



Electronic administration and employee job performance in state-owned tertiary institutions in Rivers state, Nigeria

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Abstract

The study examines the relationship between Electronic Administration and employee performance in state-owned tertiary institutions in Rivers State, Nigeria. Explanatory survey research design was adopted. The population of the study consist of 5,109 academic and non-academic staff selected from four state-owned institutions-Ignatius Ajuru University of Education, Rivers state University, Kenule Beeson Saro-Wiwa Polytechnic and Elechi Amadi Polytechnic in Rivers state. Out of the study population, a sample size of 370 respondents was obtained using Taro Yamane's formula. Structured questionnaire, designed on 5 points Likert rating scale was used for data collection. Tables, mean and standard deviation was used for univariate analysis while the test of hypothesis was done using Spearman Rank Order Correlation Coefficient with the aid Statistical Package for Social Sciences (SPSS). The results of the finding revealed the existence of significant and positive relationship between electronic administration and performance of employees in state-owned tertiary institutions in Rivers State, Nigeria. From the results of findings, the study concludes that electronic administration is positively correlated with improvements in employees' job performance in tertiary institutions in Rivers State, Nigeria. The study further recommends that management of tertiary institutions in Rivers State should continually update their electronic administrative infrastructure to enhance the quality of work communication which will continue to improve employee job performance in tertiary institutions in Rivers State, Nigeria.

Keywords: E-administration, employees, job performance, tertiary institution

Introduction

Human resources (employees) of organizations are considered the most important resource of organization, as they possess the capability of developing, transforming and managing other organizational resources (material, money as well as machine). As noted by Dessler (2015) ^[6], employees (humans) are seen as a very valuable capital that possess knowledge, education, skills as well as expertise for work in the organization. Though, employees are regarded as the most important resource of organizations, the ability to use this resource (humans), determines either organizations' survival or otherwise in today's fast changing world. Notably, Kerning and Jaeger (1990) ^[12] states that organizational effectiveness depend on continually enhancing the performances of its employees as well as maintaining the human potentials of the organization. Employees in an organization are expected to achieve set target in their operation.

One of the indicators of employee performance is task completion. For instance, the extent to which administrative staff is able to prepare and produce annual reports, develop a new filing system or procure certain things for the organization can be used to measure their job performance (Lisa, 2016) ^[14]. The extent to which administrative staff are able to accomplish task assigned to them in line with the required standard is often seen as a measure of performance. However, in today's fast changing world, employees' performance can be enhanced through the use of information and communication technology in all aspects of firms' operations. This implies, digitizing administrative processes of organizations often known as electronic administration.

Organizations both in the manufacturing and service sectors in today's work operation, requires electronic administration in facilitating work processes. Service organizations like institution of higher learning, requires electronic administration in facilitating academic activities for optimal performance. As opined by Otamiri, Wagbara and Odu (2016) ^[19], digital technology makes teaching and learning to be decentralized to the point in which educators and learners may often not meet physically in the classroom for teaching and learning. Noticing the benefits of electronic administration in today's academic operations, it becomes important for the administrative machinery of state-owned tertiary institutions in Rivers State-Ignatius Ajuru University of Education, Kenule Beeson Saro-Wiwa Polytechnic, Rivers State University and Elechi Amadi Polytechnic, to fully adopt and apply electronic administration in all academic processes.

E-administration is an element digitalize work system which emphasizes the practice of e-governance in tertiary institutions management system. Notably, there are numerous components of the electronic administrative formula, which have not been incorporated into the emerging e-administration of higher institution

management system (Eneh, 2015). To aid the speed and accuracy of information shared, letters, memorandum and correspondences at the managerial level are sent via e-mail. However, some of the administrative workers are yet to fully imbibe this practice. As observed, transcripts verification and confirmation of documents and information are now done on-line and not manually in these tertiary institutions in Rivers State. Students of these institutions now carry out their school fees payment and course registration online using institutional portal. To a large extent, the evaluation of general studies courses and departmental courses are now administered via Computer Based Test (CBT). On management staffing, from recruitment to appraisal, electronic assessment is beginning to gain popularity. Staff are now subjected to Biometric Verification Number (BVN) exercises almost on a monthly basis (Otamiri, *et al.*, 2016). Installation of closed circuited television (CCTV) to check and control crime in the learning community is gradually being adopted.

Though, electronic administration is gradually adopted in tertiary institutions in Rivers state, the proliferation of information and communication technologies as well as the eventual automation of the administrative systems of tertiary institutions in Rivers State have been fraught with lot of issues. One of the issues associated with the automation of the administrative system is the fact that some workers find it difficult to cope with the volume of work being assigned to them (Odu, 2018) ^[16]. Similarly, the use of electronic mail for dissemination of information and coordination is still very low. Also, sometimes, administrative jobs are not accomplished on time. The result is that, the last minute rush to get work get done often leads to low output quality. These issues are quite disturbing as at when university systems in Rivers State are getting automated and workers are ill-prepared to fully adopt technological change of the twenty-first century. Though, several studies had been conducted to ascertain the relationship between electronic administration and employee performance, there seems to be dearth of empirical studies on the relationship between the study variables especially in higher institutions of learning in Rivers state. Hence, the purpose of this study is to empirically examine the impact of electronic administration on employees' performance in state-owned tertiary institutions in Rivers state, Nigeria.

Literature Review

Theoretical foundation

The study anchors on Diffusion of innovation theory propounded by Rogers in 1962. Diffusion of innovation theory describes the processes involved in the adoption of new technologies and innovations in organizations. The theory extrapolates that all individuals in a system will not adopt innovations (digitalization) at the same time, and the time or point at which innovations are adopted will influence performance level. The theory assumes that in a social system, there will always be a disparity in the level and time at which individuals within a given social system adopt new ideas, techniques and technology. Nevertheless, the theory explains and postulates that individuals and arms of an institution that adopt innovations early will naturally outperform late adopters and the laggards.

The implication of this assumption is that no matter the level of ICT-infrastructures and ICT-training provided in an educational institution, not all the workers will accept and adapt to digital work style at the same time. Thus, in spite of the automating the administrative system of higher institutions in Rivers State, there will still be disparity in digital literacy and use of ICT-facilities for task performance. More so, in a digitalized work environment, workers who quickly embrace digital work system behaviour will outperform their colleagues who lack computer skills and are not ready to adapt to current e-work practices.

Electronic administration

Information and Communication technology (ICT) is one of the wonders of the 21st century which is ushering in a new dimension in this age of knowledge explosion. Information and Communication technology is the modern electronic techniques of processing, storing, retrieving and circulating information within and outside an organization with speed and little or no stress (Liverpool & Jacinta, 2013). ICT involves the use of electronic communication between department and people within and outside the organization which connotes Electronic Administration (E-Administration). This involves the processing and transmitting of information from one department to another with quick and cheap method of communication. Also, it can be used to advertise and recruit new employees in any institutions. E-Administration has been defined in different ways by various scholars. Ogbonna (2011) ^[17], Eden (2006) ^[7] defined it, as the variation of electronic information-based services with the reinforcement of participatory elements to achieve administrative management objective.

Dairo (2014) ^[5] defined e-administration as the delivery of management information system and decisions making online through the internet or the Electronic platforms. This implies that E-Administration will enhance cordial relationship between the tertiary institution stakeholders. E-administration, or electronic administration, refers to any of a number of mechanisms which transform what in a traditional office are paper processes into electronic processes, in order to create a paperless office (Radu & Polkowski, 2014) ^[20]. It is an information and communication technology (ICT) tool used to improve productivity and performance (Brezoianu & Oprican, 2010) ^[3]. The implementation of any e-administration solution should be focused on the suppliant aspect rather than on organization, it should remove dependence on specific individuals, and should introduce transparent systems of working. E-administration can contain both intra-office and inter-office communication for any organization. From the researcher's desk, electronic administration is the use of electronic gadgets with less amount of human effort in discharging leadership roles and delivery of service.

However, Tertiary institutions in Rivers State that have adopted e-administration have reduced to a great extent the use of paper. Students now register courses and check results online; a whole lot of submissions are done online. Certain exams in these schools are also written online. This makes the academic work less hectic for the employees of these institutions. These schools have standard ICTs such that students, lecturers, secretaries, etc. get their queries quickly sorted out. The secretaries carry about very little or no paper files; they do almost all their jobs electronically. Having fax machines, high speed computer and internet connection, printer, scanner, etc. in offices of these tertiary institution employees who would need them makes the job much easier for these employees. E-administration in a tertiary institution creates an atmosphere where everyone is carried along in the government of the school - information is not farfetched at any point in time.

Bellamy (2005)^[2] notes that e-administration enables new information flows that challenge past norms and capabilities. Proposing the e-administration initiatives can allow higher institution administrator for example to transcend its traditional hierarchical structures of accountability. Fountain (2005)^[9] writes that e-administration in conjunction with the redesign of organizational process flows has diminished the amount of red tape and accelerated the delivery of tertiary institution services for some members of the public. E-Administration has been viewed as complex, bureaucratic administration establishments with the aim of information silos that erect obstacles to access of information by making provision of services cumbersome and frustrating (Coleman, 2006). Kumar, Mukerji, Irfan, and Ajax (2007)^[13] argue that E Administration can also result in huge cost savings in tertiary institutions, increase transparency and reduce corrupt activities in service delivery in terms of publishing, researching, interacting and transacting.

E-Administration is an effective mechanism for achieving organizational objectives through the adoption of electronic devices in carrying out administrative functions of day-to-day activities (Schuppan, 2008). E Administration in tertiary institutions has shown a lot of maturity in developed countries such as US and Canada which currently is considered the most developed country as far as implementing e-administration is concerned. The government of these developed countries has committed to shaping itself as the government is mostly connected to its citizens (Kumar, Mukeji, Irfan & Ajax, 2007)^[13]. For instance, the commitment that the Canadian government has done is the allocation of huge sum of CAD\$880 million to support the development of e-initiative E-administrative in Canada (Kumar, Mukerji, Irfan, & Ajax, 2007)^[13]. The case is different when it comes to the Nigerian experience. The level of digitalization and investment in the digitalization of educational administration is very low as evidenced by the low percentage the educational sector attracts in the national budget (Ngulube, 2018). In managing personnel electronically, database can be used to keep the student; staff information system. These records are then used to calculate the workers output and performance indicators such as labor turnover, absenteeism, quality defects and lateness to work. Program such as software will enable the administrator to identify, trend and take action accordingly. In the issue of ghost workers for instance, some State Government recently introduced e-payment of salaries in the public sector in order to check financial anomalies.

In managing the '4ms!' of management i.e. men, money, machine and materials, e-administration makes the giving and receiving of instructions to superiors and subordinates easy, faster and even less stressful. For instance, the office information system which is also known as the office automation, which refers to the number of information and communication technologies that are available in an office for the day-to-day activities. They include the computer, the internet, telephones, photocopier, e-mail, etc. They enable the schools' administrator do their job more efficiently. Another software package that can assist the administrator is the Decision Support System. This is a software that is used by top management officers in the decision making process (Contel, 2011). Although it is not an alternative to decision making but gives a list of options that can be selected from, with their advantages and disadvantages.

Advantages of electronic administration in a tertiary institution

Electronic administration in a tertiary institution provides a lot of benefits. It increases accessibility, inclusivity and flexibility in service delivery. Ssweanyana and Busier (2007)^[22] strongly agree that e-administration provides increased savings, increased efficiency, improved service delivery, low transaction costs, and improved performance to the tertiary institutions that invests in ICT. Similarly, E-Administration enhances tertiary institutions to improve efficiently, reduce costs and improve on both formal and current service delivery system (Danda, 2004). The fundamental assignment or responsibility of the administrator is to plan or initiate administrative processes as well as store and retrieve former policies decision reached at previous meetings to guide the boards or committee decision. Therefore the administrator needs to acquire electronic literacy i.e. that ability to efficiently utilize computer, assess the internet facilities, process, store and retrieve information to improve the institutional system.

E-Administration creates room for fast access to data. It keeps storage requirements to a minimum. It allows data to be accessed by more than one person at a time. There is better security system. Data can be coded and require less workforce with fewer staff to enforce the system. Data are kept inside the computer system and cannot be discounted. Facilities to share common data such as stores, records, employee's records, financial records with the government can be held in a central computer which allows different departments within the organization to view information that will enhance planning and decision making process.

Concept of employee performance

Cole (2012)^[4] defines performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Many studies conducted earlier revealed that human resource management practices have been strongly and positively related to employee performance and developments areas. There has been a lot of research to support the fact that employee performance can improve through training by building a sense of teamwork among employees and to develop specialized financial skills. According to Decenzo and Robbins (2010), performance is one of total collection of work within worker. So, when performance is under-standard, attention to career development efforts will be reduced and being difficult to achieve career purpose. Some ways that are done by companies to obtain commitments from their employees are giving high payments and benefits, signing of contracts, usually for one year or more that forbid them to move to other companies and running the implementation of human resources effectively, included planning and career development (Robbins, 2013). According to Hawthorne studies and much other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 2005). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance.

The term employee performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson and Slocum, 2010)^[10]. Employee performance is a sign of the capacity of individual employees of an organization to efficiently achieve independent goals (Ilgen & Pulakos, 2014)^[14]. Performance in the form of task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 2009). Employees who are digitally inclined in a digital work environment are said to perform exceptionally well. These set of employees, especially in the tertiary institutions, stand out both locally and internationally in a digitally-phased world like we have it today. As a result, employees from all walks of life are encouraged to make judicious use of every opportunity that presents itself towards digital inclination in order to ensure high performance in different levels.

Dimensions of employee job performance

This work dimensioned employee performance into three areas-timely completion of tasks, work quality, employee output and concurrent performance.

Timely completion of tasks: Employees at all levels are primarily employed to provide administrative assistance and carry out other office tasks assigned to them. Conceptually, timely task performance is defined as the ability of employees at all levels to effectively carry out assigned targets/tasks within record time or before deadline. This implies the ability of an employee to carry out and finish a task at the appropriate time allotted for it. For lecturers this could mean covering the scheme of work on time while for administrative staff, it could mean completing any piece of assignment or tasks given to them on time (Otamiri, *et al*, 2016)^[19]. Employers and bosses look out for employees that can accomplish any assignment, task or target given to them promptly or early enough before deadline. Employees who are said to perform exceptionally well are employees who among other things perform tasks on timely bases.

Work quality: This is the value of work delivered by an individual, team or organization (Simplicable, 2017). This can include the quality of task completion, interactions and deliverables. Work quality is a common consideration in managing the performance of programmes, projects, vendor and individuals. While organizations look out for timely tasks performance they also consider work quality much more paramount. It is tantamount to nothing when a job of no quality is delivered on time. Therefore, employees are encouraged to perpetually bear in mind work quality when executing tasks so as to gratify both organizational/regulatory bodies prescribed standard and also customers.

Customers' satisfaction: Customers' satisfaction indicates the fulfillment that customers derive from doing business with a firm (My Accounting Course, 2017). In other words, it is how happy the customers are with their transaction and overall experience with the company. It is also a measure of how products and services supplied by a company meet or surpass customers' expectation (s). Customer are said to be satisfied when the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals. When a finished product meets customers' satisfaction, such product is said to be of good quality. Customers are happy, they patronize the product, organizations make profit, and high performance is recorded. Educational customers or consumers include students, organizations, and the general public,

Employee output: Employee output is the amount of goods and services produced by an employee in a calculated period of time. When an employee produces less goods or services within a time space, such employee is said to perform below standard. But if an employee performs commensurately or above expectation, then such employee is said to perform greatly. In other words, if the outputs are equivalent to the inputs, the employee is considered productive. If the same number of workers starts to produce more goods and services than in a prior period, perhaps as the result in a change in working conditions, then productivity has increased. Output directly affects an organization profit.

Concurrent performance: Concurrent performance refers to the process of handling a lot of jobs all at the same time with inclusion of jobs which are not part of an employee's job definition (Ferdinand, 2018) ^[8]. Employees who only stick to their job definitions and would not want to do any other thing except that which is written on their job portfolio are said to be selfish in the course of discharging their duties. To an extent, such employees could be said to be underperforming. A lecturer or an admin staff who would not want to cover up for a colleague is not truly a well-performing employee of a tertiary institution. Employees who are concurrent in their job performance are said to handle more than what is contained on their job definitions provided it will aid their job or those of their colleagues.

Relationship between e-administration and employee performance

Fountain (2005) ^[9] writes that e-administration in conjunction with the redesign of organizational process flows have diminished the amount of red tape and accelerated the delivery of tertiary institution services for some members of the public. By this assertion, it implies that the use of e-administration in an organization, especially tertiary institution, enhances on-time completion of jobs/tasks. These schools, for instance, have standard ICTs such that students, lecturers, secretaries, etc. get their queries quickly sorted out. The secretaries carry about very little or no paper files; they do almost all their jobs electronically. Having fax machines, high speed computer and internet connection, printer, scanner, etc. in offices of these tertiary institution employees who would need them makes the job much easier and faster for these employees.

E-administration also ensures improved work quality. The use of paper, unnecessary blunders and repetitions are greatly reduced where electronic machines have been set in motion by competent hands. The use of electronic facilities in rendering administrative duties such that jobs are done with minimized or no human intervention ensures that these jobs are delivered meeting organizational/regulatory bodies' standard and also customers' satisfaction. Tertiary institutions in Nigeria and Rivers State in particular will find their administrative workers present quality jobs when e-administration is adopted in its full entirety. In a study carried out by Osakede, Samuel, Ijimakinwa, Arijenewa, Adesanya and Ojo (2017) ^[18], it was found that e-administration has a significant effect with quality of services delivery in Adekunle Ajasin University. In other words, there is a positive relationship between e-administration and quality of service delivery.

Furthermore, a system especially a tertiary institution where electronic administration is in practice, brings to life higher employee output and also concurrent performance. Administrative workers and even lecturers in a tertiary institution tend to deliver more jobs and even handle a lot of them at a time than they would have in a manual or traditional administration. Through the help of electronic machines that have been set in place, these employees are able to output more jobs in a short time space while multi-tasking. Since job stress is greatly reduced in an e-administration setting, employees tend to work concurrently such that they handle jobs that they were not originally asked to do, but with a mind to help the institution directly or indirectly.

Methodology

The study adopts explanatory survey research design. Four tertiary institutions in Rivers state were covered- Ignatius Ajuru University of Education, Rivers state University, Kenule Beeson Saro-Wiwa Polytechnic and Elechi Amadi Polytechnic in Rivers state. The population of the study consist of 5,109 academic and non-academic staff of the selected institutions. From the study population, 370 academic and non-academic staff were determined using Taro Yamane formular. Structured questionnaire was used for data collection, designed on 5 points Likert rating scale ranging from Very High Extent (VHE) 5, High Extent (HE) 4, Moderate Extent (ME) 3, Low Extent (LE) 2, No Extent (NE) 1. Cronbach alpha was used to determine the reliability of the research instrument. The least Cronbach alpha level obtained was 0.72 which indicate high reliable coefficient. Tables, mean and standard deviation was used for univariate analysis while the test of hypothesis was done using Spearman Rank Order Correlation Coefficient with the aid Statistical Package for Social Sciences (SPSS).

Table 1: Population distribution of the study

S/No	Selected tertiary institutions	Population per institution
1	Ignatius Ajuru University	1,650
2	Rivers State University	2,150
3	Kenule Beeson Saro-Wiwa Polytechnic	702
4	Elechi Polytechnics	607
	Total	5,109

Source: Personnel Departments of the selected Tertiary Institutions in 2019.

Data Analysis and Results

Out of the 370 copies of questionnaire administered, 342 were retrieved, 28 copies were not filled and returned. Therefore, the analysis in this section is done based on 342 useable copies of the instrument.

Table 2: Items and scores on e-administration

S/N	E-Admin istration	VHE	HE	ME	LE	NE	Total
		5	4	3	2	1	
1.	Computer systems are used to process, store, share, and print official documents in all administrative offices in tertiary institutions.	150	110	50	20	12	342
2.	Most of the institutions around us adopt online administration and registration.	162	90	46	24	20	342
3.	Results computation is generally done using spreadsheet and electronic result management system.	178	80	40	29	15	342
4.	Most of the offices do not have printers, photocopy machines, and external storage devices to store data/information.	143	94	50	30	25	342
5.	Students' data are stored and accessed from database management system.	151	95	45	31	20	342

Source: Fieldwork, 2020.

Table 2 showed the response frequency for each of the response options. For instance, on measurement item 3, the respondents were required to indicate their view on the extent to which spreadsheet and electronic result management systems are used in the computation of students' results in their institutions. Majority (178) of the respondents indicated to a very high extent; 80 of the respondents indicated to a high extent; 40 of the respondents indicated to a moderate extent; 29 of the respondents indicated to a low extent; while 15 of them indicated to no extent. Furthermore, a general look at the response frequencies shows that the responses are generally clustered around very high extent and high extent. Therefore, the overriding view is that tertiary institutions in Rivers State run electronic administration (e-administration) to a very high extent. The responses are summarized in the SPSS table shown overleaf

Table 3: Descriptive statistics of e-ad ministration

	N	Minimum maximum		Mean	Std. deviation
EA 1	342	1.00	5.00	4.0702	.51745
EA 2	342	1.00	5.00	4.0224	.55851
EA 3	342	1.00	5.00	4.1024	.47310
EA 4	342	1.00	5.00	3.8772	.49693
EA 5	342	1.00	5.00	3.9532	.59883
Valid N (listwise)	342		Mean Set =	4.00508	

Source: SPSS Output.

Table 3 reveals mean scores above 3 points across response items exemption of items 4 and 5. With a mean set of 4.00508, the results indicate that tertiary institutions in Rivers State run e-administration to a high extent as they use computer systems, laptops, printers, database management system, and electronic results management system. The use of these digital resources implies that the workers operate in a digital work system where the processing, storage, and access to data and information are done with the aid of smart computer systems.

Table 4: Items and employee performance

S/N	Employee performance	VHE	HE	ME	LE	NE	Total
		5	4	3	2	1	
1.	Most of my colleagues are very careful in handling documents and files.	144	96	50	32	20	342
2.	Daily tasks are often handled and completed on time.	150	99	46	29	18	342
3.	Most of my colleagues communicate effectively with their employees.	134	102	48	32	26	342
4.	Every staff ensures that jobs assigned to them are completed before leaving their office.	137	95	54	33	23	342
5.	Most of my colleagues are responsive.	145	80	60	40	17	342

Source: Fieldwork, 2019.

Table 4 showed the number of responses recorded in each of the response options. Across the five measurement items, majority of the responses are crowded around "Very High Extent" and "High Extent". For instance, measurement item 2 reveals that the respondents believed that the employees are performing their duties reasonably. Majority (150) of the respondents indicated that the worker perform their functions to a very high extent; 99 of the respondents affirmed to a high extent; 46 of the respondents indicated to a moderate extent; 29 of the respondents indicated to a low extent; while 18 of the respondents think not at all. The responses are summarized in the SPSS table over leaf:

Table 5: Descriptive statistics of employee performance

	N	Minimum	Maximum	Mean	Std. deviation
EP 1	342	1.00	5.00	3.9123	.65205
EP 2	342	1.00	5.00	3.9766	.66277
EP 3	342	1.00	5.00	3.8363	.71042
EP 4	342	1.00	5.00	3.8479	.72603
EPS	342	1.00	5.00	3.8655	.64425
Valid N (listwise)	342				

Source: SPSS Output

Table 5 indicated the mean scores equal to 3 points across all the items as an indication that the respondents affirmed that the employees are carrying out their duties effectively to a moderate extent. This implies that there are less incidence of employees who fail to perform their duties. This implies that most of the staff in tertiary institutions in Rivers State have been moderately productive in terms of documents handling, daily tasks, communication, tasks completion, and responsiveness. The closeness in the standard deviation scores indicates homogeneity in the respondents' view.

Test of hypothesis

HO: There is no significant relationship between e-administration and employee job performance in tertiary institutions in Rivers State, Nigeria.

Table 6: Rho correlation between e-administration and employee job performance

		E-Administration	Job performance
E-Administration	Correlation Coefficient	1.000	.713
	Sig. (2-tailed)		.000
	N	342	342
Job Performance	Correlation Coefficient	.713**	1.000
	Sig. (2-tailed)	.000	
	N	342	342

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

Column two of table 6 above shows r value of 0.713 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating e-administration and employee job performance. In line with our decision rule, since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho) which states that there is no significant relationship between e-administration and employee job performance in tertiary institutions in Rivers State, Nigeria was rejected and the alternate hypothesis accepted. This implies that there is a positive correlation between e-administration and employee job performance in tertiary institutions in Rivers State, Nigeria. The correlation value of 0.713 is instructive: it implies that e-administration has a high/strong correlation with job performance of employees in tertiary institutions in Rivers State. This implies that improvement in e-administration practices is associated with high improvement in the job performance of employees in tertiary institutions in Rivers State, while decrease in e-administration is associated with high decrease in employee job performance in tertiary institutions in Rivers State.

Discussion of Findings

The analysis of research hypothesis (table 6) with an r value of 0.713 at a significance level of 0.00 shows that e-administration is associated with improvements in employee job performance in tertiary institutions in Rivers State, Nigeria. This finding implies that e-administration enhances the job performance of employees in tertiary institutions in Rivers State. Tertiary institutions in Rivers State are making serious effort in computerizing their administrative system. Today, most of the offices and units are equipped with functional administrative systems. Our finding shows that the use of computer resources in the administrative activities of these institutions aids the job performance of the workers. This finding is in consonance with the findings of Bede, Termit, Fong, and Onwuagboke (2014) ^[1] that the use of internet enhances the job performance academic staff in Colleges of Education in South-Eastern Nigeria.

In the view of Fountain (2005) ^[9], e-administration in conjunction with the redesign of organizational process flows has diminished the amount of red tape and accelerated the delivery of tertiary institution services for some members of the public. This implies that e-administration in an organization, especially tertiary institution, enhances on-time completion of jobs/tasks. These schools, for instance, have standard ICT-users such that students, lecturers, secretaries, etc. get their queries quickly sorted out. The secretaries carry about very little or no paper files; they do almost all their jobs electronically. Having smart personal computer systems, laptops, and internet connection, printer, scanner, etc. in the offices of these tertiary institution, employees find it a lot easier and more convenient to work.

E-administration also ensures improved work quality. The use of paper, unnecessary blunders and repetitions are greatly reduced where electronic machines have been set in motion by competent hands. The use of electronic facilities in rendering administrative duties such that jobs are done with minimized or no human intervention ensures that these jobs are delivered meeting organizational/regulatory bodies standard and also customers' satisfaction. Tertiary institutions in Nigeria and Rivers State in particular will find their administrative workers present quality jobs when e-administration is adopted in its full entirety. In a study carried out by Osakede, Samuel, Ijimakinwa, Arijeniwa, Adesanya, and Ojo (2017) ^[18], it was found that e-administration has a significant effect with quality of services delivery in Adekunle Ajasin University. In other words, there is a positive relationship between e-administration and quality of service delivery.

Conclusion and Recommendation

From the results of the analysis, the study concludes that electronic administration is positively correlated with improvements in employees' job performance in tertiary institutions in Rivers State, Nigeria. Thus, it was recommended that, the management of tertiary institutions in Rivers State should continually update their electronic administrative infrastructure to enhance the quality of work communication which will continue to improve employee job performance in tertiary institutions in Rivers State, Nigeria.

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