

Information Management: A Catalyst to Organizational Performance among University Employees

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Abstract--- *Organisation exists for a purpose and this purpose can only be achieved through combinations of resource especially human, capital and environment. These resources cannot function without communicating with each other properly making management of such information an important factor in organizational performance. This study is set to examine the cause of an event that triggers organisational performance through information dissemination and management. The problem of mismanagement of information between faculties and staff as well as the spread of distorted information or 'manufactured lies' is a thing of concern in the University setting. While other researchers have worked on the technical aspect of information management, this study focused on the managerial aspect of information dissemination. The paper adopts a survey research approach to the discussion of issues raised in order to put up a position of how information is disseminated and managed in the Nigerian university. The study established that information management is distinctively different from information technology. While investment in information technology has not yielded the corresponding impact on organisational performance, investment in information management has positively influenced organisational performance. The thrust of this paper is, therefore, to raise awareness and expand our knowledge of the need to improve information management in the institution of higher learning that can increase better performance in order to help in achieving the vision and mission of the institution.*

Keywords--- *Information Management, Information, Organisational Performance, Productivity, Staff, University.*

I. INTRODUCTION

Information management is not the same as information technology they both sound aloud but function differently to achieve a common purpose for which the information is needed, therefore requires varied investments. In a debate by Opoku (2015), he argued that investment in information technology has not yielded the corresponding impact on organisational performance. While Winkler (2018) concluded that investment in information management has positively influenced organisational performance through increased efficiency, productivity and competitive advantage. Arguably one can agreed that information has two approaches to it, either it is electronics or manual, neither of the two can start independently as it has to involve the management of human through knowledge management as observed by Adetunji, Fadun & Oyekan (2018) that information is knowledge which needs to be shared before it becomes meaningful in all situations. Therefore, the starting point of any communication is the willingness to communicate effectively within the right set of people. This is not true with the operations in the

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university system has it had been evident through university unrest for example staff are not communicating well leading to internal issues. The vices responsible for these improper communications had come from different forms of mismanagement or misrepresentation of information that is published in newspapers, social media, word-of-mouth on issues concerning university community members (students, staff, and parents) and many more.

Also, it was revealed from past literature that the managerial aspect of information management have received less consideration and underexplored by the researcher as opposed to the technical aspect of information management through technology. Hence, this paper focus on managerial aspect since the conclusion of many researchers (Opoku, 2015; Opoku & Enu-Kwesi, 2017; Winkler, 2018; Kustina *et al.*, 2019) shows that failure in most information management process or techniques is more attributed to management rather than the technology. Arguably several studies have shown that one of the world's most vital resources is information. Information is generally acclaimed to be power, hence to be rightly informed is to be rightly guided by the right information. Likewise, authors in the field of human resource management found that the degree of success enjoyed by an organisation and its members depends largely on how well information is managed. They added that information is required for decision-making and problem-solving. It is in line with this context that this study examines information management process as a catalyst to organizational performance among employees of the Nigerian universities. The specific objectives include:

1. Determine the extent to which effective information management can enhance performance among employees of the university in order to improve productivity.
2. Determine how the efficiency of information management training and development can improve university management.
3. Ascertain if information management has any significant impact on organizational productivity.

Hypotheses (null)

- 1) H₀; effective information management does not enhance performance among employees of university productivity.
- 2) H₀; the efficiency of information management training and development does not result in university management improvement.
- 3) H₀; information management has no significant impact on organizational productivity.

II. REVIEW OF LITERATURE

The power of information in an organisation cannot be overemphasized as a faction that enhances the combination of the resource required for productivity and performance in the organisation. Ravi (2011) established that information management is conceived to include an endless phase of narrowly connected actions such as identification of informational requirements, procurement and design of information, examination and analysis of information, business and storage of information, information entree and spreading information procedure etc. Robertson (2005) shared that the mismanagement of information may mar the image of an organisation and also prevent the achievement of its visions and missions. Surprisingly, Opoku (2015) pointed out that mismanagement of information sometimes involves those who have a stake in or a right to such information. He expands that ability to manage well such information focus strictly on information management. Hence Winkler (2018) acclaimed that

information management is the ability of organizations to capture, manage, preserve, store and deliver the right information to the right people at the right time. Robertson (2005) in his affirmation on the subject mentioned that information could both be electronic or physical information. Therefore with the complexity of the concept information, organizational structure must be capable of managing this information throughout the information lifecycle regardless of source or format (data, paper documents, electronic documents, audio, video, etc.) for delivery through multiple channels that may include cell phones and web interfaces (Arvidsson, Holmstrom & Lyytinen, 2014; Adnyana *et al.*, 2019).

On one hand, Raduan, Jegak, Haslinda & Alimin (2009) claimed that management is a purposive activity carried out by individual or group effort towards the attainment of certain organisational goals. Management is also argued to be the process of getting things done through the effort of people who have relevant information on what to do when to do and see it done in the cheapest and the best way (Johnny, 2012; Ogunsiji & Ladanu, 2017). According to Dorr *et al.* (2013), information is one of the world's most important resources that are needed to solve societal or organisational problems and make decisions affecting the present and the future. Bedward & Stredwick (2004) debated that information enhances organizations' knowledge, improves understanding of complex situations and reduces uncertainty. On the other hand, Opoku (2015) had it that information management (IM) is the collection and management of information from one or more sources and the distribution of that information to one or more audiences (Kalusopa & Ngulube, 2012). Reddy, Srinivasu, Rikkula & Rao (2009) expressed that information management view systems and procedure such as web complacent management, document management, records management, digital asset management, education management systems, and enterprise search such the technical infrastructure, as instruments used to assist the information management program (Robertson, 2005; Poniman *et al.* 2018). In the fortress of the above argument, Robertson suggested that information management can be characterized by both technical and management points of view. Therefore this study focuses on the managerial point of view in addressing information management among university employees.

In a debate by Robertson (2005), he shared that the thought of Information Management is the collection and direction of information from one or many references and the arrangement of that information to those who have to carefully use it for the purpose of a common goal is important. The purpose of any organization is to achieve a common goal through the combination of different resources such as human and material. These resources can only be combined through interaction with each other with the aid of the right information. No wonder Ebbighausen (2011) postulated that in order for the information to provide the needed knowledge and be useful, it must be appropriate for its purpose, understandable, accurate and delivered on time for the purpose for which such message is disseminated, and these can only be achieved through effective information management. This assertion negates the operation of university in practice through the bureaucracy. Files conveying important messages can stay on one table for days without concerns for the common purpose claimed earlier.

In another argument posed by Opoku (2015), acclaimed that knowledge is a collection of information and the latter process to develop wisdom. However, it looks functional that a universal pyramid of data, information, knowledge and wisdom would permit evolution in both instructions of arising and descendant. Hence, Henczel (2000) and Ravi (2011) believed information management as the order inventive and accountable direction of the

information in command to make and utilize information that module imparts scheme to the accomplishment of an organizational target and form that groups and employees have expeditious approach and make efficient usage of the information demand to employment and to establish themselves. Robertson (2005) identifies information management as the organizational, social, cultural and strategic element that must be advised in command to modify information in the institution. Although authors (Awad *et al.*, 2004, Ravi, 2011, Dorr, Wathern & Enymann, 2013; Rinaritha *et al.*, 2018) argued that the literature on information management and knowledge management is complete with dissimilarities between data, information, knowledge and wisdom.

Likewise, Ravi (2011) specifies that active information management is associated with technological improvements and smart practices to send value active information agreement and data defense. Bouthillier & Kathleen (2002) claimed that intellect is the capability to recognize and to utilize knowledge, he also mentioned that knowledge is the situation of significant approximately expanded view over capability or the situation of capturing actuality or point through cognitive. Adams (2006); Al- Mobaideen *et al.* (2013) have also indicated that information provides the relevant intelligence, and serves as a valuable business resource, by providing knowledge that helps to reduce uncertainty in decision making, and consequently, aids planning and evaluation while serving as means of communication, motivation and learning (Saloojee *et al.*, 2007; Laudon & Laudon, 2010). In essence, managing information is, therefore, a key issue in organisations, as explained by the resource-based view (RBV) theory that in order for a resource to help in the achievement of organisational goals and sustain competitive advantage, it needs to be managed well (Rothaermel, 2012). Thus the application of management principles and functions like planning, organising, leading and controlling, and theories of information are crucial for ensuring efficient and effective gathering, storing, processing and distributions of information to enhance organisational performance (Basharat *et al.*, 2012; Robertson, 2005).

Dorr *et al.* (2013) argued that the degree of success enjoyed by an organisation and its members depends largely on how well information is managed. Information is thus a valuable resource, and arguing from the point of view of the resource-based theory, Akortsu & Abor (2011) stated that information management ensures that groups and individuals have efficient access to and make effective use of information. This connotes that information management is a framework by which resources are collected, coordinated, processed, controlled and managed through successive stages in order to provide information to various users for one or more purposes in an organisation. Meriel (2010) claimed that utilized respective idea, construct an investigation accumulation that has applicable relevance for individual information to appraise the personal typically manage their data. The outcome of the examination qualifies that information that is arranged may service three outlined functions, namely simple records retrieval, remind users on duty that demand to be through and represents the users' knowledge of information detail and link to each other. The review advance force the crucial and essential function played by information management in rising structure execution.

Research by Opoku & Enu-Kwesi (2017) to appraise the relationship between investment in information managed by technology and productivity payoffs in the organizations show that there is robust information of a statistics between the productivity modification and the modifier use of information technology (IT) in the late 1990s. In a related research to measure the high process in information technology assets in the 1990s by Adams

(2006), it egress that the growth may be attributed to the fall in the terms of information technology corkin, but not inevitably the concept that IT can assist productiveness, which contravenes the determination of Opoku and Enu-Kwesi. Besides that, Yusuff (2012) planted an examination to measure information technology investing outlay and acquire the structure that has been practiced due to information technology execution.

III. METHODOLOGY

The research design adopted for this study was the survey and descriptive design. It carefully prepared to ensure that information obtained is germane to the research questions and that it was gathered by concepts and technical procedures. It is made in the step-by-step form so as not only to make the research work simpler for the reader but, also, to help to clarify the method for the exploration or investigator himself. However, the accessible population of this research is on employees of the 3 state universities, hence the population of this study involves all the staff in registry i.e. faculty officers and admission officers of the universities selected. The study adopts a sampling technique to randomly select 7 staff from each unit. At the end of the selection, 42 staff was selected as the total population for the study. In order to reduce the sample size to a manageable size expression was used:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n= Sample size

N= Total population

e= Margin of error disturbance

Therefore;

Given that N = 42 (as stated above), and e is assumed to be 5%

Then sample size,

$$\begin{aligned} n &= \frac{42}{1 + 42(0.05^2)} \\ &= 38 \end{aligned}$$

IV. METHOD OF DATA ANALYSIS

The researcher analyzed data gathered for the study by using frequency counts, mean scores. The three research questions were answered hypothetically; the hypotheses were analyzed in the following order; Data relating to research questions one, two and three were explored to determine to mean score (x). A mean score of three (3) and above considered as an accepted means to test the research question. Nonetheless, a mean score of 2.99 and below was deemed as a rejection to test the research question. The three postulations were tested using Z-test. This was done to establish the test significance of differences in the mean between the two population mean when the sample size is large. The three null hypotheses were tested at 5% level of significance.

$$Z = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}}$$

Where \bar{x} = sample mean

μ = Population mean

σ = Standard deviation

n = Sample size.

V. DATA ANALYSIS

A total of forty-two (42) questionnaires were distributed, out of which thirty-eight (38) were completed and returned; however, eight returned questionnaire was removed because it was not suitably completed as required. Hence, the number of the questionnaire used for the purpose of the analysis was thirty (30) and this however, agrees to the same size needed for this research exercise.

Hypothesis One (null)

H0 Effective information management development does not enhance productivity in order to improve productivity in an organization. In testing this hypothesis, questions 1 to5 contained in Table 1 were used.

$$\text{Mean of population } (\mu) = \frac{3 \times 30 \times 5}{5} = 90$$

$$\text{Mean of sample } (\bar{x}) = \frac{\sum x}{n} = \frac{579}{5} = 116$$

$$\text{Standard deviation } (\sigma) = \sqrt{\frac{\sum (x - \bar{x})^2}{n}} = \sqrt{\frac{63}{5}} = 3.5$$

$$Z = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}} = \frac{116 - 90}{\frac{3.5}{\sqrt{5}}} = 16.6$$

$$\sqrt{n}\sqrt{\sigma}$$

Decision Rule: Accept the null hypothesis if the estimated value is less than the table value. Otherwise, reject the null hypothesis and accept the alternative. **Decision:** Since the Z – table value is less than the estimated value (1.96 < 16.6), the null hypothesis is rejected and accept the alternative hypothesis (H1), which stated that the effective information management development enhances productivity, and increase performance.

Hypothesis Two (null)

H0: The efficiency of information management training and development does not result in improved university management. In testing this hypothesis, questions 6 to10 contained in Table 1 were used.

$$\text{Mean of population } (\mu) = \frac{3 \times 30 \times 5}{5} = 90$$

$$\text{Mean of sample } (\bar{x}) = \frac{\sum x}{n} = \frac{518}{5} = 104$$

$$\text{Standard deviation } (\sigma) = \sqrt{\frac{\sum (x - \bar{x})^2}{n}} = \sqrt{\frac{154}{5}} = 5.5$$

$$Z = \frac{\bar{x} - \mu}{\frac{\sigma}{\sqrt{n}}} = \frac{104 - 90}{\frac{5.5}{\sqrt{5}}} = 5.69$$

$$\sqrt{n}\sqrt{\sigma}$$

Decision Rule: Accept the null hypothesis if the estimated value is less than the Z-table value, otherwise, reject the null hypothesis and uphold the alternative hypothesis (H1). **Decision:** Since the estimated value is greater than the Z-table value (5.69 > 1.98), we reject the null hypothesis and accept the alternative hypothesis (H1) which stated

that the efficiency of information management training and development results in improved university management practices.

Hypothesis Three (null)

H0: Information management development has no significant impact on organizational productivity. In testing this hypothesis, questions 11 to15 contained in Table 1 were used.

Mean of population (u) = 3 x 30 x 4 = 90

4

Mean of sample (x) = $\frac{\sum x}{n} = \frac{428}{4} = 107$

n 4

Standard deviation (α) = $\sqrt{\frac{\sum (x - \bar{x})^2}{n}} = \sqrt{\frac{74}{4}} = 4.3$

n

4

Z = $\frac{\bar{x} - u}{\frac{SD}{\sqrt{n}}} = \frac{107 - 90}{\frac{4.3}{2.15}} = 7.9$

SD 4.3 2.15

$\sqrt{n}\sqrt{4}$

Decision Rule: Accept the null hypothesis if the estimated value is less than the Z-table value. Otherwise, reject the null hypothesis and accept the alternative. **Decision:** Since the estimated value is greater than the Z-table value (7.9 > 1.98), we reject the null hypothesis and accept the alternative hypothesis (H1) which stated that Information management development has a significant impact on organizational productivity.

VI. DISCUSSION OF FINDINGS

The findings of this study are as follows:

- 1) The information management development is very vital to any organization ranging from small to large scale enterprise since it is well known that no business can exist entirely without a human being.
- 2) It shows that one of the major functions of information management development is the engagement of people to work in order to achieve sales growth and profitability.
- 3) The method of training and development as gathered from the interview contract by the researcher are just by reason of the problems. The universities, for instance, train lots of its employees through role play because of a lack of funds to engage in such training.
- 4) From the data gathered, we discovered that the use of qualified staff in the universities under study brings about an increase in productivity. This means that information management employed in any organization whether profit or nonprofit oriented, small or large scale should be able to manipulate other resources of the company to see to their full efficient utilization so that productivity will be positively affected.

VII. SUMMARY

Considering all that has been discussed, the review of related literature and research findings obtained in this study, it has been established beyond every reasonable doubt that information management development, motivational tools, training, etc. make staff/employees to be more effective in their various job, and when the information is not managed properly it then becomes a bigger problem emanating into crisis, confusion and unrest as

the case may be. Though the analysis of the subject matter centers on state universities, the need for the study is in recognition of the fact that in all aspects of human endeavors, there is a need to carefully adapt these findings. The careful need for checking if a similar problem emanates in the environment will determine the application of any part of the study findings. It is no longer necessary to lay undue emphasis on what effective information management development can do to any organization that imbibes the practice.

VIII. CONCLUSION

This study, therefore, concludes that information management is not easy if it will improve performance. There are many techniques to interact, integrate and communicate together in order to achieve a meaningful result. Therefore, this study suggests that Information Technology is significant to impact organizational productivity if only a wide range of business integration and activities needed to be met especially for a complex institution like a university is injected to address catalyst issues. Likewise, the fundamental thing about Information management is that it not a technology problem; it is a human error for the business challenge. It is worth mentioning here that, one should not forget that the application of management techniques to collect information, communicate it within and outside the institution, and process it is to enable stakeholder make quicker and better decisions is of greater importance that should be encouraged among the employee of the university to gear productivity. Therefore, improving information management practices should be a key focus for units of the university, across both the public and private. The finding also reveals that information management is driven by a variety of factors, including a need to improve the efficiency of business processes, the demands of compliance regulations and the desire to deliver new services on time.

IX. RECOMMENDATION/POLICY IMPLEMENTATION

As a result of the various finding emanating from the study, the following recommendations are hereby suggested. The University management having seen information management exercise as a vital aspect in the institution, should be encouraged to finance it, seeing that the institution is one that makes use of highly trained and untrained personnel, lack of funds as a problem should not be allowed to hinder effective implementations of information management among staff. The finding implies that organisational members should get information at the right time for effective decision making as required for the achievement of organisational objectives echoed by Achampong (2012); Azameti & Agyei (2013) that getting information at the right time enhances the performance of organizations.

Organizations ought to inculcate the habit of organising seminars and conferences to develop staff knowledge and abilities in the area of information management. These are avenues where new skills are developed and discovered. It not only helps train and develop the employees but also offers a powerful labor force with high performance that helps improves organizational performance of employees. Specialised Information management training and development should be introduced in forms of business concern as a model better improving the system in a way because university employees are rightly positioned or placed with the right job, at the right time, for the right purpose needed to be updated and modify considering our dynamic environment.

In view of the above, it is also recommended that ample training should be organized and given to those managing information in universities as well as all staff of the university who have interface with the university activities or related involvement with her stakeholders (students, staff, parent, government, community leader, etc.) as to the importance of managing information well. Faculty and staff, records managers, archivists, information scientists and Librarians should be made to understand the importance of information management as well as the consequences of mismanaging information. This will go a long way in preserving the image of the institution as well as avoidance of conflict or misunderstanding, which might result from mismanagement of information.

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