

Research question four and its corresponding hypothesis showed a significant relationship between internet facilities and effective information delivery of office managers in public universities in Rivers State. The findings of the study is in line with the findings of (Sudhahar 2010) who identified that institutions across the world understood that apart from introducing innovative products and services, are also focusing on maintaining and keeping cordial relationships with those they are relating with rather than acquiring new one all the time. The findings of the study was also in line with the findings of (Titko et al., 2013) which posits that the cost of attracting a new customer is much higher than the cost of keeping the existing one. This implies that having good internet facilities will boost the level information delivery strategy of office managers in public universities. This skills will not only be useful to the office managers alone but also to those whose receive their services as their minds will be relax knowing that they will always deliver in times of the information rendered to them. The study of (Sudhahar, 2010) also supported the findings of the present study as the study found out that having good internet facilities in an institution will enable them to effectively store information. This study outcome is in line with the notion that the more the internet facilities of an institution the more outcome he generates which

includes effective information storage, increase in the value of purchase, increase in the number of purchases and the customers' better understanding of the firm and vice-versa.

It is therefore believed that internet facilities lead to effective information delivery of office managers in public universities. Kang and James (2014) added that only institutions with good internet facilities can effectively deliver information in this era that every institutions is walking towards fully adoption of technological advancement. In the present day institution, the level of information delivered in an organization is a function of internet facilities available in institution and the ability of the staff to effectively use them. Bateson & Hoffman (2011) stated that effective service delivering is measured in times of quantity of customers that can be attended to at a given time, the level of accuracy on the services rendered to customers. They added that an institutions with very fast internet facilities will effectively deliver information to more customers than an institutions with very slow internet facilities. The findings of (Titko2013) also supported the findings of the present study. In his study to ascertain the relevance of internet facilities in institutions found out that internet facility is one of the proponents' elements that drive effective information delivery.

Relationship between internet facilities and productivity of office managers in public universities in Rivers State

Research question five and its corresponding hypothesis showed a significant relationship between internet facilities and productivity of office managers in public universities in Rivers State. The findings of the study was in line with the study of (Abdullah 2011) which stated that the generation and rapid advances in technology-based systems are increasingly leading to fundamental changes in how organizations interact with their customers. Abdullah (2011) further added that acquisition of internet facility will lead to productivity of office managers in public universities. Institutions need to employs office managers who have good technological knowledge to handle their technological related activities, the institution is bound to having a good return in terms of achieving its productivity. In the same vein, the result of the study was also in line with the findings of Dogarawa (2011) which opined that today's institutions are used to having technological advancement strategy integrated into most aspects of their work and personal lives; office managers is no exception. As institutions increasingly use technological advancement strategy in their day-to-day activities, many expect the convenience of high-tech tools from their institutions.

Relationship between internet facilities and information storage of office managers in public universities in Rivers State

Research question six and its corresponding hypothesis showed a significant relationship between internet facilities and information storage of office managers in public universities in Rivers State. The study of (Gup & Kolari, 2015) was in line with the findings of this study by identifying the operations carried out in the institutions as follows: to photocopy documents, print documents, typeset documents among others. The study added that only institutions who have adopted technological advancement strategies can handle such level of sensitive transactions that required information storage which institutions offers. The findings of the study was also in line with the findings of Maga (2009) which posits that with among all the risks that an organization can think of, information storage is considered to be critical in minimizing risk exposure within the institutions. A number of scholars such as Makhura (2008), survey university of Technology (2008), Sampson (2013) and Williams (2017) contend that weak information storage programmes, systems and practices have remained a problem and a major obstacle to developing watertight risk management strategies in the institution.

The study of Gurrod (2014) was also in support of the findings of the present study. Gurrod (2014) stated that public institutions are exposed to risks such as fraud of different stratification, poor service delivery and failure to enforce compliance within existing regulatory framework. To handle

these challenges, staff with high level of computer literacy needs to be employed in institution with the aim curbing issues associated with information storage.

CONCLUSIONS

Based on the analysis and findings of the study, it was concluded that there is a significant relationship between the dimensions of internet facilities and job performance of office managers in public universities in Rivers State. This shows internet facilities influences job performance of office managers in public universities in Rivers State.

RECOMMENDATIONS

Based on the findings of the study, the study recommended among the following that:

- 1) Internet services should be adequately available to enable office managers deliver information effectively.
- 2) Internet services should be regularly updated/enhanced to prevent un-timely completion of tasks of office managers in public universities.
- 3) Office managers should be encouraged to maintain the status quo on internet facilities as its utilization helps in information storage.

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