



Electronic Document Management and Administrative Efficiency in Oil and Gas Companies in Rivers State

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Abstract: *This paper examined how electronic document management impacts on administrative efficiency of oil and gas companies in Rivers State. The study was operationalized with the dimensions of electronic document management like, document classification and information security. Administrative efficiency was measured by task time and cost effectiveness. The target population comprised of all the oil and gas companies in Rivers state, Nigeria. The study used cross-sectional survey approach and descriptive research design, The Taro-Yamene sample size determination formula was used to determine the sample size. A sample size of 125 staff was used for the study. The study was guided by five research questions and nine research hypotheses. Questionnaires were the major instruments used in gathering primary data which were analysed using correlational analyses. The questionnaire used was subjected to face/content validity, this was done to ascertain the validity of the questionnaires to be administered and my supervisor also vetted on the questions administered. The scale used for this study had been previously adjudged reliable. However, we also checked by verifying reliability outcomes through confirmatory test of internal consistency on the instrument with our sample using Cronbach alpha at the threshold level 0.7 which is generally accepted by the rule of thumb. Data was analysed and results presented in tables, mean and standard deviation. And finally, hypotheses were tested using the Spearman Rank Order Correlation Coefficient. The study found that electronic document management can achieve improvement along the terms of administrative efficiency if the oil and gas companies are able to better their site reporting strategies, improve on their search functionality, adhere to a better information storage capabilities for the better operations of the oil and gas companies across rivers state. The study recommends that for oil and gas companies to maintain their hedge in this high rivalry economy, they should be electronic document management concern.*

Keywords: *Electronic Document Management, Administrative Efficiency, Document Classification, Information Security, Task Time and Cost Effectiveness*

INTRODUCTION

The use of updated information to support decision-making is one of the main challenges of several business processes. Information sharing in industry is made using many kinds of technology bases, but the most reliable form to evidence a business transaction, internal or external in offices, are documents. A document is everything that has been stored into an accessible source (Eleoranta et al. 2001). Information Technology and networks are changing the way professionals face many business processes, and, the use of electronic documents and office automation systems make us think how to evaluate the enterprise content management problems.

Electronic Document Management Systems (EDM) are being used in several industry sectors, such as banks, manufacturing, pharmaceutical, insurance, engineering and others (Joia2000). The EDM systems can be used from strategic levels to the operational ones. Construction document management is an essential component of the overall project management function (Hajjar and AbouRizk 2000). Furthermore, the increased volume of document production, publication, and corporate-wide distribution through e-mail systems and workstation-based file managers has aggravated problems in document security, control, tracking, and retrieval (Sutton 1999). Design management is getting lot of attention in the Architectural, Engineering and Construction (AEC) sector due to its strong implications for the entire project (Chua and Tyagi 2001). Among the factors discussed, communication and information fragmented flow are often present. Poor communication, lack of adequate documentation, deficient or missing input information, unbalanced resource allocation, lack of co-ordination between disciplines, and erratic decision making have been pointed out as the main problems in design management (Tzortzopoulos and Formoso 1999).

The problems associated with poorly coordinated document management are present not only in early stages of the design development, but also in the entire building project. The growing complexity and magnitude of constructions projects have resulted in an increase in the problems associated with manual document management and retrieval (Hajjar and AbouRizk 2000). This project analyzes how the implementation of the Electronic Document Management can contribute for a lean management in AEC sector, particularly in the design process. The main concepts of EDM are presented and illustrated with examples of its application in the design process.

“Unlike other forms of capital -and, equipment, labor and money, here is always a new idea waiting to be discovered – new ways of doing things, new products, new strategies, new markets” (McElroy, 2000). Because knowledge is theoretically infinite, the aim is to get to the next important discovery first. According to Karamuftuoglu (1999), the knowledge-based economy, alternatively called cost efficiency economy or information society, heralds the start of a period where humans will be liberated from mundane and often dangerous work. The knowledge-based economy will enable humans to channel their potential to more creative and challenging tasks.

Knowledge is the ‘capital’ of the global information society. The knowledge economy is an emergent reality, because no nation can any longer depend on its ability to acquire and convert raw materials (Laszlo & Laszlo, 2002; Mehra, 2001). Megill (1997) states that in the electronic age, information is an asset that must be managed like all other assets. Information is created, stored, kept and used; it can be sold and traded; and it can be used and reused. When other assets are used for a specific purpose it can usually not be used for another. “Information, however, is different. Shared information is not lost. In fact, when information is shared and put into context, it often gains value for the creator as well as for the person with whom it is

shared. Information is not only a delectable resource; it is one that grows and thrives with use". Information grows and prospers in an environment in which it is shared, used and reused.

The better an organization can share its information, the more valuable that information becomes. Knowledge has emerged as a critical factor in controlling the global economy (Laszlo & Laszlo, 2002; Mehra, 2001). The significance of knowledge creation, learning, and cost efficiency to the knowledge economy therefore cannot be underestimated. With the drastic increase in electronic documentation, an electronic document management system with reliable storage and backup procedures is essential. The potential weak link is the human element and therefore a burning people management issue.

According to McElroy (2000) "corporate knowledge is now being viewed as the last and only sustainable untapped source of competitive advantage in business". Alternative terms to corporate knowledge include intellectual capital, intellectual property, knowledge assets, or business intelligence. In this regard Dove (1999) postulates that "new knowledge has no value until it is applied", and when it is, it introduces change into the environment, which generates value. Within the context of corporate knowledge as competitive advantage Dove (1999), Meredith and Francis (2000) and Vernadat (1999) propose the term 'agility', for example an 'agile enterprise' or 'agile manufacturing'. Dove associates the word agile with cats – both physically adept at movement and also mentally adept at choosing the appropriate movement in a given situation. Vernadat (1999) defines agility as "the ability to closely align enterprise systems to changing business needs in order to achieve competitive performance". Meredith and Francis (2000) support this definition by stating that in order to retain a competitive advantage, an enterprise needs to be aware of, and creatively respond to many elements within the competitive environment.

Like Vernadat's definition, Dove regards organizational agility as the ability of an organization to thrive in a continuously and unpredictably changing environment. As a result of the escalating pace of knowledge development and the concomitant knowledge-value decay, organizations need to develop competence in knowledge agility. An over emphasis on knowledge management results in an organizational state of 'muscular rigidity'. An overemphasis on the ability to respond results in involuntary sudden and violent organizational 'muscular contractions' or sudden convulsive movements. Kraak (2000) also highlights the paradoxical state of networking or co-operation on the one hand and competition on the other.

Knowledge has been found to be a substantial influential factor with regard to the accelerated pace and magnitude of economic growth (Mehra, 2001). Consequently, the concept of knowledge sharing, and the use of knowledge have changed. Knowledge is preserved as capital and transformed by entrepreneurs into income and wealth. Knowledge remains capital as long as it remains the property of either an individual or an organization. Karamuftuoglu (1999) highlights a number of key characteristics of knowledge: once produced it can easily be reproduced and transmitted at low cost; it can never be consumed or depleted; to maintain a

monopoly of knowledge is extremely difficult and knowledge tends to flow into the public domain; and therefore knowledge only retains an exchange value (price) as long as it is protected by, for example, copyright or patents. To remain competitive, an organization needs to continuously develop new knowledge. The smallest unit of knowledge generation (according to Mehra, 2001) is the individual. He therefore concludes that knowledge resides as human capital. Against the preceding background of the electronic age, the knowledge-based economy, the importance of knowledge agility and the need for continuous knowledge development, the key aspects of electronic document management systems (EDMS) are next presented.

The purpose of EDMS is to manage and control all electronic documentation – whether word processing documents, spreadsheets, presentations, and graphics or e-mail messages through their life cycle. It enables an organization to ensure the availability of information wherever it is needed. It also ensures the security of electronic documents through version control, audit trails for each document, and by controlling access to documents via various security levels. EDMS manage and control all unstructured information – that is, information in for example word processing documents, presentation packages, spreadsheets, e-mail, graphics – in one single database accessible through a single interface. It gives companies the ability to ensure the availability of information whenever it is needed and ensures document integrity. It further avoids or limits duplication of effort already undertaken. Just as there are standard procedures to manage and control paper documents and records, suitable procedures should be implemented to manage electronic documents throughout their life cycle. The control offered by an EDMS also ensures document integrity.

Document integrity includes the ability to identify and access records over time, as well as ensuring that the document is the authentic master copy/authoritative version. A document has integrity when it can be shown that the document has not changed, without going through the proper channels. This is very difficult to do where electronic files are concerned. It is easy to open a file and change it without anyone knowing. With an EDMS, document integrity will be ensured, since audit trails can be used as proof that a document is still the authorized copy; security will ensure that no unauthorized access can take place; and version control will ensure that the latest, most current or approved version will be easy to identify. Without document management, it will be difficult to prove the integrity of an electronic document, should a legal need arise. If the actual electronic document is controlled and can be shown to be controlled, document integrity can be ensured more easily.

Administrative efficiency refers to the capacity of an organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel. There is no doubt that the information revolution, and communications that the new world is witnessing had an impact on the work of public organizations, In terms of management and the nature of the holdings and the services they provide, especially after intermingling that took place between computer technology and various administrative patterns. where the work

of many business organizations has switched from manual to computerized method based on the use of computers and communication networks (as per the need), databases and many other technological means to, process and analyze the data to get the output and the results.

So, we figured the importance of computerized information systems to improve decisions and benefit from the administrative function which contributes to improving management performance and which would improve the quality of services provided by the Organization and contribute in achieving the organization's objectives. The constant increase in the size of the organizations and what they contain of Documents, many showed a need and desire of these organizations to organize their data mechanism in a way to save time, effort and cost, which led to the escalation of the need for electronic documents that contribute to the management systems and organization of all special operations to deal with the data automatically, such as indexing, archiving, summary and search and retrieval. And shows interest in electronic documentation systems, a growing number of organizations adopted the use of these systems. Hence, this study was to spotlight on the importance of the usage of electronic document management systems and their relationship to administrative efficiency of oil and gas companies, rivers state.

Furthermore, this study will also be guided by the following research questions:

- i. To what extent does document classification influence administrative task time in oil and gas companies in River State?
- ii. To what extent does document classification influence cost effectiveness in oil and gas companies in River State?
- iii. To what extent does information security influence task time in oil and gas companies in River State?
- iv. To what extent does information security influence cost effectiveness in oil and gas companies in River State?

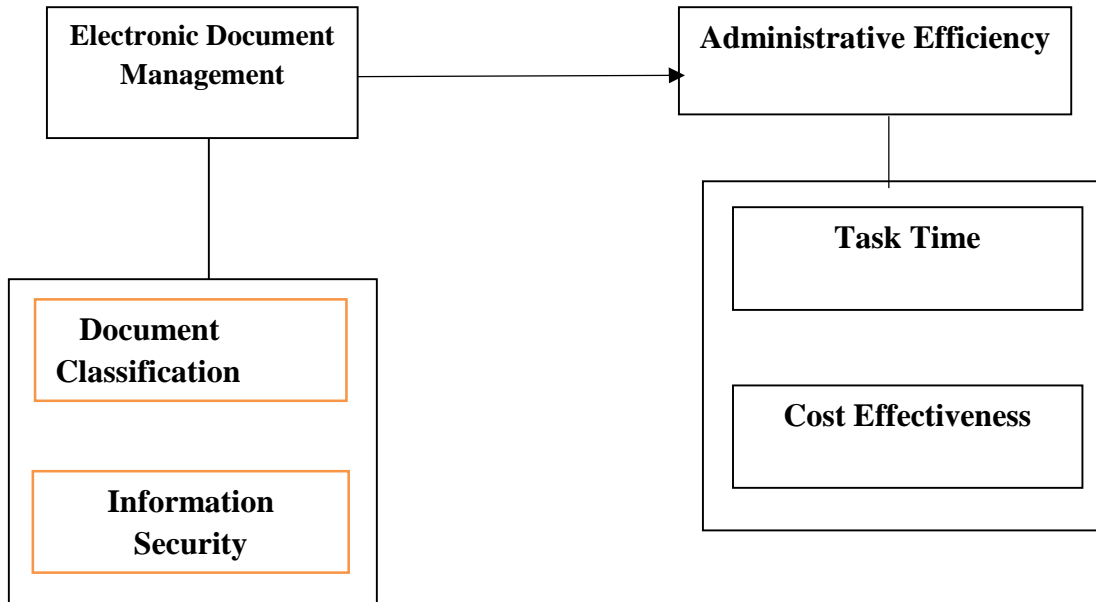


Fig.1 Conceptual Framework for the relationship between e-document management and administrative efficiency.

Source: Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

The Social Exchange Theory

This study is based on the social exchange theory developed by Homans (1958) and; Thibaut and Kelly(1959) which holds that relationships are based upon the exchange of value between two or more parties, the social exchange theory views interpersonal interactions from a cost-benefit perspective, much akin to an economic exchange except that a social exchange deals with the exchange of intangible social costs and benefits (respect, honor, friendship, and caring) and is not governed by explicit rules or agreements. Homans (1961) defined social exchange as the exchange of activity, tangible or intangible, and rewarding or costly, between at least two persons. At the intangible level, carrying on a conversation with someone costs you time and energy but can be offset by the rewards gained such as confirmation of your value and development of a relationship.

Voluntary actions of individuals are motivated by the returns they are expected to bring and typically do in fact bring from others (Blau 1964). Emerson (1981) notes that social exchange involves two persons, each of whom provides some benefits to the other, and contingent upon rewards from the other. Exchange relationship can be reciprocal or negotiated (Molm, 2003).

Reciprocal exchanges occur when people experience a cost while providing a reward for their partners without specifying the exact nature of repayment but usually with an expectation that some form of repayment will happen. Such exchanges are voluntary and typically occur as a result of relationships established by prior successful exchanges (Mitchell, et al., 2012). Social exchange assumes that individuals take part in an exchange only when they expect rewards from it to justify the costs of taking part in it (Bailey, 2008).

Administrative Efficiency

Administrative efficiency refers to the capacity of an organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel. Van Bruaenene, Joss, Thas and Van Oosveldt, (2004) says Efficiency refers to how an organization uses its resources such as available funding and staff to achieve organization objectives. Efficiency measures include, per unit costs which refers to a measure of per unit cost and reveals how many resources are consumed in producing a unit of service, Cycle time: Measures the amount of time it takes for a process to be completed. Response time: Measures the amount of time it takes to respond to a request for service. Backlog: Measures the amount of work in queue, waiting to be processed. One way is to measure total work in queue waiting to be processed.

Another way is to measure backlog as the amount of work not processed within a required or targeted time frame. Staffing ratios: Another way of looking at staffing is computing a ratio of staffing to a particular function or in comparison to the total organization and per unit equipment utilization: Measures the efficient use of equipment. Efficiency is all about resource allocation across alternative uses Kumar and Gulati, (2010). Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: reduced yield –from start up to stable production; process defects; reduced speed; idling and minor stoppages; set-up and adjustment; and equipment failure.

Measures of Administrative Efficiency

Task time

The time set in an incentive wage system as proper for the performance of an industrial operation by a worker. Successful management of design is critical to timeliness of the entire project (Chua and Tyagi 2001). It is not an exaggeration to say that the management of design and engineering is one of the most neglected areas in construction. projects (Koskela et al. 1997). Many researches were done on the design process, but it is faced as complex and unstructured in terms of the information flow. The design process involves a large number of project participants with different objectives, who have to derive a consistent design solution, satisfying the constraints imposed by the design requirements (Chua and Tyagi 2001). The

construction design process usually is not well planned, and the participants do not have enough time to discuss the solution adopted and the design fails are only discovered during the construction phase.

Poor communication and lack of procedures to transmit the design changes often becomes critical problem during the entire project. Most of the design errors generate change orders, contractual disputes, cost overruns, time delays, compromise to quality, frustration, and client dissatisfaction (Mokhtar et al. 1998). If the production of the technical documents during the design stage is poorly coordinated, incompatibility errors are embedded; common errors are (Mokhtar et al. 1998):

- Inconsistency in design information. For example, the location of a specific column is not identical when the architectural and the structural drawings are compared;
- Mismatch between connected parts. For example, heating, ventilation, and air conditioning (HVAC) duct dimension, which are given in the mechanical drawings, do not match the dimensions of the related pass-hole in the structural beams, which are given in the structural drawings;
- Component malfunction. For example, the electric supply in a room is designed to serve a classroom activity, whereas architectural drawings indicate that the same room has been redesigned as a computer lab.

Some techniques to manage the design problems include, coordination meetings, information changes send by e-mails, checklists verifications, but the professionals are looking for a tool to solve the documentation errors problems. The industry is at an exploratory stage on how to organize design information in a structured database (Mokhtar et al. 1998).

Cost Effectiveness

Cost-effectiveness analysis is a form of economic analysis that compares the relative costs and outcomes of different courses of action. It is possible to directly attack the most visible waste just by flowcharting the process, then pinpointing and measuring non-value adding activities (Koskela 2000). Thus, before implementing the workflow, people have to think on process, mapping the information flow, making it possible to reduce non-value-adding activities. Using the workflow system, the system will make available the information necessary in the desktop of the worker. The system “gives added value with a profile of metadata to Implementing Electronic Document Management System for a Lean Design Process Proceedings IGLC-10, Aug. 2002, Gramado, Brazil 5 ensure that the document can be found again. The retrieval and search capabilities of EDM let an employee win back time that would otherwise be lost in trying to find paper-based files” (Sutton 1996). EDM also eliminate duplicated information and reduce re-creation time (Song et al. 2002). In a manual management process, some non-adding-value activities can be, for example: call someone to find a document, to go to the file room, prepare or wait for a fax transmitting, and others. If it is not possible to eliminate the non-value-adding activities, an alternative is to make it more efficient. In this respect EDM is a solution for increase collaboration and better integration for decision-making.

Electronic document management

Document management systems are used to control the document life cycle. The systems often are modular, found as a set of hardware and software that manage creation, approval, distribution and other phases of the document life cycle. Managing documents electronically does not mean to use only electronic documents.

Document classification

Document classification can be defined as putting together information of similar characteristics. Classification is a key foundational element of records management. It is used to systematize information and facilitate its retrieval. It has been noted in this regard that the concept of classification is both understudied and not well understood. Research has shown that good records management strengthens government services by supporting business continuity; security and risk management; legal compliance and accountability; evidence-based decision making and transparency; good governance and public trust; good performance and government capability building (Ann, Shuyang, & Wei, 2011). Without proper understanding of such classification, it may be difficult or impossible to implement an efficient and effective records management initiative that addresses the complete lifecycle of records from creation to preservation. ISO 15489 has listed the processes of records management and determined how long it would take to retain, create, register, classify, store, control access, track, dispose-off, and document the records management processes.

Information security

Information security, sometimes shortened to infosec, is the practice of protecting information by mitigating information risks. It is part of information risk management. Information security is of great importance and interest to everybody in the world of technology today, whether you are a mobile phone or a personal computer user, this is why information security is of the most importance in our everyday life, and in the IT technology fields. The Study of information security has so many concepts and also topics that every IT professionals should master or have some basics of, the knowledge and skills of information security are just some few that is essential for all those that are involved in the IT technology sector. E.g. Cyber-security analyst, forensics analyst, network administrators, systems administrators, application developers. Lack of knowledge in this important field of information security will be more likely to develop applications that are not secure or build networks that are insecure and easier for attackers to penetrate, this is why information security knowledge is very important in our everyday lives. Regardless of the choosing career, you find yourself in the IT technology sector.

Relationship between Electronic Document Management and Administrative Efficiency

On more and more competitive markets, improving the company's performance is becoming one of the main stakes of every manager. The management of documents is an integral part of the management of the company's information resources and deserves to be seen as one of the strategic management functions in companies. Nowadays, many specialists connect directly the implementation of an effective document management system with the profit of the society. EDM solutions were seen for a long time as solutions allowing scanning documents. However, today, whether in SME or large groups, the EDM is seen as one of the key elements to improve productivity, save money, and thus stay competitive. Thanks to the electronic management of administrative documents, the competitiveness can be improved. With an EDM solution adapted to your company, no more waste of time looking for a good version of a (good) document. The electronic management of administrative documents offers you the visibility and the control of all your documents during their entire life cycle and increases the efficiency of your teams.

Man, now living in an age associated with advanced information technology through the joint use of the electronic systems of computers and modern communications systems, the information revolution. And that the information sources available to the beneficiaries are many and varied, but it is useless unless it is utilized. With what the modern world has witnessed tremendous growth in the volume of information produced or published, became only benefit from it by conventional means useless due to widening the distance between the source of this information and its beneficiaries "(proof 0.2003). One of the most important challenges facing the business community talking is the management, conservation and retrieval of information from the vast amount of documents and paper files, which are increasing on a daily basis continuously, so modern governmental organization of the importance of Archive was alerted the attention it deserves, especially in developed countries; have developed theories and methods of keeping Archive result the process through which the experience over the past decades; and this was accompanied by qualitative and quantitative development of the evolution of legislation governing keeping the archive and its uses.

The empirical study carried out by Bestman and Kenebara (2021) on executive information system and organizational productivity of manufacturing companies in Rivers State, Nigeria with a population of 180 managers of 36 manufacturing companies in Rivers. The findings revealed that there is a significant relationship between accounting information system effectiveness and productivity of manufacturing companies in Rivers State, Nigeria. The study, thus, concluded that executive information system significantly influences productivity of manufacturing companies in Rivers State, Nigeria.

The study postulates the following hypotheses to be tested:

Ho₁: There is no significant relationship between Document Classification and task time in oil and gas companies in River State.

- Ho₂:** There is no significant relationship between Document Classification and cost effectiveness in oil and gas companies in River State.
- Ho₃:** There is no significant relationship between information security and task time in oil and gas companies in River State.
- Ho₄:** There is no significant relationship between information security and cost effectiveness in oil and gas companies in River State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The target population comprised of all the oil and gas companies in Rivers state, Nigeria. The study used cross-sectional survey approach and descriptive research design, The Taro-Yamene sample size determination formula was used to determine the sample size. A sample size of 125 staff was used for the study. The research instrument was validated through by experts as provided by supervisors vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1: Correlation for the relationship between

| | | Document Classification | Task time | Cost efficiency |
|-------------------------|---------------------|-------------------------|-----------|-----------------|
| Document Classification | Pearson Correlation | 1 | .559** | .831** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 86 | 86 | 86 |
| Task time | Pearson Correlation | .559** | 1 | .341** |
| | Sig. (2-tailed) | .000 | | .001 |
| | N | 86 | 86 | 86 |

| | | | | |
|-----------------|-----------------|--------|--------|----|
| Cost efficiency | Pearson | .831** | .341** | 1 |
| | Correlation | | | |
| | Sig. (2-tailed) | .000 | .001 | |
| | N | 86 | 86 | 86 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2021 and SPSS output version 23.0

Table 1 illustrates the test for the first three previously postulated bivariate hypothetical statements. The results show that for

Ho₁: There is no significant relationship between document classification and cost efficiency of Selected Indigenous oil and Gas companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between document classification and cost efficiency. The rho value 0.551 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between document classification and cost efficiency of Selected Indigenous oil and Gas companies in Rivers State.

Ho₂: There is no significant relationship document classification and task time of Selected Indigenous oil and Gas companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between document classification and task time. The rho value 0.831 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between document Classification and task time of Selected Indigenous oil and Gas companies in Rivers State.

Table 2: Correlation for Search functionality and Administrative efficiency

| | | Information Security | Task time | Cost efficiency |
|----------------------|-----------------|----------------------|-----------|-----------------|
| Information Security | Pearson | 1 | .834** | .504** |
| | Correlation | | | |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 86 | 86 | 86 |
| Task time | Pearson | .834** | 1 | .341** |
| | Correlation | | | |
| | Sig. (2-tailed) | .000 | | .001 |
| | N | 86 | 86 | 86 |

| | | | | |
|-----------------|-----------------|--------|--------|----|
| Cost efficiency | Pearson | .504** | .341** | 1 |
| | Correlation | | | |
| | Sig. (2-tailed) | .000 | .001 | |
| | N | 86 | 86 | 86 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2020 and SPSS output version 23.0

Table 2 illustrates the test for the next three previously postulated bivariate hypothetical statements. The results show that for:

Ho₅: There is no significant relationship between information security and cost efficiency of Selected Indigenous oil and Gas companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between information security and cost efficiency. The *rho* value 0.834 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between information security and cost efficiency of Selected Indigenous oil and Gas companies in Rivers State.

Ho₆: There is no significant relationship information security and task time of Selected Indigenous oil and Gas companies in Rivers State.

The correlation coefficient (r) shows that there is a significant and positive relationship between information security and task time. The *rho* value 0.504 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between information security and task time of Selected Indigenous oil and Gas companies in Rivers State.

DISCUSSION OF FINDINGS

This study examined the relationship between electronic document management and administrative efficiency of Selected Indigenous oil and Gas companies in Rivers State. The findings revealed a positive significant relationship between electronic document management and administrative efficiency of Selected Indigenous oil and Gas companies in Rivers State using the Pearson Product Moment Order Correlation coefficient tool and at a 95% confidence interval. The findings of this study confirmed that there is a positive and significant relationship between electronic document management and administrative efficiency of Selected Indigenous oil and Gas companies in Rivers State. This reinforces previous studies by Ling and Nasurdin, 2010) it is important for an organization to adopt supportive electronic document management that can motivate and encourage employees to be creative and innovative.

Based on this, one can argue that organizations that have the employee cognitive knowledge gathered through academic act as a drive for cost efficiency (Som, 2007). These ideas support the resource-based theory (Wernerfelt, 1984) of a firm. According to the resource-based theory, cost efficiency permits the development of valuable and scarce resources in the organization. Maintenance HR practices can be clarified in terms of the Job Demands–Resources model (JD-R model) as developed by Bakker & Demerouti (2007) and Demerouti, Bakker, Nachreiner & Schaufeli, (2001). According to this model, two simultaneous processes have an impact on the work outcomes of employees: a health deficiency process caused by job demands and a motivational process aroused by job and personal resources. Job demands refer to those physical, emotional, collective, or organizational aspects of a job that entail unrelenting physical and/or psychological effort or skills and are therefore related with certain physiological and/or psychological costs. Job resources refer to those physical, psychological, social, or organizational aspects of a job that are: functional in achieving work goals; reduce job demands and the associated physiological and psychological costs; and stimulate personal growth, learning, and development. These job resources supplement the personal resources, which are aspects of the self, generally linked to resilience, and which refer to individuals' ability to successfully control and impact on their environment (Hobfoll, Johnson, Ennis, & Jackson, 2003; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007).

In order to determine the usefulness of maintenance HR practices, criteria from two different stances are used. The aforementioned demands–resources distinction relates to the different approaches that underlie the HR practices: maintenance practices focus on the reduction of job demands. Maintenance practices adapt the work situation to existing employee capabilities, while development practices enable employees to perform well and to cope with existing job demands (Evers, Kreijns, Van der Heijden, & Gerrichhauzen, 2011).

Schuler and Jackson (1987) who argue that firms that pursue a cost efficiency strategy are likely reward employees in a bid encourage them to develop skills that can be used in different positions within the organization. Chen and Huang (2009) argue that a benefit of rewarding employees is that it may foster employees to strive and gain new knowledge, get new insights and develop innovative minds and skills, in a bid to offer more and attract management appreciation.

Employee development provide performance feedback as a basis for the joint analysis of strengths, weaknesses and areas for improvement and an agreement on a personal development plan and learning contract. Employee evaluation assesses the performance of employees as a basis for making decisions on job reassignment, promotion or performance-related reward (Aguinis, 2005). Perhaps one of the most important features of document classification is that it is a continuous process that reflects normal good management practices of setting direction, monitoring and measuring performance and taking action accordingly. An evaluation is required in order to know how to support employees' development and career progress. Such evaluation entails some type of document classification system or Document classification that not only monitor task fulfilment but are also oriented towards development

and cost efficiency issues (de Leede & Looise, 2005; Walsh & Fisher, 2005). Previous studies indicate that a link exists between document classification and organizational cost efficiency, although this point has scarcely been addressed in prior research (Shipton, Fay & West, 2006). Findings suggest that this link is important, together with a systematic evaluation of employee performance that reflects long-term progress and includes group-based achieve to know how to support employees' development and career progress, (Jiménez-Jiménez & Sanz-Valle, 2008; Schuler & Jackson, 1987). Additionally, this relationship has also been studied by Jiang, Wang and Zhao (2012) by studying creativity as a mediator, who however did not find a relationship between Document Classification and administrative and technological cost efficiency.

CONCLUSION AND RECOMMENDATIONS

The competition of organizations does not limit to more profit, but it depends on competent and qualified manpower. Many organizations usually confirm this issue and try to maintain their qualified employees. Based on results and the findings of the present study, the study concludes that electronic document classification significantly influences administrative efficiency of Selected Indigenous oil and Gas companies in Rivers State.

Based on the foregoing conclusions, the following recommendations are suggested.

The Selected Indigenous oil and Gas companies in Rivers State should therefore integrate effective electronic document classification within the wider management activities to ensure it is part of the organizational long-term objectives and goals to enhance high performance. Given that such practices will help in engendering employee engagement and inclusiveness that are lacking in the organizational culture of the selected companies studied.

The Selected Indigenous oil and Gas companies should adjust their policy on performance and search functionality to ensure that the priority given to employees in the firm, reflect the local content practices that will spur Nigerian employees to become more creative and participate in the development of the sub-sector in the shortest possible time.

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