EFFECTIVE MANAGEMENT OF INFORMATION AND JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN FEDERAL UNIVERSITIES IN SOUTH-SOUTH, NIGERIA.

BY

DR AKPAN, E. EBENEZER, *FCICN, AP*
CORPORATE BUSINESS RESEARCH SERVICES
140 IKOT EKPENE ROAD
UYO, AKWA IBOM STATE.

ABSTRACT

The study investigated the effective management of information and job performance of administrative staff in Federal Universities in South-South, Nigeria. The population of this study consisted of administrative officers in Federal Universities in South-South geo-political zones in Nigeria, which are 665 in number. The study adopted descriptive survey design while stratified random sampling technique was used in selecting the respondents. Data was obtained using a research questionnaire "Effective Management of Information and Job Performance of Administrative Staff Questionnaire (EMIJPASQ)". Data obtained from respondents was analysed using mean statistics while independent t-test analysis was used for hypothesis 1 and One-way analysis of variance for hypotheses 2. It was concluded that information gathering and information codification and content management has significant influence on job performance of administrative officers in Federal Universities in South-South in Nigeria. It was therefore recommended that administrative officers should be trained on proper method of information dissemination as this will enhance efficiency of their administrative duties.

KEY WORDS: **Management of Information, Information Gathering, Information Codification, Job Performance, Administrative Officers, Federal Universities, South-South Nigeria.**

INTRODUCTION

Information management has become paramount in every organization not only in Nigeria but also in the whole universe. Alabi (2008) asserted that information management concerns a cycle of oganizational activity such as the acquisition of information from one or more sources, the custodianship and the distribution of that information to those who need it and its ultimate disposition through archiving or deletion. This cycle of organizational involvement with information concerns a variety of stake holders; for example those who are responsible for assuring the quality, accessibility and utility of acquired information, those who are responsible for its safe storage and disposal, and those who need it for decision making. Stake holders might have the rights to originate, change, distribute or delete information according to organizational information management policies.

According to Saad (2010), information management embraces all the generic concepts of management including planning, organizing, structuring, processing, controlling, evaluation,

and reporting of information activities, all of which is needed in order to meet the needs of those with organizational roles or functions that depend on information. The need for effective information in complex organizations like federal universities cannot be ruled out. In fact, information constitutes very vital resources and apparently one of the most strategic operational instruments for operations, efficiency and effectiveness in the organization. More than ever before in Nigeria, effective communication is indispensable to the administrative officers of tertiary institutions as a result of the increasing complexity in the management of their institutions. For administrative officers to be effectively directed and to perform better in their roles they must be adequately trained on information gathering and the training must be given adequate attention by the management. At this point good leadership qualities, practical-oriented training policy, participatory management, conducive working environment and free flow of information, will create a platform for the administrative staff to be trained on information gathering with the ultimate aim of enhancing their administrative roles (Aina, 2004).

Statement of the Problem

Federal Universities in Nigeria are often confronted with many information management challenges which affect smooth running of administrative activities in the schools. In most cases, this occurs when organizational change is engendered. Federal Universities in the South-South region of Nigeria are not exempted from these challenges. The novelty of new systems architecture and lack of experience with new styles of information management require a level of organizational change in the process of administrative duties and that is why it is difficult to deliver. As a result of a general organizational reluctance to change, to enable new forms of information management, there might be a shortfall in the requisite resources. Similarly, failure to acknowledge new classes of information and the new procedures in using them, lack of support from senior management leading to a loss of strategic vision and even political maneuvering that undermines the operation of the whole organization. It is a fact that the implementation of new forms of information management would normally lead to operational benefits but many people do not understand the need for this.

Purpose of the Study

The main purpose of the study is to determine the effective management of information and job performance of administrative staff in Federal Universities in South-South, Nigeria. Specifically, the study sought to:

1. Determine the extent to which information gathering influence the job performance of administrative officers in Federal Universities in South- South, Nigeria.

2. Determine the extent to which information codification influence the job performance of administrative officers in Federal Universities in South-South, Nigeria.

3. Examine the influence of content management on job performance of administrative officers in Federal Universities in South-South, Nigeria.

Research Questions

The following research questions were answered in this study:

1. To what extent does information gathering influence job performance of administrative officers in Federal Universities in South-South, Nigeria?
2. To what extent does information codification influence job performance of administrative officers in Federal Universities in South-South, Nigeria?
3. To what extent is the influence of content management on job performance of administrative officers in Federal Universities in South-South, Nigeria?

Null Hypotheses

The following null hypotheses were postulated to guide the study and were tested at .05 level of significance.

1. Ho_1: There is no significant difference in the mean response of male and female administrative officers on the extent of influence of information gathering on their job performance in Federal Universities in South-South, Nigeria.
2. Ho_2: There is no significant difference in the mean response of administrative officers on the extent of influence of information codification on their job performance in Federal Universities in South-South, Nigeria based on age.

3. Ho_3: There is no significant difference in the mean response of male and female administrative officers on the extent of influence of content management.

LITERATURE REVIEW

Information Gathering and Job Performance of Administrative Officers

Information gathering is the process of collecting information about something. It refers to gathering information about the issue you are facing and the ways other organizations and communities have addressed it. There are obviously many sources of information and are varied depending on what a staff is looking for. These are: Existing sources: - This term refers to published material of various kinds that might shed light either on the issue or on attempts to deal with it. These can be conveniently divided into scholarly publications, mass-market sources, and statistical and demographic information. Natural example: - These are programs or interventions developed and tried in organizations that have addressed your issue. Studying them can tell you what worked for them and what did not, and why.

Mello (2006) opined that gathering of relevant and up-to-date information is a key to business progress. Information consists of organized facts and figures that have meaning within the context that the information is intended to be interpreted by people. Regardless of the field of study or preference for defining data (quantitative or qualitative), accurate information is essential to maintaining the integrity of decision. Both the selection of appropriate information gathering instruments (existing, modified, or newly developed) and clearly delineated instructions for their correct use reduce the likelihood of errors occurring. The main purpose of gathering information is to allow team members and administrative staff to know what is lacking in the organization in regards to the personnel needs and how management can help to

meet such needs. Information gathering enables the Administrative Staff to perform their job effectively and efficiently by bringing multiple pieces of information into one source file, confirm at a glance you have the information you need, remove the obstacle of missing collated information, and repurpose documents for sharing, web, printing with the right level of security as well as increase accuracy in the decision-making process.

Information gathering is closely related to planning and forecasting. Planning is the process of thinking about and organizing the activities required to achieve a desired goal while forecasting is the process of making predictions of the future based on past and present information and analysis of trends. This helps to reduce risk and uncertainty. Information gathering also helps to collect and submit relevant data to authorities entrusted with compiling statistics. Accurate information reporting gives rise to accurate analyses of the facts on the ground, inaccurate information gathering can lead to vastly uninformed decision based on erroneous evidence. The information system designed for an organization must meet the requirements of the end users of the organization.

Information Codification and Job Performance of Administrative Officers

Understanding the factors that influence employee performance is vital because the organization will reinforce those factors to improve performance. Managers and Administrators are charged with the responsibility of managing the performance of their employees. Many organizations have developed three critical stages for managing employee performance: setting expectation, maintaining dialogue between supervisor and employee, and measuring actual performance relative to the expectations (Ndungu, 2009). Managing individual and group efforts in organizations has become increasingly important and complex. There is therefore a need to critically review the way employees are managed. Effective performance management is designed to enhance performance, identify performance requirements provide feedback relevant to those requirements, and assist with career development (Smith, 2008).

Codification is the act, process or result of arranging in a systematic form or code. It is a systematic process of structuring, integrating, co-coordinating task, goals, and activities to resources in order to attain objectives. The process by which information evolves and spreads through the organization involves changing its nature between tacit and codified forms. Information codification is the process of conversion of knowledge into messages which can then be processed as information changes some fundamental aspects of information generation and distribution in an organization. The codification process allows administrative staff to carryout certain operations at a very low cost. In principle, codification reduces the cost of information acquisition. In a general sense, codification reduces the costs and improves the reliability of information storage and recall, provided the media remain readable, and the language is not forgotten. Information can be stored and retrieved indefinitely, many aspects of information acquisition such as transport and transfer, reproduction, storage, and even access and search are all functions of codification. Typically, information that is tacit resides in people, organizations or routines. If the number of people is small, this makes tacit information very difficult to transport. But codified information is easy to reproduce, and thus there can be many copies of it. This will make it relatively easy to find, and transport. All of this implies

that codification can reduce the costs of information that has been codified (Ergas 2001, Simon, 2002).

The process of codification can be used to share knowledge collectively among members of an organization, especially those personnel in administration. Thus, codification is a strategic instrument available to organizational members to pursue any strategy. Job performance on the other hand affects the overall performance of an organization and its bottom line (Purcell and Hutchison, 2007). Job or employee performance refers to the behaviour that are relevant to organizational goals which are under the control of individual employees (Campbell, 2003). Bussin (2002) stated that employee performance is a standard to be achieved in all of life's activitiesThe ability to codify information permits the externalization of information generation and allows a firm to acquire more information than previously for a given operation. This is only possible if information is commoditized since design is so information intensive, because there are things that are difficult to write down and codify, for example information that is embedded in routines or in individual agents. It is also worth pointing out that the benefits mentioned here stem largely from ideas about the public nature of information.

Content Management and Job Performance of Administrative Officers

With the vast amount of information, documents, and artifacts an employee must have access to in the work place, a growing number of organizations are turning to content management systems to organize the chaos. Content management is concerned with collection of documents and procedures used to manage work flow in a collaborative environment. It serves many functions. It allows a large number of people to collaborate in the production and retrieval of information, controls the accessibility of information, aids in the retrieval and storage of information, and serves as single storage house to eliminate duplicated information. Robertson (2002) opined that content management is a means to an end. In short, content management functions to store, control, revise, enrich, and pubish information within an organization. Boiko (2002) asserted that content management is broken down into three processes; the collection process, the management process, and the publication process. The collection process of content management turns raw information into a well-organized set of content Chunks. Boiko (2002) concluded that the collection system is responsible for gathering information from within, outside, and existing source in the organization. The management process is responsible for the long-term storage of content. It contains the repository, which is the set of database, file directories, and other structures that store the content of the information responsible for coordinating and scheduling tasks.

The publishing process is the final responsibility of content management. It loads and execute templates and is able to process the personalization, conversion and navigation. The main aim of content management is to make the collection, management, and publication of documents easier and more efficient for organizations. In addition the most beneficial aspect of a content management system is its ability to house the frenzy of information needed for an organization to function. It enables an organization to house all of its important information in one place in an organized fashion. Another benefit of using a content management for information management is that it makes information entirely reusable. Content management is

simply a storage space for content Administrative personnel can extract the content and put it into the desired form as many times as possible because all employees use the same content. There is increased consistency among the documents and artefacts that are distributed in the workplace. By implementing content management into an organization, it increases its flexibility and allows it to separate duties among employees.

Content management is a formalized means of organizing and storing an organizations documents and other content that relate to the organizations processes. The term encompasses strategies, methods, and tools used throughout the life cycle of the content. It is an umbrella term covering information management. It also manages the life cycle of information from initial publication or creation all the way through archival and eventually disposal. It makes the management of corporate information easier through simplifying storage, security, version control, process, routing, and retention. The benefits to the organization include improved efficiency, better control, and reduced cost.

Zaccaro (2001) said that in managing an organization, ability to handle content management of vital information is essential as it is the foundation of the administrative officers. It relates to those skills such as collecting, processing, and disseminating information (Lau and Pavett, 1980 in Kingsley, 2007). These authors further stated that learning is the fundamental skill required for a large portion of the activities in which administrators are engaged. Another important content management requirement as administrators is the ability to learn and adapt. This is facilitated by the possession of active learning skills which enables managers to work with new information and grasp its implications. These skills allow leaders to adapt to behavior and strategies to deal with emergent, non-routine, and dynamic components of their job-related information. Content management skills, in the area of critical thinking, is an important aspect of administrative task due to the fact that it helps analyze the strengths and weaknesses of various approaches to the work with respect to administration.

The volume of content management of electronic records is growing exponentially because of increasing powerful and easy-to-use computer hardware and software, the growing popularity of e-mail systems, the ease with which records can be downloaded from internet and the conversion of paper formats to electronic formats (Raas, (1999) in Shaver, 2000). The increasing use of electronic document management (imaging) systems, video and audio machines further adds to the growing volumes of records in electronic format (Robles and Langemo, 1999 in Leonard et. al. (2004). Electronic document management software allows organizations to create, store, and dispose of records in a paperless manner, potentially precluding the need to send a copy to a records centre. All these technologies could reduce the need for records managers in service organizations. For records managers to secure their jobs, they must have the same computing skills as document creators and computer systems managers. Ardern (1998) further indicated that information management professionals can influence these changes by identifying them and their impact on the future of records management.

METHOD
Design of the Study

This study adopted the descriptive survey design. This design fits this study, because it focuses on the examination of the influence of Information Management on job performance of administrative officers in Federal Universities in South-South, Nigeria.

Area of the Study

The study area for this study is South South Geo-Political Zone of Nigeria namely: Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers States.

Population of the Study

The population of this study comprises administrative officer in Federal Universities in South-South geo-political zones in Nigeria, which are 665 in number (Source: Office of Assistant Registrar of each University, 2016).

Sample and Sampling Technique

The sample size of 250 respondents was drawn from 665 administrative officers using Yaro Yamane's (1967) formula. A proportional stratified random sampling technique was used to determine the sample from each federal University.

Instrumentation

The instrument used for data collection in this study is a researcher- developed questionnaire tagged "Effective Management of Information and Job Performance of Administrative Staff Questionnaire (EMIJPASQ)". The questionnaire was made up of two sections.

Validation of the Instrument

The instrument was subjected to face validation by three validates. Two from Department of Vocational Education, and one from Test and Measurement unit of Department of Educational Foundations all in University of Uyo.

Reliability of the Instrument

Test retest reliability test was conducted using twenty (20) respondents. These respondents were not part of the sample used for the main study. The scores of the twenty respondents were subjected to Cronbach's Alpha technique to determine the reliability coefficient of the instrument. The overall reliability coefficient was 0.87

Method of Data Analysis

The data collected was analysed using Mean statistics to answer the research questions while independent t-test analysis was used for hypothesis 1 and One-way analysis of variance for hypotheses 2. Test of significant difference was done at 0.05 alpha levels.

RESULTS AND DISCUSSION

Research Question 1: To what extent does information gathering influence job performance of administrative officers in Federal Universities in South-South, Nigeria?

Table 1: Mean responses of respondents on the extent to which information gathering influence job performance of administrative officers in federal universities in South-South Nigeria. **n = 250**

S/N	Item	Mean	SD	Remark
1	Collecting information on students through their registration forms enhances my job performance	3.51	0.55	VHE
2	Collecting information on students through their course forms enhances my job performance	3.45	0.54	HE
3	Collecting information on students through exams sheet enhances my job performance	3.18	0.58	HE
4	Collecting information on students through school database enhances my job performance	3.52	0.53	VHE
5	Collecting information on students through their records in the school registrar's office enhances my job performance	3.71	0.49	VHE
	Cluster Mean	**3.47**	**0.54**	

Note: VHE = Very High Extent, **HE** = High Extent, **LE** = Low Extent, **VLE** = Very Low Extent

Table 1 presents a summary of the item by item analysis of the influence of information gathering on job performance of administrative officers. The result show that the mean range of the influence of information gathering on job performance of administrative officers in Federal Universities in South-South Nigeria is between 3.18 to 3.71. The result also shows that the standard deviation range from 0.49 to 0.58 which are not far away from the mean as the score cluster around the grand mean of 3.47. This means that there is a great extent of the influence of information gathering on job performance of administrative officers in Federal Universities in South-South Nigeria.

Research Question 2: To what extent does information codification influence job performance of administrative officers in Federal Universities in South-South Nigeria?

Table 2: Mean responses of respondents on the extent to which information codification influence job performance of administrative officers in Federal Universities in South-South Nigeria.   ` **n = 250**

S/N	Item	Mean	SD	Remark
1	Using appropriate code for certain information enhances my job performance.	3.52	0.55	VHE
2	Using codes to differentiate students department or faculty enhances my job performance	3.48	0.54	HE
3	Using code to identify a particular course enhances my job performance	3.20	0.58	HE
4	Using students' registration numbers as code enhances my job performance	3.51	0.54	VHE
5	Using students' scores as codes enhances my job performance	3.70	0.49	VHE
	Cluster Mean	**3.48**	**0.54**	

Note: VHE = Very High Extent, **HE** = High Extent, **LE** = Low Extent, **VLE** = Very Low Extent

The result presented in Table 2 shows the item analysis and summary of the Mean and standard deviation of respondents. The result indicates that the mean range of the influence of information codification on job performance of administrative officers in Federal Universities in South-South Nigeria is between 3.20 to 3.70 and the mean range is all above the cut-off point of 2.50. as it was observed that the standard deviation range from 0.49 to 0.59 which are not far away from the mean as the score cluster around the grand mean of 3.48. This means that there is a great extent of the influence of information codification on job performance of administrative officers in Federal Universities in South-South, Nigeria.

Research Question 3: To what extent does information content management influence the job performance of administrative officers in Federal Universities in South-South Nigeria?

Table 3: Mean response of respondents on the extent to which information content management influence job performance of administrative officers in Federal Universities in South-South Nigeria.   **n = 250**

S/N	Item	Mean	SD	Remark
1	Properly handling production of information enhances my	3.72	0.45	VHE

	job performance			
2	Restricting access to some information enhances my job performance	3.62	0.52	VHE
3	Using appropriate devices to store information enhances my job performance	3.04	0.72	HE
4	Using single storage house devices to eliminate duplication of information enhances my job performance	3.02	0.55	HE
5	Using equipment to publish document enhances my job performance	3.12	0.75	HE
	Cluster Mean	**3.30**	**0.60**	

Note: VHE = Very High Extent, **HE** = High Extent, **LE** = Low Extent, **VLE** = Very Low Extent

The result presented in Table 3 shows that the mean range of the influence of information content management on job performance of administrative officers in Federal Universities in South-South Nigeria is between 3.02 to 3.72 and the mean range is all above the cut-off point of 2.50. as it was observed that the standard deviation range from 0.45 to 0.72 which are not far away from the mean as the score cluster around the grand mean of 3.30. This means that there is a great extent of the influence of information content management on job performance of administrative officers in Federal Universities in South-South Nigeria.

Hypotheses Testing

Null Hypothesis 1: There is no significant difference in the mean responses of male and female administrative officers on the extent of influence of information gathering on their job performance in Federal Universities in South-South Nigeria.

Table 1: t-test analysis of the difference between the mean response of male and female administrative officers on the extent of influence of information gathering on their job performance in Federal Universities in South-South Nigeria.

S/N	Item	Male (1)		Female (2)		t-cal	t-tab	Remark
		Mean	SD	Mean	SD			
1	Collecting information on students' through their registration forms enhances my job performance	3.50	0.55	3.61	0.50	-0.93	1.96	NS
2	Collecting information on students through	3.46	0.53		0.63	-1.33	1.96	NS

	their course forms enhances my job performance						
3	Collecting information on students through exams sheet enhances my job performance	3.27	0.51	0.45	-1.14	1.96	NS
4	Collecting information on students through school database enhances my job performance	3.52	0.53	0.51	0.02	1.96	NS
5	Collecting information on students through their records in the school registrar's office enhances my job performance	3.71	0.48	0.56	0.13	1.96	NS
	Cumulative t-value				0.71	1.96	NS

Note: p> .05, df= 248 NS=Not Significant, S=Significant, Male n_1 = 227, Female n_2 = 23

The result presented on Table 4 reveals that summary of t-test analysis comparing the mean responses of male and female administrative officers on the extent to which information gathering influence their job performance in Federal Universities in South-South Nigeria. The result shows that each of the items has tcal values less than the critical value of 1.96. The result also shows that the cumulative t-value is 0.71. Since the cumulative t-value is less than the critical t-value of 1.96 at .05 alpha level, the null hypothesis is retained. Thus, there is no significant difference between the mean responses of male and female administrative officers on the extent to which information gathering influence their job performance in Federal Universities in South-South Nigeria. From the null hypothesis tested it is concluded that most response of the respondents agree that gender (male and female) of the administrative officers has no significant influence on the extent to which information gathering influence their job performance in Federal Universities in South-South Nigeria.

Null Hypothesis 2

There is no significant difference in the mean responses of administrative officers on the extent of influence of information codification on their job performance in Federal Universities in South-South Nigeria based on age.

Table 2: One-way analysis of variance of difference between the mean responses of administrative officers on the extent of influence of information codification on their job performance

S/N	Item	Source of Variation	Sum of Squares	Df	Mean Square	F-cal	F-tab	Remark
1	Using appropriate code for certain information enhances my job performances.	Between Groups	0.40	3	0.13	0.44	2.60	NS
		Within Groups	74.00	246	0.30			
		Total	74.40	249				
2	Using codes to differentiate students department or faculty enhances my job performance	Between Groups	2.45	3	0.82	2.87	2.60	S
		Within Groups	69.95	246	0.28			
		Total	72.40	249				
3	Using code to identify a particular course enhances my job performance	Between Groups	0.82	3	0.27	0.81	2.60	NS
		Within Groups	83.18	246	0.34			
		Total	84.00	249				
4	Using student's registration numbers as code enhances my job performance	Between Groups	0.07	3	0.02	0.08	2.60	NS
		Within Groups	72.39	246	0.29			
		Total	72.46	249				
5	Using students scores as codes enhances my job performance	Between Groups	0.82	3	0.27	1.14	2.60	NS
		Within Groups	59.27	246	0.24			
		Total	60.10	249				
	Cumulative F-value					1.068	2.60	NS

Note: $p > .05$, df= 3 & 246 NS=Not Significant, S=Significant

The result presented on Table 5 shows the summary of ANOVA test comparing the mean response of administrative officers age on the extent to which information codification influence their job performance in Federal Universities in South-South Nigeria. The result reveals that there is no difference between the mean response of administrative officers on the extent of influence of information codification on their job performance in Federal Universities in South-South Nigeria based on age for item 1,3,4,5. The null hypothesis is retained for these

items since the calculated F-value ranging from 0.08 to 1.14 are less than the Table value of 2.60. However, there is significant difference in the mean response of administrative officers on the extent of influence of information codification on their job performance in Federal Universities in South-South Nigeria based on age for items 2. Therefore, the null hypothesis for item 2 is rejected since calculated F=values of 2.87 is greater than the Table value of 2.60 at 0.05 level of significance and 3 & 246 degree of freedom.

Null Hypothesis 3

There is no significant difference in the mean responses of administrative officers on the extent of influence of information content management on their job performance in Federal Universities in South-South Nigeria based on educational qualification.

Table 6: One-way analysis of variance of difference between the mean response of administrative officers on the extent of influence of information content management on job performance.

S/N	Item	Source of Variation	Sum of Squares	Df	Mean Square	F-cal	F-tab	Remark
1	Properly handling production of information enhances my job performance	Between Groups	0.93	4	0.23	1.16	2.37	NS
		Within Groups	49.47	245	0.20			
		Total	50.40	249				
2	Restricting access to some information enhances my job performance	Between Groups	0.42	4	0.11	0.39	2.37	NS
		Within Groups	66.72	245	0.27			
		Total	67.14	249				
3	Using appropriate devices to store information enhances my job performance	Between Groups	1.61	4	0.41	0.78	2.37	NS
		Within Groups	126.91	245	0.52			
		Total	128.52	249				
4	Using single storage house devices to eliminate duplication of information enhances my job performance	Between Groups	1.74	4	0.43	1.45	2.37	NS
		Within Groups	73.16	245	0.30			
		Total	74.90	249				
5	Using equipment to publish document enhances my job performance	Between Groups	1.27	4	0.32	0.56	2.37	NS
		Within Groups	137.89	245	0.56			
		Total	139.16	249				
	Cumulative t-value					0.868	2.37	NS

Note: $p > .05$, df= 4 & 245 NS=Not Significant, S=Significant

The result presented on Table 6 shows the summary of ANOVA test comparing the mean responses of administrative officers educational qualification (Diploma/NCE,

HND/Degree, PGD, Mater Degree, PhD) on the extent to which content management influence their job performance in Federal Universities in South-South Nigeria. The null hypothesis is retained for all the items, since the calculated F-value ranging from 0.39 to 1.16 are less than the Table value of 2.37 at 0.05 level of significance and 4 & 245 degree of freedom. From the null hypothesis tested it is concluded that the respondents agrees that educational qualification (Diploma/NCE, HND/Degree, PGD, Mater Degree, PhD) of the administrative officers has no significant influence on the extent to which content management influence their job performance in Federal Universities in South-South Nigeria.

Discussion of Findings

The findings on research question one reveals that information gathering has significant influence on the job performance of administrative officers in Federal Universities in South-South Nigeria. Therefore, the finding is in agreement with the findings of Mello (2006), who opined that gathering of relevant and up-to-date information is a key to business progress. Information consists of organized facts and figures that have meaning within the context that the information is intended to be interpreted by people.

The findings on research question two reveal that information codification has no significant influence on the job performance of administrative officers in Federal Universities in South-South Nigeria. Therefore the findings is in agreement with Buchner (2007) who pointed out that critically assessing performance feedback provided through performance management is necessary to assess the extent of each personnel input into achieving organizational objective. The results also proved that there is no significant difference in the mean responses of the administrative officers on the subject matter by age.

The finding on research three reveals that information content has no influence on job performance of the administrative officers in Federal Universities in South-South Nigeria. The findings were supported by that of Boiko (2002), who asserted that content management is broken down into three processes; the collection process, the management process, and the publication process. The collection process of content management turns raw information into a well-organized set of content Chunks. He also concluded that the collection system is responsible for gathering information from within, outside, and existing source in the organization.

Conclusion

Based on the findings of the research work, it was deemed necessary to conclude that Information Management has remarkable influence on job performance of administrative officers in Federal Universities in South-South, Nigeria. It was also specifically concluded that information gathering, information codification and content management has significant influence on job performance of administrative officers in Federal Universities in South-South, Nigeria.

Recommendations

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

1. The administrative officers should adopt proper method of information gathering which is accurate and dependable so as to give the best result when used in their administrative work.
2. Information codification method should be adopted by all as this will not only help in reducing the volume of information but also in the security of the information against hackers and also against improper usages.
3. Administrative officers should be trained on proper method of information dissemination as this will enhance efficiency of their administrative duties.

REFERENCES

Aina D. (2004), Effects of Human Resource Systems on Manufacturing Performance and Turnover. *Academy of Management Journal,* 37: 670-687.

Alabi B. (2008) Effects of Human Resource Systems on Manufacturing Performance and Turnover. *Academy of Management Journal,* 37: 670-687.

Ardern A. (1998) Personnel: The Management of People at work 5th ed. New York. Macmihan

Boiko F. (2002), A Study of Relationship among Job Design, Motivation and Performance of the Employees in the Insurance Sector of Bangladesh, *Insurance journal,* Vol.54, Bangladesh Insurance Academy, Dhaka, pp. 35-58.

Campbell E. (2003) "Decision-making Participation Patterns: The role of Organizational Context", *Academy of Management Journal*, Vol. 35(March), pp.218-231.

Bussin Y. (2002) What are the Theories for the 'New' Organizational Forms? An Editorial Essay. Organizational Science, 4: 1-4.

Ergas K. (2001) *Human Behaviour at Work: Organizational Behaviour*. New York, McGraw – Hill.

Simon K. (2002) *Toward a Theory of Organization Culture and Effectiveness*. Organization Science, 6: 204-223.

Lau I. & Pavett A. 1980 in Kingsley B. (2007) "Empowerment: A Matter of Degree", *Academy of Management Executive*, 9 August): 21-31.

Mello G. (2006), *Organization for the Future*. The New Logic for Managing Complex Organizations", (San Francisco: Jossey- Bass); Chapter 6&7.

Ndungu D. (2009) The effect of participative management on organizational performance: the case of Taiwan. *International Journal of Human Resource Management*, 8(5), 677-689. oi:10.1080/095851997341450

Purcell R. & Hutchison A. N. (2007), "Job Satisfaction of Secondary School Teachers in Bangladesh: A Case Study in Dhaka City", *Journal of Behavioral Science*, 3, 2.

Raas D. (2009) *Journal of Management, 13*(4), 739. Retrieved February 5, 2011, from ABI/INFORM Global. (Document ID: 586699)

Shaver H. (2000), "Motivating Employees in a New Governance Era: The Performance Paradigm Revisited", *The Premier Journal of Public Administration*, Vol.66 No.4, http:// www.joe.org.

Robinson, H. (2004) *A Hierarchical Construct of Selfmanagement Life and Perceived Work Group Effectiveness*. Personnel Psychology, 50: 275-308.

Robles F. & Langemo U. O. (2009) The Internalisation of Representative Employee Participation and its Impact in the Asia Pacific. Asia Pacific *Journal of Human Resources, 44(3): 342- 363.*

Leonard et al K. (2004), Organizational Behavior, *Human Behavior* at Work (11th Edition), Tata Mcgraw- Hill Co. Ltd. New Delhi, pp.187-200

Saad D. (2010) A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria. *Journal of Social Science,* 17(1): 31-39.

Smith , H. (2008) A Hierarchical Construct of Selfmanagement Life and Perceived Work Group Effectiveness. *Personnel Psychology*, 50: 275-308.

Zaccaro S. (1997) A Dimensional Analysis of Empowerment in Relation to Performance, Job Satisfaction, and Job-related Strain. *Journal of Management,* 23 (5): 679-704.