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# PAPERLESS OFFICE MANAGEMENT AND THE PERFORMANCE OF STATE OWNED TERTIARY INSTITUTIONS IN ENUGU STATE

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## Abstract

This study investigated Paperless Office Management and the Performance of State Owned Tertiary Institutions in Enugu State. Purposive randomly sampling was used to draw two state owned tertiary institutions in Enugu State (Enugu State University of Science and Technology, ESUT) and Institute of Management and Technology, IMT). The specific objectives of the study include; to examine the impact of electronic record management on the performance of ESUT and IMT and to ascertain the impact of online payment on the performance of ESUT and IMT. The population for the study consisted of 208 staff of the selected institutions (106 staff of ESUT, and 102 staff of IMT). A sample of 137 respondents was drawn using Taro Yamane sampling technique. Simple percentage was the statistical tool [redacted] employed for data analysis while the chi-square was used for testing the null hypotheses at 0.5 level of significance a questionnaire developed by the researcher served as the instrument for data collection. The findings of the study revealed that electronic record management has significant positive impact on the performance of ESUT and IMT, online payment has significant positive impact on the performance of ESUT and

**Keywords:**
Paperless office,
Management,
Performance,
Electronic Record,
Online Payment



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IMT. Based on the findings, the following recommendations were made; school management should ensure that adequate ICT facilities are put in place to ensure efficient school record management and efficient financial management in tertiary institutions in Enugu State, government should provide enough fund for procure of ICT facilities in tertiary institutions, both the state and Federal government should work on the epileptic power supply in Nigeria, most especially in tertiary institutions to ensure efficient service delivery of tertiary institutions across the country.

## Introduction

### Background of the Study

Information Technology is the term that represents any technology that helps in producing, processing, manipulating, storing, communicating, and/or disseminating information. It includes computer hardware, networks, software, data and other related materials used to build information system. Information technology has become a necessity in almost every organization today (Oyedokun & Adeolu-Akande, 2022). Since the early part of 20$^{th}$ century, the world has been witnessing an exponential growth in information technology which was considered by many as the most exciting development since the industrial revolution of the 18$^{th}$ century (Aliyu, 2021). Information technology has changed the way we go about our daily lives at work, at home, banks shops, schools universities and colleges; our thinking and commutation activities. Today the world is globally connected with internet which helps individuals communicate with each other from different corners of the world using personal computers, mobile phone among others (Balogun, 2016). Technology is unquestionably considered central growth point in this century especially in a strong and competitive organizational environment that requires the use of advanced Information technology tools and applications to improve efficiency, less cost and high quality products and services (Onu and Amadi, 2020).

Before the advent of Information Communication Technology (ICT), the management and administration of any organization office was solely paper based. This has resulted in most cases serious difficulties in saving and retrieving important documents. Office administration was usually cumbersome due to the large number of files/documents that have to be stored in the few available spaces, retrieval of files usually post as a great challenge to the office



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administrator because of the pile of document one has to scan through to retrieve a document. Storing and retrieval of documents in paper based office is usually stressful, time consuming and energy sapping. This made the day to day office administration a nightmare and hence mitigate against the performance of the organization, most especially in tertiary institution of learning which make use of large volume of paper on daily basis.

The tertiary institutions usually comprise a great number of students and staff and of which each person must have his or her data saved and stored with the institution. The yearly enrolment of students, and constant upgrade of the staff come with high stock of paper in the few available office space, which in most case becomes an eye soar. These ugly situations pose as a great challenge to the smooth administration of tertiary institution. There is also the problem of lost of important document to theft, pest, fire outbreak and bad weather conditions. Manipulation and forgery of official document is a common occurrence in paper based office due to inefficient of human personnel to checkmating and tracking of manipulated and forged document. This condition had brought about huge lapses and poor performance of tertiary institutions in Nigeria.

However, with the event of Information communication technology, there is a monumental shift from paper based office administration to paperless office administration. This has brought a great relief to managers and office administrators and consequently a great relief to tertiary institutions which make use of large volume of documents on daily basis.

The term "paperless" is coined from two words paper and less. Paperless in Higher institutions refers to less use of paper in the administration of Higher education system. A paperless system is a work environment in which the usage of paper is eliminated, removed or greatly reduced. A paperless office is a work environment in which the use of paper is reduced, eliminated or removed completely. It is the conversion of documents and other papers into digital or electronic forms.

The benefits of the adoption of paperless office administration cannot be overemphasized. It is highly an efficient and effective method of office administration most especially in tertiary institution of learning because it ensure prompt saving and easy retrieval of documents, promotes consistency in administration by ensuring an up to date data of both the student and staff can be accessed any time and any where just with the click of the mouse, it also helps to checkmate and bring to lowest level the rate of forgery of documents in tertiary institutions.

It is based on the foregoing background that the researcher wishes to investigate the relationship between paperless office and the performance of tertiary institution in Enugu State, using Enugu State University of Science and Technology (ESUT) and Institute of Management and Technology (IMT) as case studies. The study is limited in scope to examining the impact of paperless office administration and performance of tertiary institution in Enugu State University of Science and Technology, and Institute of Management and Technology all from Enugu State. The study covers, the impact of electronic record management on the performance of tertiary institution in Enugu and the impact of online payment on the performance of tertiary institution in Enugu State.

**Statement of the Problem**

Technology has brought a lot of changes in the globe today but before the advent of Information Communication Technology, the management and administration of Office was solely paper based. This in most case has resulted to serious difficulties in saving and retrieving important documents. Office administration was usually cumbersome due to large number of files/documents that have to be stored in the few available spaces. Retrieval of document usually pose a great challenge to office administrators because of the piles of documents one has to scan through to retrieve a document. Retrieving a document in a paper based office is usually stressful, time consuming and energy seeping. This made the day to day office administration a nightmare and hence militates against the performance of the organization. However, with the invention of ICT, there is a monumental shift from paper based office administration to paperless office administration, which is now in vogue in most tertiary institutions in Nigeria. The observable problem aroused the researcher interest to investigate the role of paperless office administration in the performance of tertiary institutions in Enugu State.

**LITERATURE REVIEW**

The review of related literature was done under the following sub-headings; conceptual framework, theoretical framework and empirical framework.

**ELECTRONIC RECORDS MANAGEMENT AND PERFORMANCE OF TERTIARY INSTITUTIONS**

Electronic records otherwise called e-records are the recorded information, documents or data in electronic or digital format that provide evidence of policies,

transactions and activities carried out in school organizations, Osakwe (2004). Electronic records may be categorized as text files (files produced by word processing programmes or by other software); data files(computer processable files that store numeric and sometimes textual information as quantitative values so that numbers can be manipulated using arithmetic processes);analogue audio and visual records (sound documents and images to be played back);disaggregated data (information collected through remote sensing systems);databases (structured collection of interrelated data); machine instruction sets(records created by the action of intelligent machines); image files (records containing computer processable images that generally exist as hard copy before being converted into images) and electronic documents (files consisting of numeric data, images or sound recorded electronically in one uniform structure). The increasing use of ICT, especially the Internet, in government operations around the world driven by public sector reform, has given impetus to the generation of e-records.

Most school e-record systems consist of eight activities, namely: create, store, update, retrieve, use, appraise and retain, archive, and dispose (UNESCO 2018). An electronic record is defined as records in electronic or digital form that are created, captured, maintained and managed with the help of computer technology (Osakwe 2011). Records include but are not limited to papers, official documents, files, lists, informational materials, books, maps, plans, drawings, photographs and sound recordings in electronic or electronic form.

An effective school electronic records system is defined as the organised classification and filing of the school records in a way that makes it easy to search, access, retrieve and use the recorded data and information' (UNESCO 2018). An effective school electronic records can ease and support the management of the school and other stakeholders including policy makers, teachers and parents, particularly in decision making. School records also provide useful data and input for planning and establishment of new programs, activities or policies (Sunmola 2008). Student enrolment and school facilities data from school records can be referred to, to determine the appropriate number of teacher recruitment or justification for upgrading school facilities.

Given that schools are accountable for creating, using, managing, classifying, storing, and archiving record and information, all records including student records, student academic files and reports, teacher and staff records, financial records, assets, building and school facilities and school board of management

must be managed appropriately in accordance with policy, procedures, Act, and enforced laws (Umi & Zawiyah 2009; Umi & Zawiyah 2017). Jeladze et al. (2017) identified information management as the most enabling factor for electronic learning transformation. Institutions with ineffective and poor electronic records are prone to various risks and implications such as record inaccessibility and redundancy, costly maintainability, and institutional inefficiency (Kemoni & Wamukoya 2000). The lack of electronic records awareness in aspects such as record classification, record storage duration, unclear record management policy, limited storage space and skilled officers, training in managing school records, and being overly focused on technology may contribute to the failure of electronic records initiatives.

**ONLINE PAYMENT OF FEES AND PERFORMANCE OF TERTIARY INSTITUTIONS**

The process of handling school fees is one of the many challenges that Nigerian universities and tertiary institutions face. The existing dysfunctional method introduces a number of redundant components and constraints that prevent an effective organizational management system from being implemented (Amadi, 2015; Chemitai, 2016; Dearing, 2019). The biggest militating element is the separation between schools and banks, which exposes Nigerian students to tremendous hardships and exposes them to armed banditry, as well as promoting insecurity and unethical activities in banks and school bursaries. According to the foregoing, fee payments should be made at regular intervals and on time, albeit this may not always be the case. Due to various pressing necessities, financial gaps produce a lot of challenges for school administration. When students refuse to pay their school fees on time, the school administration appears to be short on cash, rendering the administration ineffectual. Apart from the management's financial inefficiency, students face obstacles such as not being permitted to sit their exams, which is one of the academic frustrations or setbacks.

An electronic payment system is a method of conducting transactions or making payments for products and services using an electronic medium rather than cheques or cash. It's also known as an online payment system or an electronic payment system. The payment system is an operational network defined by laws, rules, and standards that connects bank accounts and facilitates monetary transaction through the use of bank deposits (Summers, 2012). Creating a platform for individual student fees with information such as name, department, registration number, level/class, date of payment, amount of money paid,

academic session/semester, bank's name, account number, phone number, school name, and other personal records, etc. This improves prompt payment and safe delivery and prevents management and students from becoming financially frustrated (Jelilove & Musa, 2016; Mustapha, 2018; Omotubora, & Basu, 2018).

Students' payment systems in Nigerian higher schools are largely powered by the Remita payment network, which is supported by the federal government's Treasury Single Account (TSA) policy. The goal of this policy is to prevent fraud and ensure financial accountability. The TSA was first created in April 2012, but only became effective after President Muhammadu Buhari directed that all ministries, departments, and agencies (MDAs) terminate all commercial bank accounts and transfer to the government account by September 15, 2015. The TSA project developed an independent revenue e-collection method, which requires the government to collect income to be in single account for proper cash management (Taiwo, 2015), in other words, the TSA policy was therefore to reduce the proliferation of bank accounts operated by MDAs and also to block leakages and promote transparency and accountability among all organs of government (Toiwo, 2015).

Effective aggregate cash control would provide proper monetary and budget control. E-payment is aimed at promoting fiscal discipline and transparent financial management in institutions. TSA adoption in the public sector reduces transaction costs during budget execution by controlling the time it takes for collecting banks to remit government revenue and making rapid payments of government expenses, facilitating reconciliation between banking and accounting data, ensuring efficient control and monitoring of funds allocated to various government agents, and facilitating better coordination with the monetary policy implementation (Igbekoyi & Agbaje, 2017).

**Theoretical Framework**

**Information theory (Harry Nyguist and Raph Hartley, 1920)**

The study is anchored on Information Theory. Information theory is the scientific study of the quantification, storage, and communication of information which is directly linked to the purpose of the study. The theory was propounded by Harry Nyquist and Ralph Hartley, in the 1920. The field is at the intersection of probability theory, statistics, computer science, statistical mechanics, information engineering, and electrical engineering.

A key measure in information theory is entropy. Entropy quantifies the amount of uncertainty involved in the value of a random variable or the outcome of a random process. For example, identifying the outcome of a fair coin flip (with two equally likely outcomes) provides less information (lower entropy) than specifying the outcome from a roll of a dice (with six equally likely outcomes). Some other important measures in information theory are mutual information, channel capacity, error exponents, and relative entropy. Important sub-fields of information theory include source coding, algorithmic complexity theory, algorithmic information theory, and information-theoretic security.

Applications of fundamental topics of information theory include lossless compression (e.g. ZIP files), lossy compression (e.g. MP3s and JPEGs), and channel coding (e.g. for DSL). Its impact has been crucial to the success of the Voyager missions to deep space, the invention of the compact disc, the feasibility of mobile phones and the development of the Internet. The theory has also found applications in other areas, including statistical inference, cryptography, neurobiology, perception, linguistics, the evolution and function of molecular codes (bioinformatics), thermal physics, quantum computing, black holes, information retrieval, intelligence gathering, plagiarism detection, pattern recognition, anomaly detection and even art creation (Wikipaedia, 2021).

**Empirical Review**

Muhammad, Tarandeep, and Muhammad (2020) carried out a study title "Impact of ICT for the 21st Century: A Change Driving Tools for Tertiary Education in Nigeria". The study revealed that the adoption of ICT will develop education hugely and that the utilization of ICT will improve the learning encounters of learners and equally will cause them to think autonomously. Bello, and Johnson, (2011) assessed the role of ICT in the management of higher education for sustainable education in Nigeria. Data were collected from 800 lecturers selected from 16 higher education institutions in the country. The findings were that, accessibility of ICT facilities is sill very low and that although lecturers have a positive disposition towards the use of ICT facilities, they scarcely use them. Abdulkadir, (2017) determined "the management of electronic records generated/received by Federal Universities in Nigeria" Questionnaire was used as instruments for collecting data for the study. The findings suggested for uniformity and standards among federal universities in Nigeria adopting electronic records management in this information age. Okoro and Kigho, (2013), ascertained

"the problems and prospects of e-transaction in Nigeria". The results revealed that there is a significant relationship between e-transaction in promoting economic growth but this has not been succeeded in the right direction as it still at its infant stage and the attitude of government, corporate bodies and individuals pose a problem to e-transaction as they are enslaved in fears resulting from insecurity, technical problems, anonymity, cultural problems etc. Tella, and Abdulmumin (2015) examined users satisfaction with the e-payment system at the university of Ilorin- Nigeria. The study was title "predictors of Users" satisfaction with E-payment system: a case study of staff at the University of Ilorin, Nigeria". The results revealed that respondents (93.5%) were adequate satisfied, satisfied and moderately satisfied. While only (6.5%) of the respondents were less satisfied dissatisfied. Moreover, there is significant correlation among the entire e-payment characteristics/factors (perceived speed, security, anonymity traceability, perceived ease of payment, and convenience), and that all the six factors jointly predict users satisfaction with the e-payment system. In order of magnitude of the prediction/contribution to e-payment, users, perceived speed made the most significant prediction/contribution.

Adegboyega, Aderemi, Oladimeji, Bolaji and Adebayo, (2022) conducted a study to explore the impact of information and communication technology on Nigeria bottling company's organisational performance. Specifically, the study sought to determine impact of cloud computation on organisational performance in Nigeria bottling company and examine impact of internet access on organisational performance in Nigeria bottling company. The study used a descriptive survey research design. The sample size of 385 respondents was drawn from population of 3,746 NBC employees. The data collected was analyzed using multiple regression and correlation analysis. The studies demonstrated that information and communications technology (ICT) had a substantial impact on NBC's organisational performance. Furthermore, with an R2 value of (0.743), internet access has a favorable impact on organisational performance, and factors statistically significant at the 95 percent confidence level and sig 0.000, there is a substantial association between cloud computing and organisational performance. The study recommended that there is adequate evidence to prove that ICT adoption has a substantial impact on NBC's organizational performance.

Nwakoby, Okoye and Chukwurah, (2021) examined influence of communication technology on administrative efficiency bomb-sighting Anambra State ministry of information and public enlightenment (2010-2019). The sample size of 232 was

taken from population of 1242 staff of the Ministry. Instrument of data collection was structured questionnaire and method of data analysis was Chi-Square statistical tool. Results showed that information communication technology plays a significant role in accessing and managing information for timely decision making in the Ministry; that information communication technology helps in the storage and processing of data relevant for efficient administration in the Ministry; and that lack of staff with requisite skills is a challenge to the use of information communication technology for administrative efficiency in the Ministry. The study recommended that training and timely re-training of staff on information communication technology should be prioritized and encouraged so as to have enough staff with requisite skills and knowledge on the technical and operational know-how on the use of information communication technology to perform administrative works efficiently.

Akintoye, (2021) examined the effect of information and communication technology services in the private sector of Nigeria using a time series data covering 1983 to 2020. The data used for this study are secondary data sourced from the National Bureau of Statistics. ICT Services contribution to the Nigeria GDP is used as a proxy to ICT Services while Manufacturing, Trade and the Financial Sector contribution to GDP is used as a proxy for the private sector. The data were analyzed using Least Square Regression Model while the unit root test was conducted using the Augmented Dickey- Fuller test (ADF) for stationarity. The result shows that ICT Services in Nigeria do not have a significant effect on the Nigerian Private Sector. However, it shows a significant effect on the Financial Service sector. It, therefore, recommends that other sectors of the Nigerian private sector like manufacturing should be supported through favourable policies on investment in ICT with less impact on their profit.

Teryima and Ayegba, (2019) conducted a study to explore the role of information communication technology (ICT) in enhancing productivity in local government administration in Benue State, Nigeria. The specific objective of this study is to ascertain the effectiveness of the role of Information Communication Technology (ICT) in enhancing productivity in the local government administration, in Benue State, Nigeria. The researcher adopted a quasi-experimental research design technique. The sample size of 240 staff of selected local government councils was taken from population 1029 of the study. The data analytical technique was Pearson chi-square test. The findings from the research revealed that Information Communication Technology (ICT) have played a positive role in areas of

computerization of Internal Accounting, payroll operations, word processing and Budget planning and administration, job costing, scanning documentation and mapping, decision support, online training/learning, urban planning amongst others in the 23 local government areas of Benue State, Nigeria. The research recommended that local government administrators should make further investment in Information Communication Technology (ICT) a top priority as it is proven that it is a catalyst for development in areas of education, health, secretariat administration, proper financial reward keeping, politics, governance, culture, business and production.

Abdullahi, Ummi and Bashir, (2019) determined the impact of information communication technology on organizational productivity in the Nigeria banking industry. Specifically, the study to determine the impact of software component on organizational productivity, examine the impact hardware component on organizational productivity and investigate the impact of network on organization productivity. Questionnaire was employed as a method of data collection of the study, while multiple regression analysis was used to test the hypotheses under study. The result of the study indicates that hardware component, software component and network have significant and positive impact on organizational productivity in the Nigeria banking industry. The study recommends that banks should acquire or make use of modernized and 21th century software, hardware, and network in order to increase organizational productivity and customer satisfaction which will eventually resulted to diversification of the organization.

**METHODOLOGY**

This study was carried out in two public owned tertiary institutions in Enugu State (Enugu State University of Science and Technology (ESUT) and Institute of Management and Technology (IMT). The population for the study consisted 208 staff of the institutions (106 staff of ESUT, and 102 staff of IMT). A sample of 137 respondents was sampled for the study using Taro Yamane Sampling Technique. Simple percentage was statistical tool employed for data analysis while the chi-square were used for testing the hypothesis at 0.5 level of significance.

**DATA PRESENTATION AND ANALYSIS**

This is the statistical presentation of the respondents' view to the research question**.**

**Research Question 1**

**Table 1.1:** The effects of electronic records management on the performance of Enugu State University of Science and Technology (ESUT) and Institute of Management and Technology (IMT)

| Electronic management of records on the performance of ESUT and IMT | Frequency | Percent |
|---|---|---|
| Electronic record management ensure prompt access to students and staff data anytime and anywhere | 30 | 22.00 |
| It helps checkmate forgery of document | 29 | 21.16 |
| Ensure easy and efficient management of staff and students records | 31 | 22.63 |
| Reduce the cost of running office due to less use of paper | 27 | 19.70 |
| Ensure consistency in office administration | 20 | 14.59 |
| **Total** | **137** | **100.0** |

**Source: Researcher, 2024**

From the finding of table 1.1, 22% of the respondents were of the opinion that electronic management of records ensure prompt access to students and staff bio data any time, anywhere, 21.16% of the respondents were of the opinion that electronic record management help to checkmate forgery of documents, 22.63% of the respondents concurred that electronic record management ensure easy and efficient management of staff and students records, 19.70% of the respondents agreed that electronic record management reduce the cost of running office due to less use of paper, while 14.49% of the respondents concurred that electronic record management ensure consistency in office management. The findings of the table therefore revealed that electronic record management has significant positive effect on the performance of Enugu State University of Science and Technology and Institute of Management and Technology.

**Research Question 2**

**Table 1.2:** the effect of online payments of fees on the performance of Enugu State University of Science and Technology (ESUT) and Institute of Management and Technology (IMT)

| Online payment of fees and performance of ESUT and IMT | Frequency | Percent |
|---|---|---|
| Online payment of fees ensure proper accountability | 24 | 17.51% |
| Online payment of fees checkmate embezzlement of public fund | 28 | 20.43% |
| Online payment of fees promote efficient management of public fund | 26 | 18.97% |
| Online payment of fees leads to improve financial policy | 31 | 22.63% |
| Online payment of fee reduce to the bearest minimum bribery and corruption in tertiary institutions | 28 | 20.43% |
| **Total** | **137** | **100.0** |

**Source: Researcher, 2024**



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From the findings of table 1.2, 17.51% of the respondents were of the opinion that online payment of fees ensure proper accountability, 20.43% of the respondents were of the opinion that online payment of fees help checkmate embezzlement of public fund, 18.97% of the respondents concurred that online payment of fees efficient management of public fund, 22.63% of the respondents concurred that online payment reduce leads to improved financial policy and finally 20.43% of the respondents agreed that online payment of fees helps reduce bribery and corruption in tertiary institutions in Enugu State. The findings of the table therefore revealed that online payment of fees has significant positive effect on the performance of tertiary institutions in Enugu State.

**Test of Hypotheses**

The hypotheses were tested using the chi-square statistical tool

**Hypothesis I**

**$Ho_1$:** Electronic record management has no significant effect of the performance of ESUT and IMT

**Table 4.5 was used for testing hypothesis I**

| Electronic storing and retrieval of students and staff bio-data and performance of ESUT and IMT | Frequency | Percent |
|---|---|---|
| Electronic storing and retrieval of staff and students bio data ensure prompt access to students and staff data anytime and anywhere | 30 | 22.00 |
| It helps checkmate forgery of document | 29 | 21.16 |
| Ensure easy and efficient management of staff and students bio data | 31 | 22.63 |
| Reduce the cost of running office due to less use of paper | 27 | 19.70 |
| Ensure consistency in office administration | 20 | 14.59 |
| **Total** | **137** | **100.0** |

**Source: Researcher, 2023**



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**Chi Square table**

| O | E | (o-e) | $(o-e)^2$ | $\frac{(o-e)^2}{E}$ |
|---|---|---|---|---|
| **30** | 14.59 | 15.41 | 237.47 | 7.92 |
| **29** | 14.59 | 14.41 | 207.65 | 7.16 |
| **31** | 14.59 | 16.41 | 269.29 | 8.68 |
| **27** | 14.59 | 12.41 | 154.01 | 5.70 |
| **20** | 14.59 | 5.41 | 29.27 | 1.46 |
| **137** | | | | **30.92** |

Table value = 5.991, calculated value = 30.92

**Decision:** Since the calculated value (30.92) is greater than the table value (5.99), the $H_O$ (null hypothesis) is rejected. This implies that electronic record management has a significant positive effect on the performance of ESUT and IMT.

**Hypothesis II**

**$H_0$:** online payment of fees has no significant impact on the performance of ESUT and IMT

**Table 4.6 was used for testing hypothesis II**

| Online payment of fees and performance of ESUT and IMT | Frequency | Percent |
|---|---|---|
| Online payment of fees ensure proper accountability | 24 | 17.51% |
| Online payment of fees checkmate embezzlement of public fund | 28 | 20.43% |
| Online payment of fees promote efficient management of public fund | 26 | 18.97% |
| Online payment of fees leads to improve financial policy | 31 | 22.63% |
| Online payment of fee reduce to the bearest minimum bribery and corruption in tertiary institutions | 28 | 20.43% |
| **Total** | **137** | **100.0** |

**Source: Researcher, 2023**



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**Chi Square table**

| O | E | (o-e) | $(o-e)^2$ | $\frac{(o-e)^2}{E}$ |
|---|---|---|---|---|
| **24** | 14.59 | 9.41 | 88.55 | 6.06 |
| **28** | 14.59 | 13.41 | 179.83 | 7.16 |
| **26** | 14.59 | 11.41 | 130.19 | 8.92 |
| **31** | 14.59 | 16.41 | 269.29 | 18.48 |
| **28** | 14.59 | 13.41 | 179.83 | 12.33 |
| **137** | | | | **58.12** |

Table value = 5.991, calculated value = 58.12

**Decision:** Since the calculated value (58.) is greater than the table value (5.99), the $H_0$ (null hypothesis) is rejected. This means that online payment of fees has significant positive effect on the performance of ESUT IMT.

**Summary of the findings**

1. electronic management of records has significant positive effect of performance of tertiary institutions in Enugu State
2. online payment of fees has significant positive effect of performance of tertiary institutions in Enugu State

**Discussion of findings**

From the finding of table 1.1, 22% of the respondents were of the opinion that electronic management of records ensure prompt access to students and staff bio data any time, anywhere, 21.16% of the respondents were of the opinion that electronic record management help to checkmate forgery of documents, 22.63% of the respondents concurred that electronic record management ensure easy and efficient management of staff and students records, 19.70% of the respondents agreed that electronic record management reduce the cost of running office due to less use of paper, while 14.49% of the respondents concurred that electronic record management ensure consistency in office management. The findings of the table therefore revealed that electronic record management has significant positive effect on the performance of Enugu State University of Science and Technology and Institute of Management and Technology.

The finding of the table above is in line with the assertions of Sunmola (2008), that an effective school electronic records can ease and support management of the

school and other stakeholders including policy makers, teachers and parents, particularly in decision making. He went further to asserts that school records also provide useful data and input for planning and establishment of new programs, activities and policies.

The observation findings of the table also confirms the observations of Kemoni & Wamukoya (2000) that institution with ineffective and poor electronic records are prone to various risks and implications such as record inaccessibility and redundancy, costly maintenance and institutional inefficiency.

From the findings of table 1.2, 17.51% of the respondents were of the opinion that online payment of fees ensure proper accountability, 20.43% of the respondents were of the opinion that online payment of fees help checkmate embezzlement of public fund, 18.97% of the respondents concurred that online payment of fees efficient management of public fund, 22.63% of the respondents concurred that online payment reduce leads to improved financial policy and finally 20.43% of the respondents agreed that online payment of fees helps reduce bribery and corruption in tertiary institutions in Enugu State. The findings of the table therefore revealed that online payment of fees has significant positive effect on the performance of tertiary institutions in Enugu State.

The findings of the table fall in consonance with the opinion of Toiwo (2015) that the goal of an efficient online payment is to prevent fraud and ensure financial accountability. On the same vein the findings of the table is also in agreement with the assertions of Igbekoy & Agbaje, (2017) that e-payment is aimed at promoting fiscal discipline and transparent financial management.

**Conclusion**

The following conclusion were drawn from the findings of the study, electronic record management has positive significant effect on the performance of tertiary institutions in Enugu State, online payment also has positive significant effect on the performance of tertiary institutions in Enugu State. To ensure efficient school record management and also efficient financial accountability that will lead to improved academic performance, the school management must ensure that adequate ICT facilities are put in place.

**Recommendations**

Based on the findings and conclusion drawn, the following recommendations are therefore made;

i. school management should ensure that adequate ICT facilities are put in place to ensure efficient school record management and efficient financial management in tertiary institutions in Enugu State
ii. government should provide enough fund for procurement of ICT facilities in tertiary institutions
iii. Both the state and Federal government should work on the epileptic power supply in Nigeria, most especially in tertiary institutions to ensure efficient service delivery of tertiary institutions across the country.

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