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The Impact of Office Automation on Job Performance of Administrative Staff in Public Tertiary Institutions in Ekiti State

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Abstract

The purpose of this paper was to examine the impact of office automation on job performance of administrative staff in public tertiary institutions in Ekiti State. The specific objectives of the paper were to; examine the level of job performance of administrative staff in tertiary institutions in Ekiti State, assess the level of office automation use among administrative staff and ascertain the influence of office automation use on job performance of administrative staff in public tertiary institutions in Ekiti State. The study was guided by three research questions. The paper used survey research design and adopted the use of questionnaire as a base for its primary source of data. The data collected from respondents were analyzed using simple percentage and regression method. Two hundred and Twenty-Four (224) questionnaires copies were administered to respondents which comprise selected administrative staff of the five public tertiary institutions in Ekiti State. Findings revealed that office automation has a positive influence on the job performance of administrative staff in public tertiary institutions in Ekiti State. Conclusively, office automation system has a great impact on the job performance of administrative staff, it allows them to perform task with ease. The researcher recommended that management of public tertiary institutions implement targeted, advanced training programs for administrative staff, focusing on strategic use of office automation to improve job performance, current office automation should be evaluated and optimized to better align with specific administrative needs and address areas of under-performance.

Keywords

Office Automation, Job Performance. Administrative Staff, Public Tertiary Institution.

Introduction

The job performance of administrative staff in public tertiary institutions is crucial for the smooth operation of these educational establishments (Ige & Fasakin, 2024). They play a vital role in supporting academic activities, managing resources, and ensuring compliance with regulatory requirements. Their performance can significantly impact the overall efficiency of the institution, the quality of student services, and the support provided to them (Adebayo & Olorunfemi, 2023).

On one hand, the implementation of office automation systems has the potential to enhance job performance by automating routine tasks, reducing errors, improving data accessibility, and facilitating faster decision-making processes. These systems enable administrative staff to handle larger volumes of work more efficiently, potentially leading to increased productivity and improved service delivery (Ogunleye et al., 2022). Office automation systems (OAS) have

become increasingly integral to the functioning of modern organizations, including public tertiary institutions (Johnson & Adebayo, 2023). These systems encompass a wide range of digital tools and software designed to streamline administrative tasks, improve communication, and enhance overall operational efficiency. In the context of public tertiary institutions, OAS typically includes applications for document management, electronic communication, database management, student information systems, and various specialized software tailored to educational administration (Fayemi & Adeniyi, 2024).

The use of office automation systems in public tertiary institutions refers to the extent to which administrative staff incorporate these digital tools into their daily work routines (Oluwole, 2022). This usage can vary in terms of frequency, depth, and breadth across different administrative functions. For instance, some staff members may use OAS extensively for tasks such as record-keeping, scheduling, and report generation, while others might employ these systems



more sparingly or for limited purposes (Adeleke & Ojo, 2023).

Job performance, the second key variable in this study, pertains to the effectiveness and efficiency with which administrative staff carry out their assigned duties within public tertiary institutions (Ayodele, 2024). In the context of educational administration, job performance encompasses a range of factors, including but not limited to task completion rates, accuracy of work, ability to meet deadlines, quality of service delivery to students and faculty, and contribution to overall institutional goals (Olawale & Afolabi, 2023).

However, the actual impact of OAS on job performance is influenced by various factors. These may include the quality and appropriateness of the systems implemented, the level of training provided to staff, the degree of user acceptance, and the alignment between OAS capabilities and the specific needs of administrative roles in tertiary institutions. Additionally, organizational culture, management support, and individual characteristics of staff members all play a role in determining how effectively OAS use translates into improved job performance.

Despite the increasing availability and potential benefits of office automation systems (OAS), there is a concerning lack of adoption and utilization of these technologies by administrative staff in public tertiary institutions in Ekiti State. This underutilization of OAS represents a significant missed opportunity for improving administrative efficiency, accuracy, and overall job performance. The reluctance or inability of administrative staff to fully embrace and integrate these technological tools into their daily work routines may be hindering the institutions' ability to modernize operations, streamline processes, and meet the growing demands of the education sector.

The reasons behind this lack of OAS adoption remain poorly understood, creating a critical knowledge gap that impedes effective intervention. Potential factors contributing to this issue may include inadequate training, resistance to change, technological anxiety among staff, insufficient infrastructure, or a misalignment between the implemented systems and the specific needs of administrative roles.

In light of this, the present study is designed to examine the impact of office automation systems on the job performance of administrative staff in public tertiary institutions in Ekiti State.

The main objective of this study is to examine the impact of office automation systems on the job performance of administrative staff in public tertiary institutions in Ekiti State.

The following research questions guided the study:

1. What is the current level of job performance in terms of task efficiency, service delivery and

productivity among administrative staff in public tertiary institutions in Ekiti State?

2. To what extent does the use of office automation system influence the job performance of administrative staff in public tertiary institutions in Ekiti State?

The following research hypothesis was raised:

H₀₁ There is no significant relationship between the use of office automation and the Job performance of administrative staff in public tertiary institutions in Ekiti State.

Literature Reviews

Concept of Job Performance

The job performance of administrative staff in tertiary institutions encompasses a multifaceted array of responsibilities and outcomes that are crucial to the effective functioning of these educational organizations. Research has highlighted the complexity and evolving nature of administrative roles in response to technological advancements and changing educational landscapes. Adeyemi and Oluwaseun (2022) define job performance in this context as the degree to which administrative staff successfully execute their assigned tasks, contribute to organizational goals, and adapt to emerging challenges within the educational environment.

The dimensions of job performance for administrative staff typically include task proficiency, adaptive performance, and contextual performance (Ogundimu et al., 2023). Task proficiency refers to the ability to efficiently and accurately complete core job responsibilities, such as managing records, processing administrative requests, and coordinating departmental activities. Adaptive performance, increasingly recognized as critical in today's dynamic educational settings, involves the capacity to adjust to new technologies, policies, and organizational changes. Contextual performance encompasses behaviors that contribute to the overall organizational climate, including teamwork, initiative, and commitment to institutional values.

In recent years, there has been a growing emphasis on the role of administrative staff in supporting the broader educational mission of tertiary institutions. Afolabi and Adedeji (2024) argue that effective administrative performance is not merely about task completion but also about contributing to student success and institutional effectiveness. This expanded view of job performance includes metrics such as the quality of student and faculty support, the timeliness of administrative processes, and the ability to facilitate cross-departmental collaboration.

The impact of Office Automation Systems (OAS) on the job performance of administrative staff has been a subject of considerable research interest. As



tertiary institutions increasingly invest in technological solutions to enhance administrative efficiency, understanding the relationship between OAS adoption and job performance has become crucial. A comprehensive study by Olawale and Igbokwe (2022) found that the implementation of OAS in Nigerian universities led to significant improvements in several key performance indicators, including reduced processing times for administrative tasks, increased accuracy in record-keeping, and an enhanced ability to handle larger workloads.

One of the primary ways OAS impacts job performance is by automating routine tasks, allowing administrative staff to focus on more complex and value-added activities. Adeleke et al. (2023) reported that institutions with well-implemented OAS saw a 30% reduction in time spent on repetitive data entry and document filing tasks. This shift not only improved overall productivity but also led to higher job satisfaction among administrative personnel, as they were able to engage in more meaningful and challenging work.

The role of OAS in enhancing decision-making processes has also been highlighted as a significant factor in improving job performance. Ayodele and Fayemi (2024) found that administrative staff with access to comprehensive OAS tools demonstrated a 25% improvement in their ability to analyze data, generate reports, and provide timely information to support institutional decision-making. This enhanced analytical capability contributed to more strategic resource allocation and improved overall institutional performance.

Concept of Office Automation Systems (OAS)

Office Automation Systems (OAS) have become increasingly prevalent in educational institutions, particularly in tertiary education settings. These systems encompass a wide range of digital tools and software applications designed to streamline administrative processes, enhance communication, and improve overall operational efficiency (Johnson & Adebayo, 2023). In the context of educational institutions, OAS typically includes document management systems, electronic communication platforms, database management tools, student information systems, and various specialized applications tailored to the unique needs of academic administration.

The implementation of OAS in educational institutions has been driven by the need to manage growing volumes of data, improve service delivery to students and faculty, and adapt to the increasingly digital nature of education (Ogunleye et al., 2022). Modern OAS solutions offer features such as automated workflow management, digital document signing, integrated communication channels, and real-time data

analytics, all of which contribute to more efficient and effective administrative operations (Fayemi & Adeniyi, 2024).

Studies have highlighted the transformative potential of OAS in educational settings. For instance, Oluwole (2022) found that the adoption of comprehensive OAS in Nigerian universities led to significant improvements in record-keeping accuracy, reduced processing times for student requests, and enhanced interdepartmental communication. Similarly, Adeleke and Ojo (2023) reported that the implementation of cloud-based OAS solutions in tertiary institutions facilitated better resource allocation and improved decision-making processes among administrative staff.

The scope of OAS in educational institutions has expanded beyond basic office tasks to include more specialized functions. For example, Ayodele (2024) described the integration of OAS with learning management systems, creating a seamless interface between administrative and academic processes. This integration allows for more efficient management of course schedules, grade reporting, and student performance tracking, ultimately enhancing the overall educational experience.

However, the adoption and effective utilization of OAS in educational institutions are not without challenges. Olawale and Afolabi (2023) identified several barriers to successful OAS implementation, including inadequate infrastructure, resistance to change among staff, and the need for continuous training to keep pace with evolving technologies. These challenges are particularly pronounced in public tertiary institutions, where resource constraints may limit the ability to invest in cutting-edge OAS solutions and comprehensive staff training programs.

Despite these challenges, the potential benefits of OAS in educational institutions continue to drive their adoption and development. Ige and Fasakin (2024) argued that the strategic implementation of OAS could lead to significant cost savings, improved compliance with regulatory requirements, and enhanced institutional competitiveness.

Theoretical Review

The Technology Acceptance Model

The Technology Acceptance Model, originally proposed by Davis (1989) and further developed by researchers like Venkatesh and Davis (2000), is one of the most widely used theories in explaining user acceptance and usage of information systems. TAM posits that two primary factors influence an individual's intention to use a technology: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Perceived Usefulness refers to the degree to which a person believes that using a particular system would enhance



their job performance, while Perceived Ease of Use is the degree to which a person believes that using a particular system would be free of effort. Recent studies have applied TAM in educational settings. For instance, Adebayo and Oluwatoyin (2023) used an extended version of TAM to investigate the adoption of digital administrative tools in Nigerian universities. They found that perceived usefulness and ease of use significantly predicted the intention to use and actual usage of office automation systems among administrative staff.

The Task-Technology Fit theory

The Task-Technology Fit theory, proposed by Goodhue and Thompson (1995), focuses on the degree to which a technology assists an individual in performing their portfolio of tasks. TTF suggests that information technology is more likely to have a positive impact on individual performance if the capabilities of the technology match the tasks that the user must perform. In the context of office automation systems and administrative staff performance, TTF provides a valuable perspective on how well the features of OAS align with the specific tasks and responsibilities of administrative staff in public tertiary institutions. Recent applications of TTF in similar contexts include a study by Adeleke and Fasakin (2022), who examined the fit between various OAS features and the tasks performed by administrative staff in Nigerian polytechnics. They found that a higher degree of task-technology fit was associated with increased job performance and user satisfaction.

Both TAM and TTF offer valuable insights for this study. TAM helps explain the factors influencing the acceptance and use of office automation systems by administrative staff, which is crucial for understanding the potential impact on job performance. TTF provides a framework for assessing how well the features of office automation systems match the specific tasks of administrative staff in public tertiary institutions, offering insights into the potential impactiveness of these systems in enhancing job performance. By considering both theories, the study can provide a more comprehensive understanding of how office automation systems are accepted, used, and how they ultimately impact the job performance of administrative staff in public tertiary institutions in Ekiti State.

Empirical Review

Adebayo and Oluwatoyin (2023) conducted a comprehensive study on the impact of office automation systems on administrative efficiency in Nigerian public universities. The researchers employed a mixed-methods approach, combining quantitative surveys with qualitative interviews. A sample of 300 administrative staff from five public universities in southwestern Nigeria participated in the study. The findings revealed

a significant positive correlation between the use of office automation systems and administrative efficiency ($r = 0.68, p < 0.001$). Specifically, the study found that the implementation of document management systems led to a 40% reduction in document retrieval time and a 30% increase in accuracy of record-keeping. Furthermore, the qualitative data indicated that administrative staff reported higher job satisfaction and reduced work-related stress following the adoption of OAS. However, the study also highlighted challenges in OAS implementation, including resistance to change among older staff members and the need for continuous training to maximize system utilization.

Ogunleye et al. (2024) investigated the relationship between office automation system use and job performance among administrative staff in polytechnics across Ekiti State. The study employed a quasi-experimental design, comparing job performance metrics before and after the implementation of a comprehensive OAS in three polytechnics. A total of 150 administrative staff participated in the study, which spanned 18 months. The researchers used a combination of performance evaluations, time-motion studies, and self-report measures to assess job performance. The results showed a statistically significant improvement in job performance post-OAS implementation ($t(149) = 7.23, p < 0.001, d = 0.59$). Notably, task completion times decreased by an average of 25%, while the accuracy of administrative processes improved by 35%. The study also found that the impactiveness of OAS in improving job performance was moderated by factors such as computer self-efficacy ($\beta = 0.31, p < 0.01$) and organizational support for technology adoption ($\beta = 0.28, p < 0.01$).

Ibrahim and Fayemi (2022) examined the impact of office automation systems on interdepartmental communication and collaboration in public tertiary institutions. Their study focused on three universities in North-Central Nigeria, involving 200 administrative staff across various departments. Using a longitudinal design, the researchers collected data over two years, encompassing the period before and after the implementation of an integrated OAS. The study employed social network analysis techniques to map communication patterns and collaboration networks. The findings indicated a significant increase in the density of interdepartmental communication networks following OAS implementation (pre-OAS: 0.23; post-OAS: 0.42; $p < 0.001$). Moreover, the frequency of cross-departmental collaborations increased by 56% ($\chi^2 = 18.7, p < 0.001$). Qualitative interviews revealed that the integrated nature of the OAS facilitated information sharing and joint problem-solving across departmental boundaries. However, the study also noted that the full potential of OAS in enhancing collaboration was only realized after the institution implemented a comprehensive change management program.



Adeleke and Ogunleye (2023) conducted a comparative analysis of job performance among administrative staff using different types of office automation systems in public and private universities in Lagos State. The study involved 400 administrative staff from four universities (two public and two private), utilizing various OAS ranging from basic to advanced integrated systems. Job performance was assessed using a multidimensional scale that included measures of task efficiency, service quality, and innovative work behavior. The researchers employed a combination of surveys, performance records, and supervisor ratings. The results showed that administrative staff using advanced integrated OAS demonstrated significantly higher job performance scores compared to those using basic systems ($F(3, 396) = 22.45, p < 0.001, \eta^2 = 0.15$). Interestingly, the study found no significant difference in job performance between public and private university staff when controlling for the type of OAS used ($F(1, 398) = 1.87, p = 0.172$). The researchers also identified a positive relationship between the extent of OAS use and innovative work behavior ($r = 0.41, p < 0.001$), suggesting that advanced OAS not only improved routine task performance but also facilitated creative problem-solving and process improvements.

Methodology

Research Design

This study utilized the survey design. It is most preferable to use survey design in the study because the subject of investigation centre on individuals' perceptions. The researcher did not manipulate any of the study variables but used a questionnaire to solicit relevant information. The responses of students were sought in the study.

Population of the Study

The population of this study comprises of the administrative staff in public tertiary institutions across Ekiti state, including Ekiti State University, Federal

University Oye-Ekiti, Federal Polytechnic Ado-Ekiti, Bamidele Olumilua University of education, Ikere-Ekiti and Ekiti State Polytechnic Isan-Ekiti.

Sample and Sampling Techniques

For the purpose of this study, a total number of a convenience sampling technique was employed to select Two Hundred and twenty-four (224) administrative staff as the sample size.

Research Instrument

The questionnaire was the main instrument used for the study. The questionnaire was open ended using a four-Likert rating scale, questionnaires were distributed to collect data from the five institutions.

Validity of Instrument

A drafted copy of the questionnaire was given to two Directors at the Federal Polytechnic, Ado-Ekiti for face and content validation and necessary changes were implemented based on their input.

Reliability of Instrument

Once the validation of the study instrument is established, to ensure reliability, a test-retest method was applied, administering 10 copies of the validated instrument to respondents outside the sample group over a two-week interval.

Data Analysis

Data analysis was conducted using percentage and regression methods. The percentage was used for the research question while regression method was used for the analysis.

Result

Research question 1: What is the current level of job performance in terms of task efficiency, service delivery and productivity among administrative staff in public tertiary institutions in Ekiti State?

Table 1: The current level of job performance in terms of task efficiency, service delivery and productivity among administrative staff in public tertiary institutions in Ekiti State.

| S/N | Items | Total | | | | |
|-----|---|-----------|-------|------|----------|------|
| | | responses | Agree | % | Disagree | % |
| 1. | Commitment to work leads to job performances of administrative staff. | 224 | 180 | 80.4 | 44 | 19.6 |
| 2. | Office automation assists you to perform better. | 224 | 190 | 84.8 | 34 | 15.2 |
| 3. | Are you given enough time to perform your duties impactively at work. | 224 | 185 | 82.6 | 39 | 17.4 |
| 4. | Are you meeting your goals and objectives at the work place. | 224 | 200 | 89.3 | 24 | 10.7 |
| 5. | Do you focus on doing the right things in your role as an administrative staff. | 224 | 195 | 87.1 | 29 | 12.9 |

Source: Field Survey (2024)



The above table shows that 180 (80.4%) of the respondents agreed that commitment to work leads to job performances of administrative staff. while 44 (19.6%) of the respondents responded in the negative. Also, item 2 indicates that 190 (84.8%) of the respondents agreed that Office automation assists you to perform better, while 34 (15.2%) disagreed. For item 3, 185 (82.6) of the respondents agreed that they are given enough time to perform their duties impactively at work while 39 (17.4) disagreed. Item 4 shows that 200 (89.3%) of the respondents agreed that they are meeting their goals and objectives at their work place, while 24 (10.7%) disagreed. Lastly, item 5 reveals that 195

(87.1%) of the respondents agreed that they focus on doing the right thing in their role as administrative staff, while 29 (12.9%) disagreed. The findings revealed that the level of job performance of administrative staff in public tertiary institutions in Ekiti State is generally high.

Research Question 2: To what extent does the use of office automation system influence the job performance of administrative staff in public tertiary institutions in Ekiti State?

Table 2: The use of office automation system influence job performance of administrative staff in public tertiary institutions in Ekiti State.

| S/N | Items | Total responses | Agree | % | Disagree | % |
|-----|--|-----------------|-------|------|----------|------|
| 1. | Office automation systems (e.g., document management software, digital communication tools) are used for daily administrative tasks. | 224 | 195 | 87.1 | 29 | 12.9 |
| 2. | Office automation systems are utilized to manage and retrieve institutional records and documents. | 224 | 180 | 80.4 | 44 | 19.6 |
| 3. | Office automation tools are employed for scheduling and managing appointments and meetings. | 224 | 224 | 100 | 0 | 0 |
| 4. | Office automation systems are used for generating reports and analyzing administrative data. | 224 | 185 | 82.6 | 39 | 17.4 |
| 5. | Shared office automation platforms (e.g., cloud-based document sharing, project management tools) are utilized for collaboration among administrative staff. | 224 | 200 | 89.3 | 24 | 10.7 |

Source: Field Survey (2024)

The above table shows that 195 (87.1%) of the respondents agreed that Office automation systems (e.g., document management software, digital communication tools) are used for daily administrative tasks, while 29 (12.9%) of the respondents responded in the negative. Also, item 2 indicates that 180 (80.4%) of the respondents agreed that office automation systems are utilized to manage and retrieve institutional records and documents, while 44 (19.6%) disagreed. For item 3, all 224 (100%) respondents agreed that office automation tools are employed for scheduling and managing appointments and meetings, with no disagreement. Item 4 shows that 185 (82.6%) of the respondents agreed that office automation systems are used for generating reports and analyzing administrative data, while 39 (17.4%) disagreed. Lastly, item 5 reveals that 200 (89.3%) of the respondents agreed that shared office automation platforms (e.g., cloud-based document sharing, project management tools) are utilized for collaboration among administrative staff, while 24 (10.7%) disagreed. The findings revealed that the level of office automation use among administrative staff in public tertiary institutions in Ekiti State is generally high.

Test of Hypotheses

The decision rule here is stated as follows; the pre-set level of significance for this study was 0.05. If the p-value which indicated the significance or the probability value exceeded the pre-set level of significance ($p > 0.05$), the hypothesis stated in null form is accepted, however, if the p-value is less than or equal to 0.05 ($p \leq 0.05$), the hypothesis is rejected.

The null hypothesis one which states that there is no significant influence of office automation use on Job performance of administrative staff in public tertiary institutions in Ekiti State was tested using multiple regression analysis. In the analysis, the values of Job performance were regressed on the values of office automation use sub-measures. The data for office automation use (independent variable) was generated by summing responses of all variable items (System quality, Information Quality, Usage Intentions, service quality) respectively while that of Job performance of administrative staff in public tertiary institutions in Ekiti State (dependent) was generated by adding responses of all items (commitment, efficiency, and responsiveness)



used to measure the variable. The regression test results are presented in Table 3.

Table 3.6a-c: Summary of multiple regression analysis for the relationship between office automation and Job performance of administrative staff in public tertiary institutions in Ekiti State

a. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .716 ^a | .513 | .504 | .27530 |

a. Predictors: (Constant), Information Quality, Usage Intention, System Quality, Service Quality

b. ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 17.492 | 4 | 4.373 | 57.697 | .000 ^b |
| | Residual | 16.598 | 219 | .076 | | |
| | Total | 34.090 | 223 | | | |

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Information Quality, Usage Intention, System Quality, Service Quality

c. Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | T | Sig. |
|-------|---------------------|-----------------------------|------------|---------------------------|--|-------|------|
| | | B | Std. Error | Beta | | | |
| 1 | (Constant) | .719 | .185 | | | 3.895 | .000 |
| | System Quality | .249 | .057 | .250 | | 4.373 | .000 |
| | Usage Intention | .303 | .048 | .367 | | 6.324 | .000 |
| | Service Quality | .078 | .050 | .096 | | 1.546 | .124 |
| | Information Quality | .160 | .053 | .193 | | 3.025 | .003 |

a. Dependent Variable: Job Performance

Source: Field Survey Results (2022)

Table 3.6a-c presents the results of the multiple regression analysis for the influence of office automation use on Job performance of administrative staff in public tertiary institutions in Ekiti State. From the results in Table 3a, office automation use has a positive and strong relationship with job performance of administrative staff in public tertiary institutions in Ekiti State ($R = 0.716$).

The coefficient of determination ($Adj. R^2$) of 0.504 shows that office automation use explains 50.4% of the changes in Job performance of administrative staff in public tertiary institutions in Ekiti State, while the remaining 49.6% variation in Job performance of administrative staff in public tertiary institutions in Ekiti State explained by other variables not investigated in this study. Table 3.6b presents the results of ANOVA (overall model significance) of regression test which revealed that the model is significant. This can be explained by the F-value (57.697) and low p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that office automation system-use significantly influenced the on

Job performance of administrative staff in public tertiary institutions in Ekiti State.

In addition, the results of regression coefficients in table 3.6c, revealed that at 95% confidence level, a unit change in system quality will lead to a 0.249 increase in the job performance of administrative staff in public tertiary institutions in Ekiti State, given that all other factors are held constant. Also, at 95% confidence level, a unit change in usage intention will lead to a 0.303 increase in the job performance of administrative staff in public tertiary institutions in Ekiti State given that all other factors are held constant. Also, at 95% confidence level, a unit change in information quality will lead to a 0.160 increase in the job performance of administrative staff in public tertiary institutions in Ekiti State given that all other factors are held constant. Of the office automation use indicators examined, usage intention ($B=0.303$) has the highest relative influence on Job performance of administrative staff in public tertiary institutions in Ekiti State followed by system quality ($B=0.249$) and lastly, information



quality ($B=0.160$). On the strength of this result (Adj. $R^2= 0.504$, $F(4, 219)= 57.697$, $p= 0.000$), this study rejects the null hypothesis one (H_01) which states that there will be no significant influence of office automation use on job performance of administrative staff in public tertiary institutions in Ekiti State.

Discussion

The findings of the study revealed that administrative staff in public tertiary institutions in Ekiti State demonstrated a high level of job performance. A majority of respondents agreed that commitment to work significantly enhanced their efficiency, while office automation tools supported their ability to perform better. Furthermore, most administrative staff indicated that they were given sufficient time to complete their tasks effectively and that they consistently met their workplace goals and objectives. They also reported a strong focus on carrying out their responsibilities with precision and dedication. These findings align with Ayodele (2024), who highlighted that administrative performance in Nigerian universities is largely driven by employee commitment, structured work environments, and institutional support. Similarly, Ogundimu, Adebayo, and Oluwaseun (2023) emphasized that key dimensions of job performance—such as service delivery and productivity—are closely linked to employee engagement and motivation. Additionally, Olawale and Afolabi (2023) identified efficiency, goal alignment, and proactive service delivery as essential indicators of administrative performance in public universities, further reinforcing the present study's findings.

The study also found that office automation systems were widely used by administrative staff in public tertiary institutions in Ekiti State. A significant proportion of respondents confirmed that these systems facilitated daily administrative tasks, institutional record management, appointment scheduling, data analysis, and collaboration. These findings support Adebayo and Oluwatoyin (2023), who reported that office automation significantly enhanced administrative efficiency in Nigerian public universities by streamlining document management and communication processes. Similarly, Adeleke and Fasakin (2022) established that the task-technology fit of office automation systems in Nigerian polytechnics contributed to improved job performance by reducing redundancy and optimizing workflow. Likewise, Ogunleye, Adeyemi, and Ogundele (2024) found that the integration of office automation tools in Ekiti State polytechnics improved administrative efficiency, particularly in interdepartmental collaboration, document retrieval, and task execution speed. The consistency of these findings underscores the critical role of office automation in enhancing

productivity, efficiency, and overall job performance among administrative staff in tertiary institutions.

Conclusion

The study on the impact of office automation system on job performance of administrative staff in public tertiary institutions in Ekiti State reveals a complex landscape of technological adoption and its impact. Office automation system has a great impact on the job performance of administrative staff, it allows them to perform task with ease. However, the influence of these systems on job performance shows mixed results. While office automation has clearly been integrated into daily administrative tasks, its impact on job performance is uniformly positive. This suggests that while office automation systems are widely adopted, their full potential in enhancing job performance may easily be realized.

Recommendations

Based on the findings, the following recommendations are directed to the management of public tertiary institutions in Ekiti State:

1. Implement targeted, advanced training programs for administrative staff, focusing on strategic use of office automation systems to improve job performance.
2. Evaluate and optimize current office automation systems to better align with specific administrative needs and address areas of underperformance.
3. Establish clear performance metrics and implement continuous monitoring to track the impactiveness of office automation on job performance, using this data to guide system improvements and staff development.

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