Research Journal of Library and Information Science
Volume 2, Issue 3, 2018, PP 53-73
ISSN 2637-5915

Organizational Culture, Information Sharing and Perception of Records Management System as Factors Affecting Organizational Effectiveness in the Banking Industry in Nigeria

G.I. Omoregie[1] and S.O. Popoola[2]

[1]*National Archives of Nigeria, Benin City, Edo State, Nigeria*
[2]*Department of Library, Archival and Information Studies, University of Ibadan, Ibadan, Nigeria.*

***Corresponding Authors:** G.I. Omoregie, National Archives of Nigeria, Benin City, Edo State, Nigeria. giseassociates@gmail.com*

ABSTRACT

The study examines Organizational culture, information sharing and perception of records management system as factors affecting Organizational effectiveness in the banking industry in Nigeria. Total enumeration technique with questionnaire was used to collect data from 1507 managers' deposit money banks out of which 1140 responded. The returned copies of the questionnaire were found usable for analysis given a response rate of 76%, The study found low perception of records management system among managers of Nigerian banks and also found that Organizational culture, information sharing and perception of records management system contribute to Organizational effectiveness of banks in the banking industry in Nigeria. Board of directors of the various banks should motivate their managers in information sharing, enable flexible Organizational culture and train managers to perceive records management system positively to enhance Organizational effectiveness.

Keywords: *Organizational Culture, Information Sharing, Records Management Perception, Organizational Effectiveness, Banking Industry In Nigeria.*

INTRODUCTION

Records represent the evidence of the official business of organisations and are important in decision making, accountability and reconstructing past activities of corporate entities.

The importance of records has been noted by Fermi National Accelerator Laboratory (2011) as increased access to information, improved productivity, safety of vital records, and improvement in regulatory compliance as well as support for decision-making.

The State Records of Australia (2003) conversely identifies the disadvantages inherent in poor records management as lack of available information, wasted time in searching for information, severe legal liabilities as result of inability to produce evidence of title to claimed assets as well as poor decision-making due to incomplete information.

The World Bank (2006) outlines the symptoms of a poor records management system as the "low awareness of the role of records management in supporting Organizational efficiency and accountability, absence of core competencies, lack of purpose built record centers …" In a similar vein, Millar (2004) notes that "there is a general lack of recognition of the importance of records as evidence, and senior officials often tend not to recognize the need for or value of effective records programmes". Mazikana (1996) opines that many businesses in Africa have no provision in their structure for records and information system.

Records managers are rare breed as records management is not accorded "the status, priority and importance that it deserves". In the Nigerian banking industry, poor records management practices has been observed (Alashi, 2003). It has also been observed that some banks have been engaged in the manipulation of their books, a practice which undermines the reliability and integrity of records (Ogunleye; 2002; Ekenna, 2009; Sanusi, 2010).

This type of practice led to the demise of corporate giant, Enron, once the seventh largest corporation in the United States and the former auditing firm, Arthur Andersen (then ranked among the 'Big Five' auditors in the world) on the illegality of destroying records, creating off-the-books partnerships to hide debts and increase executives' wealth, among other improprieties, using what was referred to as 'creative accounting techniques' (Jickling, 2003; Munzig, 2003; Cunningham & Harris, 2006; Kinsler, 2008).

The function of banks worldwide is that of financial intermediation, provision of an effective and efficient payment system and serving as a channel for the implementation of monetary policies of government (Summers; 1994; Donli, 2003). Banks have also been recognized as necessary media for economic development (Schumpeter, 1934; Cameron; 1972, Levine & Zervos, 1998; Ebong, 2006; Aurangzeb, 2012). Sanusi (2011) asserts that the financial system represented by the banking industry contributes to national development through allocation of savings to areas of demand thereby improving productivity, technical change and the rate of economic growth. The popular perception among economists that banks are agents of national development has not been justified in the case of Nigeria. Aurangzeb (2012) in his study of the contribution of banking sector in economic growth in Pakistan corroborates Sanusi that the banking sector is a factor in economic development. However, studies have shown that Nigerian banks have only marginally contributed to national economic development (Ojo; 1993; Abimiku, 2000; Nwanyanwu, 2010; Ekpenyong & Acha, 2011).

Records management system according to the National Archives of Australia (2001) consists of:

Records practitioners and records users, a set of authorised policies, assigned responsibilities, procedures and practices, policy statements, procedures manuals, user guidelines and other documents which are used to authorise and promulgate the policies, procedures and practices, the records themselves, specialised information and records systems used to control the records software, hardware and other equipment and stationery … They are organised to accomplish the specific function of creating, storing and accessing records for evidential purposes. p.11.

Kreithner & Kinnicki (2004) define perception as "a cognitive process that enables us to interpret and understand our surrounding". Sperling (1982) views perception as the "act of interpreting stimulus registered in the brain by one or more sense mechanism".

It is a process by which persons organize and interpret their sensory stimuli in order to give meaning to their environment. Managers as well as other individuals have been found to have inaccurate perceptions of their organisations and environment (Maule & Hodgkinson, 2003). According to Cheah (2012) perception causes people to make the wrong choices in decision-making which results in "a great deal of negative effects". Inaccurate perceptions are common in person perception in such perceptual errors as the halo effect, stereotyping, perceptual defense, attributions, to mention a few. He further said that it is better to study perceptual processes so as to avoid mistakes in decision-making. To Maule & Hodgkinson (2003) "these errors may have important implications for Organizational effectiveness. Thus, there is need to broaden our education rather than feeling adequate in our area of specialisation".

Hofstede (1997) defines organizational culture as the "collective programming of the mind which distinguishes one group or category of people from another". Organizational culture is a system of shared beliefs, values, customs and behaviours that guides employees in an organisation.

Organizational culture is a deeply embedded form of social control that influences employee decisions and behaviour. It encourages stability and provides a source of identity for Organizational members.

It is social glue which binds Organizational members together as they share the same experience and challenges in the workplace. Deal and Kennedy (1982) opine that culture is the single most important factor accounting for the success or failure of organisations.

Sharma & Sharma (2008) in their study of textile workers in India concluded that there was a relationship between culture and Organizational effectiveness. Ojo (2009) in his assessment of corporate culture and employees' job performance in Northern Nigeria found a relationship between organizational culture and employees' job performance. Another study was that of Ogbonna & Harris (2009) on Organizational culture, leadership style and performance of workers. They found a significant correlation between Organizational culture and Organizational effectiveness. The study of Lee and Tseng (2005) is another empirical study of some electronic firms in Taiwan which confirms the significant relationship of organizational culture with organizational effectiveness.

Information sharing is the exchange of information among Organizational staff to enhance competitiveness and effectiveness. Moberg et al (2002) assert that information sharing is a key ingredient for organisations that seek to remain competitive. Their study of supply chains in the United States shows that organisations have to understand the role of information sharing if they want to stay competitive and boost their profitability. Vidal & Moller (2007) assert that information sharing "allow subordinates to adjust their effort to the organisation's prospects, which has a positive effect on overall surplus". Kreitner & Kinicki (2006) are also of the view that "adequately informed employees have a significant competitive advantage" in terms of information sharing. Calo et al (2012), assert that information sharing also lead to improvement in decision making, improved communication, cost reduction and coordination improvements, among other benefits. Hatala & Lutta (2009) draw attention to barriers to information sharing.

Organisations restrict information sharing on finances, marketing, innovation and strategic plans because of industrial espionage and company rules. Information to be shared has to be relevant as you do not share information just for the fun of it. The authors, however, agreed that organisations must encourage information sharing "within and between work groups not only for their success but also for their very existence".

Lee (2006) mentions that "any assessment of the effectiveness of an organisation must be simultaneously attentive to structure, process and various contexts in order to attain practical and theoretical generalization."

Sharma & Sharma (2008) refer to organisations as a collection of individuals who come together for the accomplishment of certain goals and objectives. They further stated that every aspect of an organisation is determined by the competence, motivation and effectiveness of its employees. York (2005) presents four core capacities for identifying effectiveness in organisations.

These are leadership, management, technical competence and adaptation. Hogan (2009) option of an effective organisation is situated on talented team members, good management, motivated team members, an effective business model and a monitoring system to keep track of the first four.

Sekaran (1989) defines organizational effectiveness beyond goals achievement or profitability to how "effectively the organisation can discharge its obligations with respect to all its constituencies in its internal and external environment including employees, shareholders, customers, suppliers, government agencies and the general public".

Organizational effectiveness is the degree to which an organisation is successful in realizing its strategy, vision and mission. Goals are the end-states that the organisation strives to achieve, while the mission is the basis for the organization's long-term objective.

Organizational effectiveness especially in the banking industry is driven by board of directors, management, regulatory agencies, as well as other stakeholders. Nigerian banks have been accused of being focused only on short-term strategy of profit making to the detriment of industrial development of the country (Ojo, 1993, Abimiku, 2000). Financial and economic outcomes are traditionally the model of effectiveness. This narrow view encouraged other models such as the system resource approach, internal process approach and stakeholders approach (Daft, 1998). To the Central Bank of Nigeria (CBN), effectiveness criteria are that "banks would be rated on the basis of customer service delivery, contribution to real sector support and development, market and product development as well as risk management compliance" (Ebulu, 2008).

Alashi (2003) opines that Nigerian banking system has been stable since the establishment of CBN in 1959. Stability is not necessarily safety and effectiveness which has been an object of concern to the banking public. The causes of distress in Nigerian banks have been documented by Ebhodaghe (1994). A bank is distressed when it has a large volume of non-performing facilities (bad loans), capital inadequacy, inept management, fraud, among others.

Distress has led to bank failures, with its attendant adverse consequences for bank customers and the economy. Between 1994 and 2003, 36 banks licenses were revoked by the CBN (NDIC, 2003).

Eight chief executive officers of Nigerian banks were removed in 2009 for mismanagement, with the nationalization of three banks by government, former Afribank (Mainstreet), BankPhB (Key stone) and Springbank (Enterprise) and the setting up of Asset Management Corporation of Nigeria (AMCON) in 2010 to resolve the problems of non-performing loan assets of banks (NDIC, 2011). The acquisition in 2011 of weak but bailed-out banks by investors was approved by CBN. This led to Access Bank takeover of Intercontinental Bank, Eco Bank takeover of Oceanic Bank, FCMB takeover of FinBank (Afolabi, 2011). This though not so obvious, creates the problems of goal congruence for merged banks in terms of cultural differences that may have existed before the acquisition and the need to merge an effective and integrated organisation.

The Nigerian banking industry has since 2004 faced challenges that test their effectiveness through CBN's consolidation programme.

Effectiveness is taken here to mean the degree to which banks are successful in achieving their objectives in the context of the satisfaction of their stakeholders, including regulatory authorities. The first test was the consolidation exercise which saw the reduction of Nigerian banks from 89 to 26 with effect from 1st January, 2006. The second test was events leading to the removal of eight chief executive officers of banks in 2009 for poor performance, and the injection later of N620b (six hundred and twenty billion naira) by CBN in a rescue exercise to prevent distress and failure of some banks (NDIC. 2011). The third was the revelation of poor data quality (Sanusi, 2010) coming from Nigerian banks. Earlier in 2006, the CBN code of corporate governance had prescribed that returns (records) be signed by chief executives with their chief finance officers to forestall inaccurate or misleading information on their state of businesses. This was ignored with the consequences of the special audit of 2009 which proved that bank returns to CBN were manipulated and inaccurate.

One of the characteristics of a record is authenticity, in which a record can be proven – (a) to be what it purports to be, (b) to have been created or sent by the person purported to have created or sent it and (c) to have been created or sent at the time purported (ISO 15489-1, 2001).

Statement of the Problem

The global financial crisis of 2008 had a spiral effect on the Nigerian economy, especially the banking sector. According to the CBN value of bank shares fell across the board at the capital market. Some banks in 2009 were found to be distressed which necessitated Central Bank of Nigeria (CBN) bailout of ₦620 billion, which portray vulnerability of Nigerian banks. Bank customers and members of the public complained of the high cost of borrowing with double digit interest rate. That there is no provision for assisting young entrepreneurs with seed loans. Banks were also accused of not contributing to national economic development.

CBN and Nigeria Deposit Insurance Corporation (NDIC) reported the inconsistencies of returns of many banks, evidence of poor records management. While Organizational culture is strong in Nigerian banks with over a century of banking in Nigeria, there seems to be no evidence of information sharing among banks with its high volume of non-performing loans. This problem led to the establishment of Asset Management Corporation of Nigeria (AMCON) by the CBN in 2010 to buy over all non-performing loans, thereby relieving banks of their toxic assets. This is another weakness of the banking system. Thus, this study investigates Organizational culture, information sharing and perception of records management system as factors affecting Organizational effectiveness in the banking industry in Nigeria.

Objectives of the Study

The main objective of this study is to investigate whether Organizational culture, information sharing and perception of records management system are critical determinants of Organizational effectiveness in the banking industry (commercial banks) in Nigeria with special reference to managers therein.

Hypotheses

The following hypotheses were formulated and tested at $\acute{\alpha} = 0.05$ level of significance:

- There is no significant relationship between Organizational culture and Organizational effectiveness of managers in the banking industry (commercial banks) in Nigeria.
- There is no significant relationship between information sharing and organizational effectiveness in the banking industry in Nigeria.
- There is no significant relationship between perception of records management system and information sharing of managers in the banking industry in Nigeria.
- There is no significant relationship between perception of records management system and Organizational effectiveness of managers in the banking industry in Nigeria.
- There is no significant relationship among information sharing, organisation culture, perception of records management system and Organizational effectiveness in the banking industry in Nigeria.

- Information sharing, organizational culture and perception of records management system when taken together will not significantly determine Organizational effectiveness of managers in the banking industry in Nigeria.

Literature Review

Banks play a critical role in the economic development of a nation. More so, Schumpeter (1934) argued that through financial intermediation banks played a critical role in the economic development of a country Sanusi (2011) sees economic development as a tool for the enhancement of the "productive capacity of an economy by using available resources to reduce risks, remove impediments which otherwise could lower costs and hinder investment".

Ebong (2006) sees banks contribution to national development not only through its financial intermediation but also through its payment system that transcends national boundaries as well as "a conduit for the transmission of monetary policy. They provide a veritable platform when it comes to the implementation of monetary, credit, foreign exchange, and other financial sector policies of the government".

Sanusi (2003), asserts that banks are strategic prime movers in the development of the economy through the availability of investible funds provided by banks. To him, efficient financial intermediation contributes to "higher levels of output, employment, and income which invariably enhances the living standards of the population".

Ovia (2008) identified areas of the real sector of the Nigerian economy that should be financed by deposit money banks in Nigeria as including agriculture, manufacturing, mining and quarrying, real estate and construction as well as embracing ICT (information and communication technology) and services. Aydin & Ceylan (2009) opine that "effectiveness of the organisation is measured by the congruence between the goal of the organisation and the observed outcome". Thus, Organizational effectiveness is usually a reflection of the output of a system. It tells whether an organisation is doing well in terms of its objectives or not. Lee (2006) points to the tendency to overdependence on economic and financial indicators alone as criterion for effectiveness in organisations. HermanMiller (2004) is of the view that "financial measures are inadequate" for companies in an information age with challenges that have to address issues of "investment in customers, suppliers, employees, processes, technology and innovation" as a measure of Organizational effectiveness. Babalola (1989) criticised Nigerian banks for relying only on "profitability and asset base" in their measurement of performance and Organizational effectiveness. Inanga (1991) opines that published accounts of corporate organisations are based on historical costs and therefore does not reflect current market value. Current market value of measurement could be used as a measure of Organizational effectiveness in the banking sector. Secondly, that human resources that is crucial to Organizational success is not usually reflected in accounting reports. The system resource model is how an organisation acquires its resources from its environment for productive purposes. Internal process model will be said to be good if staff conflicts are minimized, training takes place to enable staff be on top of their jobs, innovation is encouraged through leadership and integration is smooth. These are critical indices of Organizational effectiveness in business organisations like banks.

Nevertheless, profitability still remains a popular index of performance measurement in banks. Alashi (2003) warns that a bank that is not making profit "will soon have its share capital eroded with losses which can easily precipitate its demise". Accounting measures are only the visible indicators generally open to members of the banking public (customers, investors, shareholders and government). What is not visible but occasionally heard of when there are problems within the banks are situations where banks are unable to meet the obligations of paying their depositors on demand as required by law. A distress signal if not corrected within a few days may lead to a run on a bank. Bank failures usually have a ripple effect on the entire economy and in some cases a world-wide effect as in the world financial melt-down of 2008 (Haas & Knobloch, 2010).

Banking business effectiveness is measured by its degree of failures because its failure has adverse effects on the economy (Ogunleye, 2005). Banks supervision entails some elements of measurement (Alashi, 2003). Capital adequacy is a strong measure usually taken by regulatory agencies to ensure that the capital base is not eroded. According to Alashi (1991, 2003), the CBN stipulates that not less than 7.5 percent of bank's risk assets is capitalised.

From time to time, capital adequacy continues to be an issue in banks measurement of

Organizational effectiveness by supervisory authorities. Umoh (1994), emphasises the use of accounting ratios as a benchmark on effectiveness. These ratios include cash reserve ratio, liquidity ratio, loan to deposit ratio, large (volatile) liability dependence ratio, core deposit to asset ratio, loan and lease to assets ratio, loan and lease to core deposits ratio, volatile liabilities to assets ratio and brokered deposits to total deposits ratio.

The Government of South Australia (2013) identifies outcomes of effective records management as entailing planning, policies and procedures, skilled and experienced records management staff, provision for monitoring performance, secured and accessible records as well laid strategy for records disposal. According to International Records Management Trust (1999a) records management deals with "all the processes by which recorded information helps an organisation achieve its operational and business needs and meet its requirements for accountability". Records management system enables the capture of records created in the day to day operations of every corporate organisation.

Records management has been defined by ISO 15489 (2001) as the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of record" It also defines records system as "information system which captures, manages and provides access to records through time".

The need for adequate records management has been emphasized by practitioners of records management. The benefits of an adequate records management include effective decision making, good risk management, enhanced operational, access and sharing of organizational information, among others. According to Barata et al (2001), a record includes "the documents the institution or individuals create or receive in the course of administrative and operational transactions".

Another view is that record is a unit of information, made or received in the course of an activity, contains evidence or information about that activity and kept for use in subsequent activity or for reference and lastly, that it is related organically or collectively to other records (IRMT, 1999a, Oberg & Borglund, 2006). On the importance of records management, IRMT (1999a) states that:

Records management enables an organisation to create, maintain, use, store and dispose of its records efficiently and cost-effectively. It helps the organisation conduct its business, deliver its services and meet regulatory and accountability requirements. It promotes the pooling and sharing of information and helps make good use of precedents and Organizational experience. It also enables an organisation to control the volume of records being created, received and stored. Records management not only maintains records economically; it also promotes operational efficiency by improving access to information through the removal of unneeded records from current systems. Finally, records management controls the retirement and disposal of records once their value for business purposes has ended. p.23

Electronic records are increasingly being employed since 1980 on the advent of International Business Machines (IBM) personal computer (PC). IRMT (1999b) defines electronic records as a record that can be manipulated, transmitted or processed by a computer. Traditionally, records are more associated with paper. However, electronic records are recorded on media such as magnetic tapes or disks. Electronic records transcend the media in which they are created. They are therefore viewed as logical entities as they cannot be read without the aid of a computer. As logical entities, electronic records have three attributes – content, context and structure. Content is information contained in a record. Context refers to a branch or unit of an organisation where the record was created. The structure refers to the technical details inbuilt into the record (word processed, graphics, multimedia and the language program of creation). Literature on electronic records is wide with emphasis tending to stress on the challenges of technological obsolescence of both hardware and software. Other challenges include metadata and proprietary names (Cook, 2000, Gilliland-Swetland et al 2000, GAO, 1999, IRMT, 1999b,).

Challenging issues in electronic records preservation has varied in theme such as physical vulnerability, logical vulnerability, high technological obsolescence as well as difficulty of getting the right persons for the right job placement (Rothenberg, 1998, Hedstrom, 1998, Gladney, 2005, Bearman & Trant, 1998, Russell et al 1998, Granger, 2000. Barry. 1994, Savage, 2001, Marcum & Friedlander, 2003, Cook 2004, Barry, 1997, O'Shea, 1996).

The benefits of an effective records management as outlined by Bantin (2002) are to ensure compliance with legal requirements, provide evidence, preserve vital records, and provide a secure system for the records as well as providing information and knowledge as assets of the creating organisation.

Ogunleye (2002) accuse Nigerian banks of records manipulation "thereby hiding losses and fraudulent transactions". In the same vein, the integrity of records have been questioned by Donli (2003) who observed that there is "low integrity of information from banks …" Sanusi (2010) also made the same observation of records manipulation by Nigerian bankers.

While the world is grappling with the new challenge, developing countries are yet to master and practice records management as recommended in ISO 15489-1 Empirical studies have attested to low perception of records management practice and that the adoption of international best practices in records management is yet to be.

(Millar, 2004, Chacharge and Ngulube, 2006, Kemoni and Ngulube, 2008, Atulomah, 2011, Kalusopa and Ngulube 2012).

The perception of many Nigerian bankers on the role of records in banking is that records are very important in their operational activities. It is seen as "the backbone of financial services", a pivot on which the banking system revolves. Reconciliation of accounts by both banks and their customers are facilitated by bank records. Compliance or non-compliance with regulatory agencies can also be traced through bank records. Rendering of returns to the CBN and NDIC is also based on bank records.

Audits and preparation of final accounts for management, shareholders and the public is also based on bank records. Culture has been defined by Akerele (1991) as the "totality of the life of a people, their habits, beliefs, laws, customs, values, attitudes, and the behaviour of the individual members of the society". McNamara (1997) sees culture as a system with input, process and output.

Inputs according to the author include feedback from society, professions, laws, stories, and heroes, values on competition or service. McNamara's cultural process is based on values, assumptions and norms.

The outcome of culture is Organizational behaviors, technologies, strategies, image, products and services. Broom and Selznick (1968) also defines culture as "the social heritage, all the knowledge, beliefs, customs, and skills that are available to members of a society." Hofstede (1997) defined culture as "the collective mental programming of a people in an environment."

Ajayi ((1989) gives a Nigerian perspective of culture as the" totality of the life of the people; the complex of beliefs, laws, customs, and habits of society which determine the values, attitudes and behaviour of the individual members of the society." To Ajayi, Nigerian culture takes into consideration the respect for age or seniority, the extended family.

Ojo (1993) refers to the Nigerian banking culture that is of the Anglo-Saxon orientation that was not development focused and advised that Nigerian adopt German and Japanese model of development as Nigerian banks have not been development driven in their operations. To Ojo:

A bank's institutional culture is intimately linked with the culture, aspirations, values of the society in which it belongs. Thus, industrial banking in the 19th century Germany developed in an environment where there was a conscious national effort to build up national industrial power. In Japan, the motivation for industrial and technological progress has been attributed to a desire to catch up with the West, said to be "born of a century-old inferiority complex and intense national feeling of shame and pride." p.39.

Researchers over the years have attempted to find out the relationship of organisation culture and Organizational effectiveness. Ojo (2009) studied the impact of corporate culture on employee job performance in the Nigerian banking industry and found that corporate culture "is very important in every organisation and that it has positive impact on employee job performance." Fey & Denison (2000) studied the link between Organizational culture and effectiveness in Russia and found that the results were mixed compared to those obtained in the United States.

Ostroff & Schmitt (1993) found that Organizational effectiveness was influenced by Organizational culture, Ogbonna & Harris (2000) studied the relationship of leadership style, Organizational culture and performance in the United Kingdom and found "the associations between leadership styles studied and Organizational performance are all mediated by some form of Organizational culture." Sharma

& Sharma (2003) study on Organizational culture and its impact on Organizational effectiveness in northern India conclude that "Organizational culture does have a positive impact on the Organizational effectiveness of an organisation."

Amah (2012) studied corporate culture and Organizational effectiveness in the Nigerian banking industry and found a correlation between banks culture and their effectiveness especially in the area of corporate mission, adaptability and corporate profitability, productivity and market share.

Managers need information for three reasons:

To make effective decisions, to control the activities of the organisation and to coordinate the functions of the organisation. Most of what management do is decision making.

To make effective decisions, managers need information both from inside and outside the organisation. The decision process is about choosing among alternatives in cases where there is uncertainty about the final result of each possible course of action. Still on managerial function, managers achieve control in establishing measurable goals, measuring actual against estimated performance and taking corrective action.

In the workplace, managers in banks and other industries have adopted smart information and communication technology (ICT) tools that help them in decision making. ICT revolution has led to the use of computers that can read, process and store billions of instructions per second. The outcome of ICT is that large volumes of Organizational records are now stored in recordkeeping system of many organisations.

The goal of records management is to give the right information to the right person at the right time at the least cost.

ICT is a tool is complementing traditional artefacts such as files, registers, photographs, and other paper-based recorded information through the development of groupware, computer software that enables members of staff to share information with each other and thereby improve communication. This software is available in all banks in Nigeria through their Intranets and some staff earlier interviewed by this researcher confirms the benefits they derive from their banks in its use. According to a study in a major Japanese bank on information sharing by Maggio and Alstyne (2012) reveals that:

Every employee gained online access to documents provided by headquarters as well as the ability to pose questions of and provide answers to other employees. Adopting this new technology allowed for more efficient communication, both vertically, between headquarters and bank branches, and horizontally among loan officers.

According to Calo et al (2012), some of the benefits of information sharing include cost reduction, improvement in decision, improved communication as well as effectiveness and efficiency in Organizational operations. As a culture some organisations are not likely to share information for the sake of information so that they can prove that they are empowering their subordinates. As Achterberg (2001) aptly puts it, "the corporate culture that supports information sharing is ahead of the one that does not. The source of sharing information are usually by memos, meetings, trainings, directives and groupware which is now more popular through the various banks Intranets. Through this source, information is easily passed around the whole organisation. For this to happen, information sharing must be part of the information culture of an organisation that has to be disseminated at the right time to the right person group. According to Widen and Hansen (2012), "information culture is about having access to information as a resource for reaching Organizational aims" Organizational learning is said to be linked with the ability of organisations to share information. Information "is not only made available but it is expected to be disseminated efficiently within the organisation" (Porth & McCall, 2005).

However, Burk (1999) reminds us that information sharing might not be easy in an Organizational context. In other words, it has barriers as "some managers fear a loss of control if their departments' knowledge is made available to others." Organisations with tall structure, top managers control information and restrict critical information flow to lower level employees in the organisation (Ardichvii et al 2006).

The Nigerian banking industry had before 2001 embraced and gradually adopted information and communication technology (ICT). NDIC (1991) asserted that the "banking world is being profoundly influenced by information technology. Banks by the nature of their business are essentially tracking and manipulating information". This manipulation can best be done through the use of a computer which now creates electronic records.

The culture of records we get from Nigerian banks to the regulatory authorities, according to NDIC's Umoh (2002) is uncomplimentary:

Given the increased demand for foreign exchange (forex) and the drive by some banks to make billion Naira profits, a number of banks had been found by the Regulatory Authorities to have been engaged in unwholesome practices. For example, the banks used their customers' names to bid for forex without the knowledge of such customers and the forex so acquired were sold at the parallel market. Such malpractices generally referred to as "round-tripping", is frowned upon by the Authorities which quickly suspended the affected banks from the foreign exchange market.

Ekenna (2009) reported that former Managing Director of Oceanic Bank, Cecilia Ibru, "cooked the books" of her bank as revealed by the investigation of the Economic and Financial Crimes Commission (EFCC). For instance:

Oceanic Bank under her "jazzed up" the account of comatose Nigeria Telecommunication Limited (NITEL) . The account which has been dormant with a balance of N7.068m up to December 30, 2008, was miraculously credited with about N7.2 billion, a day after through a purported transfer from Kakawa Discount House. By June 29, 2009, the account was reversed again to reflect that it was dormant.

CBN's Sanusi (2010) accuse Nigerian banks of records manipulation:

Some banks even engaged in manipulating their books by colluding with other banks to artificially enhance financial positions and therefore, stock prices. Practices such as converting non-performing loans into commercial papers and bank acceptances and setting up off-balance sheet special purpose vehicles to hide losses were prevalent.

The CBN Code of Ethics for directors and management staff specifically requires the chief executive officer and the chief financial officer of banks to sign returns (records) to the CBN as evidence of its authenticity. Before this introduction, banks records have been fraught with inaccuracies and distortions which borders on fraud. Kawa (2006) refers to this requirement as:

Adoption of zero tolerance in the regulatory framework, especially in the area of data /information rendition/reporting. All returns by banks must be signed by the MDs of the banks.

The so-called 're-engineering or manipulation of accounts especially in hiding of information under 'other assets or liabilities and off-balance sheets will henceforth attract serious sanctions. p.48

Lindsay & Norman (1977) define perception as a process by which "organisms interpret and organize sensation to produce a meaningful experience of the world". To the authors, perception in humans describes a process "whereby sensory stimulation is translated into organized experience." Kreithner & Kinicki (2004) opine that perception is the "process that enable us interpret and understand our surroundings". Perception relates to the process of using the senses to make judgement about individual surrounding or environment whether the judgement is right or wrong. While perception is strictly not attitude, it has similarity. In this sense, it might be peculiar to an individual's ability to observe what escapes the attention of another; hence selective attention or selective distortion is an important category in perception. This phenomenon is attested to by Patterson (1997) when he observed that "the mind's world view becomes more important in the interpretation of reality than the raw information coming in from the sensors – raw data that doesn't fit the mind's expectation is either rejected or distorted to fit." There are also problems of distortions of reality like Gestalt laws of 'closure', 'proximity', and 'continuity' (Gregory, 1997). In the same vein, Rummel (2002) opines that we sometimes perceive what does not exist "in external reality, or what we do perceive is grossly distorted beyond any cultural influences".

For decision-making purposes, it follows that there are accurate perceptions which lead to informed decisions for organisations and its opposite, inaccurate perceptions, which lead to poor decisions. Inaccurate perceptions lead to errors such as halo effect, central tendency, recency effects, stereotyping, among others.

Atulomah (2011) quoting Popoola (2000) avers that "information and records management are the bedrock of business activity. If there is no information, the management is crippled in its planning and decision-making processes. Information is the factor input in achieving national and organizational decision-making and high quality service delivery." The problem according to Atulomah (2011) is inaccurate perception which leads to inadequate knowledge of the life cycle of records and its management.

Organizational effectiveness means that organisations must respond to environmental factors and ensure that its outcomes are positive. It is the effective mobilization of banks resources to achieve stated objectives. According to Cameron (1980) "the choice of criteria places boundaries around the concept of effectiveness and gives it a specific referent".

Thus, Organizational effectiveness can be assessed through four major criteria such as goal accomplishment, resource acquisition, internal processes and strategic constituencies' satisfaction.

The rational goal model states that organisations are effective to the extent that it accomplishes its stated goals. The rational goal model is also called the closed system. "Goal accomplishment is the most widely used effective criterion for organisations" (Kreitner & Kinicki, 2004).

Organisations (especially profit oriented) exist to make money. This measure is well attained when you look at the published balance sheet and profit and loss accounts on an annual basis. Records management makes documentation of the transactions possible. Thus, banks records will testify if organisations are doing well or not.

The CBN and NDIC through their supervisory functions (on-site and off-site) are able to determine the effectiveness of banks through close scrutiny of bank records.

Hidden transactions are usually discovered with the necessary sanctions imposed on offenders. Supervision and audit will check profits declared to be within guidelines given by the CBN especially its prudential guidelines.

Methodology

The research design adopted in this study is the survey of the correlation type. The study population for this study comprised 1,507 managers of banks at headquarters and branches nationwide involved with policies formulation and implementation of these policies.

Total enumeration technique was used to cover 1507 bank managers. Inferential statistics of correlation and regression analyses was used as well as multiple regression analysis using SPSS software for correlation testing.

Research Instruments

Five research instruments were used for data collection namely:

Section A: Respondents Demographic Data Scale

Section B: Organizational culture of Banks in Nigeria Scale, made up of 20 items

Section C: Perception of Records Management System Scale, made up of 21 items

Section D: Information Sharing Scale, made up of 22 items

Section E: Organizational Effectiveness Scale, made up of 16 items.

Section A – Demographic information of the respondents was designed to elicit information on various demographic variables of interest to this study such as the name of bank, rank, management level, educational qualifications, age, gender, marital status, and years of experience of the respondents, in the banking industry.

Section B – Organizational Culture of Banks in Nigeria Instrument (OCBIN) Scale was drawn to elicit information from respondents on Organizational culture of Nigerian banks with such variables as achievement culture, innovation, adaptability, operational effectiveness, ethics, etc. It was prepared for scoring on the Likert 5-point scale of SA (5) Strongly Agree, A (4) Agree, N (3) Neutral, D (2) Disagree, and SD (1), Strongly Disagree.

Section C - Perception of Records Management System (PRMS) Scale. The instrument measured opinions of respondents on records management system. The scale was Likert 5-point SA (5) Strongly Agree, A (4) Agree, N (3) Neutral, D (2) Disagree, and SD (1), Strongly Disagree.

Section D, Information Sharing Instrument (ISI) Scale was designed to elicit information on information sharing in Nigerian banks and how this can contribute to organisisational effectiveness. The scoring was based on 5-point Likert scale of SA (5) Strongly Agree, A (4) Agree, N (3) Neutral, D (2) Disagree, and SD (1), Strongly Disagree.

Finally, **Section E** was designed to elicit information on Organizational effectiveness. It was a 10-point scale for identifying the degree of Organizational effectiveness in Nigerian banks. Scoring was based on 1-3 (lowly effective), 4-6 (moderately effective) and 7-10 (highly effective).

In order to ensure the validity and reliability of the instrument, 50 copies were pre-tested among managers of microfinance banks in Ibadan, Oyo State, Nigeria.

They were not part of the population used for this study. The Cronbach-alpha method was used to determine reliability co-efficient of the instrument and the value of 0.75 was obtained for Organizational culture of banks in Nigeria, 0.63 for perception of records management system, 0.75 for information sharing and 0.68 for Organizational effectiveness.

Data Collection and Analysis

The administration of the questionnaire was done by the researcher and five trained research assistants. The 1,507 questionnaire were delivered to headquarters of each bank and who then distributed them to their branches nationwide. Completed questionnaire were also retrieved through each bank headquarters. The exercise lasted 12 weeks. Out of 1,507 questionnaires distributed, 1,140 were retrieved and found usable representing 76% return rate.

Statistical methods such as percentages, mean and standard deviation were used in the analysis of research questions while research hypotheses were tested using correlation analysis and multiple regression analysis. The research hypotheses were tested at 0.05 level of significance.

Findings

Majority of the respondents are young, within the age bracket of 21-40 years representing 59.3% (676) and those within 41 to 60 years were 448 (39.3%). Those who did not respond to the age question were 9 (1.4%). The profile is not different from what you will find in other service industries like finance and banking.

The data of the respondents by gender show that the Nigerian banking industry is male-dominated as it accounts for 54.7% (624) of the respondents while females were 363 (31.8%). Those that did not respond to their gender question were 153 (13.4%).

Top management level in the banks were 134, representing 11.8% of the respondents. Majority of the managers that responded were in the middle management level (791) representing 69.4%. The entry level managers were 111, representing 31.8% of the population. Respondents representing 9.1% (104) gave no response to their managerial level.

The banking industry usually attract some of the best in educational attainments to its fold, though not a haven for academics. Getting to the top of the management ladder is possible for those with qualifications in accounting, economics, law and others largely in the social sciences.

Banking qualifications such as Associate of the Institute of Bankers as well as fellowship conferred on experienced and old bankers by the Institute of Bankers are marks of professionalism in banking.

Those with ACIB, that is, Associate of the Chartered Institute of Bankers, a professional banking certificate were 66 (5.8%), Those with Higher National Diploma (HND) and B,Sc (Bachelor of Science) were 725 (63.6%), thus in the majority. Master in Science (M.Sc.) were 173 (15.2%), Master in Business Administration (MBA) holders were 16 (1.4%) while those with Ph.D (Doctor in Philosophy) were 6, representing 0.5% of the respondents. Those who did not respond to the qualification question were 154, representing 13.5%.

Performance and effectiveness in the banking industry is both the outcome of academic qualifications, cognate experience as well as the application of technology such as information and communication technology (ICT).

Respondents with 1-5 years of workers experiences in the studied banks represented 15.2% (173).

Managers with 6-10 years of work experience were 463 representing 40.6%. They are also the largest of the respondents. Managers with 11-15 years of working experience in the banks were 214, representing 18.8% of the respondents. Those with 16-20 years experience were 115 (10.1%).

Those with working experience of 21-25 years were 57 (5%) and finally, those with 26-30 years were 92 (8.1%). Those who did not indicate their years of experience were 26 (2.3%). In this study, 810 of the respondents representing 71% are married, with singles representing 6.8%, (192). The divorced are 77 (6.8%) and those separated are 61 or 5.4% of the respondents. Table 2 shows the mean score of respondents on Organizational culture which is x = 34.0702, S.D. = 5.5866, while the mean score of Organizational effectiveness is x =

36.5921, S.D. = 6.2084. One can therefore interpret that there is a significant relationship between Organizational culture and Organizational effectiveness (r = -.416, N = 1140, P<0.05).

In Table 6, the mean score of respondents on information sharing with x = 47.8702 and S.D. = 7.4674 while the mean score of Organizational effectiveness is x = 36.5921, S.D. .= 6.2084. It is clearly seen that there is a significant positive relationship between information sharing and Organizational effectiveness (r = .389**, N = 1140, P<0.05). The mean score of respondents on perception of records management system with x = 52.0895, S.D. 7.4913, while information sharing mean score x = 47.8702. S.D. 7.4674 which shows a significant positive relationship between perception of records management system and information sharing (r = .389**, N = 1140, P<0.05).

The mean score of respondents on perception of records management system with mean score x = 52.0895, S.D. 7.4913, while Organizational effectiveness mean score x = 36.5921, S.D. 6.2084 which shows positive significant relationship between perception of records management system and Organizational effectiveness (r = .445**, N = 1140, P<0.05). The null hypothesis is therefore rejected.

Table 6 shows there was significant relationships among Organizational culture, r = -.416, P<0.05, perception of records management system, r = .445. P<0.05, information sharing, r = .389**, P<0.05 and Organizational effectiveness, r = .389, P<0.05.

In Table 7 the three independent variables (information sharing, perception of records management system and Organizational culture) significantly determined Organizational effectiveness of banks in Nigeria ($F_{(3;1136)}$ = 19.794; Adj. R = .6686, Adj. R^2 = .447; P<.0.05). About 44.7%of the variation in Organizational effectiveness of the respondents was accounted for by the independent variables.

Table1. *Descriptive Statistics of Perception of Records Management System*

S/N	Items	X	S.D.
1	Our bank does not have an archive	3.30	1.42
2.	There is no written policy on records management	3.25	1.45
3.	The bank does not generate back-up of its vital electronic records	3.21	1.47
4,	There are no designated managers in charge of records management in the bank	3.17	1.45
5.	Our bank has no need for old records	3.14	1.47
6.	Records management system in this bank is an unnecessary overhead cost	3.06	1.43
7.	Records management in our bank is ineffective	3.01	1.39
8.	Budget allocation for records management is inadequate	2.98	1.03
9.	Our bank e-mail records are not preserved over time	2.97	1.41
10.	Low premium is placed on the reliability of bank records	2.93	1.37
11.	A good percentage of banks budget is allocated to paper and electronic generated records	2.84	1.02
12.	We have specialized cadre of records managers	2.84	1.06
13.	A plan exist for the migration of electronic records to new platforms as new technology evolves	2.63	1.27
14.	Access to sensitive records is regulated	2.60	1.34
15.	The bank IT system is effective and efficient in support of records management operations	2.59	1.38
16.	Vital records of the bank are digitized	2.55	1.35
17.	Staff are trained and re-trained on the importance of bank records	2.55	1.32
18.	Bank records are the live wire of banking	2.54	1.35
19.	Bank records are safeguarded against possible disaster	2.53	1.35
20,	There is a manual on records processes and creation	2.52	1.30
21.	There is an executive director in charge of records management system in the bank	2.38	1.34

Table 1 provides means and standard deviation scores of different items on perception of records management system of managers in Nigerian banks. Our bank does not have an archive has a mean score of (x = 3.30. S.D. = 1.42).This was followed by there is no written policy on records management (x = 3.25. S.D. = 1.45), the bank does not generate back-up of its vital electronic records (x = 3.21, S.D. = 1.47), there are no designated managers in charge of records management in the bank (x = 3.17, S.D.= 1.45), our bank has no need for old records (x = 3.14, S.D. = 1.47), records management system in this bank is an unnecessary overhead cost (x = 3.06, S.D. = 1.43), records management in our bank is ineffective (x = 3.01, S.D. = 1.39), budget allocation for records management is inadequate (x = 2.98, S.D. = 1.03), our bank e-mail are not preserved over time (x = 2.97, S.D. = 1.41), low premium is placed on the reliability of bank records (x = 2.93, S.D. 1.37), a good percentage of bank's budget to paper and electronic generated records (x = 2.84, S.D. 1.02), we have specialized cadre of records managers (x = 2.84, S.D. = 1.06). a plan exist for the migration of electronic records to new platforms as new technology evolves (x = 2.63. S.D. = 1.27), access to sensitive records is regulated (x = 2.60. S.D. = 1.34), the bank IT system is effective and efficient in support of records management operations (x = 2.59. S.D. = 1.38), vital records of the bank are digitized (x = 2.55, S.D. = 1.35), staff are trained and re-trained on the importance of bank records (x = 2.55, S.D. 1.32), bank records are the live wire of banking (x = 2.54, S.D. = 1.35), bank records are safeguarded against possible disaster (x = 2.53, S.D. = 1.35), there is a manual on records processes and creation (x = 2.52, S.D. = 1.30), there is an executive director in charge of records management system in the bank (x = 2.38, S.D. = 1.34).

The total maximum scores of 105 was achievable by any respondent and this was classified into low and high perception of records management system. Thus, 1–53 represents low perception (LP) and 54–105 representing high perception (HP) of records management system. But the data on perception of records management system in Table 6 has shown a mean of 52.1, which is on the lower side of the interval scale for perception of records management system (1-53). We deduce therefore that managers have a low perception of records management system in the banking industry in Nigeria.

Table2. *Descriptive Statistics of Perception of Information Sharing*

S/N	Items	X	S.D.
1	There is a policy on information sharing	3.11	1.44
2.	Management encourages information sharing that will add value to staff job performance	3.02	1.41
3.	There are informal arrangements for information sharing among staff	3.01	1.41
4,	Our bank has no network into which staff could access relevant information	3.01	1.43
5.	Meetings are avenue for vital bank information sharing	2.85	1.10
6.	Staff have no information on their performance from 'profit and loss' accounts before they are published	2.74	.97
7.	Information about future bank expansion is shared	2.67	1.41
8.	CBN, NDIC and other regulators 'queries' are known to staff	2.64	1.37
9.	Information on fraud is not known to staff	2.61	1.40
10.	Information about non-performing facilities is not shared with staff	2.61	1.34
11.	The benefits of information sharing are higher than not sharing	2.59	1.36
12.	Information sharing enhances Organizational effectiveness	2.56	1.35
13.	Performance outcomes are known to staff	2.55	1.38
14.	Customers information are generally regarded as confidential that should not be shared	2.54	1.35
15.	We comply with anti-money laundering act by giving relevant information to security agencies	2.53	1.27
16.	We share customers' information with other banks.	2.53	1.27
17.	Credit bureau will enhance information sharing among Nigerian bank	2.52	1.35
18.	Credit bureau will aid effective risk management in banks	2.52	1.35
19.	Information sharing empowers subordinate staff in the performance of their duties	2.52	1.32
20,	The bank has its own Intranet	2.52	1.30
21.	There is a server set-up so that documents can easily be shared	2.50	1.38
22.	The bank has e-mail discussion forums where bank staff can ask questions on their jobs and post answers	2.47	1.34

Table 2 provides means and standard deviation scores of different items on information sharing of managers in Nigerian banks. There is a policy on information sharing (x = 3.11, S.D. = 1.44).

This was followed by management encourages information sharing that will add value to staff performance(x = 3.02, S.D. = 1.41), there are informal arrangements for information sharing among staff (x = 3.01, S.D. = 1.41), our bank has no network into which staff could access relevant information (x = 3.01, S.D. = 1.43), meetings are avenue for vital bank information sharing (x = 2.85, S.D. = 1.10), staff have no information on their performance from 'profit and loss' accounts before they are published (x = 2.74, S.D. = .97), information about future bank expansion is shared (x = 2.67, S.D. =\ 1.41), CBN, NDIC and other regulators 'queries' are known to staff (x – 2.64, S.D. = 1.37), information on fraud is not known to staff (x = 2.61, S.D. = 1.40), information about non-performing facilities is not shared with staff (x = 2.61, S.D. = 1.34), the benefits of information sharing are higher than not sharing (x = 2.59, S.D. = 1.36), information sharing enhances Organizational effectiveness (x = 2.56, S.D. = 1.35), performance outcomes are known to staff (x = 2.55, S.D. = 1.38), customers information are generally regarded as confidential that should not be shared (x = 2.54, S.D. = 1.35), We comply with anti-money laundering act by giving relevant information to security agencies (x = 2.53, S.D. = 1.27), we share customers' information with other banks. (x = 2.53, S.D. = 1.27), credit bureau will enhance information sharing among Nigerian banks (x = 2.52, S.D. = 1.35), credit bureau will aid effective risk management in banks (x = 2.52, S.D. = 1.32), information sharing empowers subordinate staff in the performance of their duties (x = 2.52, S.D. = 1.30), the bank has its own Intranet (x = 2.50, S.D. = 1.38), there is a server set-up so that documents can easily be shared (x = 2,50, S.D. = 1.38), the bank has e-mail discussion forums where bank staff can ask questions on their jobs and post answers (x = 2.47, S.D. = 1.34).

Twenty-two of 5 ratings were answered by the respondents. The total rates of 115 was classified into low and high information sharing, that is 110/2 = 55. Thus, there we have an interval scale of 1 – 55 representing low information sharing (LIS), and 56 – 110 representing high information sharing (HIS). But the study has shown a mean (x = 47.87 and S.D. = 7.47) for information sharing as shown in Table 5. We deduce therefore that managers have low information sharing in Nigerian banks.

Table3. *Descriptive Statistics of Organizational Culture in Nigerian banks*

S/N	Items	X	S.D.
1	Team spirit is not high	3.36	1.43
2.	This bank is not achievement oriented	3.22	1.43
3.	The working environment is unstable	3.13	1.45
4,	The bank does not support the real sector of the Nigerian economy	3.06	1.44
5.	Ethical standards are not high	3.06	1.42
6.	Profitability is not a strong factor in operations	3.05	1.43
7.	Employees are not empowered for high performance	3.00	1.41
8.	There is no strong sense of purpose among workers	3.00	1.42
9.	This bank does not practice federal character in its employment	2.93	1.55
10.	The reward system in the bank is inadequate	2.81	1.40
11.	Workers training and re-training is encouraged by top management	2.73	1.35
12.	Leaders nurture and mentor staff	2.61	1.39
13.	Bank norms, values and beliefs impact on our effectiveness	2.60	1.38
14.	Our bank embraces innovation	2.59	1.36
15.	Bank practices are derivable from CBN and NDIC guidelines	2.57	1.44
16.	Everybody (staff) has value for excellence in performance	2.56	1.35
17.	Work is driven with customer focus	2.55	1.38
18.	The bank's vision and mission is known by all staff	2.54	1.35
19.	The bank's uniqueness aids its effectiveness	2.51	1.36
20.	In our bank customers satisfaction is given high priority	2.46	1.36

Table 3 provides the means and standard deviation scores of different items on Organizational culture in the banking industry in Nigeria. Team spirit is not high (x = 3.36, S.D. = 1.43). This was followed by this bank is not achievement oriented (x = 3.22, S.D. = 1.43), the working environment is unstable (x = 3.13, S.D. = 1.45), the bank does not support the real sector of the Nigerian economy (x = 3.06, S.D. = 1.44), ethical stands are not high (x = 3.06, S.D. 1.42), profitability is not a strong factor in operations (x = 3.05, S.D. = 1.43), employees are not empowered for high performance (x = 3.00, S.D. = 1.41), there is no strong sense of purpose among workers (x = 3.00. S.D. = 1.42), this bank does not practice federal character in its employment (x = 2.93, S.D. = 1.55), the reward system in the bank is inadequate (x = 2.81, S.D. = 1.40), workers training and re-training is encouraged by top management (x = 2.73, S.D. = 1.35), leaders nurture and mentor staff (x = 2.61, S.D. = bank norms, values and beliefs impact on our effectiveness (x = 2.60, S.D. 1.38), our bank embrace innovation (x = 2.59, S.D. = 1.36), bank practices are derivable from CNM and NDIC guidelines (x = 2.57, S.D. = 1.44), everybody (staff) has value for excellence in performance (x = 2.56, S.D. = 1.35), work is driven with customer focus (x = 2.55, S.D. = 1.38). the bank's vision and mission is known by all staff (x = 2.54, S.D. = 1.35), the bank's uniqueness aid its effectiveness (x = 2.51, S.D. = 1.36), in our bank customers satisfaction is given high priority (x = 2.46, S.D. = 1.36).

Twenty of 5 ratings were answered by the respondents. Due to the complex nature of Organizational culture, it has been classified into three: strong culture, moderate culture and weak culture for the purpose of analysis, thus giving three classes for measurement. Thus, 20 x 5 = 100 which is divided by three, that is, 100/3 = 33.3. But the mean score for Organizational culture (x = 34.07. S.D. 5.58). The mean is higher than the result obtained and thus, we deduce that Organizational culture in Nigerian banks is strong.

Table4. *Descriptive statistics of Organizational Effectiveness*

S/N	Items	X	S.D.
1	Banks vision, mission and objectives are known to staff and internalized	2.43	.70
2.	There is a strong culture of consistency and commitment by staff	2,43	.72
3.	Training and retraining of staff emphasized	2.37	.71
4,	Staff embrace innovation and change	2.32	.73
5.	Efficiency of staff is adequately rewarded	2.32	.74
6.	Customers have service satisfaction	2.30	.73
7.	The bank is not classified as troubled	2.30	.71
8.	Staff are motivated for enhanced productivity	2.30	.73
9.	Top management nurtures productivity	2.30	.74
10.	Goals setting are regularly met	2.30	.72
11.	Corporate governance practice is excellent	2.29	.72
12.	Adaptation to CBN, NDIC and other regulators is quick and easily internalised by staff	2.27	.72
13.	Management information system is effective	2.27	.70
14.	There is generally no abuse in lending and credit management	2.26	.70
15.	Profitability in the last five years has been positive	2.23	.71
16.	Rate of return on investments is good for shareholders.	1.92	.77

Table 4 provides the means and standard deviation scores of different items on the Organizational effectiveness scale. Banks vision, mission and objectives are known to staff and internalized (x = 2.43, S.D. = .70).

This was followed by there is a strong culture of consistency and commitment by staff (x = 2.43, S.D. = .72), training and retraining of staff emphasized (x = 2.37, S.D. = .71), staff embrace innovation and change (x = 2.32, S.D. = .73), efficiency of staff is adequately rewarded (x = 2.32, S.D. = .74), customers have service satisfaction (x = 2.30, S.D. = .73), the bank is not classified as troubled (x = 2.30, S.D. = .71), staff are motivated for enhanced productivity (x = 2.30, S.D. = .73), top management nurtures productivity (x = 2.30, S.D. = .74), goals setting are regularly met (x = 2.30, S.D. = .72). corporate governance practice is excellent (x = 2.29,
S.D. = .72), adaptation to CBN, NDIC and other regulators is quick and easily internalized by staff (x = 2.27, S.D. = .72), management information system is effective (x = 2.27. S.D. = .70), there is generally no abuse in lending and credit management (x = 2.26, S.D. = .70), profitability in the last five years has been positive (x = 2.23, S.D. = .71), rate of return on investment is good for shareholders (x = 1.92, S.D. = .77).

The total value for the 16 items gives a total x = 36.5921 and S.D. = 6.2084 (Table 5). The total mean divided by 16 gives 2.28 which is on the low side of the 10 point scale for Organizational effectiveness. Hence, the deduction that there is relative low Organizational effectiveness in the banking industry in Nigeria.

Table5. *Pearson's correlation matrix of Organizational culture, information sharing and perception of records management system and Organizational effectiveness of the respondents in the banking industry in Nigeria*

	Organizational Effectiveness	Organizational Culture	Perception of Records Management System	Information Sharing
Organizational Effectiveness	1.000			
Organizational Culture	-.416 Sig. P = 0.008	1.000		
Perception of Records Management System	. 445** Sig. P = 0.004	.379**	1.000	.389**
Information Sharing	.389** Sig. P = 0.003	.779** Sig. P = 0.009	.389** Sig. P = 0.024	1.000
Mean	36.5921	34.0702	52.0895	47.8702
S.D.	6.2084	5.5866	7.4913	7.4674

Significant at P < 0.05.

Table6. *Summary of multiple regression analysis of organiational effectiveness on Organizational culture, information sharing, perception of records management system of managers in the banking industry in Nigeria*

Model	Sum of Squares	DF	Mean Square	F.	Sig..
Regression Residual Total	2180.901 41720.428 43901.320	3 1136 1139	726.967 36.726	19.794	.000

Adj. R. = 0.6686

Std. Error of Estimate (SEE) = 6.0602

Adj R^2. = 0.447

Table7. *Relative contribution of organizational culture, perception of records management system, and information sharing to organizational effectiveness.*

Model	Unstandardised regression coefficient		Standardised regression coefficient	t	Sig. P
	β	Std. Error	Beta		
(Constant)	33.846	1.468		23.056	.000
Organisational culture	.107	.052	.197	2.078	.038
Perception of records Management system	.168	.026	.203	6.420	.000
Information sharing	.202	.039	.243	5.207	.000

Table 7 depicts relative contribution of organizational culture, perception of records management system and information sharing to the determination of organizational effectiveness of managers in the banking industry in Nigeria.One could deduce from the table 7 that independently organizational culture (β = 0.107, t = 2.078, P < 0.05); perception of records management system (β = 0.168, t = 6.420; P <0.05) and information sharing (β = 0.202; t = 5.207; P < 0.05) were significant determinants of organizational effectiveness of managers in the banking industry in Nigeria.

More importantly, organizational culture has relative contribution of (Beta = 0.197) which is 19.7%, perception of records management system (Beta = 0.203) 20.3% and information sharing (Beta = 0.243) 24.3% to the determination of organizational effectiveness of managers in the banking industry in Nigeria.

Discussion Of Findings

All the findings have shown that there was low perception of records management system (RMS) in the banking industry in Nigeria. This finding agrees with the study of World Bank (2006) where managers had "low awareness of the role of records management in supporting organizational efficiency and accountability …" Millar (2004) agrees that there is "lack of recognition of the importance of records as evidence and senior officials often tend not to recognize the need for or value of effective records programmes".

Mazikana (1996) asserts that due to the poor perception of the importance of records management, many organisations in Africa have no place in their structure for records management.

This low level of appreciation for records management system may be responsible for the poor integrity of bank records in Nigeria. Poor culture of recordfs management leads to records manipulation to cheat (Alashi, 2003, Ekenna, 2009, Sanusi, 2010). Atulomah (2011) observed poor perception of records management system by administrators in Nigerian universities. Financial intermediation depends on keeping of relevant records as well as the legal documents signed by bank customers when they take loans. Regulatory authorities such as the CBN and NDIC require information from time to time from banks to know the performance of financial institutes and its implications for the national economy. Thus, a minimal level of good recordkeeping is required for banking business to thrive and survive.

There was significant relationship between organizational culture and organizational effectiveness this finding agrees with the empirical study of Lee & Tseng (2005) which confirms the relationship of Organizational culture and Organizational effectiveness. Sharma & Sharma (2008) concluded that there was a relationship between culture and Organizational effectiveness. Ojo (2009) in his assessment of corporate culture and employees' job performance in Northern Nigeria found a relationship between organizational culture and employees' job performance. There is significant relationship between information sharing and organizational effectiveness of managers in the banking industry in Nigeria.

Mesmer-Magnus & DeChurch (2000) concludes that information sharing contributes to team performance.

In their study of supply chain partnerships. Hutala & Lutta (2009) found that "organisations that encourage information sharing have been found to gain competitive advantage in the long term". Thus, the findings reinforces the view that information sharing should not necessarily be restricted only to senior officers but shared to empower staff (Kreithner & Kinicki, 2004)

There was also positive significant relationship between perception of records management system and information sharing.

The basis of information sharing is the information itself. Records management system deals with the recorded information resources of an organization. Regardless of the media of storage, recorded information is still largely involved bank reconciliation, audit, supervision and compliance with regulatory authorities.

Records documents the decision making function in every organization and good records management system ensures that decision making are not made on an *ad hoc* basis.

There was significant relationship among Organizational culture, perception of records management system, information sharing in the determination of Organizational effectiveness. World Bank (2006) highlighted the importance of records management as the ability of decision makers to make use of the experience of the past for guidance and that records are "inextricably entwined with increased transparency, accountability and good governance".

Organizational culture has been identified by empirical studies as contributing to Organizational effectiveness (Denison, 1984, Ostroff and Schmitt, 1993, Fey and Denison, 2000.

Ogbona & Harris, 2000. Sharma & Sharma, 2003. Ojo, 2009, Amah, 2012, Momor and Litvinenko, 2012).

Although information sharing contributes to Organizational success and effectiveness (Achterberg, 2001, Mesmer-Magnus & DeChurch, 2000, Cate & Staten 2000 Coffey, 2003, Kreitner & Kinnick, 2004, Vidal & Moller, 2007, Hatala & Lutta, 2009, Maggio & Alstyne, 2012, Calo et al, 2012).

CONCLUSION

The study has shown that organisations world-wide need to take seriously the issue of records management to create a world devoid of corruption as an effective records management promotes equity, justice, transparency and good governance. Nigerian banks in recent years have had problems with risk management with an industry that does not share information which can aid in the identification of delinquent borrowers from the system and nip in the bud the huge non-performing loans that they were recently entwined.

This problem led to the establishment of Asset Management Corporation of Nigeria (AMCON) in 2010 to sort out the untidiness in non-performing bank assets in the system. This action rescued bank depositors (at least for the time being) from the nightmare of losing their life savings to bank failures.

This study adds to the body of knowledge on relationship studies as it has confirmed the relationship of Organizational culture, perception of records management system as factors in determining Organizational effectiveness.

Recommendations

- The board of directors of the various deposit money banks in Nigeria should endeavour to encourage their managers to share information in order to improve Organizational effectiveness in the banking industry in Nigeria.
- The chief executive officers in the Nigerian banking industry should consider Organizational culture particularly flexible Organizational culture so as to improve their Organizational effectiveness.
- The various management of banks in the Nigerian banking industry should organise training workshops on records management system for their managers to foster positive participation of records management system in order to enhance their Organizational effectiveness.
- Management of Nigerian deposit money banks also should formulate records management policy and implement functional records management system to facilitate Organizational effectiveness.

References

[1] Abimiku, A.C. (2000). Financial institutions and Nigeria's economic development. *Journal of Economics and Financial Issues.* 2.1:46-53.

[2] Achterberg, M. (2001). How culture affects information sharing in an organisation. Retrieved on May 3, 2010, from http://kwork. org/white_papers/cultural.html

[3] Afolabi, J.A. (2011). Mergers and acquisition in the Nigerian banking industry: issues and challenges. *NDIC Quarterly*. 21.4: 31-45.

[4] Ajayi, J.F.A. (1989). The cultural factor in personnel management with particular reference to the problem of selection in Nigerian universities. *Journal of the Institute of Personnel Management of Nigeria 3.2:23*-28.

[5] Akerele, A. (1991). The impact of culture on human resource management. *Nigerian Journal of Personnel* 5.2:7-13.

[6] Alashi, S. O. 1991. The implication of current monetary policies on safe and sound banking practice to ensure stability in the industry, *NDIC Quarterly*, 1.3:25-35.

[7] (2003). ensuring stable banking system: the role of banking supervisors, *NDIC Quarterly* 13.2:38-49.

[8] Amah, E. (2012. Corporate culture and Organizational effectiveness: a study of the Nigerian banking industry. Retrieved on April 30, 2014, from http://www.iiste.org/Journals /index.php/EJBM/article /view/1949

[9] Ardichvii, A., Mauver M.,. Wei, L. Wentling, T. & Stuedeman. (2006). Cultural influences on knowledge sharing through online communities of practice. *Journal of Knowledge Management*. 10:1.94-107.

[10] Atulomah, B.C. (2011). Perceived records management practice and decision making among university administrators in Nigeria. Retrieved on Feb. 10, 2014, from http:// www. webpages.uidaho.edu/¬mbolin/ atulomah.htm.

[11] Aurangzeb. (2012). Contribution of banking sector in economic growth: a case of Pakistan. Retrieved on Jan. 27, 2013, from http://www. businessjournalz.org/articlepdf/EFR-2515aug2 %28 6%2912d.pdf.

[12] Aydin, B. & Ceylan, A. (2009). The role of Organizational culture on effectiveness. *E + M Ekonomie A Management*. Retrieved on May, 6, 2014, from http://custom.kbbarko .cz/e%2Bm/032009 /03 aydinceylan.pdf

[13] Babalola, F.A. (1989). Assessment of bank performance in Nigeria – comparative situation" *Bullion* 13.2:5-12.

[14] Bantin, P.C. (2002). Records management in a digital world. *Edu cause Centre for Applied Research* 2002.16: available on. www.edu cause.edu/ecar p.2.

[15] Calo, K.M., Cenci, C.K., Fillotranni, P. & Estevez, E. (2012). Information sharing – benefits. *JC&T*. 12.2: 49-55. Retrieved on May 20, 2014 , from http://journal.info. unlp. edu.ar/ journal/journal 33/papers/JCST-Aug12-1.pdf

[16] Cameron, K. (1980). Critical questions in assessing Organizational effectiveness. *Organizational Dynamics:* 66-80.

[17] Cameron, R. (1972). *Banking and economic development: some lessons of history*. New York: Oxford University Press.

[18] Cate, F. H. & Staten, M.E. (2000). The value of information sharing. Retrieved on June 6, 2010, from http://www.bbbonline.org/Under standingPrivacy/library/whitepapers/valueofinf osharing.pdf

[19] Cook, T. (2000). Appraisal methodology: macro-appraisal and functional analysis. Retrieved on Apr. 3, 2007, from http://www. collectionscanada.ca/information-management /007/007007-1035-e .html.

[20] Cook, T. (2004). Byte-ing off what you can't chew: electronic records strategies for small archival institutions. Retrieved on Apr. 3, 2007, from http://www.aranz.org.nz/SITE-Default/SITE-publications/papers_online /terry cook_papers.asp

[21] Daft, R.L. (1998). *Organisation Theory and Design*, Cincinnati: South Western College Publishing.

[22] Denison, D.R. 1(984). Bringing corporate culture to the bottom line. Retrieved on May, 15, 2014 from http://www.denisonconsulting. com/sites/default/files/documents/resources/den ison-1984-culture-bottom-line_0.pdf.

[23] Donli,, J.G. (2003). The state and future of banking Industry in Nigeria. *NDIC Quarterly* 13.2:51-62

[24] Ebhodaghe, J.U. (1994). Boardroom/manage ment practices and distress in the banking system. *NDIC Quarterly* 4.2: 15-25

[25] Ebong, B.B. (2006). The banking industry and the Nigerian economy post-consolidation. Retrieved on Nov. 20, 2012, from http://www. unionbankng.com/ebong.pdf

[26] Ebulu, S. 2008. An end to disputed rating. *The Nation*, Lagos: Vintage Press Limited,Jan. 20. A13.

[27] Ekpenyong, D.B. & Acha, I.A. (2011). Banks and economic growth in Nigeria. *European Journal of Business and Management.* 3.4:155-166.

[28] Fermi National Accelerator Laboratory. (2011). Employee Records Management Handbook. Retrieved on Mar. 10, 2012 from http:// bss.fnal.gov/records/index.html.

[29] Fey, C.F. & Denison, D.R. (2000). Organizational culture and effectiveness: the case of foreign firms in Russia. Retrieved on May, 5, 2010, from http://swoba.hhs.se/ hastba/papers/hastba2000_004.pdf.

[30] GAO. (1999). The *challenge of electronic records management*. Washington D.C.: General Accounting Office.

[31] Gilliland-Swetland, A.J. & Eppard, P.B. (2000). Preserving the authenticity of contingent digital objects. Retrieved on May, 9, 2010, from http://dlib.org/july 00/eppard /07eppard.html.

[32] Gladney, H.M. (2005). Preserving dynamic digital records. Retrieved on June, 5, 2010, from http://home.patbell.net/hgladney/Dyna mic_4_DCC_pdf.

[33] Government of South Australia. (2013). Adequate records management standard. Adelaide, Government of South Australia. Retrieved on Apr. 4, 2014, from http://www .archives.sa.gov.au/files/managementstandard ARM.pdf

[34] Granger, S. (2000). Emulation as a digital preservation strategy. Retrieved on Apr. 4, 2000, from http://www.dlib.org/dlib/october 00/granger/10granger.html.

[35] Gregory, R.L. (1997). Knowledge in perception and illusion. Retrieved June, 1, 2010, from http://www.richardgregory.org/ papers/knowl_illusion/knowledge-in-percept ion.htm

[36] Haas, R.D. & Knobloch, S. (2010). In the wake of the crisis: dealing with distressed debt across the transition region. Retrieved on Mar. 25, 2010, from http://www.ebrd.com/pubs /econo/WP0112.pdf.

[37] Hatala, J.K, & Lutta, G. (2009). Managing information sharing within an Organizational setting: a social network perspective. *Performance Improvement Quarterly 21.4:5*-33. retrieved on Nov. 10, 2011 from http:// www.performanceepress.org/wp-content /uploads/2011/11/Managing-Information-Sharing.pdf.

[38] Hedstrom, M. (1998). Digital preservation: a time bomb for digital libraries. Retrieved on Mar. 23, 2007, from http://www.uky.edu/~ kierman/DL/hedstrom.html.

[39] HermanMiller (2004). Quantifying and financing Organizational effectiveness. Retrieved on June 20, 2014 from http:// www. hermanmiller.com/hm/content/research_summa ries/wp_Quantify_Foste r_Org_Effi.pdf

[40] Hofstede, G. (1997). *Cultures and organisations.* New York: McGraw Hill.

[41] Hogan, R. (2009). Personality, leadership and Organizational effectiveness. Retrieved on Apr. 10, 2012, from http://www.ipacweb.org /conf /09/hogan.pdf.

[42] Inanga, E.L. (1991). *Accounting and Accountability.* Ibadan: University of Ibadan.

[43] IRMT. (1999a). Organising *and controlling current records.* London: International Records Management Trust.

[44] (1999b).Managing *Electronic Records,* London: International Records Management Trust.

[45] ISO 15489(1). (2001). *Information and Documentation – Records Management*, Part 1 General. Geneva: International Standard Organisation.

[46] Kemoni, K. and Ngulube, P. (2008). Relationship between records management, public service delivery and the attainment of the United Nations millennium development goals. *Information Development. 24.4:* 296-306. Retrieved on May 20, 2014, from http:// idv.sagepub.com/content /24/4/296.short.

[47] Kreiitner, R. & Kinicki, A. (2004). *Organizational Behavior,* 6^{th} ed Boston: McGraw-Hill/Irwin.

[48] Lee, D. (2006). Toward a way to enhance Organizational effectiveness in the defense sector: associating CVF with DEA, *The Korean Journal of Defense Analysis*, 18.1:135-159

[49] Lee, T. & Tseng, Y. (2005). A study of the relationship between Organizational culture and Organizational effectiveness of the electronic industries in Taiwan. Retrieved on May, 17, 2010, from http://www./kurims.kyoto-u.ac.jp /~kyodo/kokodo/kokyuroku/contents/pdf/1461-15.pdf

[50] Levine, R. & Zervos, S. (1998). Stock markets, banks and economic growth. *The American Economic Review*. 88.3: 537-558. Retrieved on June 3, 2014 from http://courses.umass.edu/econ711-rpollin/Levine%20and%20Zervos--tock%20Mkts%20and%20Growth.pdf.

[51] Lindsay, P. and Norman, D.A. (1977). *Human information processing: an introduction to psychology*. 2nd ed. New York: Academy Press Inc.

[52] Maggio, M.D. and Alstyne, M.V. (2012). Information sharing, social norms and performance. Retrieved on Ap.l, 30, 2014, from http://ebusiness.mit.edu/ research/papers /2012.02_DiMaggio VanAlstyne_ Information %20Sharing%20Social%20Norms%20and%20 Performance_297.pdf

[53] Marcum, D. & Friedlander, A. (2003). Keepers of the crumbling culture. Retrieved on Oct. 22, 2007, from http://www.dlib.org /dlib/ may03/friedlander/05friedlander.html.

[54] Maule, A.J. & Hodgkinson (2003). Re-appraising managers' perceptual errors: a behavioural decision-making perspective. British Journal of Management. 14: 33-37. Retrieved on May 6, 2014 from Mazikana, P.C. (1996). The role of records management in businesses during market reform programmes. *Archives Review* 1996.1:42-48.

[55] McNamara, C. (1997). Organizational Culture. Retrieved on Mar. 23, 2008, from http://www. management_help.org/what_is_ culture/html.

[56] Mesmer-Magnus, J.R. & DeChurch, L.A. (2009). Information sharing and team performance: a meta-analysis. *Journal of Applied Psychology* 94.2: 535-546. Retrieved on July, 3, 2013, from http://www.apa.org /pubs/journals/releases/apl942535.pdf.

[57] Millar, L. (2004). Authenticity *of Electronic Records*, a Report prepared for UNESCO and International Council on Archives, (ICA Study 13-2), Paris: International Council on Archives.

[58] Moberg, C. R., Cutler, B. D., Gross, A., & Speh, T. W. (2002). Identifying antecedents of information exchange within supply chains. *International Journal of Physical Distribution and Logistics Management* 32.9: 755–770..

[59] Mwanyanwu, O.J. 2010. An analysis of banks credit on the Nigerian economic growth (1992 – 2008). Retrieved on Sept. 20, 2012, from http://dspace.unijos.edu.ng/bitstream /10485/ 1324/1/An%20Analysis%20of%20Banks %20Credit%20on%20the%20Nigerian%20Eco nomic%20Growth.pdf.

[60] NDIC. (2011). Review of developments in banking and finance in the fourth quarter of 2011. *NDIC Quarterly*. 21.4: 1-6.

[61] Oberg, L.M. & Borglund. E. (2006). What are the characteristics of records? *International Journal of Information Systems* 2006.1:55-66.

[62] Ogbonna, E. and Harris, L.C. (2000). Leadership style, Organizational culture and performance: empirical evidence from U.K. companies. *Int. J. of Human Resource Management* 11.4:766-788

[63] Ogunleye, G.A. (2002). Deposit insurance scheme in Nigeria, problems and prospects, *NDIC Quarterly*, 12. 4: 17-35

[64] (2005). Empowering the regulatory and supervisory institutions to meet the challenges of the financial sector reform. Retrieved on 5/12/10 from http://www.ndic-ng.com/pdf /empowering regulatory supervisory.pdf.

[65] Ojo, A.T. (1993). Towards a new banking culture for Nigeria's industrial development, *The Nigerian Banker*, Oct-Dec. 31-42.

[66] Ojo, O. (2009). The impact assessment of corporate culture on employee job performance. *Business Intelligence Journal 2.2:388-397*

[67] O'Shea, G. (1996a). Keeping electronic records: issues and strategies 1. Retrieved on Dec. 3, 2006 from from http://www. provenance e.ca/1995-2000/vol.1/no2/features/ erecs1a. htm.

[68] (1996b). Keeping electronic records: issues and strategies 2, Retrieved on Dec. 8, 2006, from http://www.provenance.ca/1995-2000/ vol.1/no2/features/erecs2a.htm.

[69] Ostroff, C. & Schmitt, N. (1993). Configurations of Organizational effectiveness and efficiency. *Academy of Management Journal 36.6:1345-1361.*

[70] Ovia, J. (2008). Blossoming the Nigerian economy: real sector financing. Retrieved on Nov. 28, 2012, from http://www.zenithbank. com/presentations/Blossoming%20the %20 Nigerian%20Economy%20-%20final%20version.pdf.

[71] Patterson, K. E. (1997). Perception and behavior. Retrieved Mar. 29, 2010, from http:// www.reptilianagenda.com/brain/br121804p. shtml.

[72] Popoola, S.O. (2000). A cost model approach to records management system in the Oyo State Civil Service, Nigeria. A Ph.D Thesis, University of Ibadan, Ibadan.

[73] Porth, S.J. & McCall, J. (2005). Contemporary management theories and Catholic social teaching: a review and analysis. Retrieved on

June, 10, 2010, from http://web1.www.診sttho mas.edu/cathstudies/cst/mgmt/goa/PORT H.pdf

[74] Rothenberg, J. (1998). Avoiding technological quicksand: finding a viable technical foundation for digital preservation. Retrieved on Mar. 27, 2007, from http://www.clir.org. reports/rothe nb erg/contents.html.

[75] Rummel, R.J. (2002) Perception and reality. Retrieved Mar. 3, 2010, from http://www .hawai.edu/powerkills/DPF.CHAP 7.HTM..

[76] Sanusi, S..L. (2009). Assessment of the current development in the Nigerian economy and the CBN policy action. Retrieved May, 10, 2010, from http://www.bis.org/review/r090717e.pdf.

[77] (2010a). Reporting, regulation and risk management: repositioning the Nigerian financial system. Retrieved May, 15, 2010, from http://crccreditbureau.com/PDF/CBN % 20-%20GOVERNOR's%20Speech%20@%20 launch%20of%20CRC%20Credit%20Bureau% 20Ltd.pdf.

[78] (2010b). The Nigerian banking industry: what went wrong and the way forward. Retrieved on May, 4, 2010, from http://www.cenbank.org /OUT/SPEECHES/2010/ THE%20NIGERIAN %20BANKING%20INDUSTRY%20WHAT %20WENT%20WRONG%20AND%20THE% 20WAY%20FORWARD%20_FINAL_260210. PDF.

[79] 2011. Banks in Nigeria and national economic development: a critical review. Retrieved on Jan. 22, 2013, from http://www.bis.org /review /r110323b.pdf

[80] Savage, B. (2001). Introductory notes on digital imaging and preservation. Retrieved on Oct. 22, 2007, from http://palimpsest.standford.edu /byauth/savage/dignotes1.html.

[81] Schumpeter, J.A. (1934). *The theory of economic development*. Cambridge Mass: Harvard University Press.

[82] Sekaran, U. (1989). *Organizational Behaviour – Text and Cases*, New Delhi: Tata McGraw-Hill Publishing Co.

[83] Sperling, A,P. (1982). *Psychology*. London: Heinemann.

[84] Sharma, S. K. & Sharma, A, (2008). Organizational culture and its impact on Organizational effectiveness: an empirical study of selected textile units of northern India. *Indian Management Studies Journal. 12.2008:99-125*.

[85] State Records of South Australia. (2003). Adequate records management. Retrieved on July, 7, 2007, from http://www.archives.sa.gov .au/management/index.html.

[86] Summers, B.J. ed. (1994). *The payment system.* Washington D.C.: International Monetary Fund.. .

[87] Umoh, P.N. (1994). Regulatory/supervisory framework for asset/liability management: international overview, *NDIC Quarterly* 4.2:26-44

[88] Vidal, J.B.I. & Moller, M. 2007. When should leaders share information with their subordinates? *Journal of Economics and Management Strategy* 16.2: 251-283.

[89] Widen, G. & Hansen, P. (2012). Managing collaborative information sharing: bridging research on information culture and collaborative information behaviour. *Information Research.* 17.4 paper 538. Retrieved on May 24, 2014 from http://www. informationr.net/ir/17-4/paper538.html#.U3i3 U9 KSwjA

[90] World Bank. (2006). Why Records Manage ment? Retrieved on May 7, 2007, from http:// www.worldbank.org/WBSITE/EXTERNAL /EXTABOUTUS/EXTARCHIVES/0,,content MDK.20...

[91] York, P. (2005). Organizational effectiveness – the four core capacities. Retrieved on April, 13, 2012, from http://www.nhnonprofits.org /uploads/4corecapacities.pdf.

AUTHORS' BIOGRAPHY

G.I. OMOREGIE is a Ph.D Student of Records and Archives Management at the University of Ibadan, Ibadan, Nigeria. He has taught since 2008 records and archives management to both undergraduate and postgraduate students of the University of Ibadan as an Associate Lecturer. Mr. Omoregie is a Deputy Director at the National Archives of Nigeria, Benin City, Nigeria.

Dr. Sunday Olanrewaju Popoola is a Senior Lecturer in the Department of Library, Archival and Informaion Studies (LARIS) of the University of Ibadan, Ibadan, Nigeria.

Citation: *G.I. Omoregie and S.O. Popoola. "Organizational Culture, Information Sharing and Perception of Records Management System as Factors Affecting Organizational Effectiveness in the Banking Industry in Nigeria." Research Journal of Library and Information Science, 2(3), pp.53-73*