

**INFORMATION SECURITY AND OFFICE MANAGER'S JOB PERFORMANCE IN  
COMMERCIAL BANKS IN RIVERS STATE**

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**ABSTRACT**

The study examined the relationship between information security and office manager's job performance in Commercial Banks in Rivers State. The study was anchored on information security Theory. The study adopted a cross-sectional survey research design. The accessible population of the study consisted of Three Hundred and Forty-Eight (348) office managers of Twenty-Four (24) commercial bank's headquarters operating in Rivers State. The sample size of the study was One Hundred and Eighty-Six (186) respondents of twenty-four (24) commercial banks in Rivers State. The above sample size was obtained using the Taro Yamene Sampling Formula. In order to address the differences in the distribution of the population across the firms, Bowley's 1960 Population Proportionate Allocation Formula was applied. Thus, the study adopted the random sampling techniques. A structured questionnaire was used as instrument for data collection after ascertaining its reliability through the employment of Test-retest Method. In line with the sample size, a total of One Hundred and Eighty-Six (186) copies of the validated questionnaire were distributed to the targeted audience through the help of two research assistants. The researchers were able to retrieve One Hundred and Fifty (150) copies of the entire validated questionnaire distributed. Arithmetic mean and standard deviation were used for the research question analyses, while the test of hypotheses was done using Spearman Rank Order Correlation with the aid of SPSS Version 25.0. Findings revealed that there is a significant positive relationship between information security and office manager's job performance in Commercial Banks in Rivers State. The study concluded that information security correlates with office manager's job performance in Commercial Banks in Rivers State. When information assets are safeguarded, office managers are better positioned to coordinate resources, maintain accuracy in records, and supervise staff without the distraction of security breaches or data loss. The study recommended amongst others that management of Commercial banks should ensure robust **access control mechanisms** such as multi-factor authentication, role-based access permissions, and audit trails should be implemented to improve the accuracy, security, and reliability of records management.

***Keywords: Information Security, Office Manager Performance, Access Control, Data Protection***

**INTRODUCTION**

The Nigerian banking industry has become increasingly dependent on information as a strategic resource that underpins decision making, operational efficiency, and regulatory compliance. With the progressive digitization of financial services, the task of managing information effectively has assumed greater importance than ever before (Motlhasedi, 2024). Commercial banks in Rivers State, much like their counterparts in other parts of the country, now function in an environment where vast amounts of data are generated daily from customer transactions, credit assessments, internal operations, and regulatory reporting.

Information managers, as professionals charged with organizing, protecting, and ensuring the effective use of these information resources, have therefore become critical actors in ensuring that banks remain competitive, compliant, and innovative in a fast-changing environment. Empirical evidence indicates that the way information is managed has a direct effect on organizational

outcomes, with studies showing that structured and well-coordinated information practices contribute to efficiency, accountability, and improved service delivery in banks (Onunwor, 2022). Job performance of information managers encompasses not only the ability to process and disseminate information effectively but also to do so in ways that enhance organizational productivity, preserve accurate and retrievable records, and enable innovation. Productivity is a fundamental measure of how well information managers support the overall efficiency of banking operations (Onoh & Eze, 2021). In commercial banks, productivity is reflected in the speed and accuracy with which information flows across departments and into decision-making processes. The capacity to provide timely, relevant, and accurate information reduces duplication of work, minimizes errors, and improves customer responsiveness. Studies in African banking systems suggest that productivity gains in banks are strongly tied to the extent of digitization and the efficiency of information systems that eliminate unnecessary manual processes and enhance workflow integration (McKinsey & Company, 2022). In Rivers State, where banks cater to a dynamic customer base and must respond quickly to regulatory demands, the productivity of information managers is therefore central to sustaining service quality and organizational performance.

### Research Hypotheses

- Ho<sub>1</sub>: There is no significant relationship between data protection and productivity in Commercial Banks in Rivers State.
- Ho<sub>2</sub>: There is no significant relationship between access control and records management in Commercial Banks in Rivers State.
- Ho<sub>3</sub>: There is no significant relationship between security awareness/training and innovativeness in Commercial Banks in Rivers State.

### Concept of Information Security

Information security in commercial banks is a multidimensional concept encompassing confidentiality, integrity, and availability of information assets. It is vital not only for protecting customer trust and regulatory compliance but also for promoting operational continuity and innovation in a highly competitive financial environment. Thus, information security in commercial banks refers to the set of policies, processes, and technologies designed to protect sensitive financial data and organizational information assets from unauthorized access, misuse, disruption, or destruction. The International Organization for Standardization (von Solms & van Niekerk, 2013) defines information security as the preservation of confidentiality, integrity, and availability of information. In the banking context, this means ensuring that customer records, transaction data, and digital platforms remain secure and trustworthy. Scholars such as von Solms and van Niekerk (2013) also emphasize that information security is not just a technical issue but a holistic organizational function involving governance, compliance, and human behavior. Operationally, information security is the structured processes, technologies, and policies that protect customer data, financial records, digital assets, and banking operations from unauthorized access, misuse, alteration, disruption, or destruction. Banks are custodians of highly sensitive customer data, including personal, financial, and biometric information, which must be safeguarded to maintain public trust (Abu-Musa, 2021). Breaches or unauthorized access to this information can lead to severe consequences such as identity theft, fraud, and reputational damage. Information security underpins the stability and resilience of financial systems. A successful cyberattack on a bank does not only disrupt its operations but can also destabilize customer confidence and, in severe cases, affect the wider economy (Okere, *et al.*, 2020). Regulatory compliance makes information security a necessity. The Central Bank of Nigeria (CBN) and other global regulators enforce strict guidelines requiring commercial banks to implement robust information security measures, failure of which can result in penalties, litigation, and loss of license.

### Concept of Office Manager's Job Performance

The job performance of office managers in commercial banks in Rivers State is central to organizational success. By combining task execution with contextual contributions, they provide the backbone for operational efficiency, regulatory compliance, employee productivity, and overall service quality, all of which are vital for sustaining competitiveness in the banking industry. Job performance has long been recognized as a key indicator of organizational success, and scholars have attempted to define it from different perspectives. Campbell (1990) described job performance as the aggregated value of employee behaviors that directly or indirectly contribute to organizational goals. In the context of commercial banks in Rivers State, this means that an office manager's performance can be measured by how effectively they manage administrative tasks, coordinate workflows, and provide support for strategic objectives.

Similarly, Borman and Motowidlo (1993) argued that job performance includes both task performance, which relates to core duties, and contextual performance, which refers to behaviors that sustain the organizational environment. Applied to the banking sector, this definition highlights how office managers not only carry out daily tasks such as recordkeeping, scheduling, and supervision but also foster teamwork and ensure compliance with ethical and regulatory standards. Armstrong (2014) also emphasized that job performance is the ability of an employee to execute assigned tasks efficiently and with the required quality to meet organizational standards, pointing to the office manager's duty to uphold accuracy, timeliness, and compliance in all administrative operations.

### Theoretical Review

The study was anchored on Information Security Theory. Information Security Theory was founded by von Solms 1998. It emphasizes that information security is not only a technical issue but a **management responsibility** that must be systematically integrated into organizational processes. It argues that information security should follow a continuous cycle of **risk assessment, policy implementation, monitoring, and improvement**, where both technology and people play critical roles.

The study was built on the following core assumptions:

- i. Information security is not purely a technical issue but an organizational management process that requires clear structures, policies, and governance.
- ii. Security is guided by the principles of Confidentiality, Integrity, and Availability (CIA), which together ensure that information is protected against unauthorized access, modification, and disruption.
- iii. Effective information security is achieved through a systematic cycle of risk assessment, policy implementation, training, monitoring, and continuous improvement.
- iv. Responsibility for security is shared across the organization, with information managers playing a central coordinating role.
- v. Without a well-structured information security management system, organizations are vulnerable not only to technological risks but also to human errors, fraud, and regulatory non-compliance.

This theory is relevant to the study of information security and office managers' job performance in commercial banks in Rivers State because it directly links managerial responsibilities to the effectiveness of security outcomes. Information managers in banks are not only tasked with routine functions such as productivity, records management, and innovativeness, but also with ensuring that these functions are performed within the secure boundaries of data protection and regulatory compliance.

For example, in managing productivity, office managers must ensure that workflows are not disrupted by cyberattacks or unauthorized access. In records management, they are expected to maintain the integrity and confidentiality of customer data in line with ISO standards and banking regulations. For innovativeness, managers are challenged to integrate new technologies, such as

digital banking platforms, while embedding security measures from the design stage. The ISMT provides a strong lens to examine these issues because it emphasizes that information security must be institutionalized rather than treated as an add-on. In the banking sector in Rivers State where cybercrime, insider threats, and compliance with the Central Bank of Nigeria's ICT/security regulations are critical adopting ISMT highlights that office managers' job performance cannot be evaluated without considering their ability to implement and sustain robust information security practices such as data protection, access control, and staff security training.

### **Research Design**

The cross sectional explanatory survey research design was adopted for the study. This research design was deemed suitable and most appropriate for the study because of two reasons: (i) the study was conducted across different Commercial Banks in Rivers State at the same time which makes it a survey study; (ii) it involves the test of hypotheses which is explanatory in nature.

### **Research Population**

The accessible population of the study consisted of Three Hundred and Forty-Eight (348) office managers (customer service officer and system officers) of Twenty-Four (24) commercial bank's headquarters operating in Rivers State. The information was obtained from Human Resource Department of the Twenty-Four (24) commercial bank's headquarter situated in Port Harcourt understudy.

### **Sample and Sampling Technique**

The sample size of the study was One Hundred and Eighty-Six (186) respondents of twenty-four (24) commercial banks in Rivers State. The above sample size was obtained using the Taro Yamene Sampling Formula.

### **Instrumentation and Measurement**

Structured questionnaire was used as instrument for data collection. The structured questionnaire was developed by the researcher. The research instrument was called "Information Security and Office Manager's Job Performance Index" (ISOMJPI). The instrument was made up of two sections. Section A was designed to elicit demographic data concerning the respondents. Section B contained the main questionnaire items designed to measure the variables under investigation. The instrument was designed in a modified four (4) point likert scale with the following response options: Strongly Agreed (SA) =4; Agreed (A) = 3; Disagreed (D) = 2; and Strongly Disagreed (SD) = 1.

### **Administration of the Instrument**

In line with the sample size, a total of One Hundred and Eighty-Six (186) copies of the validated questionnaire were distributed to the targeted audience through the help of two research assistants. The researchers were able to retrieve One Hundred and Fifty (150) copies of the entire validated questionnaire distributed.

### **Method of Data Analysis**

Arithmetic mean and standard deviation were used for the research question analyses, while the test of hypotheses was done using Spearman Rank Order Correlation with the aid of SPSS Version 25.0. Spearman Rank Order Correlation Coefficient was computed.

### **Test of Hypotheses**

H<sub>01</sub>: There is no significant relationship between data protection and productivity in Commercial Banks in Rivers State.

**Table 1 Correlations between Data Protection and Productivity**

		Data Protection	Productivity
Spearman's rho	Data Protection	Correlation Coefficient	1.000
		Sig. (2-tailed)	.610**
		N	.000
	Productivity	Correlation Coefficient	.610**
		Sig. (2-tailed)	.000
		N	150

\*\* . Correlation is significant at the 0.05 level (2-tailed).  
Source: Survey Data, 2025.

Table 1 above showed r value of 0.610 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating data protection and productivity. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>1</sub>) which states that there is no significant relationship between data protection and productivity in Commercial Banks in Rivers State was rejected and the alternate hypothesis (Ha<sub>1</sub>) was accepted. This implies that there is a strong positive relationship between data protection and productivity in Commercial Banks in Rivers State. Ho<sub>2</sub>: There is no significant relationship between access control and records management in Commercial Banks in Rivers State.

**Table 2: Correlations between Access Control and Records Management**

		Access Control	Records Management
Spearman's rho	Access Control	Correlation Coefficient	1.000
		Sig. (2-tailed)	.949**
		N	.000
	Records Management	Correlation Coefficient	.949**
		Sig. (2-tailed)	.000
		N	150

\*\* . Correlation is significant at the 0.05 level (2-tailed).  
Source: Survey Data, 2025.

Table 2 above showed r value of 0.949 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating access control and records management. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho<sub>2</sub>) which states that there is no significant relationship between access control and records management in Commercial Banks in Rivers State was rejected and the alternate hypothesis (Ha<sub>2</sub>) was accepted. This implies that there is a very strong positive relationship between access control and records management in Commercial Banks in Rivers State.

Ho<sub>3</sub>: There is no significant relationship between security awareness/training and innovativeness in Commercial Banks in Rivers State.

**Table 3: Correlations between Security Awareness/Training and Innovativeness**

		Security Awareness and Training	Innovativeness
Spearman's rho	Security Awareness and Training	Correlation Coefficient	1.000
		Sig. (2-tailed)	.650**
		N	.000
	Innovativeness	Correlation Coefficient	.650**
		Sig. (2-tailed)	.000
		N	150

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	Sig. (2-tailed)	.000	.
	N	150	150

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\*\* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data, 2025.

Table 3 above showed r value of 0.650 at significance value of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating security awareness/training and innovativeness. Since the significant value is less than the alpha level of 0.05, the null hypothesis ( $H_{03}$ ) which states that there is no significant relationship between security awareness/training and innovativeness in Commercial Banks in Rivers State was rejected and the alternative hypothesis ( $H_{a3}$ ) was accepted. This implies that there is a moderate positive relationship between security awareness/training and innovativeness in Commercial Banks in Rivers State.

### CONCLUSION

Based on the results and discussion of findings, the study concluded that information security correlate with office manager's job performance of Commercial Banks in Rivers State. When information assets are safeguarded, office managers are better positioned to coordinate resources, maintain accuracy in records, and supervise staff without the distraction of security breaches or data loss. Conversely, weak security practices expose office managers to risks that compromise efficiency, accountability, and service quality.

### RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of Commercial banks should strengthen data protection frameworks through encryption, secure backups, and NDPR compliance to safeguard information, reduce system downtimes, and enhance employee productivity.
2. Management of Commercial banks should ensure robust access control mechanisms such as multi-factor authentication, role-based access permissions, and audit trails should be implemented to improve the accuracy, security, and reliability of records management.
3. Management of Commercial banks should ensure continuous security awareness and
4. training programs that institutionalized, using role-specific and scenario-based modules tailored to the threat environment in Rivers State.

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