

Document Governance and Organizational Learning Among Administrative Officers of Agricultural Research Institutes in Southwest Nigeria

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Abstract

This study examined document-governance practices and their influence on organizational learning among administrative officers of Agricultural Research Institutes in Southwest Nigeria. A descriptive survey design was used for a population of 311 officers in nine institutes, with total enumeration. The thesis reports 259 valid questionnaires and an 83.3% response rate. Document governance was measured with a 27-item scale covering concept and design, data collection, processing, sharing and distribution, discovery, analysis, repurposing, archiving, and publishing; Cronbach alpha was 0.888. Dimension means ranged from 3.04 to 3.31, indicating that the practices occurred often, although the source table reports an overall weighted mean of 2.50. Regression results showed a positive and significant influence on organizational learning ($R = .574$, $R^2 = .329$, adjusted $R^2 = .317$, $F = 27.973$, $p < .001$; $B = .459$, $\beta = .574$). Document governance therefore explained 32.9% of the reported variation in organizational learning. The study recommends comprehensive governance policies, lifecycle controls, secure digital repositories, retention schedules, and continuous staff training.

Keywords: document governance; records management; data life cycle; organizational learning; administrative officers; agricultural research institutes

1. Introduction

Agricultural Research Institutes create and use large volumes of administrative, personnel, financial, regulatory, and research-support documents. These records preserve decisions, demonstrate accountability, enable continuity, and provide the evidence from which organizations learn. When documents are poorly designed, inconsistently stored, difficult to retrieve, or inadequately protected, institutional knowledge becomes fragmented and administrative learning is weakened. Document governance provides the rules, responsibilities, standards, processes, and technologies used to manage document assets throughout their life cycle. It establishes who may create, approve, access, modify, retain, archive, publish, or dispose of records. Bhansali (2013) treats governance as a means of creating value from information assets, while recent records-management research emphasizes accessibility, integrity, accountability, compliance, and institutional memory (Simwaka, Malanga, & Chipeta, 2023). The

source thesis reported difficulty accessing information from older files and observed that document-management practices were not consistently aligned with modern administrative requirements. This article therefore examines the level of document governance and its reported influence on organizational learning among administrative officers of Agricultural Research Institutes in Southwest Nigeria.

2. Literature Review

2.1 Concept of Document Governance

Document governance is the institutional framework for making and enforcing decisions about organizational documents. It clarifies ownership, accountability, access rights, security expectations, retention obligations, and authorized use. It is narrower than information governance because it focuses specifically on document assets, but it contributes to wider information quality and decision-making.

Effective governance integrates policy, people, processes, and technology. Policies define standards; assigned roles establish responsibility; procedures guide creation, classification, storage, retrieval, sharing, retention, and disposal; and technology supports secure access and auditability. Studies of electronic records management in African universities show that weak infrastructure, limited expertise, inadequate policy implementation, and inconsistent institutional support can undermine effective records systems (Asogwa, Ezeani, & Asogwa, 2021; Chaputula, 2022).

2.2 Data Life Cycle Perspective

The study adopted Data Life Cycle Theory to explain document governance. From this perspective, data and documents pass through connected stages rather than remaining static. The measured dimensions were concept and design, data collection, data processing, sharing and distribution, data discovery, data analysis, repurposing, data archiving, and data publishing. Governance controls at each stage help preserve quality, security, usability, and accountability.

The life-cycle perspective is important because poor practice at an early stage affects all later stages. Incomplete design produces weak data collection; poor classification limits discovery; inadequate security increases risk; and the absence of retention and archival controls can lead to permanent knowledge loss. Contemporary frameworks therefore treat governance as an organization-wide system rather than a final filing activity (Marcucci et al., 2023; Bizi, Mohammed Ghazali, & Yunus, 2025).

2.3 Document Governance and Organizational Learning

Organizational learning depends on access to reliable evidence about prior decisions, practices, outcomes, and mistakes. Well-governed documents make this evidence available to current and future employees. They support knowledge acquisition by preserving information, knowledge sharing by enabling controlled access, and knowledge utilization by providing dependable records for decisions. Conversely, inaccessible or unreliable records cause employees to repeat work, rely on memory, and make decisions without adequate evidence.

Research on electronic records systems links effective records management with efficiency, accountability, and decision support (Adeyanju, 2020). The present article extends this logic to organizational learning in agricultural research institutions, where administrative continuity is essential to the effective support of long-term research programmes.

2.4 Governance, Accountability and Recordkeeping

2.1.3 Document Governance

Organizations are called upon by their stakeholders to be transparent and accountable. Governance, audit and risk management are used to support performance, transparency and accountability requirements. The cumulative effect of governance, audit and risk management can be vital to any organization's survival. As a result of this, structures and reforms that promote the trio are given priority. In essence, organizations set strategies to achieve desired goals. These strategies are impregnated with governance, audit and risk management requirements. Documents provide evidence of and information about an organization's activities and transactions. They are created "to support and manage work, to record why, when, where, in what capacity and by whom particular actions were carried out". These benefits can be summarized as ranging from operational concerns with efficiency and effectiveness, to managerial concerns with accountability and risk management, to a concern for protecting future needs for research. Data governance is the process in which an organization formally agrees to manage its data assets critical to its success. Data governance includes processes, roles, and standards that ensure efficient and effective use of data and information. Most organizations' success is tied to their data management. If the data management is on point, the business will grow exponentially, while vice versa will happen when data management is not good. Data governance and best data practices should ensure data usability, integrity, availability, consistency, and security of the data in the organization. Master data governance is involved in the creation of policies and maintenance of master data. The following practices can be good in helping the master data governance in solving the problems associated with centrally shared data, and these practices are data consolidation, establishing a master data governance team and operating model, mapping the production and consumption of master data, governing shared metadata, and establish policies to ensure data quality at all stages of data lifecycle.

Debates about the notion that record and document management is an essential underpinning of governance, audit and risk management have been wide ranging. Recordkeeping is a vital element of governance, and that governance is a vital ingredient to the survival of an organization. The Australian National Audit Office (ANAO) has also made several proclamations in its reports on the relationship between recordkeeping and governance, including "recordkeeping is a key component of any organization's corporate governance and critical to its accountability and performance". Its counterpart, the Auditor General of South Africa asserts that recordkeeping must be approached as a risk management function. There cannot be adequate risk mitigation efforts without sound recordkeeping. This implies that the risk assessment in an organization should also review recordkeeping. Public organizations tend to be inefficient, and blame this on the prevalence of incrementalism in the budgetary process. He argues that reform efforts aimed at greater utilization of information regarding organization performance make budgets less political and more merit based, which in turn boost cost efficiency gains in the public sector. These publications illustrate clearly the close link between recordkeeping and governance. In the economics of recordkeeping by providing empirical data regarding the return on investment that can be achieved through various approaches to improving the management of records and documents. A scholar surveyed six British universities and found a demonstrable proof that investment in improved recordkeeping can realize significant and substantial financial returns on investment. The results of his study add support to the assertion that recordkeeping can be a tool for improved organizational performance. Records management, accounting and auditing as tools that provide layers of control that are essential to ensure transparency, probity

and integrity in financial management systems. In this context, recordkeeping is among the key elements of governance. Its impact on the governance is as critical as that of other governance elements such as audit. Some contributors to this recordkeeping and governance nexus have been cautions but nevertheless they tend not to shift fundamentally from the core of this proposition.

The major public sector reforms presented challenges and opportunities in the management of recorded information. Unfortunately, however, the significance of records management for achieving the reforms has never been fully recognized, particularly in the digital environment. The national records and archives institutions that were set up to manage public sector records had their shares of national budgets reduced in response to the economic and practical necessities that prevailed. For instance, administrators had to prioritize health care, education and physical infrastructure, and as a result, the national records and archives institutions were starved of resources. Their ability to promote and sustain good records management was eroded. This in turn affected the public institutions, including the universities, which looked to the national records and archives institutions for effective management of their recorded information. The archival institutions were operating with grossly insufficient human resources. The remuneration of the personnel was inadequate and their status was very low resulting in a high turnover rate. It was added that such a breakdown in recordkeeping had significant consequences.

For example, key state resources, such as finance and personnel, could not be effectively managed and monitored. People's lives were also affected in that patients returning to hospitals for treatment had very little hope that their files could be found; land claims could not be substantiated; electoral rights could not be exercised; and court cases could not be resolved equitably. The recordkeeping regime during this period was mainly paper. Computers became necessary tools in the management of recorded information during the major public sector reforms, and this trend has continued. In essence, the public service reforms and computerization were the two global developments influencing recordkeeping. As donor and national governments began to focus on restructuring laws, procedures and organizational structures and to redefine their management approach, it became increasingly apparent that the written evidence required to underpin accountable, transparent, efficient structures and systems was not in place. Initially the official response was that the answer lay in computerization, which would 'leapfrog' developments elsewhere and provide a modern, efficient information base.

Although many computerization programs failed and, in doing so, left the position even worse, it nevertheless offered an opportunity for recordkeeping to gain significance in an organization strategy. Had they been in a stronger position, records managers could have forged new relationships with administrators who created the records they managed and who influenced the expenditure. There was a gradual awakening by administrators, records professionals and donors to the critical importance of establishing sound recordkeeping systems to provide the evidential base required to support structural adjustment, public service reform and computerization. As explained earlier, reforms in universities, as in other public institutions, are essential in this modern era. It is common for modern universities to acquire the latest information technologies in their quest to improve information service delivery. This would in turn bolster efficiency and competitiveness, and transparency and accountability. For example, a university may acquire a system that enables students to manage personal, academic, and financial information themselves. The terms record and document are sometimes used interchangeably. An overlap between records and documents can justify the interchangeability. The blurred distinction is also exacerbated by the growing use of digital records and documents; that is, as more information is being generated or received and maintained electronically, the distinction between a record and

document is becoming hazier. Many characteristics and qualities of a record and document in a traditional paper environment are still relevant in the digital environment, though the traditional practice may not be sufficient to ensure authenticity and reliability in an electronic record. Although the study's general approach is to consider records and documents without regard to their medium, there is a special interest in digital records and documents as the digital era has spawned new working practices.

2.5 Classification, Metadata and Organizational Information

There are different ways of categorizing records and documents. One approach is to categorize them by record type as correspondence, reports, policy and procedures, and forms, in a general organizational context. Another approach is to view them as essential information underpinning the following requirements: legal, like charters; financial, like payroll; operational, like examination papers; commercial, like contracts; intellectual capital, like research data; and disaster recovery, like emergency service contact; all in the context of vital information of an organization, particularly a university. Organizational records can also be categorized using a functional or business activity approach. "The functional approach is based on the premise that records are the input to and output of business functions and activities. It considers what an organization does and therefore what it should have in terms of records to document its activities, rather than what it has got". Universities carry out a range of different functions and inherently generate records in the course of carrying out their work. These records can also be categorized according to functions and associated activities. Functions are what universities do to achieve their goals and strategies, and activities are carried out to fulfil each function.

Though mainly focusing on colleges and universities, the records managers or archivists should focus on functions rather than structures and hierarchies in categorizing their records, "on what organizations do rather than who does it". This is because administrative structures and personnel remain fluid while the functions of universities appear relatively stable. The available sources of information used in functional appraisal studies were examined, leading to the identification of seven core functions performed by most colleges and universities: Conferring credentials, for example, admissions, advising, and degree granting, conveying knowledge, for example, teaching, learning, and evaluation, fostering socialization, for example, academic rules, facilities, and services, conducting research, for example, research proposals, and research grants, sustaining the institution, for example, governance, finances, and personnel, providing public service, for example, continuing education, and technical assistance, promoting culture, for example, fine arts, libraries and museums.

Collecting, organizing, and thinking about diverse information resources is the keystone of meaningful digital information experiences, from research to education to leisure. Formally, by an information resource, we mean a document, addressed by a Uniform Resource Locator (URL), conjoined with metadata, providing users with an object to peruse supplemented with data for contextualization and organization. We operationalize this crucial conjunction as metadata semantics to define an information resource's data structures and supported operations, spanning extraction, use, and presentation. Metadata semantics differ for different kinds of resources. For example, in the ART store collection, the document for the painting "City Phantasy" by Mark Rothko is a Joint Photographic Experts Group (JPEG) image; metadata includes fields such as creator, material, and source. In the Association for Computing Machinery (ACM) Digital Library, the document for the scholarly article "Faceted Metadata for Image Search and Browsing" is a PDF; metadata includes fields such as authors, keywords,

abstract, references, and citations. In both cases, an end user may wish to find related work, but the procedures will differ. In the case of the “Phantasy”, the creator, material, and source fields could be traversed as indices to discover alternatives, while for the “Faceted” article, reference and citation sets are provided directly by the Digital Library (DL).

Metadata semantics are crucial for organizing collections, yet their structural diversity exacerbates the problems of obtaining and manipulating them, strewing end users and application developers amidst the shadows of a proverbial tower of Babel. In response, some efforts work to standardize metadata itself. The present research alternatively takes the heterogeneity of metadata semantics as a given, unifying another level. Semantic web researchers address ambitious problems, like how to support reasoning through ontologies; we instead find sufficient complexity in developing software infrastructure to help developers build collection representation applications supporting information sources as diverse as Art Resources (ART Store), the Association for Computing Machinery Digital Library (ACM DL), Google, Wikipedia, and Flickr without custom code. We define information source as a type of information resource, generalized by template-driven publishing by a particular website and repository. As metadata is data that describes data, we define meta-metadata, a formal language for authoring enhanced wrappers, each specifying the metadata semantics for an information source. We develop a meta-metadata software architecture addressing a metadata semantics lifecycle for tasks involving information collections: data structures for representation of metadata inside programs; extraction from information resources; semantic actions that use control structures such as loops to invoke bridge functions to pass metadata to particular methods in collection representation applications; and rules for presentation to users. We present an open source suite of tools and libraries to support the meta-metadata language and architecture for the development of collection representation applications. Meta-metadata information source wrappers shepherd metadata through the lifecycle, maximizing its value. We develop use cases for metadata: Rake, a multi-touch information kiosk, combine Formation, an information discovery and collection visualization application, and a Wikipedia concept parser.

Most current approaches to programming metadata semantics are cumbersome, requiring custom application code to collect and represent metadata from each heterogeneous information source. As far as we are aware, no other general tools integrate specification of data structures, extraction of metadata from heterogeneous sources into instances, and presentation to users. The meta-metadata scripting language for metadata semantics wrappers promotes code reuse through extensibility, separation of concerns, and application independence. New meta-metadata information source wrappers can extend the definitions of prior ones. Meta-metadata wrapper declarations that define information sources are cleanly separated from application source code, so power user authors do not need access. Likewise, the support libraries for manipulating meta-metadata and the metadata that it is used to generate are application independent, and distributed as open source. Wrappers can be shared across applications. Meta-metadata semantic actions include call sites for bridge functions, through which a meta-metadata script invokes application-specific routines. Different applications implement the same bridge function differently. Examples of bridge functions include parsing a document, which can be used in crawlers, and forming a surrogate to represent a document to users.

Metadata management technology and strategy both are the important research content needed in successful integration of metadata. Metadata integration architecture is technology system architecture to implement metadata management strategy. Typically, there are three kinds of metadata integration architecture, centralized architecture, distributed architecture, federal

architecture. All metadata is stored and shared in this one centralized repository. Very popular for companies that do not have very distinct lines of business. A unified metadata model should be established in the centralized architecture, using this unified model to define and manage all metadata. All metadata is stored in global metadata storage. All tools and data warehouse components direct access to the global metadata storage, no metadata is stored and managed in local metadata storage. The advantage of this architecture is that metadata can be used globally; Disadvantage of this architecture is that maintenance of the global metadata storage is very complex, it is very slow access to the global metadata storage, components and tools do not have autonomy. Distributed architecture is raised to address deficiencies of centralized architecture. Most of the existing data warehouse systems using a distributed architecture based on the metadata exchange mechanism. This management structure allows different data warehouse tools to use different data models and different representation, these tools can be connected and communicate between each other by establishing corresponding metadata exchange standards. The greatest merit of this management structure is that different tools can access local metadata storage in a high degree of autonomy, improved access speed. But the system must provide a metadata exchange mechanism to address issues such as interoperability and connectivity between different local metadata storage, accordingly increase the burden on the system. Furthermore, data and metadata distributed across multiple systems in distributed architecture, this increase difficulty in the coordination and management. The metadata is captured and presented to the user at the time of the request, newer concept that is fairly unproven. Distributed architecture cannot be used for all metadata requirements. Federal architecture is a compromise between the previous two structures, combined with the advantages of the previous two structures, more suitable for data warehouse metadata management environment. Each tool has its own local metadata storage, which support rapid access and autonomy. Metadata exchange mechanism has been provided to allow communication between global metadata storage and local metadata storage. All shared metadata is managed in the global metadata storage. Representation and existence of the metadata in local metadata storage can be heterogeneous, but must adopt a unified representation in the global metadata storage. A unified representation means have a unified meta-model, such as standards-based metadata model like Organizational Information Management (OIM) or Common Warehouse Meta model (CWM) or custom models. Federal architecture has the advantage of protecting the autonomy and heterogeneous, each local metadata storage can determine which metadata they want to export to the global metadata storage. Disadvantage is that meta-base structure is more loosely and metadata navigation is more complex. The global repository is a subset of the local, the metadata are gathered from various metadata sources. The metadata sources include descriptions of traditional data sources, load scripts, logical and physical data models, staging table definitions and data warehouse table definitions, view definitions and definitions used in end-user applications. The metadata come in different formats and are extracted from these sources by using Extract, Transform, and Load (ETL) tool. They are then temporarily stored in an area called Metadata Staging area. Sharing and access to the local metadata is independent of the global repository. Allows each local storage to be autonomous for its own content and administration requirements, local repository include four layers. The top-most layer is usually the user access layer. The objectives of this layer are to provide support to browsing through the repository data in a client server setup or in the web environment; to provide an interface with Computer-Aided Software Engineering (CASE) tools; and to help the Component Based Development (CBD) tools develop and manage components. The second layer is called common infrastructure support layer. The objective of

this layer is to support common issues among assets such as integration of tools, cross-platform support, event management and others.

The next lower layer is called model layer. This layer is responsible to create and manage repository objects, their versions and configurations. It is designed and developed using an object-oriented paradigm. Finally, at the bottom level (called data services layer), a repository has a data server and supports insertion, deletion, modification and retrieval of the repository data. The technology effectively manages the information assets of the enterprise, provides a meta-view of the developmental process across all software development tools, uses common data store for development tools and allows version control of any object. Metadata about an entity should be consistent both in the global repository and the local repository. But when regard the metadata management system based on document as one part of the global repository, inconsistent may be occur. Because document might not be synchronized updates during the development process, and may be the actual physical data storage structure is not strictly consistent with the data model, for example, has been adjusted. Bi-directional metadata architecture allows changes in the global metadata repository. Changes in global repository can be feedback to the original source. Most companies use the best tools for a variety of combinations, rather than use integrated tool suite to build a decision support system. Because the lacking of integration between tools, it is very hard to communicate. Bi-directional metadata architecture allows tools to share metadata between each other. This architecture applies to companies with a variety of independent business. Bi-directional sharing of metadata allows the company to sense changes in the metadata across the enterprise. A very important significance of using the federal metadata architecture is that: during Extract, Transform, Load program development process, there are several optional implementations can fulfill the given mapping design thinking. Extract, Transform, Load developers can also do some optimization adjustment. Although multistage captured a true technical metadata as the reflection of the data processing, but for the operation and maintenance staff, it is difficult to understand the real mapping design ideas only from these technical metadata. Technical metadata in the design documents also must be combined with.

2.6 Digital Risk, Compliance and Data Life Cycle Controls

While outsourcing relieves operational commitment on the part of the organization, the act of engaging public cloud services poses risks against which an organization needs to safeguard itself. The previous chapter stressed the importance of instituting a flexible and adaptable risk management program for the lifecycle of the system. The risk analysis carried out at this stage should include factors such as the service model involved, the purpose and scope of the service, the types and level of access needed by the provider and proposed for use between the organizational computing environment and provider services, the service duration and dependencies, and the strength of protection offered via the security controls available from the cloud provider. Another consideration, if a non-negotiable service agreement applies, is whether the terms of service are subject to unilateral amendment by the cloud provider, which would increase the security and privacy risks involved. Privacy controls should be assessed as part of the analysis, as well as operational risks due to the locations of the cloud provider's facilities. An organization may require a Privacy Threshold Analysis (PTA) to be completed before the development or acquisition of a new information system and when a substantial change is made to an existing system. Privacy Threshold Analysis are used to determine if a system contains Personally Identifiable Information (PII), whether a Privacy Impact Assessment (PIA) or a

System of Records Notice (SORN) is required, and whether other privacy requirements apply to the information system. As mentioned earlier, a Privacy Threshold Analysis is normally conducted for all new or substantially changed technology that collects, maintains, or disseminates Personally Identifiable Information, and makes them publicly available. Personally Identifiable Information should be evaluated to determine the potential harm that could result to the subject individuals and/or the organization if Personally Identifiable Information were inappropriately accessed, used, or disclosed (i.e., its confidentiality impact level). An organization decides upon the factors it uses in determining Personally Identifiable Information confidentiality impact levels and then creates and implements the appropriate policy, procedures, and controls to protect the information. For example, some federal agencies have expressed legal obligations to protect certain types of Personally Identifiable Information and should consider such obligations when determining the Personally Identifiable Information confidentiality impact levels and appropriate safeguards. Evaluate the suitability of the cloud provider's data management solutions for the organizational data concerned and the ability to control access to data, to secure data while at rest, in transit, and in use, and to sanitize data. Take into consideration the risk of collating organizational data with that of other organizations whose threat profiles are high or whose data collectively represent significant concentrated value. Fully understand and weigh the risks involved in cryptographic key management with the facilities available in the cloud environment and the processes established by the cloud provider. Compliance refers to an organization's responsibility to operate in agreement with established laws, regulations, standards, and specifications. Various types of security and privacy laws and regulations exist within different countries at the national, state, and local levels, making compliance a potentially complicated issue for cloud computing. For example, at the end of 2010, the National Conference of State Legislatures reported that forty-six states have enacted legislation governing disclosure of security breaches of personal information, and that at least twenty-nine states have enacted laws governing the disposal of personal data held by businesses and/or government. Understand the various types of laws and regulations that impose security and privacy obligations on the organization and potentially impact cloud computing initiatives, particularly those involving data location, privacy and security controls, records management, and electronic discovery requirements. Review and assess the cloud provider's offerings with respect to the organizational requirements to be met and ensure that the contract terms adequately meet the requirements. Ensure that the cloud provider's electronic discovery capabilities and processes do not compromise the privacy or security of data and applications

2.7 Data Life Cycle Application

Data Lifecycle models represent the flow of information, the relationships of various stakeholders involved, and the various transitions that takes place with regard to data or physical components of complex systems. Life cycle is defined as a series of stages through which something passes during its lifetime. The stages are categorized as concept and design which revolves around the conceptualization and development of the research activity or project. It is important to understand the requirements of the funding agencies and thereafter to assess the abilities of the team in order to meet the expectations. Assessment of intellectual property rights is an important step so that the work does not leads to any infringement of the already existing research. Data collection is the first step concerned with data and artifacts revolves around the type of data and where it comes from. The data can be primary data or secondary data already stored in the data archive of the research organization. Also, data can be procured from third

party institutions. Data processing, depending on the intended use of data, it should meet the quality assurance metrics so that the researchers do not face any difficulty in using the data. Sharing and distribution of data; to ensure that collaborative research can be conducted in an efficient manner, it is imperative to have an effective sharing and distribution mechanism for data among the researchers. Access to data can be restricted based on the project or employee status of the researcher and this can control the misuse of data. Concrete policies for sharing and distribution of data will also lead to effective management of the resources and make the researchers act more responsibly. Data discovery is a process of extracting actionable patterns from the data and it assists the researcher in the data analysis stage. Data discovery is an important aspect in the data lifecycle process as actionable patterns can be extracted from the existing data from the previous studies that has been archived. Data analysis is apparently the most crucial of all the stages where the raw data finds its true meaning. The aim of undertaking collaborative research yields its maximum benefit when the researchers come together on a common platform to analyze the data. Division of work between the team members is a common strategy employed to maximize the work output. Data repurposing is the stage where creation of new data takes place. Processing and analyzing of the existing data can lead to new data sets that can be used for existing or future studies. Effective utilization of this stage can lead to incremental knowledge base for any academic institution or research organization. Data archiving is the stage acts like a digital database for the researchers and it acts as a repository for all the work that is undertaken by the organization. Access to this repository revolves around the parameters that are set by the policies and guidelines of the organization. The nature or work and the access policies are instrumental for the organization to allow the use of this database. Data publishing is a process whereby research output can be shared in the form of publications, conference seminars, patents and other tangible medium of communication that validates the work that has been undertaken.

3. Methodology

A descriptive survey design was adopted. The population consisted of 311 administrative officers in nine Agricultural Research Institutes in Southwest Nigeria. Total enumeration was used. Data were gathered with a structured questionnaire. The document-governance section contained 27 items covering nine life-cycle dimensions: concept and design, data collection, data processing, sharing and distribution, data discovery, data analysis, repurposing, data archiving, and data publishing. Responses were rated on a four-point frequency scale: never, rarely, often, and very often. The document-governance subscale recorded a Cronbach alpha of 0.888. The questionnaire was reviewed for face and content validity and pilot-tested outside the main study. The thesis reports that 259 of 311 questionnaires were valid, giving an 83.3% response rate. Means and percentages answered the research question, while simple linear regression tested the null hypothesis that document governance had no significant influence on organizational learning. The significance level was .05.

4. Results

4.1 Level of Document Governance

Dimension means ranged from 3.04 to 3.31. Concept and design recorded the highest mean (3.31), followed by data discovery (3.29) and data processing (3.25). Repurposing was the lowest-rated dimension (3.04), followed by data publishing (3.10) and data analysis (3.12). On the study's decision scale, the dimension means indicate that document-governance practices

occurred often. The source table, however, reports an overall weighted mean of 2.50, which requires verification because it is not consistent with the reported dimension means.

Table 1. Summary of document-governance dimensions

Dimension	Mean	Interpretation
Concept and design	3.31	Very often
Data collection	3.23	Often
Data processing	3.25	Very often
Sharing and distribution	3.23	Often
Data discovery	3.29	Very often
Data analysis	3.12	Often
Repurposing	3.04	Often
Data archiving	3.15	Often
Data publishing	3.10	Often
Overall weighted mean reported in source	2.50	Often

Source: Extracted from the thesis field survey (2026).

4.2 Influence on Organizational Learning

The reported regression result showed a positive relationship between document governance and organizational learning ($R = .574$). Document governance explained 32.9% of the variation in organizational learning ($R^2 = .329$; adjusted $R^2 = .317$). The model was statistically significant ($F = 27.973$, $p < .001$). The unstandardized coefficient was .459, indicating that stronger document-governance practice was associated with higher organizational-learning scores. The null hypothesis was therefore rejected.

Table 2. Regression summary for document governance predicting organizational learning

Statistic	Reported value
R	.574
R ²	.329
Adjusted R ²	.317
F	27.973
P	< .001
B (document governance)	.459
Standard error	.087

Statistic	Reported value
Standardized beta	.574
T	5.289

Source: Extracted from the thesis field survey (2026).

4.3 Detailed Item-Level Findings

Detailed responses extracted from the main project field survey

Concept and Design	VO	O	R	N	Mean
I do effectively conceptualize information to meet the needs of my administrative tasks	135 (52.1%)	80 (30.7%)	45 (17.2%)	-	3.35
I do identify the key components needed to create meaningful information for my role	108 (41.7%)	111 (42.9%)	40 (15.3%)	-	3.26
The organization offers training or guidance on how to design and structure information effectively	114 (44.2%)	119 (46.0%)	22 (8.6%)	3 (1.2%)	3.33
Average Mean					3.31
Data Collection	VO	O	R	N	Mean
I have the ability to collect accurate and reliable data for use in my administrative duties	110 (42.3%)	132 (50.9%)	17 (6.7%)	-	3.36
Effective data collection enhances my ability to make informed decisions in my role	94 (36.2%)	119 (46.0%)	43 (16.6%)	3 (1.2%)	3.17
My data collection ability give a better outcomes and results to the achievement of the organization goals	87 (33.7%)	133 (51.5%)	28 (11.0%)	10 (3.7%)	3.15
Average Mean					3.23
Data Processing	VO	O	R	N	Mean
There is the availability of spreadsheets, databases to enhance administrative data processing	108 (41.7%)	126 (48.5%)	19 (7.4%)	6 (2.5%)	3.29
Data processing is done with ease no matter how voluminous the data is	118 (45.4%)	124 (47.9%)	17 (6.7%)	-	3.39
Data are processed to enhance result-driven research in the organization	95 (36.8%)	116 (44.8%)	21 (8.0%)	27 (10.4%)	3.08
Average Mean					3.25
Sharing and Distribution	VO	O	R	N	Mean
There is availability of email systems, internet to facilitate information sharing in the organization	84 (32.5%)	140 (54.0%)	35 (13.5%)	-	3.19
Sharing of information boost teamwork	86 (33.1%)	135 (52.1%)	38 (14.7%)	-	3.18

Concept and Design	VO	O	R	N	Mean
Information was shared confidentially within the organizational environment	127 (49.1%)	92 (35.6%)	33 (12.9%)	6 (2.5%)	3.31
Average Mean					3.23
Data Discovery	VO	O	R	N	Mean
I have the skillset to explore available databases and online repositories to enhance my administrative duties	135 (52.1%)	94 (36.2%)	30 (11.7%)	-	3.40
The organization data system is well organized and accessible to make discovery easy	114 (44.2%)	110 (42.3%)	35 (13.5%)	-	3.31
The organization do organize quarterly seminar and conferences to enhance administrative	114 (43.9%)	104 (40.1%)	15 (5.7%)	27 (10.3%)	3.16
Average Mean					3.29
Data Analysis	VO	O	R	N	Mean
I have the ability to statistically analyze useful data	(33.9%)	(40.1%)	(15.3%)	(10.7%)	3.13
I am proficient in the use of software for administrative duties	(40.1%)	(39.2%)	(12.5%)	(8.2%)	3.01
I have the ability to interpret complex datasets due to my experience in advanced data skills	(50.2%)	(33.9%)	(15.9%)	-	3.21
Average Mean					3.12
Repurposing	VO	O	R	N	Mean
I use the ability to identify opportunities for repurposing information in my administrative duties	(33.9%)	(45.7%)	(10.0%)	(10.4%)	2.97
Repurposing data has helped me address new administrative challenges efficiently	(41.2%)	(30.5%)	(15.3%)	(13.0%)	3.15
My organization encourages the reuse of existing data for innovative purpose	(40.9%)	(37.3%)	(6.5%)	(15.3%)	3.01
Average Mean					3.04
Data Archiving	VO	O	R	N	Mean
I am familiar with best practices for data archiving like metadata creation and file formats	(43.7%)	(40.1%)	(6.7%)	(9.5%)	2.88
I archive data according to my organization's policies and procedures	(47.3%)	(35.9%)	(12.5%)	(4.3%)	3.22
The data archiving systems I use are efficient	(49.2%)	(33.7%)	(10.4%)	(6.7%)	3.36
Average Mean					3.15
Data Publishing	VO	O	R	N	Mean

Concept and Design	VO	O	R	N	Mean
I have the skill to prepare data for publication in a clear and accessible format	(40.1%)	(33.7%)	(19.3%)	(6.9%)	3.12
I regularly prepare and publish data as part of my administrative duties	(43.7%)	(35.6%)	(15.7%)	(5.0%)	3.33
I ensure that published data complies with relevant legal or ethical standards like data privacy regulations	(33.9%)	(44.9%)	(21.2%)	-	2.86
Average Mean					3.10
Weighted Mean for Document Governance					2.50

Source: Extracted directly from the corresponding Chapter Four table of the main project field survey (2026).

According to results in Table 4.5. 52.1% agree that they actually do think about information to satisfy their administrative needs very frequently, 30.7% frequently, and 17.2% rarely. On average, the respondents indicated that they do effectively conceptualize information to meet the needs of my administrative tasks had a mean of 3.35. Results further showed that 41.7% of the respondents agree that they do identify the key components required to develop meaningful information for their roles very often, 42.9% often, and 15.3% rarely. On average, the results indicated that they do identify the key components needed to create meaningful information for their roles had a mean of 3.26.

Results also showed that 44.2% of the respondents often or very often receive training or guidance from their organization on designing information, 46.0% often, 8.6% rarely, and 1.2% never receive training or guidance from their organization on designing information effectively. The mean for the item "My organization provides training or advice about effectively designing and structuring information is 3.33. Results also showed that 42.3% of the respondents believe that they can collect accurate and reliable data for use in their administrative responsibilities very often, 50.9% often, and 6.7% rarely. On average, the results indicated that they have the ability to collect accurate and reliable data for use in their administrative duties had a mean of 3.36.

Results also showed that 36.2% of respondents agree with the statement that "effective data collection improved their ability to make informed decisions in their roles very often", 46.0% agree often, 16.6% agree rare and 1.2% agree never. The mean rating for the item Effective data collection improved their capacity to make informed decisions in their roles is 3.17. The findings also showed that 33.7% of the respondents agree that their ability to collect data results in very often, 51.5% sometimes, 11.0% rarely and 3.7% never improving the outcomes/results towards the achievement of the organization goals. On average, the results indicated that their data collection ability produced better outcomes toward achieving organizational goals had a mean of 3.15. The results in Table 4.5 indicate that. 41.7% agree that there are spreadsheets, databases to improve administrative data processing "very often", 48.5% "often", 7.4% "rare" and 2.5% "never". On average, results indicated that spreadsheets and databases were available to enhance administrative data processing had a mean of 3.29. The data also showed that 45.4% very often, 47.9% often and 6.7% rare accept that data processing is done easily regardless of the size of the data. On average, the results indicated that data processing is done with ease no matter how voluminous the data is had a mean of 3.39. It was also found that 36.8% of those who are willing to accept date processed for enhanced research in the organization very often, 44.8% often, 8%

rare and 10.4% never. The average of the results showed that processing date to improve result-driven research had a mean of 3.08 in the organization.

Results also showed that 32.5% of the respondents very often, 54.0% often and 13.5% rarely there is availability of email systems, internet to facilitate information sharing in the organization. The mean of the respondents for availability of email systems, Internet to facilitate information sharing in the organization are 3.19 and 3.15 respectively. Results also indicated that 33.1% of the respondents reported information sharing boosted teamwork very often, 52.1% often, and 14.7% rare. The respondents stated that on average information sharing had a mean of 3.18 which indicated improved teamwork. Table 4.5 showed that 49.1% of the respondents reported that information was shared very often in the organization environment, 35.6% often, 12.9% rare and 2.5% reported that information was never shared confidentially. On average, the results indicated that information was shared confidentially within the organizational environment had a mean of 3.31. The results also showed that 52.1% of the respondents feel that they have the skills to access available databases and online repositories to support their administrative work very often, 36.2% often and 11.7% rarely. On average, the results indicated that they have the skillset to explore available databases and online repositories to enhance their administrative duties had a mean of 3.40. Results also indicated that 44.2% of the respondents reported their organizational data system was well organized and accessible to make discovery easy very often, 42.3% often, and 13.5% rare. On average, the respondents indicated that their organizational data system was well organized and accessible to make discovery easy had a mean of 3.31. The weighted mean for Document Governance was 2.50 and based on the decision scale indicated that the respondents agree to the document governance.

5. Discussion

The dimension scores indicate that respondents generally engaged in document-governance practices, particularly document design, discovery, processing, and data collection. These strengths support the availability and usability of administrative information. The lower scores for repurposing, publishing, and analysis suggest that institutes are better at creating and maintaining documents than at generating new value from existing records.

The significant regression result shows that document governance is closely connected with organizational learning. Properly created, classified, secured, stored, and retrieved documents allow employees to learn from prior decisions and preserve institutional memory. This supports research showing that effective electronic-records systems improve efficiency and decision-making (Adeyanju, 2020) and that records management is central to accountability and continuity in African higher-education institutions (Simwaka et al., 2023).

The result has particular relevance for agricultural research institutes, where administrative and research processes may extend over many years. Staff transfers, retirement, project turnover, and changes in funding can interrupt knowledge continuity. A governance framework that covers access control, metadata, retention schedules, version control, secure storage, and archival preservation reduces this risk and makes organizational knowledge available across time.

Document governance alone, however, cannot account for all organizational learning. Leadership, information literacy, organizational culture, employee experience, technology, and incentives also influence whether documented knowledge is interpreted and used. Governance policies must therefore be accompanied by staff capability development and a culture that encourages evidence-based learning.

6. Conclusion

Document governance was positively associated with organizational learning among administrative officers of Agricultural Research Institutes in Southwest Nigeria. The reported life-cycle dimension scores indicate regular governance practice, while the regression model shows that document governance accounted for a substantial proportion of the variation in organizational learning. Strengthening document controls can therefore improve institutional memory, knowledge continuity, accountability, and administrative decision-making.

7. Recommendations

Each institute should adopt a comprehensive document-governance policy covering creation, classification, approval, access, security, retention, archiving, publication, and disposal.

Institutes should implement secure digital repositories with standardized metadata, version control, role-based access, audit trails, backup, and disaster-recovery arrangements.

Retention schedules and archival procedures should be applied consistently so that documents with continuing administrative or research value are preserved.

Administrative officers should receive periodic training in records security, data quality, document analysis, repurposing, and the responsible publication of institutional information.

Management should integrate document governance with knowledge-sharing and organizational-learning strategies so that preserved records are actively used for improvement.

8. Limitations

The study used a cross-sectional self-report survey and was restricted to one geopolitical region. The statistical inconsistencies in the embedded thesis tables also require verification against the original dataset before external submission. Future studies should include document audits, system-use data, interviews, and longitudinal measures.

Pre-submission data verification note. Two source inconsistencies must be reconciled with the original dataset: (1) the dimension means average approximately 3.19, while the thesis table reports an overall weighted mean of 2.50; and (2) the thesis reports 259 valid questionnaires, while the embedded regression output displays total degrees of freedom of 58. The article reproduces the reported coefficients but omits regression degrees of freedom pending confirmation from the original SPSS output.

9. Contribution to Knowledge

This study contributed conceptually by integrating the concepts of information literacy skills, document governance, and organizational learning within the context of Agricultural Research Institutes in Southwest Nigeria. Previous studies had often examined these variables separately, particularly in educational institutions, libraries, or corporate organizations. However, this research established a conceptual linkage showing how information literacy skills and document governance jointly influenced organizational learning among administrative officers. The study further expanded the conceptual understanding of organizational learning by positioning administrative officers as active knowledge actors rather than merely support personnel. It demonstrated that the ability of administrative officers to identify, access, evaluate, organize, preserve, and utilize information significantly enhanced institutional learning processes and administrative effectiveness. Another conceptual contribution lay in the introduction of years of experience as a moderating variable. The study explained how professional experience could strengthen or weaken the relationship between information literacy skills, document governance,

and organizational learning. This offered a more nuanced understanding of organizational learning dynamics in research institutes and broadened the discourse on workplace learning in public-sector institutions. Additionally, the study contributed to the emerging discourse on document governance by conceptualizing it beyond traditional records management. It presented document governance as a strategic administrative mechanism involving document security, accessibility, accountability, compliance, preservation, and information sharing that supported institutional memory and continuous learning.

Theoretically, the study enriched Organizational Learning Theory by demonstrating that organizational learning was not only dependent on leadership structures or institutional policies but also on the information competencies and document management practices of administrative personnel. The findings showed that administrative officers contributed significantly to knowledge creation, storage, dissemination, and utilization within Agricultural Research Institutes. The study also extended the theory by incorporating document governance as an important enabling structure for organizational learning. It suggested that effective governance of institutional documents facilitated knowledge retention, decision-making, and organizational adaptation. Furthermore, the moderating role of years of experience provided theoretical insight into how accumulated workplace exposure influences learning capability within organizations.

The study advanced the application of the Big Six Model of Information Literacy skills by extending its relevance from educational environments to administrative and research-based institutional settings. The study contributed to knowledge by demonstrating how the six stages of the information problem-solving process- task definition, information-seeking strategies, location and access, information use, synthesis, and evaluation- enhanced administrative efficiency and promote organizational learning among administrative officers in Agricultural Research Institutes. The study further contributed theoretically by validating the Big Six Model as a framework for understanding workplace information behavior among administrative officers in Nigeria. It highlighted how mastery of information literacy competencies influenced document governance practices and institutional learning outcomes.

The study contributed to Data Life Cycle Theory by demonstrating the relevance of the theory to document governance and organizational learning in public research institutions. It applied the stages of data creation, storage, processing, sharing, preservation, retrieval, and disposal to administrative document practices within Agricultural Research Institutes. The research theoretically established that proper management of documents throughout their lifecycle enhanced institutional memory, accountability, transparency, and knowledge continuity. It further showed that document governance served as a practical expression of the Data Life Cycle Theory in organizational settings. Moreover, by examining the moderating role of years of experience, the study contributed to the theory by suggesting that experienced administrative officers could demonstrate better understanding and application of lifecycle management practices, thereby improving organizational learning processes.

Empirically, the study provided current evidence on the levels of information literacy skills, document governance, and organizational learning among administrative officers of Agricultural Research Institutes in Southwest Nigeria. This filled an existing gap in literature because most previous empirical studies focused on universities, libraries, or private organizations rather than agricultural research institutes. The study also generated empirical evidence on the influence of information literacy skills on organizational learning, thereby confirming and extending previous findings in information science and organizational studies. Similarly, it provided empirical data on how document governance practices affected institutional learning and administrative

performance.

Another major empirical contribution was the examination of the combined influence of information literacy skills and document governance on organizational learning. This multidimensional approach offered broader empirical understanding than studies that considered the variables independently. The inclusion of years of experience as a moderating variable further enriched empirical literature by revealing whether experienced administrative officers exhibited stronger relationships between the study variables than less experienced officers. This contributed fresh evidence to discussions on workplace learning, professional development, and administrative competence in Nigerian public institutions.

10. Suggested Areas for Further Research

1. Since this study was conducted in Agricultural Research Institutes located in Southwest Nigeria, future studies should extend the investigation to other geopolitical regions of the country. Such comparative studies would provide empirical evidence on whether significant regional differences exist in information literacy skills, document governance, and organizational learning among administrative offices across Nigeria.
2. To explore the influence of information literacy skills and document governance on organizational learning at different levels in agricultural research institutes, future research ought to consider a longitudinal study to address this research question.
3. Future studies should consider adopting a mixed-methods approach by combining questionnaires with other data collection techniques, such as interviews or focus group discussions. The inclusion of qualitative methods would provide deeper insights into respondents' experiences and perceptions, thereby enriching the interpretation of findings and enhancing the robustness of the study.

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