

Full Length Research

Records Management Practices, Decision Making Processes and Service Delivery in Selected Share Registration Companies in Lagos State, Nigeria

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The study evaluated the influence of records management practices, decision making process and service delivery of share registration companies in Lagos State, Nigeria. The study adopted a survey design with a study population of five hundred and nineteen (519) comprises of professional staff of ten (10) selected Share Registration Companies in Lagos State, Nigeria. Total enumeration was used because the population was very few. A structured and validated questionnaire was used for data collection. Data was analyzed using the SPSS software, frequency distribution and percentages. The findings revealed that the level of service delivery of Share Registration Companies in Lagos State, Nigeria is very high on a scale of 4 with a Mean=3.59. Further result from the analysis revealed that understanding the need of customers rated was very high (Mean=3.60). The study concludes decision making process plays important role in ensuring level of service delivery. It was also evidenced that service delivery is an integral part of organization activities with the desire for creating value by rendering quality service to client companies and shareholders. However, the study recommended that The management board of shared registration companies should institute a service delivery standard policy for effective service to clients and shareholders.

Keywords: records management practices, decision making process, service delivery, registration companies

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INTRODUCTION

Service delivery is considered an important and pivotal activity in any organization. It is the core basic for organizations to stay afloat. Service delivery in America has been an international debate, though the principles of efficient and effective service delivery are based on maintenance in every developed country. Looking at European countries as well, they are meant to ensure

that principles guiding service delivery in their states are successfully implemented by each responsible person (Rodrik, 2018). Some of the guiding principles may be known as transparency, accountability, and good governance, rule of law and democracy which is the heart of rule of law as it relates to the world and Africa in particular. African nations also, have been confronted with different challenges with service delivery related issues, such as irregularities in documentation, fraud and

delay in service retrieval due to inadequate adoption of electronic technologies for easy and seamless transaction within the registrars, (Nnamani & Chilaka, 2012). These problems have been identified as a carryover vestige from colonial experience: as public service delivery are purely viewed by indigenous African people as service to and for the benefit of the colonial imperialists.

However, despite several plans and massive injections of international and domestic resources to improve service delivery system, public service delivery is still failing in many developing countries (Leni, 2012). This suggest that, there is an urgent need to revisit approaches toward improving service delivery system especially in Nigeria. Nnamani and Chilaka, (2012), the government mechanism for successful implementation of service delivery systems has not been adequate in post-independence Nigeria. The existence of vast public services in Nigeria has been seen as an important strategy in formulating and implementing public policies by the government. Public Service achieve this by translating the plans and programmes of government into concrete public goods and services for the use of the citizenry.

Government should promote active, accountable, transparent and responsive service delivery system that would boost the peoples' confidence in the government and its institutions, and try as much as possible to eliminate bad governance and poor productivity when it comes to delivering quality service by the registrars (Oyedele, 2015). Organizations, be it private or government establishment, strive to meet the needs of their customers through the provision of effective and efficient service delivery. This in turn assists such organizations to gain competitive advantage over their competitors as well as helping them to gain and retain the loyalty of their customers. Service delivery is the ability of service provider to understand the expectations of the customer and render services to satisfy the needs in other to maintain the loyalty of the customer for profit making and to gain competitive edge in a competitive business environment.

Muniu (2015) defines service delivery as the infrastructure (facilities and equipment) structure (job design and skills) and process for delivery of service. Infrastructure refers to the building or office complex and the equipment deployed to deliver service while structure refers employee skills required to deliver service and the design for effective service delivery. It is obvious that without these in place it will be difficult to render effective service. From this definition it becomes apparent that service delivery is related to the degree to which organisation's objective has been achieved and therefore an effective service delivery is the one that is capable of delivering the outcome for which it was originally designed. In this regard, service delivery should be able to produce several positive results ranging from reduction

of costs, increased availability of efficient operations, increased service quality and optimum customer experience. Service delivery is perceived as set of activities performed by an organisation that aims at creating value, which include services rendered to customers as well as other organizational activities that are part of the value creation process such as leadership and management styles, structure of operations, organization cultures, customer relationship initiatives etc (Edvardson, 2015). These components of service delivery define the relationship between the providers and clients where the provider offers a service whether form of knowledge or a task which the customer stands to gain value or loses value from patronage (Singh & Vutukuru, 2010).

The business operating environment including the Share Registration Companies is a competitive one and customers always have an alternative and in case of poor service the service provider will loose the loyalty of the customer and when this happens it will affect the organization's profitability. Share Registration Companies render service to shareholders whenever they are present and out of the company premises. They also render service to the administrators of the estate after the demise of the shareholder. The customer will always seek the services of the company whenever and however it is convenient to him by seeking for information concerning his investments.

Share Registration Company's services are rendered to shareholders Clients Company's by ensuring that their investments are managed to provide value. Registrars are major players in the Nigerian capital market as they serve as intermediaries between the investors and the companies by handling investment records. They maintain the list of shareholders in a company by keeping the records of dividend and bonus history, pay dividends to shareholders, organize annual general meetings, print and dispatch share certificates to shareholder (Ogogo, 2010). Other services rendered by share registration companies are, the return of surplus monies for rejected applications, the handling of bonds and rights issues documents, register maintenance, verification of signature of shareholders and probate and letters of administration issues. However, the researcher observed that services provided by share registration companies do not meet the client companies and shareholder's expectations because customers complain of poor service delivery. This poor service delivery as reported by Farayibi (2010) results from non-availability of staff at service points, unprofessional attitude of employees, delays in paying dividends, poor standard of records keeping and failed promises. All these result to poor service delivery in Share Registration Companies. Some of the factors identified, that can enhance service delivery of organisations are understanding of customers' needs, service design and standards, service performance, communication and customer perceptions and they are

embedded in the service strategy of the company (Claasen & Alpin-Lardies, 2010).

Poorly designed service delivery can lead to service failure. The impact of service failure in an organisation can affect the image of the organisation negatively. Service failure occurs for all kinds of reasons, it may be as a result of loss of records, late delivery of service, the outcome may be incorrect, poorly executed, or employees may be rude, uncaring (Khadka & Maharjan, 2017). All these enumerated failures bring about negative feelings and responses from client's companies and shareholders. If not properly handled can result to client's companies leaving to other organisations, and telling others about unsavory experiences and reporting the organisation to the regulatory agency for investigation and sanctions. According to Xun, Wenhul and Dogan, (2019) research has shown that resolving customer problems effectively has a strong impact on customer satisfaction, loyalty, word of mouth communication and bottom line performance of employees. Clients who experience service delivery failures, subsequently satisfied based on recovery efforts by the organisation will be more loyal than those whose problem are not solved. An efficient service recovery strategy provides information that can be used to improve service delivery in an organisation while poor service recovery following bad service experience can cause customers who are dissatisfied to become active in criticizing openly the organisation and further repeated service failure without an effective recovery strategy can affect employee's performance. In registrars, the process of rendering service is always appreciated because it helps to stop any negative word of mouth communication that can affect the image of the organisation. The exchange of words by employees with customers can reinforce negative feelings by customers and further spread negative impression to others (Qiyunzherg & Yang, 2011). In the same vein, proper records management will tend to improve service delivery while poor records management negatively affect service delivery even in Share Registration Companies.

Records have transformed over the years to what it is in today's business environment. Records are kept in different forms such as in the ancient clay tablets, vellum, papyrus, animal skin, paper, video, audio tape and film or today's electronic records which remained a valuable asset for any business and administrative operations (International Society Organization, 2010). Hence, record is a valuable asset due to the extent of the information they contain. Records are more valuable when they are accurate, up- to- date and accessible on a timely basis when needed (MoReq, 2011). Records can be created and kept in different formats like manual records, paper and electronic records. In recent times, many records have been created and kept in electronic format which could reduce unnecessary issues among records management professionals. This is one of the reasons

why researching and establishing an appropriate approach for managing public records is highly crucial in today's information driven business world to avoid uncertainty. The existence of records management practice is traceable to ancient times with direct linkage to the reason why there was increased writing and recording technology widely available at our disposal in today's world. International Records Management trust (2011) defined records as something that represents proof of existence and that can be used to recreate or prove state of existence regardless of medium or characteristics. According to Franks (2018) records are information created, received and maintained by an organization or persons for business purpose, legal obligations or both regardless of medium or form.

Alegbeleye and Chilaka, (2019). Opined that records are documentary evidence of routine transactions made or received by an organization in pursuit of its legal obligations irrespective of the physical form or characteristics. Through records the activities of staff in their course of duty are confirmed. Records are important to the business and management of client companies, shareholders and stock brokers in the course of daily business interactions with the availability of reliable records, shareholder's dividend history are known, units of stocks in shareholder account, shareholders are identified from impostors, quarterly financial remittances to client companies, provide answer regulatory queries and other management decisions. All these indicates the importance of managing records for efficient and effective service delivery.

Records management is defined as the planning, budgeting, organizing, directing, training, and control involved in managing the life cycle of records in any medium (Elizabeth & Geoffrey, 2012). Xie, (2013) stated that records management refers to a framework of accountability and stewardship in which records are created, captured and managed as a vital business asset and knowledge resource to support effective decision making and achieve results for the organisation. An effective records management practices ensures that information is properly managed, is available whenever and wherever there is a justified need for that information, and in whatever medium it is required and which is compliant with the relevant legislation, law and policies following the records life cycle. The life cycle of records encompasses the interrelated and interdependent phases of records creation or collection, records maintenance and use, and records disposition: Creating records, includes the early capture of records in order to provide adequate and proper documentation of business or government activities. Use and maintenance of records includes document control; files and filing equipment management; identification and maintenance of vital records (disaster recovery and rights and interest's records), quality assurance of records, and records requiring protection for national security reasons and

records disposition, which includes appraising (placing value on) and scheduling records, retiring, storing and retrieving records, and preserving historical records (MoReq, 2011).

A good records management practice is to ensure that decision makers and staff of registrars create the records they need and keep it to allow access whenever needed for operational, legal, audit and regulatory purposes. Records are maintained, used and retained according to the organizations retention schedule. However some records are kept in archives and disposed when they have exceeded retention period in accordance with industry and regulatory policy before disposition through shredding. Popoola (2015) reported that information and records management are the bedrock of any business activity. They are major tool for achieving higher organizational decision making and better service delivery. It is needed to develop, deliver and assess the effectiveness of organizational policies, ensure informed choices between alternative courses of action and making proper provision to ensure openness and accountability, to protect employee's rights and enforce legal obligations when the need arises. When a business lacks the availability of needed records, the management is affected during planning and decision making processes. The management of corporate records is a fundamental activity of public administration. Where there is no trace of available records, there might be delay in decision making. Organizations must have information for their workers to carry out their work, and records represent a major source of information for any existing organization. For this reason, records are acquired and properly managed for effective and efficient service delivery

Share registration companies records management practices involve document compliance with laws, rules, and procedures. That is why registration companies may no longer justify taking action with little or no reference to past discussions on records management issues. Client service, quality performance of tasks, and measurable outcomes are increasingly important responsibilities, and this depend on accessible and usable records. However, organisations face some challenges in the process of managing records. Otuama (2010) outlined some of the problems of records management in both public and private organizations: inability to establish an archives for storage of documents, absence of records management policy, the problem of oral tradition, knowledge management practices, inadequate skills and lack of interest in records practices by staff, inadequate funding, poor housing and equipment, high level of illiteracy and poor transport and communication network. Adu (2014) identified missing records and poor record storage facility as some of the challenges of records management in organisations. The author further stated that missing records can cause minor inconvenience in a business that can take years to resolve. Most

organizations have fallen victim of this and have to pay heavy fines to regulatory agencies as a result of missing records. Share Registration Companies, they require records from time to time and if the company is unable to provide such records in a timely manner the organization risks the loss of business that may jeopardize its business relationship with the client involved. Also if important records are needed for a legal matter such as defending the company in a law suit, not supplying the documents needed can cause the company huge sums of money and put their credibility at risk. This problem is better appreciated by those who bear brunt of the problem, especially decision makers who require records to take timely and accurate decisions (Rotich, Marthangani & Nzoika, 2017), of which such decisions could lead to effective service delivery to clients.

Organisations use records to support accountability when they need to prove that they have met their obligations or complied with regulatory policies (Adu 2014). Poorly managed records system make the performance of duties more difficult, cost organisations valuable resources and make them vulnerable to security breaches and embarrassment. However, without records all these will be meaningless. Adu (2014) affirmed that important information of an organization can be lost forever if records are not properly kept especially when a staff holding key position in an organization dies, retires, resigns, travels or transfers to another department. Most organisations face this challenge. Without proper records management practice in place, organizational decisions and effective service delivery will be difficult. Human memory is fallible; records are kept to support human memories. Records form a guide which organisations depend on for planning, organizing, directing, control and for decision making. Organisations depend on their past experiences to plan for the future; this is achieved by relying on their past records where accurate and proper records management system exists.

According to Atulomah, (2011), if there are no records, the management is crippled in its planning and decision making processes. The author further stated that records are needed to develop, deliver and assess the effectiveness of organizational policies, make informed choices between alternative courses of action, provide the basis for openness and accountability, protect individual rights and enforce legal obligations. Good record keeping facilitates effective decision making and it is the will of the decision maker to make a decision considering all important information at his disposal. Records based decisions help prevent complaints and litigations, regulatory infractions that may attract heavy fines, loss of revenue and avoid poor accountability and infringement in human rights. On the other hand, poor decision making, ineffective administrative processes and accountability which is caused in most times by unavailability of records to make decisions can lead to complaints and challenges to decisions. According to

Popoola (2015) there are alarming rates of records misplacement and loss from which useful information for decision making are derived. Poor decision making can bring life threatening problems to an organisation that may lead to its dissolution.

Decision making is a daily task that must be made by records managers on issues like records creation, storage format, operational issue, records monitoring and planning (Boachie-Mensah & Marfo-Yiadom, 2011). According to Heath and Heath (2013), decision is a choice from among a set of alternatives. These choices are made to achieve goals through suitable follow-up actions. Decision making is the process of selecting a course of action between several options. To decide means to come to some definite conclusion for a follow-up action. Hence, decision-making involves making a profitable choice from available options Ejimbo (2015) defined decision making as a process of selecting from different courses of action, choosing among alternatives by gathering information, integrating different opinions and perspective of team members to achieve a result. Based on this concept, Igwe (2015), stated that decision making is a conscious and human process involving both individuals and social phenomenon based on factual and value premises which conclude with a choice of one behavioral activity from among one or more alternatives course of action with the intention of moving towards a desired state of affairs. In this regard, Eden and Ackeman (2013) suggest that decision making process involves bargaining and negotiations among individual and organizations that may have conflicting interest. The process is strategic and is defined as a way or action that is necessary to achieve the main goal given scarcity of resources (Ahmed & Omotunde 2012)

Shahsavarrami (2015) defined decision making as a mental (cognitive) process which results in choosing among varied options. The significance of choosing in decision making in a cognitive process is high, so the process of decision making involves executive and managerial functions. Decisions are made to solve problems, tackle situations, handling crises and resolving conflicts that are inevitable. Decision making process is sequential because it involves choosing alternatives among different alternatives. In this regard whether individual or group three main actors can be distinguishing in decision making process. The first is that we must distinguish the decision maker who in reality is usually the analyst, and is the person or group responsible for analyzing the problem thoroughly to present alternative solutions that can be implemented. The next is that it is necessary to take account the affected. These are those who will be favored or disfavoured according to the alternative that is chosen. Finally, masters of the problem, this may be the board, the manager, or those or group who has the power of decision making to choose the best alternative among different alternatives to arrive at the best decisions.

Service organization such as registrars, have a formalized strategic planning process and a governance process at board level. Be it as it may, the planning process can often generate reports rather than decisions. The boards' role in decision making is often to oversee or ratify based on the reports generated by the management headed by the managing director. Routine operational decisions for example of cautioning account of shareholder or remittances to client's companies can be taking by line managers in the context of the organisation and its strategic position. The decision making process of managers in Share Registration Companies while attending to clients and shareholders may include identification of problem, generating information, evaluation of alternatives, implementation of chosen plan and evaluation of outcome. Identification of problem entails an attempt to solve an urgent or pressing need in the business or opportunities as the case may be. Information seeking entails the process of records manager seeking a range of vital information to ensure some options or issues are clarified.

Brohman, Piccoli, Martin, Zulkernine, Parasuraman, and Watson, (2013). Evaluation of the alternative is all about having a full understanding of the options at hand, while a list of options are made in order to choose the right one. Alternative choice is the process by which managers weigh different options to be sure which is the best based on their advantage and disadvantages, after which they choose the option that has best chance of success at the least cost. Implementation of chosen plan is the set of action completed after several options have been examined and one chosen. All employees who are involved in decision making take a step further to put the decision into action with conviction. Evaluation of outcome involves the monitoring of result for already made decision, managers should be ready to adapt to new plans and redesign their decisions to meet organizational goal (Bourgault, Drouin, & Hamel, 2013).

Decision making process is an everyday occurrence made at different levels of management. However, from observation by Dean and Sharfman (2011), lower decision goes to the lower level of the organization, while the higher decision are taken by the strategic managerial level. In public organizations, decisions are made at different levels though it is apparent going by their organisation structure that the lower the staff the lower their level of decision making, while the higher the staff, the higher their level of decision making in the organisation. Information and records are vital for decision making regardless the level of decision to be made. In public organisations as well as private organisations decisions on budget allocation, loan allocation, facility improvement, promotion, staff rationalization, resource allocation, project implementation, closure of unproductive businesses, paying of dividend to shareholders etc. require availability of accurate and accessible records that will lead to

desired service delivery in organisations.

Thomassen (2012) states that trustworthy records contain reliable evidence of decision taken, rights acquired and commitments made. Without records, decision making will not be made based on fact and there won't be any evidence to back decisions up which may have negative effect on the organization's effectiveness, efficiency, production and performance which will also affect service delivery. This may be the reason Popoola (2015) stated that information and records management are the bedrock of business activity. The relationship between records management practices, decision making and service delivery seem not to be well studied by scholars and there is a dearth of literature on the relationship. However, one can say that records management practices may avail decision makers access to having the right information to make sound judgment at their disposal without delay as at when due. The question is whether these records are available to these decision makers and whether the decision makers are aware of their existence and thus make use of them when making decisions ensuring good and quality delivery of service to their customers. Thomassen (2012) was of the view that trustworthy records have reliable evidence of decisions taken, rights acquired and commitments made. Without records, it may be difficult to achieve sound decision making process and hence, service delivery might not be ascertained, therefore the need for the present study.

Statement of the Problem

Share registration companies render services to shareholders and client companies by ensuring investments are monitored and managed well. This made them major players in the Nigerian capital market because they handle investment records. They deliver services such as keep dividend records and bonus history, pay dividends to shareholders, organize annual general meetings, print and dispatch share certificates to shareholder. Despite these services been offered, shareholders and client companies have over time complained of poor service delivery of the Share Registration Companies. These have been evident some pressing challenges such as non-availability of staff at service points, unprofessional attitude of employees, delays in paying dividends, poor standard of records keeping and failed promises and all these could be attributed to poor service delivery in Share Registration Companies (Farayibi, 2010). While literature have established the important role of records management practices in organization (Badmus, 2017, Kemoni, 2015, Mbuga, 2015, Mampe & Kalusopa, 2012), the same may not be said in Share Registration Companies in Lagos State Nigeria.

Even though decision making is associated with quality service delivery, some employees of Share Registration

Companies in Lagos State Nigeria may still not have enough information to make timely decision as regarding clients records, which may affect the overall service delivery. While literature exists on records management and decision making independently, it seems little or no study exist on records management practices, decision making process and service delivery of Share Registration Companies especially in Lagos State, Nigeria. Based on the foregoing, the present study seeks to investigate records management practices, decision making process and service delivery of share registration companies in Lagos State, Nigeria.

Objective of the Study

The general objective of this study is to investigate the relationship between records management practices and decision making processes on service delivery of Share Registration Companies in Lagos State, Nigeria. The study was guided by the following specific objectives, which are to:

1. Find out the level of service delivery of Share Registration Companies in Lagos State, Nigeria,
2. Identify the records management practices of Share Registration Companies in Lagos State, Nigeria,
3. Ascertain the records management tools used by Share Registration Companies in Lagos State, Nigeria,
4. Identify the decision making processes of Share Registration Companies in Lagos State, Nigeria,
5. Determine factors militating against service delivery of Share Registration Companies in Lagos State, Nigeria.

METHODOLOGY

The study employed Survey research design using a population of five hundred and nineteen (519) comprises of professional staff of ten (10) selected Share Registration Companies in Lagos State, Nigeria. Because of the size of the population which is small total enumeration was employed for the study. The data collection instrument was structured questionnaire Records Management, Decision Making Processes and service delivery in Share Registration Companies in Lagos State, Nigeria. Data was collected from 475 given 95% response rate through the Head of Human Resources in each selected registrars. The collected data was collated, coded and analyzed using descriptive statistic method. The descriptive statistical method applied in this study is frequency distribution tables, percentages, mean and standard deviation which are for research questions. Statistical package for social sciences (SPSS version 16.0) where used for data analysis.

Results and discussion

Question 1: **Research Question One:** What is the level of service delivery of Share Registration Companies in Lagos State, Nigeria?

Table 1. Level of Service Delivery of Share Registration Companies in Lagos State, Nigeria

s/n	Statement	VH (%)	H (%)	M (%)	L (%)	Mean	SD
Understanding the customer needs (Mean= 3.60, SD= 2.058)							
1	Management attempts to ensure they have knowledge of clients' needs to avoid poor service delivery to a	224 (49.2)	138 (30.3)	46 (10.1)	47 (10.3)	3.18	.987
2	From discussion with clients, my organization has clear knowledge of client needs and provides it to a	190 (41.8)	169 (37.1)	76 (16.7)	20 (4.4)	3.16	.858
3	My organization knowledge of clients expectation helps improve service delivered to clients to	172 (37.8)	164 (36.0)	119 (26.2)		3.12	.792
4	Through feedback from clients, my organization understand client's expectations.	105 (23.1)	278 (61.1)	48 (10.5)	24 (5.3)	3.02	.740
5	Management meetings with clients help to meet clients expectations to	149 (32.7)	154 (33.8)	104 (22.9)	48 (10.5)	2.89	.984
Service design/ standard (Mean=2.72 , SD=3.83)							
6	My organization leverage on technology to ensure service are standards are met to a	193 (42.4)	177 (38.9)	85 (18.7)		3.24	.746
7	My organisations services designed according to customers specifications is of	85 (18.7)	284 (62.4)	57 (12.5)	29 (6.4)	2.93	.751
8	My company ensure that services offered to customers meet the stipulated standard to a	112 (24.6)	227 (49.9)	58 (12.7)	58 (12.7)	2.86	.931
9	The level of services designed to match with the expectation of clients to a	72 (15.8)	100 (22.0)	256 (56.3)	27 (5.9)	2.48	.828
10	In my organization services mapped out in accordance to national standard to a	59 (13.0)	85 (18.7)	215 (47.3)	96 (21.1)	2.24	.929
Service performance (Mean=2.42, SD=5.48)							
11	In my organization regular feedback meetings are held with clients to a	41 (9.0)	109 (24.0)	212 (46.6)	93 (20.4)	3.22	.569
12	In my organization prompt information are related to customers regarding the status of their investments to a	205 (45.1)	105 (23.1)	117 (25.7)	28 (6.2)	3.15	.581
13	In my organization improved external communication channels has helped to erase the negative perception by customers to a	136 (29.9)	285 (62.6)	34 (7.5)		3.07	.975
14	Sending staff on training to ensure improve performance output is to a	147 (32.3)	174 (38.2)	76 (16.7)	58 (12.7)	2.90	.996
15	The comfortability of the service points in my organization to attract a comeback is	99 (21.8)	188 (41.3)	115 (25.3)	53 (11.6)	2.73	.931
16	In my organization staff ensures that their performance exceeds expectations of customers to a	52 (11.4)	125 (27.5)	195 (42.9)	83 (18.2)	2.32	.902
17	Feedback received from customers on their experiences with staff are appreciated for improved performance to a	51 (11.2)	129 (28.4)	182 (40.0)	93 (20.4)	2.30	.920

Table 1. continuation

18	Processing of clients request, timely and accurate to clients' satisfaction in my organization is.	113 (24.8)	111 (24.4)	155 (34.1)	76 (16.7)	2.57	1.038
Communication (Mean=3.03, SD=3.67)							
19	In my organization improved external communication channels has helped to erase the negative perception by customers to a	136 (29.9)	285 (62.6)	34 (7.5)		3.07	.975
20	Feedback mechanism is paramount to my organisation for cordial relationship with our customers.	114 (25.1)	295 (64.8)	45 (9.9)	1 (.2)	3.02	.937
21	In my organization customers are communicated via social media platforms to a	176 (38.7)	143 (31.4)	107 (23.5)	29 (6.4)	2.71	.994
22	Customers are communicated regularly via phone calls to a	116 (25.5)	151 (33.2)	127 (27.9)	61 (13.4)	2.22	.872
Grand Mean						3.59	4.90

Source: Field Survey, (2021)

Decision Rule: < 1.49= Low, 1.5 - 2.49= Moderate, 2.5 – 3.49 = High, >3.5 = Very High

The table 1 reveals that the level of service delivery of Share Registration Companies in Lagos State, Nigeria is very high on a scale of 4 with a Mean=3.59. Further result from the analysis revealed that understanding the need of customers rated was very high (Mean=3.60), while service design/standard rated high (Mean=2.72), and communication was rated high (Mean=3.03). Also, only service performance was rated low with (Mean=2.42). The implication of the result revealed that the order of preference when it comes to service delivery by shared registration companies shows that their understanding for customers need is highly effective, followed by communication mechanism, and then service design/standard and then the rest.

Research Question Two: What are the records management activities practiced by Share Registration Companies in Lagos State, Nigeria?

Table 2: The Records Management Activities Practice by Share Registration Companies in Lagos State, Nigeria

s/n	Statements	SA (%)	A (%)	D (%)	SD (%)	Mean	SD
Records Creation/Collection (Mean=3.07, SD=3.40)							
1	In my organization, departments are mandated to create official file where they keep records relating to their daily activities.	146 (32.1)	228 (50.1)	81 (17.8)		3.16	.864
2	My organization has an existing policy for records generation in place	95 (20.9)	297 (65.3)	63 (13.8)		3.14	.775
3	All employees in my organization can generate vital records at their various sections	98 (21.5)	231 (50.8)	125 (27.5)	1 (.2)	3.07	.586
4	Share registration certificate, death certificate, birth certificate, bank confirmation letter etc. collected from records of the organization.	179 (39.3)	206 (45.3)	36 (7.9)	34 (7.5)	2.94	.704
Records storage (Mean=3.11, SD=3.65)							
5	In my organization, to avoid loss of valuable records , various devices are used to back up records such as hard disk, on the server etc	134 (29.5)	214 (47.0)	106 (23.3)	1 (.2)	3.30	.619
6	Archives boxes are used to store records in my organisation.	135 (29.7)	181 (39.8)	139 (30.5)		3.07	.673
7	Filing cabinets are used to store records in my organization	228 (50.1)	146 (32.1)	81 (17.8)		3.07	.807

Table 2. continuation

8	E-stock software is used to store records electronically	144 (31.6)	217 (47.7)	74 (16.3)	20 (4.4)	3.06	.731
9	Storage facilities are well secured with various types of firefighting equipment in my organization	176 (38.7)	240 (52.7)	39 (8.6)		2.99	.777
Records Maintenance (Mean=3.27, SD=4.26)							
10	In my organisation physical conditions of records are regularly checked and remedial actions taking,	120 (26.4)	247 (54.3)	88 (19.3)		3.49	.593
11	Once in a while my office experience loss of records due to inexperience in records keeping	209 (45.9)	191 (42.0)	35 (7.7)	20 (4.4)	3.37	.709
12	In my organisation certain records are limited to access by certain level of staff.	244 (53.6)	188 (41.3)	23 (5.1)		3.29	.792
13	All departments in my organization are expected to identify and manage documents relating to their processes	228 (50.1)	168 (36.9)	58 (12.7)	1 (.2)	3.18	.838
14	In my organization records are protected from misuse, damage, microorganism and insects through proper preservation.	170 (37.4)	233 (51.2)	15 (3.3)	37 (8.1)	2.98	.694
Records Use (Mean=3.27, SD=3.08)							
15	In my organization records are used to show compliance with rules and regulations	164 (36.0)	250 (54.9)	41 (9.0)		3.54	.503
16	My organization use records to obtain information to solve business problems	248 (54.5)	206 (45.3)	1 (.2)		3.29	.606
17	My organization makes use of both electronic and manual records while attending to customers.	103 (22.6)	239 (52.5)	112 (24.6)	1 (.2)	3.27	.615
18	My organization keeps records to retain initial memory of the organization.	167 (36.7)	251 (55.2)	37 (8.1)		3.04	.708
Records Retention (Mean=3.17, SD=3.05)							
19	My organisation records manager reviews the retention policy to determine if it is in line with industry and regulatory standard	174 (38.2)	193 (42.4)	88 (19.3)		3.40	.645
20	In my organization, retention schedules includes records series, description, disposition method and approval dates	120 (26.4)	276 (60.7)	59 (13.0)		3.34	.609
21	In my organisation retention schedules is signed and communicated by the management before implementation	220 (48.4)	195 (42.9)	40 (8.8)		3.13	.613
22	In my organization, records management policy state that some vital records should be retained for the period of the company's life span	137 (30.1)	230 (50.5)	88 (19.3)		3.19	.736
23	In my organization, records are retained according to the companies retention policy	123 (27.0)	227 (49.9)	106 (23.1)		3.11	.696
Records Disposition (Mean=3.30, SD=3.09)							
24	My organisation disseminates all approved schedule of records to all staff before destruction	189 (41.5)	233 (51.2)	33 (7.3)		3.48	.509
25	My organization records disposal method is via pulping	127 (27.9)	242 (53.2)	86 (18.9)		3.41	.518
26	My organization disposed records by shredding	191 (42.0)	258 (56.7)	6 (1.3)		3.39	.671

Table 2. continuation

27	My organization destroys cd's, diskettes by shredding	142 (31.2)	225 (49.5)	88 (19.3)		3.20	.708
28	My organization destroys records by burning in a designated place	227 (49.9)	180 (39.6)	48 (10.5)		3.12	.702
29	Records manager seeks approval for disposition or destruction of records.	219 (48.1)	234 (51.4)	2 (.4)		3.09	.679
	Grand Mean					3.40	4.01

Source: Field Survey, (2021)

Decision Rule: < 1.49= Strongly Disagree, 1.5 - 2.49=Disagree, 2.5 – 3.49 = Agree, >3.5 = Strongly Disagree

Table 2 shows that the respondents strongly agreed that all records management activities are fully practiced by Share Registration Companies in Lagos State, Nigeria with (Mean=3.40, SD=4.01). Some of the records management activities fully practiced by Share Registration Companies are; Records disposition with (Mean=3.30) where the organization disseminate schedule of the approved records for destruction to all staff as time demands (Mean=3.48, SD=5.09). Records maintenance with (Mean=3.27). Physical records of the company are checked regularly and immediate action taken when needed (Mean=3.49, SD=.593). Records use is followed with (Mean=3.27) where the company records are used in compliant with laid down rules and regulations (Mean=3.54, SD=5.03). This result implies that share registration companies in Lagos practice the following records management activities most often than the rest due to their high frequency in use thus; records disposition, records maintenance, and records use.

Research Question Three: What are the records management tools used by Share Registration Companies?

Table 3. Records Management tools used by Share Registration Companies

s/n	Records management tools	SA (%)	A (%)	D (%)	SD (%)	Mean	SD
1	In my organization, M-files and other software are content management tools that helps my organization manage and track documents.	199 (43.7)	227 (49.9)	29 (6.4)		3.55	.507
2	Software are used for managing classifying and storage of electronic documents in my organization.	251 (55.2)	202 (44.4)	2 (.4)		3.55	.507
3	Electronic document management is used for records documentation in my organization.	237 (52.1)	218 (47.9)			3.52	.500
4	File folder is used for collection and filing of documents for a particular case in your organization.	202 (44.4)	222 (48.8)	31 (6.8)		3.38	.610
5	In my organization E- stock software is used for storing records electronically	145 (31.9)	304 (66.8)	6 (1.3)		3.37	.602
6	E-DAS software is a record management tool used for electronic document archiving in my organization.	169 (37.1)	209 (45.9)	77 (18.9)		3.31	.489
7	Your organisation uses barcode scanners to barcode records for easy identification, accessibility and retrieval.	164 (36.0)	257 (56.5)	34 (7.5)		3.29	.595
8	Fire proof Filing cabinet is another tool for keeping vital records in my organization	149 (32.7)	281 (61.8)	25 (5.5)		3.27	.556
9	In your organization, external hard drives are usually used for records back up.	175 (38.5)	203 (44.6)	77 (16.9)		3.22	.713
10	In your organization records are scanned, classified and imported into a software for archiving and easy retrieval	105 (23.1)	256 (56.3)	94 (20.7)		3.02	.662

Table 3. continuation

11	Do your organisation use branded boxes for records storage and preservation	118 (25.9)	196 (43.1)	141 (31.0)		2.95	.754
12	My organization has quality equipment to deliver cutting edge service right on time to clients.	109 (24.0)	173 (38.0)	117 (25.7)	56 (12.3)	2.74	.960
	Grand Mean					3.23	1.58

Source: Field Survey, (2021)

Decision Rule: < 1.49= Strongly Disagree, 1.5 - 2.49=Disagree, 2.5 – 3.49 = Agree, >3.5 = Strongly Disagree

Table 3 shows that 304(66.8%) of the respondents agreed that they use E- stock software in their organization to store records electronically, while 218(61.8%) of the respondents agreed they use fire proof filing cabinet to keep records, about 256(56.3%) of the respondents agreed that records are scanned, classified and imported into a software for archiving and easy retrieval, while 227(49.9%) of the respondents agree that M-file and other software are content management tools used to manage and track records in their organization, and while 222(48.8%) of the respondents agreed they use file folder for collection and filing of documents among others. The result from this table revealed that there are about 14 records management tools used by share registration companies to perform their functions within the company which are E-DAS software, E-stock software, M-file & content management tools, storage software, Electronic document management, Fire proof filing cabinet, file folder, branded boxes, scanner, barcode scanner, and external hard drive. The result implies that some of these tools are highly used like M-file and other content management tools and external hard drive is less used among others.

Research Question Four: What are the decision making process in Share Registration Companies take in Lagos State Nigeria?

Table 4. Decision Making Process Share Registration Companies

s/n	Statement	SA (%)	A (%)	D (%)	SD (%)	Mean	SD
Problem Identification (Mean=2.53, SD=6.07)							
1	The real problem must be established before any decision is taking.	82 (18.0)	204 (44.8)	136 (29.9)	33 (7.3)	2.60	.854
2	Problems are clarified before decision is made.	80 (17.6)	159 (34.9)	107 (23.5)	109 (24.0)	2.55	.894
3	Client needs are surveyed to be on the know	74 (16.3)	154 (33.8)	176 (38.7)	51 (11.2)	2.52	.887
4	The goals and objectives of the organization are considered online with customer need in order to know the problem.	69 (15.2)	176 (38.7)	168 (36.9)	42 (9.2)	2.46	1.040
Generation of information (Mean=2.86, SD=2.85)							
5	In my organization E-mails, letters from client companies and shareholders are sources of generating information	86 (18.9)	260 (57.1)	109 (24.0)		2.98	.675
6	Documents received from stock brokers and shareholders forms source of vital for operations.	68 (14.9)	277 (60.9)	74 (16.3)	36 (7.9)	2.95	.653
7	Information is generated through the company database.	163 (35.8)	180 (39.6)	112 (24.6)		2.83	.775
8	Annual reports from clients companies are source of information in my organization	99 (21.8)	248 (54.5)	108 (23.7)		2.83	.874
9	Information are created from reports and minutes of management meetings	106 (23.3)	200 (44.0)	114 (25.1)	35 (7.7)	2.74	.837
Evaluation of Alternatives (Mean=3.14, SD=2.85)							
10	Procedures and plans of corrective action are assessed before implementation	273 (60.0)	108 (23.7)	74 (16.3)		3.44	.497
11	The pro and coins of each potential solution before making decision.	199 (43.7)	256 (56.3)			3.11	.775

Table 4. continuation

12	My organisation assesses available information before embarking on any decision.	133 (29.2)	180 (39.6)	106 (23.3)	36 (7.9)	3.11	.770
Evaluation of outcomes (Mean=3.17, SD=3.23)							
13	Managers seeks to know if any improvement has occurred to their customers before decisions are made.	114 (25.1)	190 (41.8)	123 (27.0)	28 (6.2)	3.69	.485
14	In my organization managers seek to know how clients perceive services given to them,	64 (14.1)	240 (52.7)	115 (25.3)	36 (7.9)	3.44	.757
15	Everyone involved in the decision making are meant to judge what is on ground before conclusions are made.	112 (24.6)	292 (64.2)	51 (11.2)		2.90	.913
16	Managers seeks to see clients reaction to the quality of service offered	114 (25.1)	190 (41.8)	123 (27.0)		2.86	.865
17	In my organization managers seeks experience in the services offered.	320 (70.3)	130 (28.6)	5 (1.1)		2.42	1.087
Implementation of Chosen Plan (Mean=2.85, SD=4.86)							
18	In my organization, managers ensures that decisions made are followed based on the organizational management policy	273 (60.0)	108 (23.7)	74 (16.3)		3.14	.709
19	A plat form is made available that ensures that chosen plans are followed to the later.	320 (70.3)	130 (28.6)	5 (1.1)		2.98	.911
20	Strategic plan reached are implemented to ensure efficiency in my organization.	64 (14.1)	240 (52.7)	115 (25.3)	36 (7.9)	2.94	.630
21	In my organization, management set-up monitoring system in place to ensure that decisions made are carried out.	114 (25.1)	190 (41.8)	123 (27.0)	28 (6.2)	2.94	.826
	Grand Mean					3.02	3.07

Source: Field Survey, (2021)

Decision Rule: < 1.49= Strongly Disagree, 1.5 - 2.49=Disagree, 2.5 – 3.49 = Agree, >3.5 = Strongly Agree

Table 4 response of the participants shows that Share Registration Companies decision making process and procedure affirmed they agree upon a decision before its implementation (Mean=3.02, SD=.307). Some of the decision making processes often employed by share registration companies are; that respondents agree to evaluation of outcomes (Mean=3.14) where managers ensures that decisions made are followed based on the organizational management policy, evaluation of alternatives with (Mean=3.14, SD=2.85) where procedure and plans of the company are assess before decision that are critical are decided with (Mean=3.44, SD=.497), while other decision making process as agreed by the respondents are problem identification (Mean=2.53) where real problems are identified and then decision making is based on the established problem first with (Mean=2.60, SD=.854). It implies that share registration companies make use of different decision making process to reach conclusion in organizational matter and such process are problem identification, generation of information, evaluation of alternatives, evaluation of outcomes, and implementation of chosen plan. The three most highly used decision making process is evaluating alternative plans and the least is problem identification.

Research Question Five: What are the factors militating against service delivery of share registration companies in Lagos State, Nigeria?

Table 5. Militating factors against Service Delivery of Share Registration Companies

s/n	Statement	SA (%)	A (%)	SD (%)	D (%)	Mean	SD
1	Poor work environment that does not encourage employees contributions affect service delivery.	142 (31.2)	220 (48.4)	93 (20.4)		3.54	.987
2	Poor implementation of technology affects service delivery in my organisation.	172 (37.8)	229 (50.3)	54 (11.9)		3.34	.715
3	Inadequate financial resources militate against effective service delivery.	64 (14.1)	242 (53.2)	117 (25.7)	32 (7.0)	3.34	.715
4	Lack of motivation of employees by management affect service delivery	220 (48.4)	170 (37.4)	65 (14.3)		3.26	.656
5	Poor organizational culture and undue influence from external sources affect service delivery	267 (58.7)	156 (34.3)	32 (7.0)		3.26	.656
6	Inconsistency in human resource management practices in terms of adequate remuneration of staff affects service delivery in my organization.	83 (18.2)	155 (34.1)	87 (19.1)	130 (28.6)	3.15	.744
7	There is poor service delivery as a result of misplaced or loss of relevant record.	64 (14.1)	170 (37.4)	156 (34.3)	65 (14.3)	2.97	.915
8	Improper filing methods delay service delivery.	61 (13.4)	188 (41.3)	174 (38.2)	32 (7.0)	2.76	.798
9	Poor communication channels among staff and management affect service delivery.	77 (16.9)	188 (41.3)	158 (34.7)	32 (7.0)	2.74	.784
10	In your organization malfunctioning of equipment as a result of incessant power outage affects service delivery.	150 (33.0)	183 (40.2)	87 (19.1)	35 (7.7)	2.74	.844
11	Do you agree that employment of unskilled and incompetent staff affects the quality of service delivery?	166 (36.5)	193 (42.4)	96 (21.1)		2.68	.859
12	Inadequate staff training affects service delivery in my organization.	114 (25.1)	228 (50.1)	85 (18.7)	28 (6.2)	2.68	.835
13	Inappropriate managerial attitude to staff militate against service delivery in my organization.	150 (33.0)	218 (47.9)	87 (19.1)		2.61	.805
14	Shortage of workforce could cause delay in offering varieties of service to customers	77 (16.9)	273 (60.0)	105 (23.1)		2.51	.905
	Grand Mean					2.93	1.96

Source: Field Survey, (2021)

Decision Rule: < 1.49= Strongly Disagree, 1.5 - 2.49=Disagree, 2.5 – 3.49 = Agree, >3.5 = Strongly Disagree

Table 5 identified that the respondents agreed that there are some militating factors against service delivery of Share Registration Companies with (Mean=2.93, SD=.196). Hence, some of the main factors responsible are; poor work environment discourage employee (Mean=3.54, SD=.987), followed by poor implementation of technology (Mean=3.34, SD=.715) and inadequate financial resources with (mean3.34, SD=.715). Meanwhile the lowest factors were identified as inappropriate managerial attitude to staff with (Mean=2.61, SD=.805), and shortage of workforce with (Mean=2.51, SD=.905). It implies that two major factors that militate against service delivery at share registration companies are shortage of workforce which brings about delay the delivery of varieties of service to customers and inadequate financial resources, while the least factor is shortage of workforce.

CONCLUSION

The study investigated Records Management Practices, decision making process and service delivery in share registration companies in Lagos state, Nigeria. It was concluded that decision making process plays important role in ensuring level of service delivery. It was also evidenced that service delivery is an integral part of organization activities with the desire for creating value by rendering quality service to client companies and shareholders. Also the study found that efficient and effective management of records supports stake holders that would help about reaching accurate and timely decision to enhance service delivery in organizations.

RECOMMENDATIONS

1. The management board of shared registration companies should institute a service delivery standard policy for effective service to clients and shareholders.
2. The management of Share Registration Companies should ensure that all departments has enough workforce to avoid delays in service delivery.
3. The management and the board of Share Registration Companies should provide modern tools to ensure proper filling and storage of documents to avoid missing documents that often cause delay in decision making thereby affect service delivery

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