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Office Automation And Its Impact On Service Delivery In The Kogi State Civil Service

Emmanuel Olaniyi, DUNMADE, PhD,

Department of Industrial Relations & Personnel Management,
Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria
Email Address: dunmade.eo@unilorin.edu.ng

Michael Adebayo AJAYI, PhD,

Department of Finance, Faculty of Management Sciences, University of Ilorin
Email Address: maajayi@unilorin.edu.ng

Dauda Adewole OLADEJO, PhD,

Department of Entrepreneurial Studies, College of Management Sciences,
Federal University of Agriculture, Abeokuta, Ogun State, Nigeria

Abstract

Today's society relies heavily on information, thus investment on networks of computer-based workstations and other automated machinery goes a long way in changing conventional manual office processes and paper communications media at work. Thus, the study assessed the impact of office automation on the quality service delivery in Kogi – State Civil Service with a focus on Yagba – West Local Government Area (LGA) of the state in Nigeria. The sample size of the study was 150 with the adoption of a structured questionnaire as the instrument of data collection, while random sampling was employed for the study. The used descriptive statistics comprised simple percentages and tables, while the utilized inferential statistics was least square regression. The findings of the study established a significant and positive impact of: (i) modern database management system on employees' efficiency; (ii) task management on the employees' effectiveness; and (iii) global data exchange on the quality service delivery of employees of Yagba – West LGA. The study made a conclusion that there was significant impact of office automation on the quality service delivery in Kogi State Civil Service. The study, then recommended creation of training and developmental programs for workers through learning of new skills for improved work performance.

Keywords: Automated Office System; Digital Evolution; Organizational Effectiveness;
Organizational Efficiency; and Office Automation

Introduction

The 21st century has witnessed significant improvement in science and technology, as the introduction of sophisticated office technological equipment such as computers, word processors, and other information resources, in conjunction with new management techniques have completely changed old work habits in the organization, thus triggering a new business orientation, rendering the older methods of business transaction obsolete (Kayode & Victor, 2020). However, in view of the conclusion of the World War two, this advancement has been developing fast in manufacturing, aviation, medicine, engineering, finance, and administration, and it has had great impact on all parts of the society since many previously manual office tasks including secretarial duties have been computerized. It has equally had an impact on the processes and procedures used in the modern places of work.

The survival of any organization in today's world of work is largely dependent on its ability to dynamically interact with both the internal and external environments since the application of new communications and information technologies has caused major changes in products, undertakings and human lives. However, in the recent time, rapid changes have occurred in all aspects of human existence, including the working

environment. Each office, whether private or public, manufacturing or service is in serious need of accurate facts and information to make quick decisions (Uwannah. et. al.2019). This is also for the reason that office activities are currently organized very differently than they were in the past in terms of handling correspondence and workflow, necessitating the use of mechanized ways of operation to make office work simpler and faster (Akiti, 2017).

Currently, organizational effectiveness in terms of service delivery is one of the main issues that contemporary workplaces have to put into cognizance in managing their operations since the achievement of competitive advantage has turned a priority in the face of the speedy pace of the globalized marketplace. Nevertheless, with this competition, organizations lacking ability to structure their operations in such a way as to be competitive are bound to be faced with survival problems in the marketplace (Afred, 2011). Indeed, an organization's competitiveness has turned out to be a crucial element in determining whether it prospers, barely survives, or fails. So, the absence of office machines and equipment could result in slowing down of works and reduction in the employee's job performance.

The use of computer systems and applications for the improvement of the performance of an organization's employees is referred to as office automation. Specifically, the use of computer hardware and software to preset organizational daily tasks and procedures has enabled the digital generation and storage of data and information in databases for subsequent recovery and operation. Additionally, it has facilitated internal communication in businesses as well as with external partners, customers, and vendors. Also, office automation permits organization to gain a competitive advantage over its rivals, which is especially important, given the current state of the global economy. As office automation began in the 1970s and continued into the 1980s, organizations were able to easily integrate office automation programmes more in every area and level of the organization due to the growing usage of personal computers and desktop computers.

Networks of computer-based workspaces together with automated apparatus, according to (Kayode & Victor,2020) is replacing outdated paper-based communication methods and manual office processes. People now live in a global information society, with a global economy that is becoming more and more dependent on the development, dissemination, and management of information resources. Automated systems based on electronic networks for team work and communication, text and image processing, as well as other information and communication technologies, have been created as a tool to this change. As a result, the nature of employment is rapidly changing due to the revolution in the information and communication technologies.

Statement of the Research Problem

The introduction of office technologies in today's workplaces has posed a challenge to employees' vocational abilities, particularly in the Nigerian civil service. Thus, communication technology has lately transformed office abilities, making some skills outdated, such as recording and manual typing, while also introducing previously unknown skills such as networking, desktop publishing, webpage design, and internet skills. Therefore, the abilities and roles of staff members have clearly been challenged as a result of this growth. Again, advances in communication technology have necessitated the repositioning of these workforces in order for them to remain relevant in their office tasks, while also coping with the trend of technological changes in today's modern establishment, provided that it is impossible to overstate the importance of incorporating information and communication technology (ICT) as a tool in the government administration and job execution (Kayode & Victor,2020).

The contribution of ICT to the job effectiveness of civil servants, particularly at the level of Local Government (LG), whose primary responsibilities are to process, transmit, and manage information, has received less attention. In today's ever-changing techno-office, the ineffectiveness of some government

employees in handling ICT appears to be noticeable given that one of the key causes of their poor performance is their complete lack of communication abilities. Many of these staff members, such as clerical staff and secretaries lack the communication technology capabilities required in various offices, which has had a severe impact on their overall service delivery performance. The lack of expertise in areas such as webpage design, desktop publishing, office applications, networking, and internet access in government offices has long been a subject of concern for the authorities, while these employees are believed to ordinarily be individuals who are adaptable in their use of current office automation and information technology (Kayode & Victor,2020).

Nevertheless, even with the advent of rising technology into the workplaces, some government's workers are still forced to perform office activities manually, thus resulting in ineffectiveness and non – productivity. This is obvious in circumstances where detached papers or documents and files litter the Local Government' offices or secretariat, rather than being neatly arranged in the cabinets so as to have data well stored on servers. In addition, there are cases in some offices in the secretariat of the Local Government (LG) where people of the public who are in need of attention or who want to process one document or the other spend days or months carrying around files and papers for processing, when these can be done online with less stress. These are therefore an indication that the efficacy of full automation of office practices is not wholly appreciated in the local government. Hence, this study, as it is significant or necessary to make government, particularly at LGA's level have the required understanding regards the need to be pre-emptive in take advantage of ICT for the development of its activities. However, Yagba - West is a Local Government Area in the Nigerian state of Kogi. It is located in the west of the state, bordering Kwara State. Its headquarters is in Odo - Ere.

Objectives of the Study

The general objective of the study was to investigate the influence of office automation on service delivery in the Kogi State Civil Service, with a focus on the Yagba - West Local Government Area (LGA) of the State. The objectives of this study is to:

- (i) investigate the impact of modern database management on the employees' efficiency;
- (ii) assess the impact of task management on the employees' effectiveness; and
- (iii) analyze the impact of global data exchange on the quality service delivery in the studied LGA.

Literature Review

Concept of Information and Communication Technology (ICT)

Today's concept of information and communication technology (ICT) is substantially broader and encompasses almost all commercial sectors, including manufacturing, retail, finance, publishing, research organizations, and healthcare facilities. Law enforcement organizations, government buildings, and libraries are not excluded because they all rely heavily on ICT personnel to operate their operations successfully on a day-to-day basis. Information and Communication Technology (ICT) is defined by (Mahmood & Badia, 2019) as the use of computer systems and telecommunications equipment in information handling. This involves three basic components: electronic processing using computers, information transmission via telecommunications equipment, and dissemination of information through multimedia. The phrase "ICT" stands for "information, communication, and technology." While technology denotes the use of computers and communication, information refers to knowledge. ICT, then, refers to a mix of computer applications and communication technology for gathering, processing, storing, and

disseminating information. It is the incorporation of computing, networking, and information processing technologies as well as their applications.

ICT also refers to technologies that provide access to information via telecommunication (Ratheeswari, 2018). According to his opinion, this is similar to information technology (IT), but it primarily focuses on communication technologies. This encompasses internet, wireless networks, cell phones and other communication mediums. ICT denotes the use of internet-based technology and computer-based technology to make information and communication services available to a variety of people. The general population can generate, gather, consolidate, and disseminate information in a multimedia format and for a variety of reasons using this technology and software. So, put it in another way, this includes all forms of communication such as television, radio, mobile phones, computers, networks, hardware, software, satellite systems, and so forth, as well as all of the services and applications connected to them.

Concept of Office Automation

The annals of office automation started with the invention of the typewriter and the copy machine, which were used to automate operations (Umar, 2017). None the less, several authors have defined the phrase "office automation" differently. For example, (Agboola, 2003) defined the concept as the integration of office processes in terms of information management, which includes activities such as raw data storage, electronic data transfer, and electronic business information management. In a similar vein, (Keshtmand et al. 2016) defined the term as all formal and informal electronic systems relating to the communication of information among people inside and outside of the workplace, while this is one of the factors capable of playing a key role in improving employees' performance and organizational productivity. That is, using a computer and communication system that is integrated to support office administration.

Office automation refers to all techniques or tools used in office activities that make it easy to process written, visual, and aural data in a computer-assisted manner. Automation is also the use of computers and ICT facilities to offer solutions to data processing problems with the least amount of human involvement. It is important to remember that office automation refers to structured methods and means of managing business, text processing and communications through an integrated network. These methods and means include word processing to generate correspondence, electronic message systems for person-to-person communication, teleconferencing services, facsimile transmission, electronic filing systems, online calendar systems, contacts to corporate files, and outside services. Office automation is a relatively new technology that combines all of the different office information processing technologies, such as word processing, micrographs, and reprography (Abayi, 2003).

Concept of Employee Effectiveness and Efficiency

According to (Ajali, 2017) effectiveness can be described as a worker's or employee's ability to satisfy the specific objectives and policies set out by his or her organization. This is the degree to which an individual's performance or productivity levels are capable of meeting the organization's stated goals and or preset objectives. As a result, an individual can only be regarded to be effective only if he or she is able to achieve the appropriate results in accordance to his or her organization's aims and objectives (Yesufu, 2000).

Previously, a lot of people in various ways and at various periods have explored the meaning of the term efficiency from various perspectives. For instance, an employee's productivity is viewed as a crucial indicator of the caliber and volume of services provided at work since it enhances the capacity of human resources to advance organizational goals and objectives. It results in better service interaction and delivery, which affects every aspect of the organization. Thus, some researchers came up with a working definition of employee's efficiency as the accomplishment of goals for tasks delegated within a specified amount of time. That is, the documentation of results produced on a certain job function or activity within a given time

frame (Russell, 2009). However, for the sake of the study, a worker's effectiveness must also take into account their judgment and assessment. (Kamau et al., 2013). Therefore, in general, efficiency is accomplished when the benefits of an action are maximized in relation to the resources squandered, and it is assessed by comparing the outcomes of their efforts (Mihaiu et al, 2010)

Hypotheses Development

(Hosseini, & Hosseini, 2016) used questionnaires to collect data on impact of office automation on the self-efficacy of workers at sport and youth ministry of west Azerbaijan. A simple random sampling technique was adopted to administer questionnaire on 125 participants, while linear regression was employed to test the hypotheses of the study. The finding of the study showed insignificant and negative link between office automation and self – efficiency among the employees of the studied establishment. Conversely, (Kimutai & Kwambai 2017) looked into how office automation affected Eldoret University in Kenya's organizational effectiveness. Regression analysis was used to analyze the study's data, and both open-ended and closed-ended questionnaires were used to collect data from the respondents. As a result, a strong connection between office automation and the University of Eldoret's organizational effectiveness was found, highlighting how the effectiveness of the University has been positively impacted by office automation. As a result, the hypothesis was hereby formulated:

H₀₁: Modern database management does not have any significant impact on the employees' efficiency in Yagha -West Local Government Area in Kogi State.

In a study of Kayode, K. R., & Victor, F. T. on task management and secretaries' work performance at Ondo State's government ministries in Nigeria used a structured questionnaire as a data collection instrument on 84 participants. The study's findings demonstrated a considerable and favourable influence of automation on civil servant service delivery in the studied ministries, as this has effectively and considerably contributed to the expansion of those ministries. Hence, the hypothesis was formulated: Directorate General of Youths and Sports, Kermanshah region. This was with the employment of a set of

H₀₂: Task management does not have any significant impact on the employees' effectiveness in Yagha - West Local Government Area.

Keshtmand et al. (2016) examined the impact of computerization on the work life quality of workers at the questionnaire as the instrument of data collection, the finding of the research confirmed a meaningful and positive impact of technology and informative automation usage on the quality of workers' work life in the researched area. Therefore, the hypothesis was formulated.

H₀₃: Global data exchange does not have any significant impact on the quality service delivery in the study area.

Theoretical Framework

There are numerous theories that attempt to explain office automation. and service delivery in the workplace. Organizational information theory (OIT), past structure-centred theory, senders and receivers' models, and others are among these theories. However, the Organizational information theory that underpins this study was reviewed and adopted.

Organizational Information Theory (OIT)

Consistent with Kayode, K. R., & Victor, F. T. , organizational information theory (OIT), a communication theory was created by Karl Weick in 1950. The theory offers a thorough understanding of how information

is processed and shared both inside and among members of organizations. OIT, on the other hand, emphasizes the process of organizing in dynamic, information-rich contexts, in contrast to earlier structure-centered theories. As a result of this, the process of making sense of ambiguous data necessitates the participation of organizational members in enacting, choosing, and remembering knowledge that is crucial for reducing ambiguity so as to make meaning (Richard et al,2014) through the application of an interdisciplinary framework. organizational information theory seeks to remove ambiguity and complexity in the workplace. To put it in another way, organizations and their members use this process to integrate actions and attributions in order to find a balance between the complexity of thoughts and the simplicity of actions. As a result, sense creation involves a huge number of interdependent people working together (Colville 1994). Therefore, OIT adopts a situational approach in contrast to the senders-and-receivers model for the reason that Karl Weick views human organizations as open social systems where people create a mechanism to set goals, gather and process information, or perceive their surroundings with the intention of drawing conclusions about occasionally occurring events in their locations (Richard et al,2014). However, due to its ability to explain communication technology as a dynamic process of making sense of confusing information, organizational information theory was therefore deemed appropriate for this study. Since the organization's main objective in adopting ICT is to reduce uncertainty and complexity in the workplace, administrative or secretarial workforces play a crucial role in minimizing ambiguity and attaining sense making through implementation, selection, and preservation of necessary information at work.

Empirical Review

In Nigeria, (Dosunmu, et al. 2018), carried out a study on office automation and effectiveness of secretarial superintendents in Ogun State Universities. The study therefore utilized regression analysis to analyse the obtained data for the research. The outcome of the study indicated non-existence of any relationship between the office automation and effectiveness in the studied Universities. Similarly, (ONU & AMADI, 2020), undertook a study on the impact of modern technology on the office and information management profession in Ken Saro Wiwa Polytechnic, Rivers State. This was with the employment of stratified random sampling technique. The outcome of the study's analysis established a significant and positive impact of modern technology on the office and information management profession in the considered institution.

Methodology

Research Design

This study was conducted adopting the survey method, given that it is a quantitative research as a quantitative data analysis approach was deemed appropriate for the study simply because of its easy usage. Quantitative research, according to (Willis, 2010), requires requesting for participants, opinions in a structured manner so that facts and statistics can be produced for the answering of the research questions.

Population and Sample Size of the Study

The study included the entire staff of Yagba - West Local Government Area (LGA), Kogi State, Nigeria. While the exact number of workers could not be determined during the field work, it included both men and women, as well as individuals with varying levels of experience. As a result, a population of one hundred and fifty (150) people was chosen. This was consistent with the findings of (Hill et al. 2003), who believe that a sample size of One Hundred (100) or more is required for research conclusions. As a result, 150 copies of a questionnaire were delivered to employees of the LGA. Nonetheless, 122 copies of the 150 sets of questionnaires distributed were collected back and relevant for the study, representing an 81 percent response rate.

Sampling Procedure

One Hundred and Fifty (150) employees of the Yagba-West LGA, Kogi State made up the sample for this study, who were drawn at random from the general population, using simple random approach. Random sampling technique was adopted as it affords every employee in the organization the opportunity to be chosen for the sample (Kayode & Victor,2020).

Used Instrument for Data Collection

A self – designed and structured questionnaire was the adopted instrument in eliciting the needed data for this study. This was divided into two pieces (Section A and Section B). Section A was attached "Personal Data of Respondents," which catered for demographic data such as age, marital status, gender, educational degree, and so on. Section B consisted of three (3) sub - sections, that is, Part One, Part Two, and Part Three. The part one was made up of questions meant to gather information on modern database management and employees' efficiency; while the part two consisted of questions intended to produce facts bothered on assessment of the impact of task management on the employees' effectiveness; then part three encompassed questions directed towards establishing the impact of global data exchange on the quality service delivery of the respondents. However, four Likert rating scale format was applied to draw required information for the study.

Reliability and the Validity of Used Instrument

In a bid to ensure the validation of the instrument, a human resource management professional who is a specialist in questionnaire design was engaged to establish the face and construct validity as every negatively phrased item was reversely scored before data analysis. Then, ambiguous items were known and some items were restructured, while the test-retest reliability method was used to establish the validity of the instrument within a month, providing a correlation coefficient of 78 procedure and data collection method with the exception of those who requested additional time, copies of the questionnaire were distributed directly to participants, and replies were gathered immediately.

Table 1: Correlation Coefficient of Cronbach Alpha

S/N	Items	Scale	C.A
1	10	Modern Database Management	0.809
2	10	Task Management	0.788
3	10	Global Data Exchange	0.901
4	5	Employee Efficiency	0.751
5	5	Employee Effectiveness	0.700
6	5	Quality Service Delivery	0.926

Source: Authors' Formulation, 2022

The table 1 above reflected the result of correlation co- efficient of Cronbach Alpha, which revealed that all items in the administered question were shown to be more than 0.7, which implied that the instruments

used were jointly significant. This is because it had been reported according to (Saunders,2006)._that any figure higher than 0.7 is significant enough to fit for research instrument.

Data Analysis Method

The study used both descriptive and inferential statistics. Frequency tables and simple percentages made up the descriptive statistics, whereas regression analysis was employed to draw inferences. Regression was used to evaluate the study's hypotheses, and the simple percentage was used to describe the demographic characteristics of the respondents.

Results and Discussions

This component of the study focused on the research data analysis and the presentation of the findings.

Section A: Socio Demographic Analysis of Respondents

Table 2: Socio-demographic Information of the Responses

Constructs	Frequency	Percent
Age		
18-20 Years	14	11.5
21-30 Years	37	30.3
31-40 Years	40	32.8
41-50Years	27	22.1
51Years and Above	4	3.3
Total	122	100.0
Marital Status		
Single	35	28.7
Married	51	41.8
Divorce	36	29.5
Total	122	100.0
Gender		
Female	67	54.9
Male	55	45.1
Total	122	100.0
Education		
Primary Education	1	0.8
O'Level Certificate	6	4.9
NCE/OND	84	68.9
BSC/HND.	31	25.4
Total	122	100.0

Source: Authors' Computation, 2022

In the descriptive statistics, the frequency results of the 122 respondents, whose data were gathered and used for the study were shown. It was clear that although 150 questionnaires were distributed for the survey, only 122 of them were correctly completed and returned, as indicated by the statistics model above. This represented a response rate of 81 percent, which was deemed adequate for the study's analysis. This was in

line with (Hye, 2014) recommendation that any survey research be conducted with a minimum response rate of 70% or higher.

According to the results of frequency table 2, Yagba - West LGA had a total of 14 respondents who were between the ages of 18 and 20, 30.3 percent of the respondents were between the ages of 21 and 30, 32.8 percent of the respondents who represented the majority also were within the age range of (31-40 years), 22.1 percent belonged to the age range of (41-50 years), and respondents aged 51 and above constituted the minority in the Yagba - West LGA. This result indicated that the Yagba - West LGA was actively occupied with matured and elderly staff who had sufficient knowledge in their fields in order to effectively integrate office automation system into the organizational regular activities.

Also, in line with table 2, 28.7 percent of the staff members in Yagba - West LGA, or 35 individuals were single, while 62.0 percent were married. Similarly, it was presented that 29.5% of the respondents were divorced. This finding indicated that despite the fact that the bulk of the employees were adults and matured people, there was still a large percentage of single and divorced respondents, which could be due to late marriage or marriage separation. In view of this, the issue of large marriage break-down is now becoming a critical issue in the Nigerian society, potentially affecting employees' willingness to adapt to automation or technology advancements in the workplace.

Section B: Analysis of the Research Hypotheses

H₀₁: Modern database management does not have any significant impact on the employees' efficiency in the First Bank Limited, Marina, Lagos State.

Table 3: Regression Analysis

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3.815955	0.382991	9.963568	0.0000
Modern Database Management	0.199083	0.081510	2.442428	0.0161
R-squared	0.500420	Mean dependent var		4.565574
Adjusted R-squared	0.034460	S.D. dependent var		0.715677
S.E. of regression	0.703238	Akaike info criterion		2.158039
Sum squared resid	58.85063	Schwarz criterion		2.226990
F-statistic	3.159261	Durbin-Watson stat		2.048423
Prob(F-statistic)	0.046040			

Significant Level (0.05)

Still in relation to Table 2, the civil service's male to female ratio was 54.9 percent to 45.1 percent, meaning that men made up the majority of respondents in the LGA. Although there was a small gender gap in the organization, this was expected because it stayed within the constitutional gender ratio limit of 30%.

Table 2, likewise showed that only few of the employees acquired primary school education (0.8%), while, 4.9% had either WAEC, GCE or NECO certificate, and 13.9% were with NCE/OND, and a total of 41.7% were BSC/HND holders. This implied that the Yagba – West LGA had a significant number of highly educated employees in its domain, which would certainly contribute to higher technological advancements by supplying workers with new and automated skills and with which they could efficiently undertake their assigned responsibilities. Furthermore, the data indicated that the literacy test was effectively passed due to the fact that employees in the organization were well-educated and capable of producing accurate and impartial survey response.

The regression analysis in Table 3 showed that Yagba - West LGA's sophisticated database management system strongly predicted employees' productivity at a 5 percent significant level. Data control and data sharing which the LGA used to forecast current database management characteristics, together contributed 50% of the variation in the rate of efficiency among staff members in the LGA and with other variables accounting for the other 50% of the difference. It was evident that Modern Database management ($\beta = 0.19$; $t = 2.44$; $P < .05$), independently predicted employees' efficiency at 95% confidence intervals respectively. As a result, it was discovered that up to 50% of the employees' efficiency at Yagba – West LGA was due to the organization's current database management system. Thus, installing and maintaining appropriate data-network was critical in assisting staff members to easily and promptly access the organizational database in the most efficient possible way, thus saving time, while avoiding power or authority subordination at work. As a result, the null hypothesis was rejected due to the fact that an effective modern database management system had a considerable and beneficial impact on staff's efficiency in Yagba-West LGA, Kogi State.

H02: Task management does not have any significant impact on the employees' effectiveness in the Yagba – West LGA, Kogi State

Table 4: Regression Analysis

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.118320	0.382451	2.924088	0.0041
Task Management	0.538021	0.094247	5.708620	0.0000
R-squared	0.441088	Mean dependent var		4.590164
Adjusted R-squared	0.431695	S.D. dependent var		0.800352
S.E. of regression	0.603354	Akaike info criterion		1.851657
Sum squared resid	43.32026	Schwarz criterion		1.920608
F-statistic	46.95683	Durbin-Watson stat		1.610961
Prob(F-statistic)	0.000000			

Significant Level (0.05)

H03: There is no significant impact of global data exchange on the quality service delivery in the Yagba – West LGA, Kogi State

Table 5: Regression Analysis

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	2.595903	0.402327	6.452215	0.0000
Global data exchange	0.416648	0.063103	6.602661	0.0000
R-squared	0.273775	Mean dependent var		4.606557
Adjusted R-squared	0.261569	S.D. dependent var		0.624002
S.E. of regression	0.536217	Akaike info criterion		1.615728
Sum squared resid	34.21593	Schwarz criterion		1.684679
F-statistic	22.43048	Durbin-Watson stat		1.995194
Prob(F-statistic)	0.000000			

Significant Level (0.05)

Source: Authors' Computation, 2022

Table 4 above demonstrated that the Yagba-West LGA's automated task management system had a considerable impact on the rate of employees' effectiveness. It was presented in the regression model that the constructs of the automated task management system (i.e. electronic task management and online task management) both impacted on employees' effectiveness in the Kogi State civil service at 5% significant level. The coefficient of the regression model showed that the electronic task management had ($\beta = 0.538$; $t = 5.708$; $P < .01$) indicating a predictable level of significance between the predicting variables of task management and employees' effectiveness in the Yagba – West LGA. The R-Square's result also revealed that the independent variable explained 44.1 percent of the variation in the dependent variable, with the remaining 55.9 percent possibly attributable to the influence of other unrelated factors. Similarly, the outcome demonstrated that in the sampled LGA, online task management and electronic task management had a substantial impact on the employees' effectiveness. The alternative hypothesis, task management which significantly affected employees' productivity in the Yagba - West LGA was therefore accepted.

At a 5% level of significance, the regression result in table 5 above presented a considerable impact of global data sharing on the quality of service delivery in the Kogi State civil service. The model showed that both predicting constructs of the independent variable (globalization and online communication) accounted for 27.3% of the variation in quality service delivery in the LGA, while the remaining 76.7 percent however, could be explained by factors not taken into account in the model. Nevertheless, at 95% confidence intervals, global data exchange ($R^2 = 0.416$; $t = 6.60$; $P.05$) both independently predicted employees' efficiency.

However, precisely, it was evident in the model that globalization was not significant as it contributed only 0.02% of the global data sharing system, while global online communication dominated a larger share of the model (41.6%) as it was significantly impacted on global data exchange. The alternative hypothesis, which claimed that there was a favourable and significant effect on employees' provision of high-quality services in the Yagba-West LGA, Kogi State, was thus accepted.

Discussion of Findings

The study sought to investigate the influence of office automation on the service delivery in the Kogi State Civil Service, with a particular focus on the Yagba - West LGA. The regression model in H01 produced an R² value of (0.50), while the P-values of the independent constructs were less than significant (P-Value 0.05), indicating that there was a positive and significant relationship between the modern database management system and the efficiency rate of civil service employees. This result was consistent with (Shittu, 2020), findings, which said that a distributed database management system allowed each workplace to have its own copy of customer data, and also aided the decentralization in responding to all clients' complaints regardless of the location. That is, an effective database management was significant in helping employees' record and processing of local daily transaction, rather than sending it to the central server which could aid efficiency of time and cost in the organization.

In addition, the H02 result showed an R-squared value of 0.0412 and P-values of (0.000 and 0.4410), indicating a predictable level of significance between the task management, thus predicting variables (electronic task management and online task management) and employees' effectiveness in the Yagba-West LGA, Kogi State.

Finally, the H03 result indicated an R² value of (0.7622), and P-values of (0.0000 and 0.2737), signifying a positive relationship between the independent and dependent variables. However, the impact of globalization was minor, accounting for only 0.02 percent of the worldwide data sharing system, but global communication accounts for a bigger portion of the model (41.6 percent), as it had a considerable impact on global data exchange. As a result, the study confirmed that office automation had a major influence on the service delivery in the Kogi State Civil Service, with a focus on Yagba - West LGA. This supported the findings of (Keshtmand et al. 2016 & Kayode, & Victor 2020) researches. The result of (Keshtmand et al. 2016) study indicated noteworthy and positive effect of adopting computerization on the value of work life of workforces in the studied area, while the findings of (Kayode & Victor 2020) research revealed substantial and positive impact of automation on the service delivery of civil servants in the studies ministries given that this had effectively and significantly contributed to the growth of those ministries.

Conclusion and Recommendations

Conclusion

In accordance to the study's findings, employees in Yagba – West LGA, Kogi State can improve their performances through learning of new and essential skills in order to stay relevant in their employment, as their effectiveness is highly dependent on the availability of office technologies as well as their aptitudes.

As a result, it can be stated that office automation has had a substantial impact on the personal quality of the employees together with the professional behaviour, interpersonal skills, and job-related abilities as well as their service quality in the Yagba – West LGA. However, practically, the acquisition of new and requisite skills in technology and informative automation by the civil servants, at all levels in the LGA will definitely afford these employees the opportunity of being continually appropriate in their careers.

Recommendations

In the light of the results of the study, the following suggestions were made: the Authority of Yagba-West LGA should make every effort to design training and development programmes that will help staff members to learn new skills and perform more effectively, as job training is an essential objective to obtain a high level of performance. So, in order for LGA's employees to perform at their best, training and retraining in information and communication technology is required. Workers in Kogi State's Yagba - West LGA should

always be open-minded and willing to learn new skills, keeping in mind that changes are capable of frequently affecting their performance or contribution to their workplace and in their chosen field of endeavor as they need not being compelled to make use of ICT in this digital age.

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