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RECORDS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN THE TEACHING SERVICE COMMISSION, LAGOS STATE, NIGERIA

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ABSTRACT

Records management can enhance organizational performance in the public sector. Many of these organisations experience challenges such as administrative delays, inefficiencies in operations, poor coordination, and reduced service delivery. Organizations with effective records management practices are more likely to achieve improved performance outcomes. However, empirical evidence shows that organizational performance in many public sector institutions remains low due to inefficiencies in records handling. Existing literature suggests that effective records management can significantly improve organizational performance. Therefore, this study investigated the influence of records management on organizational performance in the Teaching Service Commission, Lagos State, Nigeria. Survey research design was adopted for the study. The population was 184 employees of the Teaching Service Commission, Lagos State, Nigeria. The sample size consists of staff in the Teaching Service Commission (TESCOM), Lagos State, Total enumeration was used for the technique because of the sizeable population. A structured questionnaire was used for data collection. Cronbach's alpha coefficients for the constructs ranged from 0.887 to 0.903. A response rate of 87.5% was obtained. Data were analysed using descriptive and inferential statistics (multiple linear regression) at a 5% level of significance. Findings revealed that records management a significant influence on organizational performance in the Teaching Service Commission, Lagos State, Nigeria (Adj. $R^2 = 0.708$, $F(5,155) = 78.571$, $p < 0.05$). The study concluded that records management can enhance organizational performance. The study recommended that the Teaching Service Commission should strengthen records management practices and adopt an integrated approach to improve organizational performance.

Keywords: Organizational Performance, Records management, Public sector, Teaching Service Commission

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1.0 Introduction

Organizational performance is the ability of an organization to achieve its goals using resources effectively and efficiently to satisfy its stakeholders (Gberevbie et al., 2017)). It involves assessing both financial and non-financial indicators including productivity, service delivery, and decision making. Organizational performance is the ability of an organization to achieve its goals using resources effectively and efficiently to satisfy its stakeholders. It involves assessing both financial and non-financial indicators including productivity, service delivery, and decision making.

Organizational performance refers to the degree to which a public institution effectively and efficiently achieves its stated goals and objectives through the coordinated use of its people, processes, information, and resources. Organizational performance depends on various levels of performance, including individual-level performance, team-level performance, organizational-level performance, and societal performance (Aguinsi, 2019; Bussin, 2017; De Waele et al., 2021). Performance is a multi-faceted construct, implying that the creation of value cuts across various sectors, including growth, profitability, and legitimacy (Gutterman, 2023).

The Lagos State Teaching Service Commission (TESCOM) is a government agency in charge of recruiting, training, promoting, and ensuring the general welfare of teachers in Lagos State, Nigeria. The agency has a primary duty to manage the staff in both primary and secondary schools in Lagos state. TESCOM ensures the teachers meet the requirements necessary, to contribute to educational policy and development, and supervises the academic performance or development of students to maintain quality teaching. TESCOM plays a vital role in shaping the educational system in Lagos by fostering an effective and competent teaching workforce.

United Nations (2021) showed that organizational performance in the public sector of developed countries such as Germany, Japan and Canada were generally strong, with governments demonstrating steady progress in coordination, oversight, and institutional management. However, performance gaps persisted as several countries still struggled with weak monitoring structures and limited self-evaluation processes, indicating that institutional growth was uneven across regions. In Africa, Chigudu (2018) indicated that public sector performance showed initial improvement between 2007 and 2016 but was deteriorating over time. Even high performing countries such as Mauritius, Seychelles, and Botswana began to experience declines in governance and institutional effectiveness, signaling growing structural fragility. These weaknesses highlight the challenges faced by African public in sustaining effective organizational performance. Overall, the observed variations in institutional performance across regions emphasize the importance of organizational performance as a central factor in public sector effectiveness.

However, amidst the various factors that determine organizational performance, this study measures it using the following: service delivery efficiency, employee productivity, and decision-making effectiveness. Service delivery efficiency refers to how effectively an organization utilizes its available resources to provide timely and quality services to its stakeholders (customers, employees, shareholders, managers, suppliers, competitors, government, and regulatory bodies). Measuring performance requires attention to both external service outcomes and internal

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managerial processes. In particular, service delivery efficiency often serves as the most visible indicator of how well an agency meets citizens' needs (Eneanya, 2018).

Hutomo and Rofi (2022) state that opportunities in the external competitive environment are greatest for management to determine what to do with available resources and how to exploit them to the organization's advantage. However, many public sector organizations are experiencing deteriorating organizational performance despite their crucial role. Performance metrics such as service delivery efficiency, employee productivity, and decision-making effectiveness, which were once seen as strengths, are increasingly under strain because of things like institutional resistance to change, budget and resource constraints, bureaucratic rigidity, and weak accountability mechanisms. Finally, because information is the lifeblood of both effective decisions and efficient service delivery, organizational performance is intimately connected to how an institution manages its records and information flows.

Effective records management plays a crucial role in the success and accountability of public sector organizations. It is essential for ensuring transparency, efficiency, continuity, and informed decision-making in government operations. Records management is the systematic control of the creation, receipt, maintenance, use and disposition of records (Australian Standard on Records Management ISO 15489). It involves managing records from creation to their final disposal or preservation in archives. Furthermore, information and records management has been defined as the application of systematic policies and procedures governing the creation, distribution, maintenance, management, use, and disposal of records to achieve effective, economical, accountable, and transparent administration, emphasizing its role as a core organizational process rather than a mere administrative function (Dada, R. O., 2020).

It involves managing records from creation to their final disposal or preservation in archives. Agu et al. (2022), assert that effective records management is a vital component of business operations that ensures timely and reliable information flow, facilitating the easy retrieval of needed information. Records are considered as the raw materials needed for decision making and the institutional memory of an organization. According to Onunwor (2022), records management practice involves the systematic and confident control of all records throughout their life cycle, including creation, maintenance (use, storage, retrieval), and disposal. He emphasized that managing records across these stages ensures that organizations can maintain accurate, accessible, and reliable information, which in turn enhances service delivery, profitability, and overall performance. Furthermore, it was believed that continuous improvements in record management practices such as file creation/tracking, e-mailing, and file maintenance bring about corresponding improvements in organizational performance.

Classification is crucial, because if records are not classified, retrieval for future use becomes difficult. ISO 15489-1:2016 specifies that a record possesses usability if it can be reliably located, retrieved, presented, and interpreted by stakeholders within a timeframe deemed reasonable. The standard emphasizes that records systems should be designed specifically to facilitate the easy use of records. Igbokwe and Chinyeaka (2019) describe the critical roles that records play at any given stage in the life cycle of an organization, which serves as a definition of their essential function and use: Records play important roles in an organization's life

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cycle, including "recruitment, training and development, promotion, transfer, implementation, monitoring, separation, pension, and organizational development. Igbokwe and Chinyeaka (2019) also emphasize that government relies upon policy documents (like budget papers, procurement records, and accounting records) to demonstrate transparency and accountability to its citizens.

Ukaogba and Nwankwo (2020) asserted that records maintenance is a key stage within the overall control process of records, it is therefore defined as a core systematic control action applied to records during their active and storage phases to ensure their accessibility and protection until they reach final disposition. Records disposal, contains the range of processes undertaken to implement decisions on the retention, destruction, or transfer of records. It forms an important aspect of records management, which ensures systematic control over the creation, receipt, maintenance, use, and final disposition of records. Disposition activities must comply with formally established authorities that specify approved actions for different categories of records. These decisions are typically guided by appraisal outcomes, which determine how long records should be retained. By managing each stage of the lifecycle effectively, organizations can enhance their operational efficiency, make informed decisions, and improve the organizational performance and culture in the public sector.

Effective records management entails systematically creating, organizing, maintaining, and disposing of organizational records to ensure accuracy, accessibility and compliance with policies. Meanwhile, organizational culture comprises of shared values, norms, beliefs, and practices that shapes employee's behavior, communication, and decision-making in the organization. To enhance organizational performance, public sector organizations must implement solid records management practices whilst nurturing a culture characterized by open communication, strong leadership, and committed employees.

1.1 Statement of the problem

Organizational performance remains a major concern in public sector organizations, particularly in environments where efficiency, accountability, and quality service delivery are critical. Public sector organizations are expected to achieve set objectives through effective utilization of resources, timely decision-making, and adherence to established policies. However, TESCOM has continue to experience challenges such as administrative delays, inefficiencies in operations, poor coordination, and reduced service delivery, these shortcomings weaken organizational performance and public trust.

Despite the recognised importance of records management, many public sector organizations still treat records management as a routine administrative function and pay limited attention to the role in enhancing performance. Dada and Ogunwemimo (2024) highlighted that employees who are committed to organizational objectives adhere more closely to policies, perform their duties effectively and efficiently, which in turn contributes to organizational performance. Although several studies have emphasized the importance of effective records management.

However, many public institutions still struggle to institutionalize effective record-keeping practices that promote accountability and efficiency. This persistent weakness has continued to limit organizational performance and transparency in Nigeria's public sector. Therefore, this

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study aims to examine the extent to which records management, can influence organizational performance in the Teaching Service Commission, Lagos State, Nigeria. to provide evidence-based recommendations for improving efficiency and service delivery.

1.2 Objective of the Study

The main objective of the study is to investigate the influence of records management and organizational culture on organizational performance in the Teaching Service Commission, Lagos State, Nigeria;

The specific objectives of the study are to:

1. To find out the level of organizational performance in the Teaching Service Commission, Lagos State, Nigeria;
2. identify the level of records management practices in the Teaching Service Commission, Lagos State, Nigeria;
3. establish the influence of records management on organizational performance in the Teaching Service Commission, Lagos State, Nigeria;

1.3 Research Questions

To achieve the objectives of the study, a set of questions have been formulated to provide guidance and direction for the investigation and research process. These research questions include:

1. What is the level of organizational performance in the Teaching Service Commission, Lagos State, Nigeria?
2. What is the level of records management practices in the Teaching Service Commission, Lagos State, Nigeria?
3. What are the influence of records management on organizational performance in the Teaching Service Commission, Lagos State, Nigeria?

1.4 Research Hypotheses

The null hypothesis were tested at- 0.05 level of significance:

Ho3: Records management does not significantly influence organizational performance in the Teaching Service Commission, Lagos State, Nigeria.

1.5 Scope of the Study

This study focuses on records management, organizational culture as it influences organizational performance in the Teaching Service Commission Lagos State, Nigeria. The Lagos State Teaching Service Commission (TESCOM) is a government agency in charge of recruiting, training, promoting, and ensuring the general welfare of teachers in Lagos State, Nigeria. The agency has a primary duty to manage the staff in both primary and secondary schools in Lagos state. Organizational performance is the dependent variable while records management and organizational culture are the independent variables. Organizational performance was be examined in this study as service delivery, employee productivity, and decision-making effectiveness. Records management was assessed based on the major components of the records lifecycle, including records creation, classification, maintenance, use, and disposition, as well as compliance with established records management policies and standards. This study was limited to employees within the Teaching Service Commission in Lagos State, Nigeria, including administrative and operational staff directly involved in record creation, handling, and usage.

1.6 Significance of the Study

The findings of this study will be beneficial to public sector employees, administrators,

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policy makers, and researchers. This study is important as it will highlight the influence of records management and organizational culture on organizational performance within the Teaching Service Commission Lagos State, Nigeria. The findings would be beneficial to TESCOM employees as they will better understand the importance of maintaining accurate, reliable, and accessible records to improve their daily operations, service delivery, and accountability. This study will provide valuable insights into how effective records management systems contribute to achieving institutional goals. Public sector organizations will also benefit as the study's findings could guide the development of strategies for improving record-keeping standards, enhancing employee engagement and boosting overall performance. Lastly, researchers can also use this study's conceptual framework and methodology as a reference for conducting further studies on records management, organizational culture, and organizational performance in other regions.

2.0 Literature Review

This section focuses on the concepts that were reviewed comprise records management and organizational performance in the Teaching Service Commission, Lagos State, Nigeria.

2.1 Organizational Performance

Organizational performance refers to the extent to which an organization optimally utilizes its human, financial, and material resources to achieve its strategic objectives. It serves as an indicator of the organization's effectiveness in executing its mission, delivering value to the public, and upholding administrative responsibility. In the context of the Teaching Service Commission Lagos State, Nigeria. Performance is often assessed based on the efficacy of institutions in maintaining sound governance practices, strengthening internal controls, and ensuring transparency in the delivery of services, as highlighted by Ariyo-Edu and Woli-Jimoh (2024). They emphasize that accountability frameworks designed to enhance operational efficiency and responsiveness are integral to the performance evaluation processes within Ministries, Departments, and Agencies (MDAs). In Nigeria, the sustainability of public trust and the achievement of successful service delivery are intrinsically linked to the organization's capacity to demonstrate robust performance.

Employee productivity is a crucial factor in determining how effectively an organization performs. It reflects workers' contributions toward achieving institutional objectives through commitment, competence, and work efficiency. Musa and Bello (2023) observed that employee productivity in Nigeria's public sector is closely linked to organizational change, leadership practices, and institutions' capacity to motivate their workforce. Their review highlighted that productivity improves when employees are given clear goals, a supportive work environment, and opportunities for skill development.

Effective decision-making refers to managers' and administrators' ability to make quick, well-informed, and calculated decisions that guide organizational operations toward achieving specific goals. Similarly, Onah (2024) found that digital transformation projects enhance decision-making effectiveness by providing public organizations with access to real-time data for analysis and supporting the development of evidence-based policies. When decision-making is effective, it directly strengthens service delivery, as it allows organizations to respond promptly and efficiently to citizens' needs. Additionally, digital transformation projects in Anambra State enhanced government agency effectiveness by

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speeding up data access and simplifying administrative processes, according to Onah (2024). All of these examples demonstrate that fast procedures, transparent systems, and strategic governance mechanisms that boost public satisfaction are essential for efficient service delivery. Organizational performance refers to how well an organization achieves its goals through effective employee productivity, informed decision-making, and efficient service delivery. Teaching service commission in Lagos State, can achieve better accountability, transparency, and long-term service results that meet the expectations of the public when these factors operate at their best.

2.2 Records Management

Records management is the systematic control of records throughout their life cycle from creation to final disposition to support accountability, efficiency, and transparency in organizational operations. According to ISO 15489, records management involves the creation, receipt, maintenance, use, and disposal of records, including processes for capturing and maintaining evidence of business activities and transactions. Onifade (2023) noted that effective records management provides the foundation for sound governance, ensuring that public institutions can demonstrate compliance, support service delivery, and preserve institutional memory. In the public sector, records management plays a vital role in promoting operational efficiency, accountability, and good governance. Records serve as verifiable evidence of government actions, facilitating the protection of citizens' rights, the evaluation of performance, and the prevention of fraud and duplication. Isiwele-Ishola and Osebhahiemen (2024) emphasized that proper records management systems enhance administrative performance and ensure easy access to information for both internal and external stakeholders. Conversely, poor recordkeeping practices lead to loss of valuable information, delays in service delivery, and weak institutional performance.

The records management lifecycle, according to Paredes (2023) is the sequence of stages a record passes through from its creation to its final disposal. Essentially, it starts when a record is generated and concludes when it is destroyed. Although the duration and specifics may vary by record type, all records follow the core stages of creation, use, and disposition.

According to Okoronkwo and Oguejiofor (2025) record creation is a foundational stage in the records management process, as it ensures that records are accurate, complete, and capable of serving as reliable evidence for organizational activities and decisions. It refers to the phase in records management practice that involves generating or receiving records and has a significant positive influence on service delivery. (Mureebe, D., & Lwanga, E. k., 2023). Once records are created, they must be systematically classified to ensure efficient organization, retrieval, and use within the institution. Isiwele-Ishola and Osebhahiemen (2024) highlighted that proper classification schemes, often based on functions or subjects, improve the efficiency of record storage, retrieval, and use in Nigerian public institutions.

Records use refers to the stage in the records lifecycle when records are actively referenced and accessed to support ongoing operations. During this phase, records, whether paper or electronic, are maintained in easily accessible locations to facilitate quick retrieval and continued use in daily activities (New York State Archives, 2021). Onifade (2023) asserted that accessibility and usability of records determine their

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value; records that cannot be easily accessed or interpreted lose their administrative and evidential importance.

However, ensuring that records remain accessible and usable over time depends largely on proper maintenance practices, which preserve their authenticity, integrity, and availability throughout their lifecycle. Records maintenance refers to the continuous activities that ensure records remain in good condition. It includes proper storage and preservation to prevent deterioration. Disposal is the final stage of the records lifecycle. It involves authorized disposal of records that are no longer in use, or permanent transfer of records with enduring value to archives. Furthermore, records management has been defined as the application of systematic policies and procedures governing the creation, distribution, maintenance, management, use, and disposal of records to achieve effective, economical, accountable, and transparent administration, emphasizing its role as a core organizational process rather than a mere administrative function (Dada, R. O., 2020).

2.3 Records Management and Organizational Performance

Effective records management (RM) is a crucial determinant of organizational performance (OP), especially within the commission where accountability and service delivery depend on accurate information flow. Empirical evidence across Nigeria and other African countries has consistently demonstrated that sound RM practices enhance administrative effectiveness and overall productivity. Otobo (2021) in a survey of employees in the Lagos State Judiciary, found that the judiciary demonstrated high levels of teamwork and coordination but required continuous improvement in staff productivity and case retrieval efficiency. The study's statistical analysis (mean = 3.18 on a 4-point scale) revealed a positive relationship between the quality of record practices and administrative performance. Similarly, Agwatu (2023) employing a descriptive research design with a sample of 120 secretaries across Lagos State public universities, discovered that both RM practices and perceived organizational support had significant and positive correlations with administrative effectiveness ($r = 0.71$, $p < 0.05$). These findings confirm that well-structured RM systems strengthen efficiency, ensure timely access to data, and minimize decision-making delays, key drivers of organizational performance.

Several studies further reinforce the relationship between RM and OP. Bakare and Oseni (2024), using a survey of 200 administrative staff in public polytechnics in Edo State, reported that electronic records management systems (ERMS) significantly enhanced performance levels, with regression results indicating that ERMS use explained 63% of variance in staff efficiency. The study emphasized the importance of technical support and ICT training in sustaining record accuracy and accessibility. Likewise, Ahmed et al. (2025) through a descriptive survey of 150 records officers in North-Central Nigeria local government councils, found that records organization strongly influenced job performance ($\beta = 0.684$, $p < 0.05$). Proper supervision and adherence to standards were identified as key predictors of efficiency, implying that structured and digitally supported recordkeeping directly enhances organizational productivity and accountability.

Earlier evidence reveals that many public agencies continue to struggle with traditional recordkeeping methods. Bakare (2016) in a descriptive survey of eight local government councils in Ogun State, a population of 320

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staff members, reported that records management was dominated by paper-based systems with insufficient storage and weak security measures. The study highlighted those disorganized records reduced information retrieval speed and decision-making quality. Mwantimwa (2019) using a descriptive design in Tanzania's public service a population of 210 staff members, found that while most staff acknowledged the importance of electronic records, implementation was constrained by poor ICT infrastructure, inadequate training, and low budget allocation. Similarly, Kashaija et al. (2022), through a case study of Singida Local Authorities 45 key officers, revealed that limited space, lack of policy compliance, and absence of digital tools undermined records efficiency and good governance. The findings from these studies underscore the challenges of manual record systems and the need for stronger technological and managerial support to achieve performance goals.

Effective records management entails systematically creating, organizing, maintaining, and disposing of organizational records to ensure accuracy, accessibility and compliance with policies. Meanwhile, organizational culture comprises of shared values, norms, beliefs, and practices that shapes employee's behavior, communication, and decision-making in the organization. To enhance organizational performance, public sector organizations must implement solid records management practices whilst nurturing a culture characterized by open communication, strong leadership, and committed employees.

2.4 Theoretical Framework

This section presents a review of relevant theory and models that underpin this study. Theories are developed to explain, predict, and understand phenomena by establishing relationships among variables within defined assumptions. They provide a foundation that supports a research study, clarifies why the problem under investigation exists, and offers a systematic lens for interpretation. Models, on the other hand, serve as simplified representations of real-world processes. They critically examine and explain the factors contributing to the research problem and guide empirical investigation. In this study, three models are employed to provide a comprehensive understanding of the relationship between records management, organizational culture, and organizational performance in the Teaching Service Commission, Lagos State, Nigeria. General Systems Theory is adopted to guide the overall study by explaining the interdependence among organizational subsystems and how it affects organizational performance. Records lifecycle Model guides records management, while Denison's Organizational Culture Model provides a framework for understanding how cultural elements influence performance outcomes in public institutions.

The Records Life-Cycle Model provides a systematic and comprehensive framework for understanding how records are created, organized, maintained, utilized, and ultimately disposed of within an organization. It functions as both a theoretical and operational guide, ensuring that records are effectively managed throughout their entire life cycle from initial creation to final disposition. The model underscores that records constitute critical organizational assets that must be properly controlled to support informed decision-making, institutional accountability, and the efficient delivery of services. In the context of public administration, the life cycle emphasizes that effective records management is not merely a technical exercise but a strategic function central to transparency, efficiency, and governance.

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The evolution can be traced to the Records Life Cycle concept, first introduced by the U.S. National Archives and Records Administration (NARA) in the 1930s and later developed by Theodore R. Schellenberg (1956). Schellenberg highlighted the need to manage records from their creation through their active and inactive stages until their final disposal or archival preservation. This perspective marked a significant shift from viewing records as static documents to seeing them as dynamic entities with a definable life span. Subsequent refinements to this framework culminated in the ISO 15489 (2016) standard, which defines records management as the efficient and systematic control of the creation, receipt, maintenance, use, and disposition of records to ensure their authenticity, reliability, integrity, and accessibility. These developments collectively established the foundation for modern records management theory and practice.

The Records Life-Cycle Model is typically articulated through five interconnected stages: creation, classification, maintenance, use, and disposal, each representing a crucial phase in the management of records, as defined by the U.S. National Archives and Records Administration. Creation refers to the generation or receipt of records that serve as evidence of an organization's business activities or decisions. Classification involves organizing records into logical categories based on their function, subject, or content, facilitating their retrieval and use. Maintenance ensures that records are stored securely, protected from damage, and preserved to maintain their integrity and accessibility. The use stage involves the retrieval and application of records for administrative, legal, or operational purposes, while disposal encompasses the systematic destruction of records whose retention periods have expired or their transfer to archives for long-term preservation. Collectively, these stages establish an ongoing cycle that ensures that records remain valuable, relevant, and reliable throughout their existence.

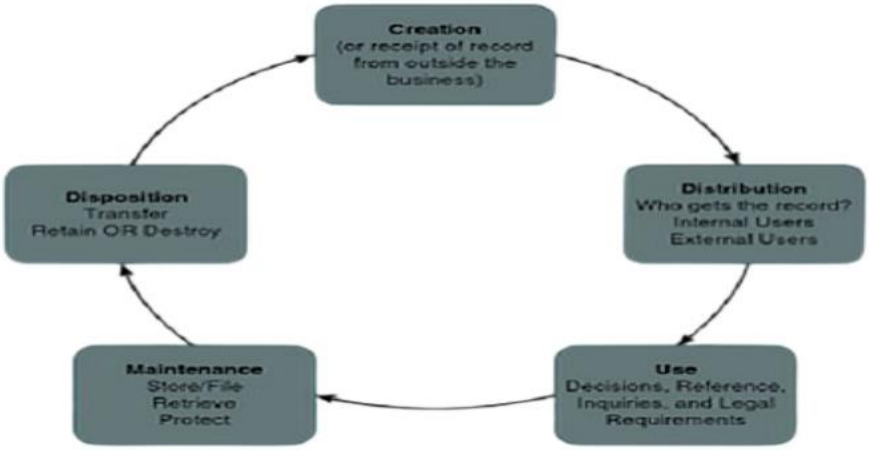
Each component of the Life-Cycle is interdependent, reflecting the broader systems-oriented nature of organizational operations. For instance, improper creation or misclassification of records can compromise maintenance and retrieval, leading to inefficiencies, duplication, or loss of institutional memory. Similarly, weak disposal controls may expose organizations to compliance risks or information overload. The effectiveness of the entire records management process, therefore, depends on the integration and consistency of all its stages. In public institutions, where accountability and service delivery are paramount, adherence to the principles of the Life-Cycle facilitates timely access to information, supports evidence-based decision-making, and enhances administrative transparency. When applied consistently, the model becomes an instrument for achieving institutional efficiency and citizen trust.

RECORDS LIFE CYCLE DIAGRAM

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3.0 Methodology

3.1 Research Design

This study adopts a survey research design. The survey design is suitable because it allows the researcher gather quantifiable data from respondents within the Teaching Service Commission (TESCOM), Lagos State. A quantifiable approach was employed to obtain measurable responses that reflect staff experiences and perceptions relating to records management, organizational culture, and performance.

The survey method enables the administration of structured questionnaires to a relatively large group of respondents within a short time. This enhances cost-effectiveness, ensures standardization of the instrument, and allows for objective comparison of responses. In addition, the anonymity provided by the questionnaire method encourages staff members to express their views honestly, thereby ensuring valid, reliable, and unbiased responses useful for addressing the research objectives.

3.2 Population

Shukla (2020) describes a population as the entire group of elements or individuals to whom the results of a study are generalized.

According to the Centralized Payroll and Data Validation Department, State Treasury Office (2025), TESCOM has a total staff population of 184. Since the study focuses on staff perceptions of records management, organizational culture, and organizational performance, The population of the study comprises records officers and administrative staff within relevant units of TESCOM, Lagos State, excluding non-records staff such as security personnel, cleaners, and other support staffs whose duties do not involve records handling.

3.3 Sampling Technique

The sample consists of staff in the Teaching Service Commission (TESCOM), Lagos State, who are directly involved in the creation, organization, and use of records. The Total Enumeration technique was adopted because of the population size. It is feasible to incorporate all staff who are records officers and administrative officers of TESCOM for data collection.

3.4 Instrumentation

The primary instrument for data collection is a questionnaire developed by the researcher. A questionnaire is a widely used research tool that contains a set of questions designed to collect data from respondents (Ranganathan & Caduff, 2023). The questionnaire contains closed-ended items

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arranged in line with the study's research questions and objectives.

3.5 Validity and Reliability of the Research Instrument

To ensure the accuracy and consistency of the research instrument, both validity and reliability procedures were established before data collection. Validity was determined by subjecting the questionnaire to expert review. Specialists in the Department of Information Resource Management, including the supervisor, educational research, measurement, and information science, were consulted to examine the content, structure, and wording of the instrument. Their feedback helped refine the items to ensure they effectively measure the constructs of records management, organizational culture, and organizational performance.

The Cronbach's alpha values range from 0.887 to 0.903 as shown in Table 3.1.

Table 3.1: Reliability Index of Research Instrument

S/N	Variables	Number of Items	Cronbach's Alpha Value
1.	Organizational Performance	13	0.887
2.	Records Management	21	0.903

This chapter details the analysis and interpretation of data collected to investigate how records management and organizational culture can influence the organizational performance in Lagos State Teaching Service Commission. The questionnaire was the primary source of data collection, and this was administered with the use of google forms. A total of 184 copies of the questionnaire were administered, out of which 161 copied were retrieved and found valid for analysis, representing 87.5% response rate. This chapter focused on the demographic features of respondents, followed by analysis of the research questions. Lastly, this chapter ended with a discussion of findings from empirical studies.

Demographic Information of the Respondents

Table 3.2: ***Demographic Information of Participants***

Variable		Frequency (n)	Percentage (%)
Sex	Male	63	39.1
	Female	98	60.9
	Total	161	100.0
Age	20-29	9	5.6
	30-39	52	32.3
	40-49	43	26.7
	50-60	57	35.4

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	Total	161	100.0
Job Role			
	Director	31	19.3
	Department Head	12	7.5
	Secretary	6	3.7
	Other	112	69.6
	Total	161	100.0
Educational Qualification			
	Diploma	4	2.5
	Bachelor's Degree	109	67.7
	Master's Degree	42	26.1
	PHD	2	1.2
	Other	4	2.5
	Total	161	100.0

Source: Field Survey 2026

Demographic Information in Table 4.1 reveals that respondents within the age range of 50–60 years constituted the highest proportion (35.4%), followed by those within 30–39 years (32.3%), and 40–49 years (26.7%), while respondents within 20–29 years had the least representation (5.6%). The study also shows that majority of the participants were female (60.9%), while 39.1% were male, indicating a higher participation of females in the study. The results further revealed that most of the respondents were classified under the "Other" job role category (68.9%), followed by Directors (19.3%), Department Heads (7.5%), and Secretaries (3.7%), this indicates that respondents were drawn from relevant administrative staff across the commission.

In terms of educational qualification, the findings show that majority of the respondents held a Bachelor's degree (67.7%), followed by those with a Master's degree (26.1%), while Diploma holders (2.5%), PhD holders (1.2%), and others (2.5%) constituted a relatively small proportion. This indicates that most of the respondents were well-educated, with at least a tertiary level qualification.

4.0 Analysis and Presentation of Research Questions

Research question one: What is the level of organizational performance in the Teaching Service Commission, Lagos State, Nigeria?

Table *4.1: Organizational Performance*

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Statements	VHL Freq. (%)	HL Freq. (%)	LL Freq. (%)	VLL Freq. (%)	Mean $\bar{x}$	Standard Deviation (SD)
Decision Making Effectiveness (Mean =3.28, SD =0.83)						
Decisions in my department are based on accurate information to a…	86 (53.4)	60 (37.3)	5 (3.1)	10 (6.2)	3.38	0.82
Decisions improve the overall functioning of the department to a…	76 (47.2)	65 (40.4)	12 (7.5)	8 (5.0)	3.30	0.81
Decision-making processes are transparent to a…	79 (49.1)	54 (33.5)	20 (12.4)	8 (5.0)	3.27	0.86
Staff opinions are considered before important decisions are made to a…	62 (38.5)	68 (42.2)	24 (14.9)	7 (4.3)	3.15	0.83
Employee Productivity (Mean = 3.23, SD = 0.78)						
Employees meet their performance targets consistently to a…	68 (42.2)	72 (44.7)	17 (10.6)	4 (2.5)	3.27	0.75
Overall productivity has improved over the past year to a…	67 (41.6)	75 (46.6)	11 (6.8)	8 (5.0)	3.25	0.79
Staff complete tasks within the expected time frame to a…	66 (41.0)	71 (44.1)	18 (11.2)	6 (3.7)	3.22	0.79
Staff have the required skills to perform their duties effectively to a…	63 (39.1)	76 (47.2)	15 (9.3)	7 (4.3)	3.21	0.79
Workload is managed efficiently across the department to a…	61 (37.9)	76 (47.2)	18 (11.2)	6 (3.7)	3.19	0.78
Service Delivery Efficiency (Mean=3.22, SD =0.84)						
Staff respond quickly to requests and enquiries to a…	75 (46.6)	67 (41.6)	9 (5.6)	10 (6.2)	3.29	0.83
Services are delivered to stakeholders on time to a…	70 (43.5)	66 (41.0)	15 (9.3)	10 (6.2)	3.22	0.86
The department uses available resources effectively to a…	71 (44.1)	65 (40.4)	14 (8.7)	11 (6.8)	3.22	0.87
Work processes are efficient and minimize delays to a…	55 (34.2)	80 (49.7)	19 (11.8)	7 (4.3)	3.14	0.79
Average Overall Mean					**3.24**	**0.81**

Source: Field Survey 2026; **Freq. = Frequency**

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KEY: VHL=Very High Level, HL= High Level, LL=Low Level, VLL=Very Low Level ***Decision Rule if mean is 1 to 1.74=Very Low Level; 1.75 to 2.49 = Low Level; 2.50 to 3.24 =High Level; 3.25 to 4= Very High Level

Table 4.1 shows that in general, employees in the Teaching Service Commission exhibited a high level of organizational performance ($\bar{x}$ = 3.24). Specifically, decision-making effectiveness was rated very high ($\bar{x}$ = 3.28), indicating that decisions are largely based on accurate information ($\bar{x}$ = 3.38), improve departmental functioning ($\bar{x}$ = 3.30), and are transparent ($\bar{x}$ = 3.27), although staff involvement in decision-making was relatively lower ($\bar{x}$ = 3.15). This was followed by employee productivity, which was high ($\bar{x}$ = 3.23), reflecting that employees meet performance targets ($\bar{x}$ = 3.27), productivity has improved ($\bar{x}$ = 3.25), tasks are completed within expected time frames ($\bar{x}$ = 3.22), and staff possess the required skills ($\bar{x}$ = 3.21), with slightly lower emphasis on workload management ($\bar{x}$ = 3.19).

Service delivery efficiency was also high ($\bar{x}$ = 3.22), showing that staff respond promptly to requests ($\bar{x}$ = 3.29), deliver services on time ($\bar{x}$ = 3.22), and utilize resources effectively ($\bar{x}$ = 3.22), while efficiency in minimizing delays was slightly lower ($\bar{x}$ = 3.14).

Based on the findings, organizational performance in the Teaching Service Commission was high, with decision-making effectiveness ranking highest, followed by employee productivity and service delivery efficiency.

Research question two: What is the level of records management practices in the Teaching Service Commission, Lagos State, Nigeria?

Table *4.2: Records Management*

Statements	**VHL Freq. (%)**	**HL Freq. (%)**	**LL Freq. (%)**	**VLL Freq. (%)**	**Mean $\bar{x}$**	**Standard Deviation (SD)**
Records Creation (Mean =3.19, SD =0.83)						
Staff follow standard procedures when creating official records to a…	73 (45.3)	69 (42.9)	10 (6.2)	9 (5.6)	3.28	0.82
New records in my department are created promptly when activities take place to a…	66 (41.0)	73 (45.3)	13 (8.1)	9 (5.6)	3.22	0.82
Records are created accurately without missing important information to a…	65 (40.4)	71 (44.1)	14 (8.7)	11 (6.8)	3.18	0.86
There is adequate training on how to create official records properly to a…	55 (34.2)	71 (44.1)	27 (16.8)	8 (5.0)	3.07	0.84
Records Use (Mean = 3.17, SD = 0.86)						
Staff are encouraged to rely on records for daily tasks to a…	75	61	15	10	3.25	0.87

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	(46.6)	(37.9)	(9.3)	(6.2)		
Records are used appropriately and not handled carelessly to a…	69 (42.9)	68 (42.2)	12 (7.5)	12 (7.5)	3.20	0.87
Records are used frequently to support administrative decisions to a…	66 (41.0)	72 (44.7)	11 (6.8)	12 (7.5)	3.19	0.86
The process of retrieving records is fast and convenient to a…	62 (38.5)	65 (40.4)	26 (16.1)	8 (5.0)	3.12	0.86
Staff can easily access the records they need to perform their duties to a…	56 (34.8)	71 (44.1)	28 (17.4)	6 (3.7)	3.10	0.82
Records Classification (Mean = 3.17, SD = 0.81)						
My department uses consistent categories when classifying records to a…	73 (45.3)	67 (41.6)	14 (8.7)	7 (4.3)	3.28	0.80
Staff understand how to correctly classify different types of records to a…	60 (37.3)	78 (48.4)	19 (11.8)	4 (2.5)	3.20	0.74
Records are classified systematically for easy retrieval to a…	60 (37.3)	69 (42.9)	24 (14.9)	8 (5.0)	3.12	0.84
Both digital and physical records are well arranged according to their categories to a…	56 (34.8)	73 (45.3)	23 (14.3)	9 (5.6)	3.09	0.84
Records Maintenance (Mean=3.14, SD =0.86)						
My department regularly updates and maintains its records to a…	68 (42.2)	71 (44.1)	13 (8.1)	9 (5.6)	3.23	0.82
There are clear guidelines for protecting confidential records to a…	74 (46.0)	58 (36.0)	19 (11.8)	10 (6.2)	3.22	0.89
Records are stored safely to prevent loss or damage to a…	68 (42.2)	61 (37.9)	23 (14.3)	9 (5.6)	3.17	0.88
Equipment and facilities for records storage are adequate to a…	44 (27.3)	73 (45.3)	34 (21.1)	10 (6.2)	2.94	0.86
Records Disposal (Mean=3.01, SD =0.92)						
My department destroys confidential records securely to a…	63 (39.1)	61 (37.9)	22 (13.7)	15 (9.3)	3.07	0.95

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Staff understand the procedures for disposing of records to a…	62 (38.5)	56 (34.8)	39 (18.0)	14 (8.7)	3.03	0.96
There is a regular schedule for reviewing records for disposal to a…	50 (31.1)	72 (44.7)	24 (14.9)	15 (9.3)	2.98	0.92
Outdated records are disposed of following official guidelines to a…	46 (28.6)	72 (44.7)	32 (19.9)	11 (6.8)	2.95	0.87
Average Overall Mean					**3.14**	**0.86**

Source: Field Survey 2026; **Freq. = Frequency**

KEY: VHL=Very High Level, HL= High Level, LL=Low Level, VLL=Very Low Level ***Decision Rule if mean is 1 to 1.74=Very Low Level; 1.75 to 2.49 = Low Level; 2.50 to 3.24 =High Level; 3.25 to 4= Very High Level

Table 4.2 shows that in general, employees demonstrated a high level of records management practices ($\bar{x}$ = 3.14). Specifically, records creation was high ($\bar{x}$ = 3.19), indicating adherence to standard procedures ($\bar{x}$ = 3.28), timely creation of records ($\bar{x}$ = 3.22), and accuracy in documentation ($\bar{x}$ = 3.18), although training on records creation was comparatively lower ($\bar{x}$ = 3.07). This was followed by records use, which was also high ($\bar{x}$ = 3.17), showing that records are relied upon for daily tasks ($\bar{x}$ = 3.25), used appropriately ($\bar{x}$ = 3.20), and support administrative decisions ($\bar{x}$ = 3.19), while ease of retrieval ($\bar{x}$ = 3.12) and accessibility ($\bar{x}$ = 3.10) were relatively lower.

Records classification was equally high ($\bar{x}$ = 3.17), reflecting the use of consistent classification systems ($\bar{x}$ = 3.28), staff understanding of classification procedures ($\bar{x}$ = 3.20), and systematic arrangement of records ($\bar{x}$ = 3.12), although the organization of both digital and physical records was slightly lower ($\bar{x}$ = 3.09). This was followed by records maintenance, which was high ($\bar{x}$ = 3.14), indicating that records are regularly updated ($\bar{x}$ = 3.23), confidentiality guidelines are in place ($\bar{x}$ = 3.22), and records are safely stored ($\bar{x}$ = 3.17), while adequacy of storage facilities was lower ($\bar{x}$ = 2.94).

Lastly, records disposal recorded the lowest mean, though still high ($\bar{x}$ = 3.01), showing that records are securely destroyed ($\bar{x}$ = 3.07), staff understand disposal procedures ($\bar{x}$ = 3.03), and disposal follows established guidelines ($\bar{x}$ = 2.98; $\bar{x}$ = 2.95). Based on the findings, records management practices in the Teaching Service Commission were high, with records creation ranking highest, followed by records use, records classification, records maintenance, and records disposal.

4.3 Test of Hypotheses

Decision Rule

The following rules guided the application of multiple linear regression for this study. If the p-value, which is the probability value, was less or equal to 0.05, the null hypothesis was rejected; if the p-value was greater than 0.05, the null hypothesis was accepted.

H_o1: Records Management does not significantly influence organizational performance in the Teaching Service Commission, Lagos State, Nigeria.

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Table 4.3 Influence of Records Management on Organizational Performance in the Teaching service commission, Lagos, Nigeria.

Variables	B	Std. Error	Beta (*β*)	t	p	Adj.R^2	F	*df*(residual)	p
(Constant)	8.237	1.801		4.574	.000	0.708	78.571	5(155)	0.000
records_creation	1.444	.231	.489	6.249	.000				
records_classification	.662	.249	.220	2.655	.009				
records_maintenance	.234	.232	.082	1.006	.316				
records_use	.331	.188	.147	1.760	.080				
records_disposal	-.096	.163	-.035	-.589	.557				

Dependent Variable: Organizational Performance

Source: Field Survey 2026, ***Note: β= Standardized Coefficient, significant at 0.05***

Table 4.3 depicts that records management significantly influenced the level of organizational performance in the Teaching Service Commission, Lagos State, Nigeria. ($Adj.R^2$ = 0.708, F (5, 155) = 78.571, p < 0.05). This implies that the linear combination of records creation, records classification, records maintenance, records use, and records disposal explains 70.8% variation in organizational performance. Consequently, the null hypothesis was rejected. From the individual perspective, records creation (β = 0.489, t = 6.249, p < 0.05) and records classification (β = 0.220, t = 2.655, p < 0.05) had a positive and significant influence on organizational performance. However, records maintenance (β = 0.082, t = 1.006, p > 0.05), records use (β = 0.147, t = 1.760, p > 0.05), and records disposal (β = -0.035, t = -0.589, p > 0.05) had no significant influence on organizational performance. This indicates that records creation had the strongest effect on organizational performance, followed by records classification.

H_o3: Records management and organizational culture do not jointly influence organizational performance in the Teaching Service Commission, Lagos State, Nigeria.

Table 4.4 Summary of Results of Hypothesis Testing

S/N	Hypotheses	Results	Decision
1	$H_0$1	$Adj.R^2$ = 0.708, F (5, 155) = 78.571, p < 0.05	Rejected

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2	$H_0$2	$Adj.R^2 =$ 0.577, F (5, 155) = 44.572, p < 0.05	Rejected
3	$H_0$3	$Adj.R^2$ = 0.719, F (2, 158) = 205.533, p < 0.05	Rejected

Source: Field Survey 2026

Discussion of Findings

This study examined the influence of records management on organizational performance

in the Teaching Service Commission, Lagos State, Nigeria. This section discusses the findings of this study in line with previous scholarly works. The discussion is presented in line with the findings of the three (3) research questions and three (3) hypotheses that guided the study.

Findings from research question one revealed that employees of the Teaching Service Commission exhibited a high level of organizational performance. Specifically, decision-making effectiveness was rated highest, followed by employee productivity and service delivery efficiency. This finding is consistent with Otobo (2021), which reported a positive relationship between records practices and administrative performance, indicating that effective information systems enhance decision-making and overall organizational functioning. Similarly, Agwatu (2023) found that improved administrative processes significantly enhance organizational effectiveness, reinforcing the outcome of this study. The high level of performance observed may be associated with the availability of accurate information, efficient work processes, and improved staff productivity within the Commission.

Findings of research question two revealed that there is a high level of records management practices in the Teaching Service Commission. The breakdown showed that records creation ranked highest, followed by records use, records classification, records maintenance, and records disposal. This finding aligns with Bakare and Oseni (2024), who reported that effective records management systems significantly improve staff efficiency and organizational outcomes. Similarly, Ahmed et al. (2025) found that proper organization of records has a strong positive influence on job performance, emphasizing the importance of structured recordkeeping systems. However, the relatively lower ratings in areas such as records storage facilities and disposal procedures are consistent with earlier findings by Bakare et al. (2016) and Mwantimwa (2019), who identified challenges such as inadequate infrastructure, poor storage systems, and limited technological support in public institutions. This suggests that while records management practices are generally high in the Commission, there is still room for improvement in infrastructure and policy implementation.

Test of hypothesis one revealed that records management (β = 0.551, t = 9.017, p < 0.05) had significant positive influence on organizational performance in the Teaching Service Commission. Specifically, records creation and records classification had significant positive effects, while records maintenance, records use, and records disposal did not show statistically significant influence. This finding supports Ahmed et al. (2025), who reported that proper records organization significantly improves job performance. It also aligns with Okoronkwo

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and Oguejiofor (2025), who found that effective records management enhances information integrity and organizational efficiency. The result suggests that the foundational aspects of records management, particularly creation and classification, play a more critical role in influencing performance compared to other components.

Furthermore, test of hypothesis three revealed that records management had a statistically significant influence on organizational performance. It also supports the position of Alama and Chikeleze (2023), which emphasized that combining administrative systems with strong cultural values enhances productivity and organizational effectiveness. The finding implies that both structural (records management) and behavioral factors work together to improve performance outcomes in the Teaching Service Commission.

5.0 Conclusion

This study investigated the influence of records management on organizational performance in the Teaching Service Commission, Lagos State, Nigeria. Based on the findings, it is evident that both records management practices and organizational culture play significant roles in enhancing organizational performance.

The study concludes that effective records management, particularly in the areas of records creation and classification, contributes significantly to improved decision-making and overall organizational efficiency. In addition, a supportive characterized by collaboration and clear mission orientation enhances employee productivity and service delivery. Furthermore, the effect of records management indicates that organizational performance is best improved when both structural systems and behavioral factors are effectively aligned. Therefore, strengthening records management practices effectively will lead to sustained improvements in organizational performance within the Teaching Service Commission.

5.1 Recommendations

Based on the findings of the study, the following recommendations are made:

The Teaching Service Commission should strengthen staff involvement in decision-making processes to improve inclusiveness and enhance overall decision-making effectiveness.

1. TESCOM Management should invest in improved records storage infrastructure and modern technologies to enhance records accessibility, retrieval, and long-term preservation.
2. Regular training programs should be organized for the TESOM staff on proper records management practices, particularly in records creation, classification, and disposal procedures.
3. The Commission should develop and enforce clear policies and schedules for records disposal to ensure consistency and compliance with established guidelines.
4. Efforts should be made to strengthen leadership practices by encouraging greater TESCOM staff participation, improving feedback mechanisms, and promoting fairness and transparency in management decisions.
5. The commission should integrate effective records management systems initiatives as a strategy to improve organizational performance.

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5.2 Contributions to Knowledge

The findings of this study have contributed to knowledge in several ways:

1. **Contribution to Literature:** This study contributes to existing literature by providing empirical evidence on the influence of records management and organizational culture on organizational performance within the context of a public sector institution in Nigeria. It serves as a useful reference for researchers, policymakers, and practitioners in information and records management.
2. **Support for Previous Studies:** The study supports and extends previous research by confirming that both records management and organizational culture significantly influence organizational performance. It reinforces existing knowledge on the importance of efficient recordkeeping systems and strong organizational values.
3. **Conceptual Contribution:** The study contributes conceptually by clearly defining and operationalizing the key variables records management, organizational culture, and organizational performance, thereby providing a framework for future studies in related areas.
4. **Empirical Contribution:** The study provides empirical evidence demonstrating the individual and joint influence of records management and organizational culture on organizational performance. It identifies specific components, such as records creation, classification, collaboration, and mission orientation, as key drivers of performance.
5. **Theoretical Contribution:** The study validates the applicability of Systems Theory, Organizational Culture Theory, Resource-Based View, and Information Theory in explaining the relationship between records management, organizational culture, and organizational performance. It also supports the relevance of the Records lifecycle Model and Denison's Organizational Culture Model in organizational studies.

In conclusion, this study provides valuable insights for improving organizational performance through the effective integration of records management practices and organizational culture in public sector organizations.

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