

library users in libraries include: Current Awareness Services (CAS), Selective Dissemination of Information (SDI), Reference services, Indexing and Abstracting service to mention but a few. These services are provided on demand by library users to address or meet their information needs.

Although concept of information services could encompass different segments of libraries' activities in literature, it is usually related to the reference services. American Library Association gives following description of information service: the goal of information services is to provide the information sought by the user; information service provision should anticipate as well as meet user needs; it should encourage user awareness of the potential of information resources to fulfill individual information needs. The different types of information services include: Outreach service, Circulation service, Reference service, Referral service and Selective Dissemination of Information (SDI). These services when provided to library users would enhance their use of information resources to meet their information needs.

Utilisation of information resources is the extent to which the resources and services of the library are actually used for teaching, learning and research. Utilisation is the action of using something, that is, making practical and effective use of it. Put simply; the term refers to the use of something or the process of using it effectively. The various ways of utilising information resources includes: business purposes, accountability purposes, cultural purposes, business purposes to mention but a few (Modebelu and Onyali, 2014). According to Modebelu and Onyali (2014) decision making in the organisational system is an administrative function and invariably requires information in the form of records.

Records are created by an organisation in routine transaction of its business or in pursuance of its legal obligations. A record may consist of two or more documents. All documented information, regardless of its characteristics, media, physical form, and the manner it is recorded or stored. Records include accounts, agreements, books, drawings, letters, magnetic/optical disks, memos, micrographics to mention but a few.

Records are one of the most important organisational assets that have value beyond the immediate environment (Usman & Udensi 2013). They are the lifeblood of any organisation and they form the basis for decision-making,

policy formulation and service provision. Various government ministries all over the world have been facing problems in the management of records and, consequently, this has affected the quality of public service delivery (Abuki, 2014; Mampe and Kalusopa, 2012; Marutha, 2011).

Records management (RM) is the supervision and administration of digital or paper records, regardless of format. Records management activities include the creation, receipt, maintenance, use and disposal of records. In this context, a record is content that documents a business transaction (Modebelu and Onyali, 2014). Records management activities include the creation, receipt, maintenance, use and disposal of records. In this context, a record is content that documents a business transaction.

A civil service commission is a government agency that is constituted by legislature to regulate the employment and working conditions of civil servants, oversee hiring and promotions, and promote the values of the public service. Its role is roughly analogous to that of the human resources department in corporations. Civil service commissions are often independent from elected politicians.

In the civil service, the significance of records and information management cannot be over emphasised. Records play important role at any given stage in the life cycle of an organisation. These include recruitment, training and development, promotion, transfer, implementation, monitoring, appraisal, separation, pension, organizational development to mention just a few and they are therefore an essential informational resource. Records or information management is anchored on the premise that records require managing, in a like manner that other government resources need managing. Thus, effective information and records management is the key and foundation any responsible government needs to provide public goods and services, fulfill its obligation of transparency and accountability towards its citizens and protect their human rights and dignity.

### **Statement of the Research Problem**

Effective and efficient public service delivery remains an issue of great concern in Nigeria. One of the key contributors to this is the deliberate or unaware negligence of good records keeping practices in government ministries. In Nigeria, records management has remained a neglected function in most

administration units especially in public organizations. This study is important because looked at what the ministries ought not to do so as to avoid repetition of poor records management practices that were in government. This is important because it is an opportunity for a fresh start and at this level, the Nigerian governments have the opportunities to put appropriate practices, principles and other good records management requirements in place. There is a link between effective records management and enhanced public service delivery. Records management is a key component of any public sector reform programme and the efficiency of which includes enhancing the efficiency and effectiveness of the public service (Joy and Agala, 2019).

The study was also necessitated by the need to identify how records management can be related to good public service delivery in the government so as to gain the trust and confidence of the members of public that they serve. Inadequate records management practices in the government offices may lead to decentralization of corruption, delayed service delivery, multiplication of same services, lack of accountability, poor governance and poor decision making processes and this might lead to failed governments. Nyathi and Peterson (2017) pointed out that poor records management have devastating consequences such as, delayed and poor service delivery, difficulties in accounting for decisions taken. This study found out the linkage between records management, enhanced public service delivery and the attainment of the needs of the citizenry.

### **Objectives of the study**

The objectives of the study were to:

1. to assess the records management practices adopted for effective information service delivery in the Niger State Civil Service Commission.
2. identify the benefits derived from proper utilisation of records management among staffs in the Niger State Civil Service Commission.
3. identify the challenges associated with records management and effective information service delivery among staffs in Niger State Civil Service Commission.

### **Research Questions**

The following research questions guided the study:

1. What are the records management practices adopted for effective information service delivery in the Niger State Civil Service Commission?
2. What are the benefits derived from proper utilization of records management among staffs in the Niger State Civil Service Commission?
3. What are the challenges associated with records management and effective information service delivery among staffs in Niger State Civil Service Commission?

### **Literature Review**

Institutions create records to support the activities that they carry out. However, if these records are not managed properly, they will not provide the necessary support and information might be lost causing problems for the institution to provide an efficient and effective administration that ensures that the business runs as smoothly as possible, there should be proper management of records. Igwoku (2018) defined records management as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including the processes for capturing and maintaining evidence of an information about business activities and transactions in the form of records. Records management is also the discipline of applying well-established techniques and procedures to the control of those sources of information, which arises internally within an organization as a result of its own activities.

Unuigbo (2016) saw records management as the quality, quantity, and cost of records and encompassing the procedures, systems, operations, space, equipment and staff required for managing the records. Kanzi (2011) also recognized that records management is a dynamic science of handling recorded information for immediate and future use efficiently and economically. Furthermore, Pali (2013) pointed out that records management is the systematic control of all records, either in media format or printed materials from their creation until its final disposition; including the development and application of standards to the creation, use, storage, retrieval, disposal and archival preservation of recorded information. In summary, an effective records management program will ensure that records are available for use when needed, that privacy and confidentiality are maintained, that redundant records

are destroyed and that records ultimately contribute towards sustaining service delivery.

Ibiam (2014) noted that many years of neglect had done great damage to the education sector and record keeping is not an exemption. In his view, Iguodala (2010) believes that personnel (secretaries and filling clerks) who maintain the registry system with filling cabinets containing the paper evidence of university business are inadequate and in fact ignorant of their responsibilities. This calls to question the reliability and authenticity of records kept in such a system. Giving credence to this Afolabi (2010) asserted that record management practice in Ghana has a number of problems which may include insufficient skilled and experienced record management personnel and possibly, low priority of record management in the scheme of things. Awe (2010) viewed the problem in record keeping from the perspective of these bodies “government, university management, the staff and the students. He accused these bodies of being responsible for unavailable, inaccurate/incomplete and dishonest records. According to Utulu (2011) these adversely affect planning for and provision of structures and facilities, adequate finding, proper formulation and review of policies.

### **Methodology**

The study adopted survey research design method. This is because survey research design method has the advantage of wider application as it allows data to be collected on a large population. The survey research design is relevant for this study because it is relatively cheap and serve as a fast way of collecting information and data on records management practices as a correlate for effective information service delivery and utilisation in Niger State civil service commission. Structured questionnaire was the only instrument used for data collection. The population of the study consisted of fifty-four (54) administrative staffs in Civil Service Commission in Niger State who are strictly concerned with record management of the commission. Total enumeration or census was carried out because the population size was manageable. Data was organised and analysed using standard deviation, mean, frequency counts and descriptive statistics.

S/N	Statements	SA	A	D	SD	N	FX	$\bar{x}$	STD	Decision
		4	3	2	1	47				

<b>1</b>	The civil service commission adopts policies and procedures for creating and storing records in both paper and electronic format	15	25	4	3	47	147	3.13	0.63	Agreed
<b>2</b>	The civil service commission adopts record maintenance for effective information service delivery	13	27	5	2	47	145	3.09	0.59	Agreed
<b>3</b>	An organisational file plan that list primary types by functional unit so that information can be located without depending on any employee is available in the commission	7	9	19	12	47	105	2.23	0.27	Disagreed
<b>4</b>	A record management program is organised annually to ensure that quality records are kept	11	24	7	5	47	135	2.87	0.37	Agreed
<b>5</b>	The ministry has a vital record program that serves as a back-up in case of a disaster	14	19	8	6	47	135	2.87	0.37	Disagreed
<b>6</b>	The civil service commission has in place periodic audits that provide an enforcement vehicle and assess the quality of procedures	6	13	20	8	47	111	2.36	0.14	Disagreed
<b>7</b>	The civil service commission adequately address data privacy and security issues	10	24	10	3	47	135	2.87	0.37	Agreed
<b>8</b>	The civil service commission does not store record which	3	4	28	12	47	92	1.96	0.54	Disagreed

	affects effective and efficient information service delivery									
9	The civil service commission does not dispose record that are not useful and valuable to the commission	2	6	21	18	47	86	1.83	0.67	Disagreed

The result from Table 1 showed that nine items were listed for administrative staff to respond on record management practices. Five items produced high mean scores which were above the average benchmark of 2.50. These items include item 1: The civil service commission adopts policies and procedures for creating and storing records in both paper and electronic format ( $\bar{x}=3.13$ ;  $SD=0.63$ ), item 2: The civil service commission adopts record maintenance for effective information service delivery ( $\bar{x}=3.09$ ;  $SD=0.59$ ), item 4: A record management program is organised annually to ensure that quality records are kept ( $\bar{x}=2.87$ ;  $SD=0.37$ ), item 5: The ministry has a vital record program that serves as a back-up in case of a disaster ( $\bar{x}=3.05$ ;  $SD=0.55$ ) ( $\bar{x}=2.87$ ;  $SD=0.37$ ) and item 7: The civil service commission adequately address data privacy and security issues ( $\bar{x}=2.87$ ;  $SD=0.37$ ). On the other hand, four items produced low mean scores which were below the average benchmark of 2.50. These items include item 6: The civil service commission has in place periodic audits that provide an enforcement vehicle and assess the quality of procedures ( $\bar{x}=2.36$ ;  $SD=0.14$ ), item 3: An organisational file plan that list primary types by functional unit so that information can be located without depending on any employee is available in the commission ( $\bar{x}=2.23$ ;  $SD=0.27$ ), item 8: The civil service commission does not store record which affects effective and efficient information service delivery ( $\bar{x}=1.96$ ;  $SD=0.54$ ) and item 9: The civil service commission does not dispose record that are not useful and valuable to the commission ( $\bar{x}=1.83$ ;  $SD=0.67$ ).

**Table 2: Benefits Derived from Proper Record Management**

S/N	Statements	SA	A	D	SD	N	FX	$\bar{x}$	STD	Decision
		4	3	2	1	47				
1	Quick decision making is achieved from	20	23	3	1	47	156	3.32	0.82	Agreed

	proper records management									
<b>2</b>	Space saving is the benefit administrative staff of the commission derived from records management	17	21	5	4	47	145	3.09	0.59	Agreed
<b>3</b>	Reduction of storage is one of the importance of effective records management	10	8	16	13	47	109	2.23	0.18	Disagreed
<b>4</b>	Promoting good governance contributes to the benefit of proper records management	18	24	3	2	47	152	3.23	0.73	Agreed
<b>5</b>	Effective records management saves employees' time	19	26	4	1	47	163	3.47	0.97	Agreed
<b>6</b>	Proper records management maintain corporate and	14	19	9	5	47	136	2.89	0.39	Agreed



	institutional memory									
7	Records management help to meet customers' demand	16	21	6	4	47	143	3.04	0.54	Agreed
8	Record management practices does not help to reduce uncertainty	3	5	24	15	47	90	1.91	0.59	Disagreed
9	Record management does not lead to high productivity of staff in the commission	2	5	21	19	47	84	1.79	0.71	Disagreed
10	Record management leads to prompt decision making among staffs	18	26	2	1	47	155	3.29	0.79	Agreed

**Key: Strongly Agreed (SA), Agreed (A), Disagreed (D), Strongly Disagreed (SD)**

Table 4.4 showed that ten items were listed for administrative staff to respond on the benefits derived from proper record management. Seven items produced high mean scores which were above the average benchmark mean of 2.50. These items include item 5: Effective records management saves employees' time ( $\bar{x}$ =3.47; SD=0.97), item 1: Quick decision making is achieved from proper

records management ( $\bar{x}$ =3.32; SD=0.82), item 10: Record management leads to prompt decision making among staffs ( $\bar{x}$ =3.29; SD=0.79), item 4: Promoting good governance contributes to the benefit of proper records management ( $\bar{x}$ =3.23; SD=0.73), item 2: Space saving is the benefit administrative staff of the commission derived from records management ( $\bar{x}$ =3.09; SD=0.59), item 7: Records management help to meet customers' demand ( $\bar{x}$ =3.04; SD=0.54) and item 6: Proper records management maintain corporate and institutional memory ( $\bar{x}$ =2.89; SD=0.39). On the other hand, three items produced low mean scores which were below the average benchmark of 2.50. These items include item 3: Reduction of storage is one of the importance of effective records management ( $\bar{x}$ =2.32; SD=0.18), item 8: Record management practices does not help to reduce uncertainty ( $\bar{x}$ =1.91; SD=0.59) and item 9: Record management does not lead to high productivity of staff in the commission ( $\bar{x}$ =1.79; SD=0.71).

**Table 3: Challenges Associated with Record Management Practice**

S/N	Statements	SA	A	D	SD	N	FX	$\bar{x}$	STD	Decision
		<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>47</b>				
1	Improper records management is challenge in retrieving office documents	13	27	5	2	47	145	3.09	0.59	Agreed
2	Lack of proper security for record affects the record management practices at the commission	10	24	10	3	47	135	2.87	0.37	Agreed
3	Lack of professionally trained record managers	12	19	9	7	47	130	2.77	0.27	Agreed

	contribute to problems of record management									
4	Inadequate resources to facilitate proper records management practices is a problem	13	20	8	6	47	134	2.85	0.35	Agreed
5	Insufficient space for record management at the commission is also a challenge	11	24	7	5	47	135	2.87	0.37	Agreed

**Key: Strongly Agreed (SA), Agreed (A), Disagreed (D), Strongly Disagreed (SD)**

The result from Table 3 showed that five items were listed for administrative staffs to respond on the challenges associated with record management in Niger State civil service commission. All the five items produced high mean scores above the average benchmark of 2.50. These items include item 1: Improper records management is challenge in retrieving office documents ( $\bar{x}=3.09$ ;  $SD=0.59$ ), item 2: Lack of proper security for record affects the record management practices at the commission ( $\bar{x}=2.87$ ;  $SD=0.37$ ), item 5: Insufficient space for record management at the commission is also a challenge ( $\bar{x}=2.87$ ;  $SD=0.37$ ), item 4: Inadequate resources to facilitate proper records management practices is a problem ( $\bar{x}=2.85$ ;  $SD=0.35$ ) and item 3: Lack of professionally trained record managers contribute to problems of record management ( $\bar{x}=2.77$ ;  $SD=0.27$ ).

### **Discussion of the Findings**

The study revealed that record management staff agreed that quick decision making, space saving, promoting good governance, saving of employees' time, maintaining corporate and institutional memory, meeting customers demand,

high productivity of staff and prompt decision making among staffs were seen as benefits achieved from proper records management. This is because all organizations create records to support and provide evidence of their transactions. Consequently, records, regardless of their formats, are important sources of information and knowledge which contributes to organisational and national development.

The study equally revealed that the respondents agreed with all the challenges associated with proper record management in the commission. This indicates that record management is negatively affected. As such, urgent attention needs to be given on proper record management, provision of proper security, recruitment of trained and qualified record management personnel, provision of resources and space to ensure good record management practice. This is in tandem with the findings of Otuama (2010) that the problems associated with records management in most organizations include the absence of an archival institution, the problem of oral traditions, inadequate skills and high staff turnover, inadequate funding, poor housing and equipment, absence of an archival law, high levels of illiteracy and poor transport and communication network.

### **Conclusion**

Records management is an imperative element in Niger State Civil Service Commission. It is through records management that everyday activities of the commission can be accounted for. Such activities are recorded and provided as verification documents for effective information service delivery. Thus, records management is a critical element in the civil service commission administration, risk management, auditing, and financial accountability. Effective organizational records management enables easy access to records to expedite accountability and verification processes. However, factors such as improper records management, lack of proper security for record affects the record management practices, lack of professionally trained record managers, inadequate resources are seen as challenges associated with record management which affects effective information service delivery and utilisation in Niger State Civil Service Commission. Through effective records management, impending risks can be identified, measured, and mitigated before they occur.

Based on these findings, this study offers the following recommendations:

1. The management of Civil Service Commission in Niger State should ensure the recruitment of adequately qualified records managers. This will definitely curb the situation whereby records are inappropriate kept.
2. Training and re-training programs by way of seminars, conferences and workshops should be organised for records managers by the management of civil service commission in Niger State. This will keep them abreast with current practices in records management, which will also on the

whole reduce the difficulty involved in accessing information when the needs arise thereby enhancing information service delivery and utilisation of records.

3. The management of Civil Service Commission in Niger State should ensure the provision of sufficient space in housing records so that they are easily provided any time required or demanded for administrative purposes.

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## **BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY FOR SUCCESSFUL MODERN BUSINESS OPERATIONS**

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### **ABSTRACT**

*The concepts of ethical behavior and corporate social responsibility have come to the fore in recent years in both developed and developing countries as a result of growing sense of corporate wrongdoing. These two concepts can bring significant benefits to a business. The idea that business enterprises have some responsibilities to society beyond that of making profits for shareholders has been around for centuries. The paper addresses the concepts of business ethics and corporate social responsibility. From the perspectives of MBA students and managers, it came out that business ethics and social responsibility are very important for organizational growth and success. Specifically, they consider business ethics to lead to positive employee, customer and community relations. Not only that but also, they perceive that better public image/reputation; greater customer loyalty; strong and healthier community relations can inure to the benefit of corporations that are socially responsible. Implications of the findings are finally drawn.*

**Keywords:** *Business Ethics, Corporate Social Responsibility, and Business Success.*

### **INTRODUCTION**

Ethical behavior and corporate social responsibility can bring significant benefits to a business. The idea that business enterprises have some responsibilities to society beyond that of making profits for shareholders has been around for centuries (Barry, 2000). This partly accounts for the reason why the concept of Corporate Social Responsibility (CSR) has continued to grow in