

Modern Office Technology and Performance of Office Managers in Edo State

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Abstract

The purpose of this study is to investigate the impact of modern office technology on the performance of office managers. The objective of the study is to investigate the impact of modern office technology, technology usage, mobile technology and training on performance of office managers. This study adopts a survey research instrument through the administration of questionnaires to 100 office managers of public and private business organizations in Ovia North East Local Area of Edo State of Nigeria. The data for the study are analyzed using Cronbach Alpha test and multiple least square regressions. The empirical results show that modern office technology exerts a negative and insignificant impact on performance of office managers at > 0.05 level of significance, knowledge usage of office equipment exerts a positive and insignificant impact on performance of office managers at > 0.05 level of significance, mobile office technology exerts a positive and significant impact on performance of office managers at < 0.05 level of significance and training of office staff exerts a positive and insignificant impact on performance of office managers at > 0.05 level of significance. The study therefore recommends that adoption of mobile office technology would significantly impact on the performance of office managers.

Keywords: Knowledge Usage of Office Equipment, Mobile Office Technology, Modern Office Technology, Performance and Training.

Introduction

Performance is concerned with work related activities especially those activities expected of an employee and how well such activities were executed (Armstrong, 2017). Performance is usually seen as a medium of assessing, observing, monitoring, reporting and evaluating performance (Amadi & Ndu, 2018). Organizations all over the world have been trying to cope with a rapidly changing business environment, globalization, intense worldwide competition, and ever-changing customer demands such that management needs to be more and more astute in finding ways to sustain or gain competitive advantage (Ngambi & Nkemkiafu, 2015). Therefore, the rapid growth of global economics, changes in technologies, market competitions, and ever changing business

environment have caused organizations to struggle for profitability, growth and improve performance.

Information technology has emerged in today's business terrain as the new impetus for local and global competitiveness. Business in the world over are redefining their operations to absorb to an appreciable proportion the relevant technology application as they seek better ways of sustaining their competitive advantage amidst the competition (Somuyiwa, 2010). Business and corporate organization offices are usually designed for daily transactions, productions, and services with specific target or time-limit. More importantly, office tools are the modern technology that enables management and employees to carry their work effectively. This shows the link between technology and office work. Davenport, (2013) posits that business and corporate organization used modern office technology to improve the performance of the organization. The usage of modern office technologies enables managers to improve their level of communication within the operating environment. Pfano and Beharry (2016) argue that office managers may face stringent challenge for embracing and harnessing the latest technology for the benefit of the business. Azih (2013) is of the view that usage of modern office technology by managers and employees of business and corporate organizations require training of the workforce. The office technology used by business organizations within the work environment are information and communication technologies like desktop video chat, video conferencing, online visual collaboration tools, smart phones, faster windows operating systems, laptops and tablets (Ahmad, 2014).

These modern office technologies have the tendency of influencing the performance of the business organization and efficiency of the office managers. Ejeka (2017), claims that office manager is a staff wielded with the responsibility of preparation, preservation and transmission of various types of office documents which are vital for effective functioning of the organization. It is argued that a knowledgeable manager should attain some basic office technology skills useful in office information and communication technology. Iro (2012) asserts that managers and executives always searching for documents, delays in retrieving files for processes and inability of office secretaries perform their functions perfectly. It is pertinent to argue that business organizations have to improve the training programme conducted for managers and other key office staff to meet the daily demands of office automation in some government offices that had not met the goals and objectives of the organization created a research gaps to be filled in this study. Based on this premise, this study attempted to add to the existing body of knowledge concerning the impact of modern office technology on the performance of office managers.

Literature Review and Hypotheses Development

Concept of Performance

Performance represents the level of organizational achievement with regard to organization regulations, expectation and requirement in meeting the organizational aims

(Folorunso, Adewale & Abodunde, 2014). However, the accomplishment of the major performance objective of market or customers' expectations and investors' expectations will most likely result in the overall improvement of the organizational performance. Letham (2016) cited in Philip and Ikechi (2019) defines performance is the success recorded as the set standard in terms of efficiency, competence, accuracy and less cost intensive in a given business organization with technology driven managers. However, performance is the achievement of set goals and objectives in the area of financial performance, market performance and maximizing of shareholder's wealth. Tamanna (2018:28), argue that efficient proper allocation of human resources is a basic fundamental for "effective performance of the organizations and giving the right resources to the various functional areas of human resources". For attaining high level of performance, there must be an efficient office manager in place for doing the right thing for enhancing effectiveness of the office.

Modern Office Technology

Information technology refers to electronic technology used by business organization to improve the operations and profitability level of the business holistically (Uzoka, 2002). Information technology about economic resources and obligations of a business enterprise is also needed to form judgments about the ability of the enterprise to survive, to adapt, to grow and to prosper amid changing economic conditions. According to Ejeka (2019:27), "business organizations are adopting the new trend of office technologies to interact and manage people, coordinate business activities and evaluate performance of the organizations based on the set goals and objectives". Pfano and Beharry (2016:376), "sampled sixty-seven (67) managers of business organizations to empirically examine the effect of modern office technology on management performance". The aim of the study is to examine the significant relationship between office technology, right usage of office technology and management performance. The analyses were conducted using Analysis of Variance (ANOVA), Pearson's correlation and t-test in testing the formulated hypotheses. The results showed that modern office technology is positively related with management performance while a strong positive relationship exists between right usage of office technologies and management performance. The study recommended that office managers should embrace modern office technology in running daily routine of the business organization for improve performance. *Based on the following, the following hypothesis is formulated to be tested: There is no significant relationship between modern office technology and performance of the office manager.*

Knowledge Usage of Office Equipment

Knowledge management is a process that through creating, accumulating, organizing and utilizing knowledge helps achieve objectives and enhance organizational performance (Chen & Huang, 2007). Knowledge creation is integral, as knowledge is the only sustainable competitive advantage which is the result of learning (Paz Salmador & Bueno, 2007). Furthermore, the creation and transmission of knowledge is seen as

strategically significant as one of the fundamental processes that determine organizational learning abilities and innovation. Dharmadhikari and Basak (2015) argue that technology strategy alignment is the process of bridging the gap between business strategies of a company for improving and maintaining the growth of the business organizations. However, technology usage depends on the nature of the business organization as well as the economic activities. Huthamah and Alruwayyeh (2018:1), “conducted a conceptual study on the relationship between technology and modern office work”. They documented that advent of modern technology in offices enhance the efficiency of the performance of job routine and increases productivity and development. It was also affirmed that technology in modern office work is positively related with performance. Aliata and Hawa (2014:52), “used a sample of 60 public and private offices in Wa Municipality of Upper West Region in Ghana to empirically examine the effect of modern office technology on the performance office worker and used descriptive and correlation analysis for data analysis. The structured questionnaire was distributed to the sampled respondents through simple random sampling. The results showed that knowledge usage of office equipment exerts a positive relationship with performance of the office workers. The results also showed that there is no relationship between office gadgets and knowledge usage of technology. they therefore recommend that regular training programmes should be organized for office staff to effectively handle the modern office equipment. *Based on the following, the following hypothesis is formulated to be tested: There is no significant relationship between knowledge usage of office equipment and performance of the office manager.*

Mobile Office Technology

Mobile technologies have penetrated markets and have a strong influence on future business activities and consumer behavior, as well as on national and global market (Dai & Palvia, 2009). A large number of companies have developed universal transaction portal offering a whole host of ostensibly free information and services to consumers; the use of real micro transaction, is clearly more flexible and allows a much clearer link between the content delivered and the amount paid. According to World Bank Group (2015), modern office technology in use in business organizations are smart machines, smart devices, and smart techniques. In other words, smart machines office technology is seen as advanced robots and machine learning while the smart devices are regarded as personal computers, laptops, mobile networking and smart phones. As telecommunications manufacturers and network operators seek to define the shape of the mobile Internet, startup companies are busy coming up with new ways to make transactions (buying and selling) on-line. The smart techniques are seen as the cloud computing, big data and data analytics. Haghirian, Madlberger and Tanuskova (2005) are of the view that mobile technologies embraced by business organization serves as an avenue for advertising and marketing of the products of the organizations. The rapid proliferation of mobile technologies and devices presents marketers of all industries and geographical regions with new products to potential customers. The advent of digital

media has dramatically changed the way consumers interact with companies, the media and each other (Winer, 2009). Mobile marketing to a great extent has created the means of information sharing and knowledge acquisition (Asif, 2011). Mobile marketing is of great benefits to mobile users in the area of timely information with high rate of personalization, interactivity, and a low cost of reaching large target audiences at the right time and in the right place. More importantly, mobile devices in place as a result of innovation and technology are new channel for marketing communication with many features and opportunities in comparison with the traditional media (Karjaluto, Leppäniemi & Salo, 2004). Suraj and Ajiferuke (2013) examined operator's influence of knowledge in attaining both performance and competitive advantage in a mobile marketing organization. The empirical evidence showed that a weak human capital management and absence of effective communication as nuisance to organizational resource management, and Lethabo, Olabanji and Tafadzwa (2014) investigated the utilization of integrated marketing communication strategies by small retailers in South Africa. The empirical results showed that mobile communication exerts a significant positive influence on profitability of small retailers in Mankweng City of South Africa. *Based on the following, the following hypothesis is formulated to be tested: There is no significant relationship between mobile office technology and performance of the office manager.*

Training

Training activities are designed to support an effective performance appraisal process that involves establishing an ongoing communication process between employee and management, "and the presence of training and development is one of the ways by which employee feels that the organization is taking care of the problems in the organizations (Afaq, Raja, Mohsin, & Moazzam, 2016). Critically, "training has an utmost importance for the sake of improving the performance of office work, which leads towards gaining competitive advantage" (Quartey, 2012: 79). Aminu (2009:34), "is of the opinion that a training programme offer office manager is capable of enhancing the efficiency of the organization operations in terms of creating word processing documents, reorganizing text or images, editing information, inserting columns and rows, paginating and printing documents, inserting borders and shading, managing files and folder effectively, changing page orientation and formula, sending and receiving emails with attachment". Productivity and performance leads credence to employee development which is the goal of the employee to upgrade the existing skills and knowledge of the employee, thus competency is enriched by training and development (Kenny, 2019). Afaq, Sardar, Raja, Mohsin and Moazzam (2016:36), "carried out a study on the impact of training on performance of office worker in Pakistan". They used questionnaire for the collection of primary data and ordinary least square regression technique for the analysis of data. The result showed that training has a significant impact on performance and productivity of the worker. *Based on the following, the following hypothesis is formulated to be tested: There is no significant relationship between training and performance of the office manager.*

Theoretical Review

The study is anchored on technology acceptance theory and diffusion of innovation theory. These theories are reviewed below;

Technology Acceptance Theory

The theory of acceptance was designed by Davis (1989) to predict user's acceptance of information technology usage. The theory anchors the usage of information technology on two major perceptual factors such as the perceived usefulness and the perceived ease of use. The perceived usefulness is seen as the degree to which a person believes that using a particular system would enhance his or her job performance in terms of profitability. On the other hand, the perceived ease of use is simply the degree to which an office manager believes that using a particular system would enhance operation efficiency in the work place (Davis, 1989). However, this theory is very useful to the study because it enables the office managers to embrace modern technology for efficiency and high level of performance.

Diffusion of Innovation Theory

The diffusion of innovation theory was propounded by Rogers in the year 1983. This theory is based on the theory of communication and adoption of new ideas and technologies (Roger, 1995). However, diffusion is seen as the process by which an innovation is communicated through certain channels over time and among the members of an office. In other words, the diffusion of innovation evaluates how, why, and at what rate new ideas and technology are communicated and adopted by users of mobile communications. Roger (1983) stressed that usage of relative advantage, complexity, compatibility, trial ability and observability are the basic element of the theory which is being embraced by business organization. The relative advantage is the degree to which the user of innovation perceives the innovation to represent an improvement in either efficiency or effectiveness in comparison to existing methods. The complexity is the degree to which the innovation is difficult to understand or apply by the user. The compatibility is the degree to which an innovation is perceived as being consistent with the existing values of the people who are the potential user. Trial ability is the capacity to experiment with the new technology before adoption. More importantly, this theory is very relevant in this study given the fact that the process of innovation enables the office managers to effectively use the various channels of information technology like laptops, mobile networking and smart phones, websites for improve performance of the business organization.

Methodology

The study would make use of survey research design. Survey provides a quick and accurate means of accessing information on a population at a single point in time (Zikmund, 2003). The study adopts a survey research design. Ohaja (2003:11), "sees survey as the study of the characteristics of a sample through administering that enable

the researcher to make generalization concerning his population of interest regarding customer perception of online marketing strategy.” The survey is a method by which information are obtained from a sample or subset within larger population with the intention of studying the sample and thereafter generalizing the result to the entire population from which the sample was drawn (Agbonifoh & Yomere, 2002). Adefila (2008:20), “claims that population is defined as all the entire members or elements in which the student researcher is interested at”. Therefore, the population of the study consists of 154 registered business in Ovia North East Local Government Area of Edo State of Nigeria (Edo State Ministry of Commerce and Industry, 2020). Simple random sampling techniques is used to distributed structured questionnaire to one-hundred (100) business managers. The questionnaire is constructed on 5-point Likert scale: Strong disagree (1), Disagree (2), Undecided (3), Agress (4) and Strong agree (5). Therefore, reliability of the questionnaire is tested using Cronbach’s Alpha, which is the default statistical procedure for reliability analysis. The study made use of multiple regression techniques to test the significance of the variables with the help of Statistical Package for Social Sciences (SPSS), version 21.0.

Model Specification

The multiple regression method will be employed as the estimation technique which was adapted from the model of Gujarati (2004).

This is expressed as follows;

$$PER = \beta_0 + \beta_1MOT + \beta_2KOE + \beta_3MBOT + \beta_4TRN + \epsilon_i \dots\dots\dots (1)$$

Where:

PER= Performance

MOT = Modern office technology

KOE= Knowledge usage of office equipment

MBOT= Mobile office technology

TRN = Training

$\beta_1 - \beta_4$ = Coefficients of variables

Findings and Discussions of Results

In analyzing our data, we conducted a reliability test by employing Cronbach Alpha test of statistical reliability for the structured questions. The result obtained was presented in the table below.

Table 1: Reliability Test

VARIABLE	CRONBACH'S ALPHA	NO OF ITEMS
Performance	0.892	2
Modern office technology	0.761	2
Knowledge usage of office equipment	0.746	3
Mobile office technology	0.784	3
Training	0.733	5

Source: Author's Computation, (2020)

The range of reliability for the internal consistency of the items for the variables was from 0.733 to 0.892. The highest reliability internal consistency result was performance (0.892) followed by mobile office technology (0.784), modern office technology (0.761), knowledge usage of office equipment (0.746) and training (0.733). This means that the Cronbach's Alpha for all the variables was more than 0.70. The other main variables were considered to be good for internal alpha which is between 0 and 1. This means scales in this reliability analysis were well-established and the result was acceptable. In order to test the individual significance of the variables, a multiple regression techniques was adopted and the result is presented in table 2 below;

Table 2: Multiple Regression Results

Variable	Coefficient	t-test	p-value
C	-3.993	-2.646	0.016
MDT	-0.074	-0.401	0.693
TUS	0.003	0.013	0.989
MOT	2.103	4.865	0.000
TRN	0.048	0.266	0.793
R-Square = 0.751			
Adjusted R-Square = 0.696			
R model = 0.867			

Source: Author's Computation (2020)

It would be observed from table 2 that the coefficient of determination (adj. R²) value of 0.696 that about 70% of the systematic variations in performance of office managers were jointly explained by modern office technology, technology usage, mobile office technology and training of office staff. The remaining 30% was captured by the error term. This means that the model overall is good for statistical prediction. The R-model value of 0.867 showed that there is a significant linear relationship between the variables.

Test of Hypotheses 1

H₀1: There is no significant relationship between modern office technology and performance of the office manager.

It would be revealed from the above results that the modern office technology (MOT) exerted a negative and insignificant impact on performance of office managers (PER) at > 0.05 level of significance. This implies that the presence of modern office technology brought about low level of performance of office manager but it was statistically not significant. The finding was inconsistent with the findings of Pfano and Beharry (2016) that modern office technology is positively related with management performance while a strong positive relationship exists between right usage of office technologies and management performance. This therefore suggests we should accept that hypothesis that there is no significant relationship between modern office technology and performance of office managers.

Test of Hypotheses 2

H₀2: There is no significant relationship between knowledge usage of office equipment and performance of the office manager.

Knowledge usage of office equipment (KOE) exerted a positive and insignificant impact on performance of office managers (PER) at > 0.05 level of significance. This implies that the usage of technology might enhance the performance of office manager but it was statistically not significant. The finding was inconsistent with the findings of Aliata and Hawa (2014) in Ghana that knowledge usage of office equipment exerts a positive relationship with performance of the office workers. This therefore suggests we should accept that hypothesis that there is no significant relationship between knowledge usage of office equipment and performance of office managers.

Test of Hypotheses 3

H₀3: There is no significant relationship between mobile office technology and performance of the office manager.

Mobile office technology (MBOT) exerted a positive and significant impact on performance of office managers (PER) at < 0.05 level of significance. This implies that the presence of mobile office technology enhances the performance of office manager but it was statistically significant. The finding was consistent with the findings of Lethabo, Olabanji and Tafadzwa (2014) in South Africa that mobile communication exerts a significant positive influence on profitability of small retailers in Mankweng City of South Africa. This therefore suggests we should reject that hypothesis that there is no significant relationship between mobile office technology and performance of office managers.

Test of Hypotheses 4

H₀4: There is no significant relationship between training and performance of the office manager.

Training of office staff (TRN) exerted a positive and insignificant impact on performance of office managers (PER) at > 0.05 level of significance. This implies that the training of office staff might enhance the performance of office manager but it was statistically not significant. The finding was inconsistent with the findings of Afaq, Sardar, Raja, Mohsin and Moazzam (2016) that training has a significant impact on performance of the worker. This therefore suggests we should accept that hypothesis that there is no significant relationship between training and performance of office managers. This means that the result from this study is very sound for policy implementation and recommendation.

Conclusion and Recommendations

Business in the world over are redefining their operations to absorb to an appreciable proportion the relevant technology application as they seek better ways of sustaining their competitive advantage amidst the competition. The office technology used by business organizations within the work environment are information and communication technologies like desktop video chat, video conferencing, online visual collaboration tools, smart phones, faster windows operating systems, laptops and tablets (Ahmad, 2014). However, modern office technologies have the tendency of influencing the performance of the business organization and efficiency of the office managers. The following policy recommendations were made:

- i. The study therefore recommended that managers of business organization should ensure adequate handling of modern office technology in order to improve performance in the long-run.
- ii. The study recommended that managers of business organization should imbibe sound knowledge for effective usage of office equipment for improve performance in the long-run.
- iii. The study therefore recommended that managers of business should embrace mobile office technology for enhancing the performance of the organization.

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