

# Analysis of The Impact of E=Office System on Organizational Performance of Commercial Banks in Delta State Nigeria

**Idele Emezanena Fredrick**

GSM 08160401280

Office Information Management Department , Delta State University of Science and Technology, Ozoro Delta State Nigeria.

Email: [ideleemazanena@gmail.com](mailto:ideleemazanena@gmail.com)

**Okoh Lucky Okuwa**

Department of Entrepreneurship, Delta State University of Science and Technology Ozoro, Delta State Nigeria

GSM: 08037919609

Email: [luckyokoh811@gmail.com](mailto:luckyokoh811@gmail.com)

## Abstract

The main objective of this study was to examine the analysis of the impact of E-office system on organizational performance of Commercial Banks in Delta State, Nigeria. The study was anchored on Resource based theory. A cross-Sectional survey research design was used. Five Commercial Banks operating in Delta State namely First Bank, Zenith Bank, Guaranty trust Bank, Unity Bank and Access Bank with a population of study of forty (40) top and middle level staff of state. However, only thirty-eight (38) of the respondents contributed to the study. The primary data of the study was collected through a well structured questionnaire administered to the respondents. The hypotheses formulated were tested using the spearman Rank correlation co-efficient with the aid of the SPSS. The findings of the study revealed that E-office system has a significant impact in controlling employee performance and record management of commercial Banks in Delta State, Nigeria. The study concludes that e-office system has significant positive effect on organizational performance. The study recommend that management of commercial banks should effectively invest in technical training and capacity building for their staff, allocation of sufficient budget for installing modern and reliable ICT facilities and infrastructures which will assist the institution to adequately implement the e-office modern technology, and lastly provision of a reliable and adequate power supply.

## Journal of Policy and Development Studies (JPDS)

Vol. 17 Issue 2 (2024)

ISSN(p) 1597-9385

ISSN (e) 2814-1091

Home page:

<https://www.ajol.info/index.php/jpds>

### ARTICLE INFO:

#### Keyword

Information, Office, Organization, Commercial bank

#### Received:

5<sup>th</sup> Novrmber, 2024

#### Accepted:

21<sup>st</sup> December 2024

#### DOI:

<https://dx.doi.org/10.4314/jpds.v17i2.5>

## **1. Introduction**

Past decades ago, the world has witnessed an increase level of technological changes which have introduced new and improve ways of managing human resources. Those changes have been very important to the public sector as various institutions have seen improvement in the management of human resources (Desalegan et. Al, 2020). Among the current changes in human resources management and public institutions is the electronic office. The embracement of e-office technology originated in developed countries of the world in the 1990's as a result of the challenges posed by the traditional means of office operations management (Satish and Rizwana, 2020). The adoption of e-office brought about changes in the day-to-day affairs in managerial operations management and made it possible for the emergence of information and communications technology methods used in the day-to-day managerial operations (Bashir and Sadiq, 2018).

As a result of the successful implementation of e-offices in developed countries, most African countries made earlier moves of shifting from the ancient methods of institution management operations to a new digital systems of managing institutions (Ladishas and Mbabazi 2020). E-office in the developing African countries began implementation in the late 1990's and enjoyed its pace in the mid 2020's following the improvement of ICT operations in the African Continent (Dubnick and Frederickson, 2019).

Information and Communication Technology (ICT) has introduced changes in all aspects of human life Omran and Nadeem (2019) stated, the rise for the need for the application of information technology in human life in addition to how records are managed in offices. The traditional method of record management in offices has been stated to be time-consuming, tedious and full of errors (Hyunsun and Yoon 2018), Also past studies revealed that traditional record management failed to keep adequate records and consumed space for storing files, which may pose a security risk to organizations such as fire, rodents, and deterioration of records and as a result, ICT applications are adopted to tackle these problems and improve the record management sector. Alongside the electronic records management systems that have gain fame in recent years for managing record is the e-office system.

E-office system is among the ICT applications, that are used to manage records, the E-office system is software for data processing, information sharing and other communication activities (Naidu, 2019). The e-office system performs office activities relating to records management, which include storing, track and managing office documents from creating to archiving. According to Hyunsun and Yoon (2018) applying the e-office system to manage records saves time, provides accuracy, keeps track of the documents, increases accountability, and improves performance of organizations.

### **1.2 Statement of the Problem**

In spite of the challenges of the traditional ways of managing both the organization and the employees performance, the majority of organizations in Nigeria still prefer traditional operations of electronic systems of management. Inadequate information on the influence of e-offices in running and improving employee performance has been attributed to be the causes of low utilization of e-offices in organizations in Nigeria.

As modern technology continue to increase, the introduction of e-office has become significantly important in many organizations in Nigeria. However, despite the ongoing request to adopt e-office system in organizations in Nigeria, some top management of certain organizations refused to allocate a reasonable budget for the installation of e-office system in every department of their organizations. The refusal and inability of the management to

installing e-offices in every department of their organizations and this has led to the absence of information on the role which e-office, can play in their various organization enhancing employees-job performance. Some studies have encouraged the implementation of e-office systems in various organizations but there is tremendous gap in knowing their impact on employee job performance with particular reference to Nigerian organizations. Most researches often lay emphasis on technical aspects of e-office system implementation, which include system functionalities and users interfaces, without proper focus on their influence on employee productivity, efficiency is aimed therefore to assess the impact of e-office system on organizational performance of commercial banks in Delta State Nigeria.

### **1.3 Research Objectives**

The main objective of the study was to investigate the analysis of the impact of e-office on organizational performance of commercial Banks in Delta State Nigeria. The specific objectives of the study were as follows;

- i. To assess the influence of e-office system in controlling employee performance of Commercial Banks in Delta State, Nigeria.
- ii. To investigate the influence of e-office system on record management system of Commercial Bans in Delta State Nigeria.

### **1.4 Research Questions**

Taking into account th specific objectives of the study above, the following research questions were posed.

- i. Is there any significant influence between e-office system in controlling employee performance of commercial Banks in Delta State Nigeria?
- ii. Does e-office has any relationship on record management system of Commercial Banks in Delta State Nigeria?

### **1,5 Hypotheses**

From the specific objectives, the following hypotheses are stated to guide the study;

Ho1: e-office system and controlling employee performance are not significantly related

Ho2: e-office system and record management system are not significantly related.

## **2. Review of Related Literature**

### **2.1 Conceptual Review**

#### **Concept of E-office system**

E-office is one of the ICT applications that are used for the management of records the e-office system is a software for data processing, information sharing, and other actives of communication (Naidu, 2019). The e-office system perform office functions that relates to records management which include storing, tracking, and managing office documents from creation to archiving. As stated by Hyunsun and Yoon (2018), application of e-office system to manage records saves time, provided accuracy, keeps tracks of the documents, increases accountability, and improves organizational performance.

#### **❖ The Impact of using the E-Office System**

E-office that is implemented in an organization will obviously help employees in completing their office tasks. The use of e-office will also facilitate organizational leaders. With the use of e-office, evaluation and completion of reports can be accomplished quickly based on data that has been recorded. Needless to bother collecting physical reports and creating a paper less

office. The report can be properly downloaded to ensure that job is properly carried out. This report can be useful in assessing employee job performance (Aliata, 2018).

The e-office systems assists the organization of the administrative work flow system saves money involves in printing and storage. In addition, using the e-office system enables employees to be aware of important office information wherever they are thereby enhancing performance efficiency. Another important aspect of the e-office system is its role in enabling communication and collaborating communication and collaboration among employees. The system enables employees to work together on an assigned tasks, shared feedback, and collaborate this enhances organizational performance and efficiency (Cluch, 2022), E-office system assists the organization to improve its services to benefit customers. Furthermore, (Wang, Kuo, and Chen, 2021) argued that the e-office system enhances convenience because it enables the office worker to spend less time carrying around files and documents. This system enables employees to request or ask for a particular file of document.

### ❖ **Challenges of Using E-Office Systems**

E-office offer various challenges Rasool (2022) highlighted that using e-office systems causes employees fatigue and information overload. This is due to the fact that employees are frequently connected to office demands and responsibilities. The study stated that when employees are constantly connected with the e-office system, they may feel over-satisfied by the increase in e-mails, messages, and notifications impacting their well being and productivity. When the technological devices connects the team member with work life all the time, it affects employee productivity negative by causing stress, information overload and over whelming employee. Scholars Al-sobhi and Weerakkody (2019) highlighted that the non-readiness of public offices and other stakeholders refusal to embrace the use of e-office systems pose a severe problem to the effective usage of the e-office system. Study points out that employees resistance to changes is traceable to lack of awareness of the gains of new technologies, a lack of trained personnel in critical institutions and the tendency to be satisfied with the existing system. As a result, these factors militate against the use of e-office in developing countries. The inefficient information communication technology infrastructure and traditional organizational culture hinder the embracement of e-office system.

### ❖ **Theoretical Framework**

This study is anchored on the Resource Based view theory. The Resource-Based view theory is the theoretical business management model which states that for organization to be in the best position to win the competitive advantages it must own resources which are unique and difficult to find in the market, the firm's competitive advantages and performances are determined by the strategic capabilities and the resources the organization possess (Barney, et al., (2010). Resource-Based view suggests that the effectiveness of the organization in reaching its strategic objective does not only rely on the availability of the resources required but also rely on the extent to which the organization aligns its strategic resources with the organizations objectives and operations (Wernerfelt and Barney 2018). According to the Resource Based-view theory, the e-office is among the unique resource which the organization must possess for the objective of improving the organizations performance along with the organizations employees.

## **2.2 Empirical Review**

Some scholars have carried out studies relating to the impact of E-office system on organizational performance. According to the study carried out by Muakalinga (2020) on the

influence of e-governance in enhancing organizational service delivery in Tanzanian public institutions, it was discovered that e-governance plays a prominent role in reaching out to a large number of customers. E-governance not only guarantees the services to a larger number of customers but also assists the institution to track the performance of the service providers and the customers satisfaction rate (Mwakalinga, 2020). Furthermore, the study carried out by Bashir and Sadiq (2018) on the analysis of the effect of e-office adoption on organizational performance in Nigerian Government Agencies revealed that there is a significant relationship between e-office utilization and organizational performance. The study revealed that e-office has assisted, government agencies to improve the level of productivity consumer satisfaction and employee commitment through a quality working environment (Bashir and Saiq, 2018). The benefits brought by the e-office systems were highlighted by the study carried out by kumar and Jain (2019) on the impact of e-office system implementation on the organizational performance of the Tanzania Government institutions revealed a positive relationship between e-office system implementation and improved organizational performance, such as increased productivity and improvement of work flows. The study further highlighted that inspite of the significance brought by e-offices in public institutions problems and challenges such as resistance to change and inadequate infrastructure limit the importance of e-offices in public institutions.

### 3. Methodology

The study adopted a cross-sectional survey research design for the study, five Commercial Banks operating in Delta State Nigerianamely, First Bank, Zenith Bank, Guaranty Trust Bank, Unity Bank and Access Bank with a population of study of forty (40) top and middle level staff of the Commercial Banks in Delta State. However only thirty eight (38) of the respondents contributed to the study. The primary data of the study was collected through a well structured questionnaire.

The research instrument adopted the likert scale method in the measurement of e-office constructs and organizational performance which ranges from strongly agree to strongly disagree. The hypotheses formulated were tested by employing the spearman Rank correlation co-efficient with the aid of the statistical package for social science software. The face validity of the research instrument was carried out by experts in the field of measurement and evaluation. The reliability was done by pre-testing the questionnaire on seventeen (17) staff of the selected commercial banks under study. The researchers also make use of the Cronbach’s Alphamodus Obserandi to confirm the reliability and internal consistency of the measurement instrument. The reliability test outcome are presented in table I below.

**Table I: Outcome of the Reliability Analysis on E-office system on organizational performance**

Variable	Cronbach’s Alpha
E-office system	0.782
Control of employee performance	0.733
Record management system	0.871

Source: SPSS output based on field survey data.

The outcome on table 1 shows that the data collection tool used in this study is reliable.

### ❖ Data Analysis and Result

The hypotheses were tested using spearman Rank order correlation the coefficient (rho) with the aid of the statistical package for social sciences (SPSS). The decision rule of the result of

the test of hypotheses was that, if significant/probability value (PV) < 0.05 level of significance = discard to the null hypotheses and establish significant relationship, but if the significant probability value (iv) > 0.05 (level of significance = consent to the null hypotheses and establish insignificant relationship.

**Table 2: Description on Range of Correlation (R) values and the corresponding Level of Association.**

Range of r with positive and negative sign values	Descriptive Association	level of	Remark
0.00 – 0.17	Very low		Very weak
0.20 – 0.19	Low		Weak
0.40 – 0.51	Moderate		Moderate
0.60 – 0.82	High		Strong
0.80 – 1.2	Very High		Very strong

Field survey, 2024.

The symbol of the correlation co-efficient shows the degree of a relationship between the variables. ( + ) signifies a positive relationship while ( – ) signifies a negative relationship. The degree of strength of the relationship is determined by the degree the correlation coefficient @ where zero (0) value signifies no relationship and one (1) shows a perfect relationship, Hence the closer the value is to the stronger the relationship and the closer the value to zero (0) the weaker the relationship.

**Table 3: Correlation Analysis of E-Office System and Controlling employee Performance**

			E-office system	Control employee performance
		Correlation Coefficient	1.000	.701**
	E-office system	Sig- (2tailed)		.000
		N	38	38
Psearman's rho				
		Correlation co-efficient	.606**	1.000
	Control of employee performance	Sig. (2-tailed)	.000	
		N	38	38

\*\*\* Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS output

Table 3 above illustrates the correlation on the relationship between E-office system and controlling employee performance is 0.701 \*\* based on the classification on table 2 the r value signifies a strong positive relationship exists between the variable, hence, controlling employee performance is as a result of e-office system. Based on the result the researchers therefore reject the null hypothesis and accept that significant relationship between employee performance.

**Table 4: Correlation Analysis of Relationship of E-office and Record Management**

Correlations				
			E-office system	Record management
	E-office system	Correlation Co-efficient	1.000	.796**
		Sig (2-tailed)		.000
		N	38	50
		Correlation co-efficient	.714**	1.000
Spearman's rho	Record Management	Sig. 2 tailed)	.000	
		N	38	38

Source: SPSS output

Table 4 illustrates that the correlation coefficient on the relationship between E-office system and record management is 0.796\*\* based on the classification on tables the r value indicates a strong positive relationship exists between the variables which shows that, record management is determined by effective record management. Hence the researchers reject the null hypothesis and acknowledge that a significant relationship exist between e-office system and effective record management.

#### 4. Discussion of Findings

This study investigated the analysis of the impact of e-office system on organizational performance of Commercial Banks in Delta State, Nigeria. The study findings reveal that there is strong relationship between e-office system and controlling employees performance of Commercial Banks in Delta State, Nigeria. On the table 3, the correlation coefficient of the relationship between e-office system and controlling employee performance of commercial Banks in Delta State, Nigeria is given as  $(r) = (0.701^{**})$ , this high value indicates that a strong relationship exists between e-office system and controlling employee performance in the Banking System in Nigeria. This finding is in line with the empirical study of Aba Allah (2023) which revealed that the e-office system increases efficiency in service delivery facilitates in serving many customers at once, saves time and a quick way to give results and cost reduction by minimizing errors and paper work and pen usage. Furthermore the study reveals a significant and record management of commercial banks in delta state, Nigeria on table 4 the correlation co-efficient  $\textcircled{R} = (0.796^{**})$  which indicates a positive and significant relationship between e-office and record management of Commercial Banks in Delta State, Nigeria. This finding is in support of the work of Dubnick and Frederickson, 2019) who found that e-office system was strongly correlated with effective record management of Commercial Banks in Delta State, Nigeria.

#### 5. Conclusion and Recommendation

The main objective of this study was to investigate the analysis of the impact of e-office system on organizational performance of Commercial Banks in Delta State, Nigeria. To achieve the objectives of this study, we adopted e-office system as the independent variable while controlling employee performance and record as the dependent variable. While controlling employee performance and record management system was used as the dependent variable. Two null hypotheses were formulated and tested with the following conclusion that e-office system and control of employee performance, record management system can positively and significantly enhance organizational performance of Commercial Banks in Delta State, Nigeria. This infers that the e-office system adopted by commercial Banks in Delta State,

Nigeria have significant positive outcome on organizational performance. Hence, the study recommends that Commercial Banks in Nigeria should seriously invest in technical training and capacity building programmes to inject employees with the skills required to run the e-office digital system. Banks Management should allocate a sufficient budget for installing modern and capable ICT facilities and infrastructures, which will enable the banking institutions to effectively implement the e-office technology. Providing a reliable power supply is very essential. Uninterrupted access to electricity is essential for the smooth functioning of the office system in order to prevent disruptions and data loss.

Lastly, close monitoring and conscious reminders for employees regarding the guide lines for e-office usage are very important as this can help reinforce best practices.

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