Records Management and Information Security as Determinants of Organizational Agility

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ABSTRACT

The objective of this study was to investigate the combined influence of records management and information security on organizational agility among employees in selected organizations in Abeokuta, Nigeria. The study adopted survey research design. The participants were 120 employees which included (male = 64, female = 56) who were selected using simple random sampling technique. The instrument that was used in the collection of data was the questionnaire. Data was analyzed using inferential statistics of regression to test the hypotheses at 0.05 level of significance. The study revealed that records management and Information security significantly influenced organizational agility (Adj R^2 0.502, f=(2,117)=19.330, P=0.000). In conclusion, the ability of employees to receive or create, use, store and retrieve information could make organization to be responsive or adaptive to the consistent change in the business environment which could make such organization to be agile to achieve its goals. The study recommended that for effective records management and good information security, an organisation is expected to make provision for sufficient resources and space as this would be useful for organisational administration purpose which could in turn make organization to be adaptive environmental changes.

Introduction

Constant changes in today's enterprises as a result of the competitive and turbulent environment have pushed companies to become more flexible in their operations. According to the literature, adaptability is a key factor in a company's long-term survival.

Organizational agility (OA) means the capacity of an organisation to quickly detect and capitalize on changes in the business environment in order to increase performance. Organizational agility, according to Sharifi and Zhang (2019), is described as the ability of an organisation to respond to unanticipated environmental changes, as well as to continue to exist in the face of pressures that emanate from the environment, and to use those variations as chances to improve performance. It entails the organization's capacity to respond quickly to unexpected possibilities and the development of solutions to meet client needs (Evwierhurhoma & Oga, (2020). An agile organisation must think deeply about the performance and/or strength of its finance and how it might be enhanced. Also, in the era of change, quick, effective, and minimal adaptation is required, which is referred to as response efficiency. Customer agility, partner agility, and operational agility are the three components of organizational agility. Customer agility refers to the capacity of organisation to respond to changes in customer preferences and wants. Customer preferences and needs are always shifting and expanding.

The capacity to harness business partner expertise, abilities and skills in order to develop and execute novel business possibilities is known as partnering agility (Teece, 2017). Strategic ties with customers and intimate partnerships with suppliers are two partnership domains for an agile firm. This implies that the technologies adopted by an organization are frequently used to enable relationship between similar and different firms by offering a cooperative platform for the business to collaborate with its partners more effectively. Operational agility means the capacity of an organisation to quickly modify present procedures and build processes that are novel in order to make use of the opportunity of rapidly changing nature of market. An organisation that is agile operationally could recognize exceptional business opportunities quickly and accuratel, take advantage of them, thus. resulting in higher revenues and profitability (Evwierhurhoma & Oga, 2020). One of the factors that could influence organizational agility is records management.

Records management can be described as the management of information in physical form in a more professional way starting from when the records are created, used

and when they have been finally used for their purpose and discarded and/or stored in the archives (Tagbotor, Adzido & Agbanu, 2015). The fundamental goal of managing record is to allow for easy access of information throughout an organization, ensuring that when information is needed it could be within reach of the employee, which could foster organizational agility. An efficient and effective records management program is required for a business to be agile. The records manager helps the organization and plans for the organization when the business environment changes by assisting users in doing their works in a more proficient way by making records easily accessible. The organisation's records are an asset that is unique and incomparable. Records therefore, must be managed specifically, just as other resources in the organisation, such as funds and people. Records must be managed explicitly for organizational agility. Records are an important corporate asset that must be kept in order to provide evidence of actions and decisions that can help an organization become more agile (Luyombya & Ndagire, 2020). Another factor that could influence organizational agility is information security.

Information security is described as how information could be protected and information system from unintentional or intentional illegal access, use, leak, alteration, or obliteration (Amaio, 2019). The fact that organizations retain data and information that are sensitive which include its plan of business, employee information, reports of finance, and tactics of business trade. Research details give an organisation of research in order to get information about other organisations in order to prepare for competitive advantage among similar firms. The organization must make sure that information security is effectively put in place to always secure its dataand infant. This data has the potential to help an organization become more agile and achieve its goals and objectives. Organizations will at no point put this information at danger because of the negative effects of a data breach. Information security is typically achieved by putting in place an apposite set of controls that must be well-established, executed, scrutinized, revised, and better-quality, as needed, to ensure that the organization's specific security and business objectives are met when the business environment changes (Zain, Rose, Abdullah & Masrom, 2015).

Organizational, technical, physical, and environmental elements are the components of information security management methods. Information security policies, information security organization, ordering of assets and management, amenability, security of human resources, continuity of business management, and supplier connections are all part of the organizational component. Access management, operational security, communication security, system acquisition, cryptography, development, testing, and maintenance, as well as management of incident are among the technical dimensions. Physical and environmental security, the third dimension, has one dimension: secure areas and equipment.

Organizations are in a constant state of flux. Some of the challenges that some small and large businesses face on a daily basis include globalization, swift advancements in technology, rivalry, disorderly models of business, evolving novel markets, and constantly changing preferences of consumers. Combining these dynamic difficulties with the more conventional risks associated with company and economic life cycles, force organizations in order to withstand the test of time and to be more efficient. Overtime, organizations go into moribund because they lack the capacity to withstand the changes that occur within their immediate business environment. The problem that could stem from this could be downsizing, retrenchment, sack among others. This could spell doom on the society and the economy at large as the rate of unemployment begin to increase. However, poor information security on the part of the organization due to disclosure and/or divulge of the organization's information to its competitors by its employees could inhibit organizational agility. This could reduce the customer base of such organization as well as reduction in its profit margin. In addition, literature had revealed that poor records management, such as its storage, usage and retrieval by employees could inhibit the agility of an organization as these organizations may not have up-to-date information to make future decision for their organizations. The problem that could surface is that managers organization may be lagging behind to make futuristic decision for their organization due to inaccurate information. Studies have been conducted on factors influencing organizational agility; however, limited studies have established how records management and information security become a critical success factor to achieving organizational

agility. Consequently, this study examined the influence of records management and information security on organizational agility among employees in selected organizations in Abeokuta, Ogun state, Nigeria.

Literature/Theoretical Underpinning

Records management, Information security and Organizational agility

One of the key strategies for obtaining and preserving a competitive edge in the ever evolving market environment is organizational agility. In order to remain adaptable and competitive in volatile circumstances, business professionals are increasingly looking for agility as one of the important organizational traits. A study was conducted by Deksnys (2018) on organizational agility among selected companies in Lithuania adopting the survey design and purposive sampling. One hundred and fifty-three employees were selected from fifteen companies that were randomly selected. Result revealed that the level of organizational agility among the selected companies was high. The author concluded that increase in business growth experience internal pressures for change and adaptation in addition to external constraints, making their agility more proactive. The author recommended that firms to be proactive and anticipate change in order to effectively compete in a changing market environment. Organizational architecture should promote increased agility through flexibility and reactivity in order to do that.

Evwierhurhoma and Oga (2020) examined the influence of employees' competence management on organizational agility of deposit money banks in Rivers State, Nigeria and found that the level of organizational agility of deposit money banks is high. The authors recommended that for banks to adapt effectively to changes that may occur in the future; they must recognize and determine the needed competences in the organization through effective employees' competence management. Nyamwamu (2018) examined the influence of record management on organizational agility among employees of Reinsurance Corporation in Kenya adopting survey design and simple random sampling was used in selecting 150 employees. Questionnaire was used in the collection data and result revealed that there was significant influence of record management among employees. The finding also showed that The most crucial records management procedures

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are classification and indexing, which heads of departments support in managing operations at various departments with regard to records. Effective records management enables easy access to information, as well as the satisfaction of financial obligations, accountability, and management of organizational administration for effective growth.

Tagbotor, Adzido and Agbanu (2015) examined the impact of record management on organizational agility among employees in selected firms in Ghana adopting survey design and simple random sampling. Result revealed that record management had positive significant impact on organizational agility. The authors affirmed that for effective records management to support better organizational performance, which may boost organizational agility, training, supervision, and control on records management skills are needed for all relevant institution personnel. Azameti and Adjeii (2013) investigated the influence of record management on organizational agility among tertiary institutions in Ghana adopting survey design and purposive sampling. Result revealed that there was significant influence of record management on organizational agility. It was suggested that institutions create internal regulations to control record-keeping procedures. These guidelines should make it mandatory to create a set number of copies of delicate documents in various forms that will be kept in high security. This will facilitate faster record retrieval and lower the rate of data loss during power cut and hard disk failures.

Zaini and Masrek (2013) investigated the influence of information security management practices on organizational agility among selected organizations in Malaysia adopting the survey design and purposive sampling. Finding showed that there was significant influence of information security on organizational agility. The author concluded that compliance with the information security of the organization could enhance its agility. Argwings (2015) examined the influence of information security on organizational agility in Trademark East Africa adopting the survey design and purposive sampling. Finding showed that there was significant influence of information security on organizational agility. The author affirmed that organisations need to take information security very serious in their business operations as this would make them to withstand and adapt to changes that could occur in the business environment. Triaa, Gzara & Verjus (2016) investigated the influence of information security on organizational agility using the

descriptive survey and simple random sampling. It was found that there was significant joint influence of information security on organizational agility. The author affirmed that ability to withhold information within an organization for effective decision could make organization to plan ahead of changes that could occur to it as this could make their goals and objectives to be achieved. Hence, this study *hypothesized* that records management and information security has significant influence on organizational agility.

This study was anchored on resource based theory. The theory affirmed that in order to be successful, organizations must be able to effectively and efficiently use their internal resources. It asserts that organizations should take advantage of and maximize differences in their resource endowments, capabilities, and competencies as the foundation for developing strategies that will allow them to properly align to changes in the business environment and gain a competitive advantage.. However, for these resources to help organizations achieve competitive advantage on a sustainable basis, they must possess and exhibit certain characteristics like rareness, significance, and uniqueness. Thus, organizations could attain agility and lasting advantage competitively through effective management of the organization's resources.

Methodology

The cross sectional survey design was adopted. As it entails the systematic collection of data from the population with the use of a well-structured questionnaire at a point in time. This method is found useful in the collection of data on phenomena that cannot be directly observed and scholars have found it appropriate for a study of this nature (Onamusi, 2021).

The population of the study comprised 120 employees who were purposively selected in 12 organizations which include banks, telecommunication companies, radio stations, SMEs and hotels in Abeokuta. These employees were purposively selected based on their responsibilities in the organization, also, they determine the agility of the organization due to their level of information security as well as the way they manage

records. The study sample size comprised 120 employees being a total enumeration technique. The total employees were from twelve (12) organizations which were also selected purposively based on preliminary investigation that the organizational agility are on the decline.

Questionnaire was the instrument used in collecting data. This technique is preferred because of the literacy level of the study population is high. Questionnaire is an acceptable instrument in non-experimental studies. It is tagged "Records Management Information Security Organisational Agility Questionnaire" (RMISOAQ). It consisted of open and closed ended item questionnaire and was made up of four segments of 'A to D'. Section A elicited information on the demographic characteristics of the respondents which included gender, age and years of experience, while segment B consisted of questions on records management, section C measured information security and section D measured organizational agility. The questionnaire consisted of 20 items, and the response options with values assigned to records management is "Yes" or "No". While information security and organizational agility had a response format ranging from Strongly Agree = 4 to Strongly Disagree =1. The face and content validity of instrument was done. The reliability of the each sections of the instrument was calculated using Cronbach Alpha, and they were records management was = 0.78, information security = 0.81 and organizational agility was = 0.84.

The instrument was administered to the respondents in their respective organizations by the researcher with the aid of a research assistant.. One hundred and twenty copies of the questionnaires were collected and used for the study. Inferential statistics of ANOVA and regression was used to test the hypotheses at level of significance at 0.05.

Results/Findings

Variables		Frequency	Percentage
Gender	Male	64	53.3
	Female	56	46.7
Age	20-30 years	24	20.0
	31-40 years	52	20.8

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	41-50 years	33	27.5
	51 years and above	11	9.2
Years of experience	0-5	20	16.7
	6-11	35	29.2
	12-17	49	40.8
	18 and above	16	13.3

Source: field survey, 2023

Table 1: Demographic information of the Respondents

Result from Table 1 reveals that 64 (53.3%) were males and the rest 56 (46.7%) were females. This means that more males participated in the study than their male counterparts. Twenty-four (20.0%) were between the age of 20-30 years, 52 (20.8%) were between 31-40 years, 33 (27.5%) were between 41-50 years and the remaining 11 (9.2%) were 51 years and above. This means that respondents whose age fell between 31-40 years participated more in the study. Twenty (16.7%) had 0-5 years of work experience, 35 (29.2%) had 6-11 years of work experience, while 49 (40.8%) had 12-17 years of work experience the rest 16 (13.3%) had 18years and above work experience. This means that respondents who had 12-17 years of work experience participated more in the study.

Hypothesis Testing

$H_0 1$: There is no significant combined influence of records management and information security on organizational agility among selected organizations in Abeokuta, Nigeria.

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.740[a]	0.508	0.502	5.72750

A N O V A						
Model	Sum of Squares	DF	Mean Square	F	Sig.	Remark
Regression	2715.347	2	1357.674	19.330	.000[b]	Sig.
Residual	8217.600	117	70.236			
Total	10932.947	119				

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	89.589	5.800		15.446	.000
	Record management	.166	.043	.233	3.898	.000
	Information security	.456	.149	.212	3.058	.003

*Significant at p<0.05

a.Dependent Variable: Organisational agility
Source: field survey, 2021

Table 2: Combined influence of record management and information security on organizational agility

Table 2 result reveals combined significant influence of the independent variables (record management and information security) to the prediction of organizational agility among selected organization in Abeokuta. The coefficient of multiple regressions of the result was; R = 0.740 and multiple R-square = 0.508. (f (2.17)=0.000)This means that the two variables taken together have a very high relationship with organizational agility (R=0.740);they also accounted for 50.2% (Adj.R^2= 0.502) contribution to organizational agility. It showed that there was significant joint influence of records management and information security on organizational agility. The null hypothesis is therefore rejected.

The table also shows the significant relative influence of record management and information security to the prediction of organizational agility. It was analyzed by using regression analysis. The more potent factor was records management (B = .233, P<0.05 or P=0.000) followed by information security (B = .212, P<0.05 or P=0.003). Records management contributed 23.3% and information security contributed 21.2% to organizational agility. Both independent variables influence organizational agility positively. Also, a unit change in records management would bring0.166 (B=0.166) unit of improvement on organizational agility; while information security would bring 0.456 (*B*=0.456) improvement on organizational agility. The two independent variables are very significant to organisaitonal agility.

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Discussion

Result from the hypothesis showed that there was significant influence of record management and information security on organizational agility. The finding supports that of Tagbotor, Adzido and Agbanu (2015) who examined the impact of record management on organizational agility among employees in selected firms in Ghana and reported that record management had positive significant impact on organizational agility. The authors affirmed that for effective records management to support better organizational performance, which may boost organizational agility, training, supervision, and control on records management skills are needed for all relevant institution personnel. Records management and information security have been shown in this study as influencing organizational agility. An organization should be able to respons adequately to the changing environment in order to be competitive. This would be reflected in organisation's performance. There is need for organisations to improve their records management practices and information security for better efficiency and effectiveness.

Conclusion

The ability of employees to receive or create, use, store and retrieve information could make organization to withstand the consistent change in the business environment which could make such organization to be agile to achieve its goals and objectives. Also, an effective record management practiced could enhance organizational agility. It could be concluded that record management and information security had both significant combined and relative influence on organizational agility.

Recommendation

- It is recommended that for an organization to become agile in today's dynamic environment, it must enhance its records management handling by employees and also boost its information security. The efficient and effective records management and information security would give the necessary support for organizational activities and processes to be permed better as well as make the organization to be adaptive to the ever changing environment.

- Managers and staff members should pay closer attention to organizational aspects, including sensing, decision-making, and acting agility. This might result in the components fitting together, increasing the organization's success and effectiveness.

- Likewise, Organizations should ensure that senior management and staff have the necessary abilities, such as efficient recordkeeping, and that they serve as role models for their subordinates which could enhance organizational agility.

- Additionally, since effective records management is crucial for organizational administration, businesses must provide enough resources and space to enable organizations to withstand environmental changes.

- Organizations should also recognize the crucial role of their records management segment and reserve enough resources, including money and space, for effective records. Employing sufficient records management personnel and providing on-site training can both enhance records management results and in turn could foster organizational agility.

- Lastly, organization should keep data and other relevant information secret from their competitors as this could make them to plan and withstand those environmental and business changes that could occur without prior notice.

Future Research

The Study focused on Records Management and Information security as determinants of organizational agility in Abeokuta, Ogun State, Nigeria. Nevertheless,to further broaden the frontiers of knowledge, the following areas of studies are suggested for future research:

- Future studies can be carried out in other states if not other region so as to extend and generalize the findings of this work

- Cross sectional survey design was adopted in the course of this study and this means that evidence of causality cannot be established hence, future study may consider the longititudinal survey design.

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