



Adoption and Utilization of Digital Record Management Tools for Administrative Performance among Administrative Officers in Public Parastatals in Rivers State

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Abstract

The study was to examine the Adoption and Utilization of Digital Record Management Tools for Administrative Performance among Administrative Officers in Public Parastatals in Rivers State. Two research questions and two null hypotheses were answered and tested at 0.05 level of significance. Descriptive research design was adopted for the study, which was conducted in Rivers State. The population of the study was the entire 150 Business Education postgraduate students in Rivers State Universities. The validation of the research instrument was done by three experts from Business Education and Measurement and Evaluation. The reliability of the instrument was established using Pearson Product Moment Correlation (PPMC) to obtain a reliability coefficient score of 0.82. Data for the study were generated through the use of a self-structured questionnaire titled: "Adoption and Utilization of Digital Record Management Tools Administrative Performance among Administrative Officers in Public Parastatals Questionnaire. The research questions were answered using Descriptive statistics such as Mean and Standard Deviation, while t-test statistical tool was deployed to test the hypotheses. The findings of the study revealed that DocuWare and iManage, as record management tools, are to an extent adopted and utilized for administrative performance among Administrative Officers in Public Parastatals in Rivers State universities and it was recommended that the Rivers State universities management should intensify and strengthen the use of information systems in instructional delivery, utilization of Digital Record Management Tools etc.

Keywords: Adoption, Digital Record, Management, Tools, Utilization

Introduction

Records management involves controlling the entire lifecycle of organisational records, from creation and classification to retention and disposition, in a manner that ensures authenticity, reliability, and accessibility (ISO standard, as contextualised in Wikipedia). Scholars have long linked effective records practices with organisational performance outcomes. For example, Tagbotor (2015) found that proper records management improves employee performance and competitiveness, while Agu (2022) showed positive relationships between record-keeping, document handling, and employee effectiveness in a university context. Similarly, empirical studies report that digital records systems improve administrative accuracy, retrieval efficiency, decision-making speed, and task completion rates (Selane, 2025; Burt, 2025). iManage Records

Manager allows organisations to enforce retention, archiving, and disposition rules across repositories, minimising redundancy and storage costs while aligning with governance frameworks. It supports centralised management of records, reducing fragmentation and improving visibility across content sources (iManage Records Manager). This centralisation supports organisational performance by creating a single source of truth, improving access to authoritative information, and reducing duplication.

iManage emphasises robust security and governance controls designed to protect sensitive data and support regulatory compliance. Access policies, audit logs, and retention controls help organisations manage risk and demonstrate compliance during evaluations or audits. Such capabilities are crucial for sectors where regulatory burden is high, including legal, financial services, and healthcare. In addition to records management, iManage supports advanced search, collaboration, versioning, and workflow automation. For example, faster document search and predictive filing improve productivity by reducing time spent locating records, which aligns with findings from independent Total Economic Impact studies that document productivity gains and time savings for users.

DocuWare is a cloud-based and on-premises electronic document management and workflow automation system designed to capture, organize, store, retrieve, and secure digital records within organizations. It enables the systematic management of documents by integrating document imaging, indexing, version control, workflow automation, and security compliance into a single platform (DocuWare, 2022). As a digital records management tool, DocuWare supports the efficient handling of large volumes of documents while ensuring accessibility, accuracy, and data protection.

In higher education institutions, DocuWare is increasingly adopted to manage academic, administrative, and research records. These records include student files, course materials, examination scripts, research data, memos, and official correspondence. For Business Education postgraduate students, particularly those enrolled in programmes, DocuWare facilitates structured record-keeping practices that support academic productivity and organisational effectiveness (Popoola, 2018). The tool enables graduate students to digitize paper-based records, store them electronically, and retrieve them quickly when needed.

One of the core features of DocuWare is intelligent document capture and indexing. Documents can be scanned or uploaded in multiple formats and automatically indexed using metadata such as document type, date, author, and subject. This feature enhances retrieval speed and accuracy,

as users can search for documents using keywords rather than manual file browsing (ISO, 2016). For postgraduate students, efficient retrieval of academic records supports timely completion of assignments, research work, and administrative requirements. DocuWare also provides version control and document tracking, which are critical for managing academic records that undergo frequent revisions. The system maintains a complete history of document changes, ensuring that users can track modifications and revert to previous versions if necessary. This functionality reduces errors associated with multiple document versions and promotes consistency in record management (Dumas, 2018). In the context of postgraduate research, version control supports effective thesis development, collaborative research, and peer review processes. Another significant aspect of DocuWare is its workflow automation capability, which allows institutions and users to design automated processes for document approval, review, and distribution. Automated workflows reduce manual delays, improve coordination, and ensure that documents follow standardized procedures (Hammer & Stanton, 1999). For Business Education postgraduate students, workflow automation enhances efficiency in processes such as submission of research proposals, approval of academic documents, and dissemination of course materials. Security is a major strength of DocuWare as a digital records management tool.

The system incorporates data encryption, access controls, audit trails, and compliance features that protect sensitive academic records from unauthorized access or data breaches. Role-based permissions ensure that only authorized users can view, edit, or approve specific documents (Adepoju & Adedoyin, 2019). This security assurance increases users' trust in digital systems and encourages consistent utilization among postgraduate students. From an organisational performance perspective, the utilization of DocuWare contributes to improved efficiency, accuracy, transparency, and accountability. By reducing paper-based processes and minimizing duplication of effort, DocuWare enhances operational efficiency and supports timely decision-making within educational institutions (Laudon & Laudon, 2020). For graduate students, effective use of DocuWare improves academic workflow, reduces administrative burden, and enhances overall academic performance.

Empirical evidence supports the positive impact of electronic document management systems such as DocuWare on organisational outcomes. Popoola (2018) reported that the adoption of electronic document management systems in Nigerian universities significantly improved information accessibility, reduced document loss, and enhanced administrative effectiveness.

Similarly, Ngoepe and Saurombe (2016) found that digital document management systems strengthened accountability and compliance in educational institutions.

The adoption and effective utilization of DocuWare among postgraduate students can also be explained through the Technology Acceptance Model (TAM). According to Davis (1989), users are more likely to adopt digital tools when they perceive them as useful and easy to use. DocuWare's user-friendly interface, automated features, and security mechanisms enhance perceived usefulness and ease of use, thereby encouraging sustained adoption among Business Education postgraduate students. Additionally, from the perspective of the Resource-Based View (RBV), DocuWare represents a valuable and strategic digital resource that contributes to improved organisational performance when effectively utilized (Barney, 1991).

iManage as a Digital Records Management Tool

iManage is a knowledge and document management system designed to support secure storage, collaboration, version control, and information governance. It is widely used in knowledge-intensive environments where confidentiality, accuracy, and controlled access to records are essential. According to Laudon and Laudon (2020), secure document management systems such as iManage play a critical role in safeguarding administrative knowledge assets. A key feature of iManage is its emphasis on secure access and information governance. The system enables role-based access control, ensuring that only authorized users can view, edit, or share specific records. This functionality is particularly important in academic environments where sensitive records such as research data, examination materials, and student information must be protected from unauthorized access (Popoola, 2018). For postgraduate Business Education students, iManage supports secure handling of research data and academic documents. iManage also provides robust version control capabilities that track changes made to documents over time. This ensures that users can access the most current versions of academic records while maintaining a complete audit trail of modifications. Version control reduces duplication, prevents errors, and enhances accuracy in academic documentation (ISO, 2016). Collaboration is another significant feature of iManage.

The system supports shared workspaces that allow multiple users to collaborate on documents in real time while maintaining security and control. This capability enhances group research activities, seminar preparations, and collaborative academic writing among postgraduate students. Enhanced collaboration contributes to improved academic productivity and organisational performance (Duranti, 2017). Additionally, iManage supports intelligent search and retrieval functions that enable users to locate documents quickly using metadata, keywords,

and contextual search. Efficient retrieval of academic records reduces delays and improves efficiency in academic and administrative activities. According to Ngoepe and Saurombe (2016), effective search capabilities are essential for maintaining usability and accessibility of digital records. In summary, the utilization of iManage as a digital records management tool enhances security, collaboration, version control, and accessibility of academic records. These capabilities contribute significantly to improved organisational performance by promoting efficiency, accuracy, and effective information governance within university environments.

Conceptually, digital records management tools serve as critical inputs that influence organisational performance. Effective utilization of these tools enhances efficiency, accuracy, collaboration, information accessibility, and academic productivity (Armstrong, 2020). When Business Education graduate students are competent in using digital records management tools, including data encryption and security compliance mechanisms, they are better equipped to manage academic tasks effectively, thereby improving their organisational performance and preparedness for modern workplaces.

Statement of the Problem

Management of records is fundamental to the success of modern organizations, particularly in parastatals where documents are produced on a daily basis. Digital records management tools are undeniably essential for ensuring efficiency, accuracy, security, and accessibility of records. In Nigerian universities, including those owned Rivers State Government, Business Education graduate students are increasingly expected to manage academic and administrative records using digital platforms such as DocuWare and iManage, etc. However, the researcher observed that most Business Education postgraduate students find it difficult to utilize digital records management tools for organisational and administrative performance.

Inadequate utilization of digital records management tools during their training may limit their preparedness for modern workplaces that rely heavily on digital information systems. Without a clear understanding of how digital records management tools are utilized and how they impact organisational performance, universities may continue to produce graduates who are ill-equipped to meet contemporary administrative demands. Although several studies have examined digital records management in administrative settings, there is limited empirical evidence focusing specifically on Business Education graduate students in Rivers State universities.

It is against this backdrop that this study sought to investigate the utilization of digital records management tools for organisational performance among Business Education graduate students in Rivers State universities.

Purpose of the Study

The main purpose of the study was to determine the Adoption and Utilization of Digital Record Management Tools for Improvement of Administrative Performance among Administrative Officers in Public Parastatals in Rivers State. Specifically, the study attempted to:

1. Determine the extent to which Docuware, as a digital record management tools are adopted and utilized for improvement among Administrative Officers in Public Parastatals in Rivers State.
2. Determine the extent to which iManage, as a digital record management tools are adopted and utilized for improvement among Administrative Officers in Public Parastatals in Rivers State.

Research Questions

The following research questions were posed to guide the study.

1. To what extent are Docuware adopted and utilized for administrative performance among Business Education graduate students Rivers State Universities?
2. To what extent are adopted and utilized for administrative performance among Business Education graduate students Rivers State Universities?

Hypotheses

The following null hypotheses were tested at 0.05 level of significance.

1. There is no significant difference in the mean ratings of Business Education postgraduate students in Rivers State Universities and Ignatius Ajuru University of Education on the extent to which Docuware are adopted and utilised for administrative performance among Business Education graduate students in Rivers State Universities.
2. There is no significant difference in the mean ratings of Business Education graduate students in Rivers State Universities and Ignatius Ajuru University of Education on the extent to which iManage are adopted and utilised for administrative performance among Business Education graduate students in Rivers State Universities.

DocuWare as a Records Management Tool and Organisational Performance

DocuWare is one such widely marketed document and records management solution used across sectors including education, finance, human resources, and public administration. This

review synthesises literature on records management theory and empirical findings on digital systems in organisational contexts, and then interrogates the documented features, benefits, and potential performance impacts of DocuWare specifically.

Records management refers to the “systematic control of records throughout their lifecycle, from creation and receipt to disposal or permanent preservation” (Electronic document and records management system, n.d.; see also DocuWare, 2025). The purpose of such systems is to ensure that information governance, legal compliance, risk mitigation, and operational efficiency are maintained. Empirical studies in records management consistently document positive relationships between structured records practices and organisational performance. For example, Agu et al. (2022) found that proper record-keeping and document handling significantly correlate with employee effectiveness and performance in higher education environments, illustrating that well-managed records support operational tasks and staff outcomes (Agu et al., 2022).

iManage as a Records Management Tool and Organisational Performance

Records management, the discipline of organising, storing, retrieving, and disposing of records throughout their life cycle, is a core administrative function in modern organisations (ISO standard definition of records management). Effective records management underpins organisational performance by ensuring timely access to information, compliance with legal and regulatory requirements, and efficient workflow (Tagbator, 2015; Agu., 2022). Electronic records management systems (ERMS) are crucial for digital transformation initiatives, enabling organisations to centralise content, automate retention policies, and support information governance. iManage is a widely used document and records management platform, particularly in knowledge-intensive sectors such as legal services, finance, and professional services. While academic research explicitly on iManage is sparse, vendor literature, industry analyses, and broader studies of ERMS offer insights into how such platforms influence organisational performance and office operator effectiveness. This essay synthesises literature on iManage’s records management capabilities and relates them to empirical findings on ERMS and organisational performance.

Methodology

The study adopted the descriptive survey research design. The study was carried out in Rivers State Universities.

The population of the study comprised one hundred and fifty (150) Business Education Postgraduate students in Rivers State-owned universities. The population was made up of 2024/2025 session postgraduate students in Rivers State universities. Due to the manageable size of the population, all 150 Postgraduate students were used for the study. The researcher submitted copies of the instrument for face and content validation by three experts in the field of Business Education and Measurement and Evaluation who have proven experience and knowledge in research and the subject matter under investigation. The test-retest method was used to determine the reliability of the instrument as a measure of its stability. Copies of the questionnaire were administered to 20 Business Education Graduate students at the University of Uyo, which was not part of the population for the study. After two weeks, the same research instrument was re-administered to the same group of respondents, which is in line with the test-retest method. The first (test) and the second (re-test) scores of the sample were correlated separately for the instrument as well as for the entire instrument using Pearson Product Moment Correlation Coefficient (PPMCC) statistical tool, with a reliability coefficient value of 0.82. Since the coefficient value so obtained is high, the researcher considers it adequate enough to guarantee the use of the instrument for this study. The entire copies of the questionnaire were administered to the respondents with the help of two research assistants who were verbally enlightened by the researcher before they were sent out to the field, directly following the size of the study's geographical scope. All the copies of the questionnaire were administered directly by the researcher and the research assistants through a face-to-face interaction. The data collected were analyzed using descriptive statistics such as Mean and Standard Deviation to answer the 2 research questions, while the 2 hypotheses were tested using the t-test statistics. To test the null hypotheses of the study, t-test statistical tool was adopted at 0.05 level.

Results

Research Questions 1

To what extent does DocuWare, as a record management tool, adopted and utilized for administrative performance among Business Education graduate students in Rivers State universities?

Table 1: Computed Mean and Standard Deviation Scores of DocuWare as a record management tool adopted and utilized for administrative performance among Business Education graduate students in Rivers State universities. N = 150

S/ N	Items	Rivers State University (n=65)			Ignatius Ajuru University (n=85)		
		$\bar{X}_1$	SD	Remark	$\bar{X}_2$	SD2	Remark
1.	DocuWare helps in organizing academic records systematically.	3.42	0.57	High Extent	3.42	0.57	High Extent
2.	I use DocuWare to manage and archive important academic documents.	3.45	0.64	High Extent	3.44	0.80	High Extent
3.	DocuWare makes retrieval of stored academic documents easier.	3.21	0.84	High Extent	3.52	0.81	High Extent
4.	DocuWare supports version control of academic documents.	3.45	0.62	High Extent	3.52	0.80	High Extent
5.	The use of DocuWare reduces the risk of academic document loss.	3.41	0.61	High Extent	3.41	0.77	High Extent
6.	DocuWare improves the security of my academic records.	3.37	0.85	High Extent	3.41	0.80	High Extent
	I rely on DocuWare for managing research-related documents.	3.40	0.76	High Extent	3.44	0.82	High Extent
	DocuWare helps in organizing academic records systematically.	3.32	0.66	High Extent	3.20	0.68	High Extent
Total Mean\ Std. Dev.		20.31	4.13		20.81	4.75	
Grand Mean\Std. Dev.		3.38	0.68		3.46	0.75	

Source: Field Survey (2026)

From table 4.4 above, the grand mean scores for postgraduate students of Rivers State University and Ignatius Ajuru University of Education on the extent to which DocuWare as a record management tools are utilized for administrative performance among Business Education graduate students Rivers State universities were 3.38 and 3.46 respectively with standard deviation 0.68 and 0.75. These were above the decision mean of 2.50. the low values of the standard deviations also emphasized how closely related the individual responses from the grand mean are.

Research Question 2

To what extent does iManage as a record management tool, adopted and utilized for administrative performance among Business Education graduate students in Rivers State Universities?

Table 2: Computed Mean and Standard Deviation Scores of Postgraduate students on iManage as a record management tool adopted and utilized for administrative performance among Business Education graduate students in Rivers State Universities N = 150

S/N	Items	Rivers State University (n=65)			Ignatius Ajuru University (n=85)		
		$\bar{X}_1$	SD	Remark	$\bar{X}_2$	SD2	Remark
1.	iManage is used to manage and store my academic and research documents.	3.26	0.81	High Extent	3.62	0.67	High Extent
2.	iManage enables me secure access to academic records.	3.43	0.70	High Extent	3.42	0.73	High Extent
3.	iManage helps me organize academic documents for easy retrieval.	3.25	0.78	High Extent	3.48	0.83	High Extent
4.	The use of iManage improves collaboration on academic tasks.	3.31	0.82	High Extent	3.36	0.78	High Extent
5.	iManage supports version control of academic documents.	3.39	0.70	High Extent	3.53	0.65	High Extent
6.	iManage reduces the risk of unauthorized access to academic records.	3.14	0.88	High Extent	3.49	0.86	High Extent
Total Mean\Std. Dev.		19.78	4.69		20.9	4.52	
Grand Mean\Std. Dev.		3.29	0.78		3/48	0.78	

Source: Field Survey (2026)

From table 2: the grand mean scores for postgraduate students of Rivers State University, Port Harcourt, and Ignatius Ajuru University of Education, Port Harcourt, on the extent to which imanage as a record management tool are utilized for administrative performance among Business Education graduate students in Rivers State universities were 3.29 and 3.48 respectively with standard deviation of 0.78 and 0.78, respectively. These were below the decision mean of 2.50. The low values of the standard deviation also indicate the views of the respondents. The implication is that iManage as a record management tool are utilized for

administrative performance among Business Education graduate students in Rivers State Universities.

Hypotheses Testing

Hypothesis 1: There is no significant difference in the mean ratings of Business Education graduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which Docuware are adopted and utilised for administrative performance among Business Education postgraduate students in Rivers State Universities.

Table 4.8: Computation of Difference in the Mean Ratings of Business Education postgraduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which Docuware are adopted and utilised for administrative performance

Respondent	N	$\bar{X}$	SD	df.	A	t-cal.	t-crit.	Remarks
RSU	65	3.38	0.68	148	0.05	1.54	1.96	Accepted
IAUE	85	3.46	0.75					

Source: Field Survey, (2026)

From Table 3, the t-calculated value of 1.54 is less than the t-critical table value of 1.98 at 0.05 levels of significance and degree of freedom of 148. Thus, the null hypothesis of no significant different in mean ratings of Business Education graduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which Docuware are adopted and utilised for administrative performance among Business Education postgraduate students in Rivers State Universities was accepted.

Hypothesis 2: There is no significant difference in the mean ratings of Business Education graduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which iManage are adopted and utilised for administrative performance among Business Education postgraduate students in Rivers State Universities.

Table 4.9: Computation of Difference in the Mean Ratings of Business Education postgraduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which iManage are utilised for administrative performance

Respondents	N	$\bar{X}$	SD	α	df	t-cal.	t-crit.	Remarks
RSU	65	3.29	0.78	0.05	148	0.87	1.96	Accepted
IAUE	85	3.48	0.75					

Source: Field Survey (2026)

From Table 4: the t-calculated value of 0.87 is less than the t-critical table value of 1.96 at 0.05 levels of significance and degree of freedom of 148. Thus, the null hypothesis of no significant difference in the mean ratings of There is no significant difference in the mean ratings of Business Education postgraduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which iManage are utilised for administrative performance among Business Education postgraduate students in Rivers State Universities was accepted.

Summary of Major Findings

1. Docuware as a record management tool utilized for administrative performance among Business Education postgraduate students Rivers State universities.
2. imanage as a record management tool are utilized for administrative performance among Business Education graduate students in Rivers State Universities.
3. There is no significant difference in the mean ratings of Business Education postgraduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which imanage is utilised for administrative performance among Business Education postgraduate students in Rivers State Universities.

Discussion of Findings

The discussion of findings was done according to each research question in Chapter One and the analysis of the data obtained.

The findings of the study revealed that DocuWare, as a record management tool, are utilized for administrative performance among Business Education graduate students in Rivers State Universities. The study revealed that DocuWare is utilised to a large extent. The findings is agreement the opinion of DocuWare (2022) that DocuWare enables the systematic management of documents by integrating document imaging, indexing, version control, workflow automation, and security compliance into a single platform. As a digital records management tool, DocuWare supports the efficient handling of large volumes of documents while ensuring accessibility, accuracy, and data protection. The finding is in line with the opinion of Popoola (2018): DocuWare facilitates structured record-keeping practices that support academic productivity and organisational effectiveness. The tool enables graduate students to digitize paper-based records, store them electronically, and retrieve them quickly when needed. In higher education institutions, DocuWare is increasingly adopted to manage academic, administrative, and research records. These records include student files, course materials,

examination scripts, research data, memos, and official correspondence. For Business Education postgraduate students, particularly those enrolled in programmes

Results of hypothesis four showed that there is no significant difference in mean ratings of Business Education graduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which DocuWare are utilised for administrative performance among Business Education graduate students in Rivers State Universities.

The result of the study revealed that iManage, as a record management tool, are utilized for administrative performance among Business Education graduate students in Rivers State universities. The result of the study agreed with the findings of Laudon and Laudon (2020) that iManage secure document management systems such as iManage play a critical role in safeguarding administrative knowledge assets. A key feature of iManage is its emphasis on secure access and information governance; the system enables role-based access control, ensuring that only authorized users can view, edit, or share specific records.

The result of this study also revealed that iManage enhances postgraduate students' administrative performance. This is in line with the observation of ISO (2016). That utilization of iManage ensures that users can access the most current versions of academic records while maintaining a complete audit trail of modifications. Version control reduces duplication, prevents errors, and enhances accuracy in academic documentation.

Results of the hypothesis indicated that the null hypothesis of no significant difference in the mean ratings of Business Education postgraduate students in Rivers State universities and Ignatius Ajuru University of Education on the extent to which iManage is utilised for administrative performance among Business Education postgraduate students in Rivers State Universities.

1. DocuWare, as a record management tool, is to a higher extent utilized for administrative performance among Business Education graduate students in Rivers State Universities.
2. iManage, as a record management tool, is to a higher extent utilized for administrative performance among Business Education graduate students in Rivers State universities.

Recommendations

Based on the findings of the study, the following recommendations are made;

1. Business Education students should be encouraged to Use of Digital Record Management Tools.
2. Regular workshops, training and retraining should be given to both students and lecturers on Utilization of Digital Record Management Tools.

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