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STRATEGIC INFORMATION MANAGEMENT AND JOB PERFORMANCE OF BUSINESS MANAGER IN DEPOSITE MONEY BANKS IN RIVERS STATE

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ABSTRACT

The aim of the study was to determine between strategic information management and job performance of Business managers in Deposit Money Banks in Rivers State. It found that Strategic information management system is positively correlated with Job performance of business managers in Deposit Money Banks in Rivers state. On the second note the study found organizational capabilities as a moderating factor in the relationship between Strategic information management system and Job performance of business managers. The study of the study revealed that there is significant and positive relationship between system automation and job performance of deposit money banks in Rivers State. A number of recommendations were made among which is that deposit money banks should ensure their system automation are dynamically innovative, creative and accommodative; and continually contribute to societal strategic transformation in compliance with professional code of conduct, ethics and excellence as to foster a success-oriented organization.

Keywords: Strategic Information Management, Job Performance, Business Manager

INTRODUCTION

The evolution in Strategic Information Management (SIM) has brought drastic changes in financial institutions in the global market (Thompson & Strickland, 2011). These systems have opened new horizons for business enterprises and have enabled them carry out their commercial activities by use of advanced technologies. With the changing business environment, globalization, competition, changing consumer needs and influence of technology, modern competitive organizations have sought to adopt strategic information management in order to improve their performance (Vijay, 2014). The part of data frameworks in a key way, incorporates usage of data innovation to create items, administrations, and capacities. These tend to give an organization key points of interest over its rivals. It makes vital data frameworks, that support or shape the focused position and procedures of an endeavor.

According to Siami (2006), performance of competitive firms has been associated with strategic information management. Investment in strategic information management has contributed to improved efficiency and effectiveness of the system, improved customer service delivery, market expansion and information management among competitive firms. Strategic Information Systems (SIS) plays a major role in giving an organization a competitive edge and also improving the performance through allowing innovation of unique products which may lead to first mover advantage, reduction in operation costs by increasing efficiency, development of strategic alliances with key customers, suppliers, consultants and other partners, plus differentiation of products and services which contribute to improvement of business processes.

This study is based on the concept that Strategic Information Management have become drivers of organizational competitiveness in the changing business environment. Like other countries, Nigeria has also accepted this challenge of 21st century by making efforts in the investment and development of Strategic Information Systems to transform and enhance industry competitiveness. A decade ago, Strategic Information Systems (SIS) had very little penetration in the country, but recently with efforts of both private and government sectors, the concept of strategic information management has become very popular among organizations in Nigeria. The public and private sectors in Nigeria is striving to invest in strategic information management in order to gain competitiveness (Muriuki, 2011). Investment in Strategic Information Management Systems like internet banking, mobile banking, automation, customization, information security gadgets is therefore examined as to ascertain how they affect the performance of firm. It is against this background that this study sought to ascertain the relationship between strategic information management system and organizational performance.

The performance of organizations as well as their employees has been the focus of intensive research efforts in recent times. How well an organization implements its policies and programs and accomplishes its strategic intent in terms of its mission and vision is of paramount concern. Managers in both private and public organizations are becoming increasingly aware that a critical source of competitive advantage often come from indigenous product and services, best public relations strategy state-of-the-art technology and having an appropriate system of attracting and managing the organization's information.

From the foregoing, and looking at today's trend, it is evident that the space of change in our business environment presents fresh challenges daily. Therefore, a panacea must be found for the organization, if it must adequately meet its challenges. Various firms, therefore, need to come up with the applications of innovative ideas to create unique brands, customers-friendly products/services that will bring about competitive advantages in terms of brand preference and customer confidence. Hence it is imperative to examined the relationship between strategic information management system and organizational performance.

Strategic information management system

Strategic information management (SIM) is understood by experts in the field of information management as, the ability of an organization to utilize information resources i.e. information and information systems to assist the organization in its implementation of strategies or rather the information resources itself developed into a strategy of the organization (Detlor, 2010), (Meagher, 2003; Webb, 2008), (Marchand, 2005). With SIM, organizations would generally be able to successfully compete in the competitive environment in which they operate (Caudle, 1996). Apart from this general benefit, SIM has proven to have assisted organizations with some other specific benefits such as offering better and quality products and services, increased productivity, better customer relationships and satisfaction such as understanding the characteristics and needs of customers, response to market trends, monitoring competitors, increased competitiveness, increased collaborative efficiency and effectiveness (Stonehouse & Snowdown, 2007), (Marchand, 2005), (Marchand, 2000), (Wilson, 2003), (Marchand, 2000), SIM normally can be clearly seen through its products and services. For instance, in the banking and financial organizations, the SIM products are like the Automatic Teller Machines, Telebanking, Internet Banking, Home Banking and other products and services that are driven by information resources are being developed to assist banking and financial organizations in their competitive strategies. In this context, it would be very interesting to find out the issues, challenges and prospects with strategic information management in this contemporary time.

Strategic information management is a salient feature in the world of Information Technology (IT). In a nutshell, strategic information management helps businesses and organizations categorize, store, process and transfer the information they create and receive. It also offers tools for helping companies apply metrics and analytical tools to their information repositories, allowing them to recognize opportunities for growth and pinpoint ways to improve operational efficiency.

Since the 1980s, SIM has come to be one of the most important steps in successful introduction and optimization of technology in organizations. Although most literature reviews state that the success of any Information System is directly related to SIM. It was previously the work of technology and systems professionals. It became changed to be a collaborative planning challenge of parties (managers, business unit managers, technology and systems professionals, and sometimes external stakeholders) (Ruohonen, 1996).

Job Performance

Performance is the outcome of the activity that has been carried out. It is also a change in the financial position of the organization as a result of activities carried out through the sound management, strong governance to achieve a better result (Sharukhalid in Selamat & Babatunde, 2014). The use of performance indicator is to verify the effectiveness of information security practices and in turn information security culture is relatively new (Elchagar et al., 2012). The key objective of the organization is to increase sales volume, profit and create a niche for a competitive advantage in the global market. Human beings are the brain behind improving performance either negatively or positively. Hence, the need for establishing information security culture becomes inevitable, while the desire of the top management in the organization for information security is equally to serve as a catalyst to solve the effect of information security risks in the organization.

Job performance as a concept have been described by various authors in different ways. Moshref and Delshad (2011) defined job performance as the achievement of set goals in terms of quality and quantity. According to Oxford Dictionary of English, job performance is the act of performing, applying or executing anything organized or promised. From this definition, performance means doing an activity and the outcome of that action. It can also be viewed as the shared performance of effort, ability and role understanding (Milis and Mercken, 2004) while Shoji and Valden (2008) assert that performance is wider as it incorporates behaviours as well as results. While behaviours are responsible for changing performance from a thought into an action, results are consequences of mental and physical activities. Varying from Shoji and Valden (2008) is Jex and Britt (2008) and Campbell (1990) who see performance as only the controllable behaviours of employees and not outcomes since according to them, employees can put efforts but circumstances beyond their control such as a dysfunctional system may limit the outcome of their efforts. Apart from a dysfunctional system impacting negatively on job performance of employees, any organization that refuses to introduce these machines, may not meet up with the challenges of modern-day office, hence productivity may be reduced (Maria, 2019). Job performance is the assessment of whether an employee has done his job well or not. It is the degree of accomplishment of the tasks that make up an employees' job.

Resource-Based View Theory postulated by Barney (1991).

This theory combines concepts from organizational economics and strategic management Barney (1991). In this theory, the competitive advantage and superior performance of an organization is explained by the distinctiveness of its capabilities Johnson (2008). The Resource-Based View (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal, Penrose (1959). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile.

The resource-based theory which stems from the principle that the source of firm's competitive advantage lies in their internal resources, as opposed to their positioning in the external environment. That is rather than simply evaluating environmental opportunities and threats in conducting business, competitive advantage depends on the unique resources and capabilities that a firm possesses (Barney, 1995). The resource-based view of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage and eventually superior firm performance (Ainuddin et al., 2007).

Resource Based View model was established by Barney (1991) and is one of the concepts applied by modern competitive firms in the dynamic business environment when formulating, implementing and monitoring strategies. As indicated by Pearce and Robinson (2013), Resource Based View is a strategy for evaluating and finding an organization's vital rewards on the premise of examining its key blends of benefits, abilities, capacities and intangibles as a firm. Maintainability of hierarchical aggressiveness depends on interesting assets of the association that range from representative abilities, innovation, client advancement and new item improvement

The theory suggests that a firm has competitive advantage over another firm and when its rival can't copy its methodologies. While assets are the wellspring of a company's know-hows, capabilities are the principle wellspring of its upper hand. An association has a focused edge over its opponents, when it has a relative favorable position over another firm and when this preferred standpoint is not being executed by any contender.

This theory underpins this study based on the notion that strategic information management system adopted by organization is a strategic resource that would contribute to improved performance of organization. Inability to imitate the new technologies by industry players and integration of systems with modern technologies will enhance efficiency and effectiveness of the organization. Training employees and investing in modern strategic information management system are unique capabilities that will give organizations a competitive edge in the changing business environment. Therefore, in this study, the resource-based theory or view (RBV) of the firm's competitive advantage in particular will be the underlying theoretical foundation applied and fundamental basis of the variables and their ensuring relationships that are being studied.

Empirical Review

Alkalbani et al. (2017) studied information security compliance in organizations. This paper presents an empirical study to investigate the impact of institutional pressures on information security compliance in organizations. With the use of structural equation modelling for analysing the data collected through an online survey, the study shows that coercive pressures, normative pressures, and mimetic pressures positively influence information security compliance in organizations. It reveals that the benefits of information security compliance motivate management to strengthen their commitments at information security compliance. Furthermore, the study finds out that social pressures do not have a significant impact on management commitments towards information security compliance. Theoretically this study contributes to the information security research by better understanding how institutional pressures can be used for enhancing information security compliance in organizations. Practically this study informs information security awareness/training makers of the major institutional drivers for information security compliance.

Kreicberga (2010) researched on the relationship between access control and information security governance effectiveness in United States corporations. the purpose of this correlational study was to examine the relationship between strategic alignment, resource management, risk management, value delivery, performance measurement implementations, and information security governance (ISG) effectiveness in United States-based corporations. Surveys were used to collect data from 95 strategic and tactical leaders of the 500 largest for-profit United States headquartered corporations. The results of the multiple linear regression indicated the model was able to significantly predict ISG effectiveness, $F(5, 89) = 3.08$, $p = 0.01$, $R^2 = 0.15$. Strategic alignment was the only statistically significant ($t = 2.401$, $p <= 0.018$) predictor. The implications for positive social change include the potential to constructively understand the correlates of ISG effectiveness, thus increasing the propensity for consumer trust and reducing consumers' costs.

Wathanga (2016) studied the effect of access control on the organizational performance of dairy co-operatives in Kenya. The purpose of this study was to investigate the effect of access control on the organizational performance of dairy co-operatives in Kenya. The study assessed five research questions: How does comprehensive strategic decision-making affect the organizational performance of dairy co-operatives in Kenya? How does participative governance affect the organizational performance? How does human capital affect the organizational performance? How does long-term orientation affect the organizational performance? To what extent does market orientation moderate the effect of access control on the organizational performance of dairy co-operatives in Kenya? The study was guided by positivist research philosophy and descriptive correlational research design. The population of the study consisted of 198 executive directors/managers of active dairy co-operatives in eight counties in the Mt. Kenya region. A sample size of 184 was drawn using stratified random sampling, and data was collected using selfadministered questionnaires. The data was then analyzed using descriptive statistics of frequency, distribution, mean, and standard deviation. Additionally, inferential data analysis methods of Pearson's correlation, ANOVA, and multiple linear regression were used to test the hypotheses. Data was presented in tables and figures. Regarding the effect of comprehensive strategic decision making on organizational performance, the results of the multiple regression analysis showed that revenue per customer explained 49.7% of the variance, (R^2 =.497, $F(9,121)$= 73.938, $p < .05$), while ROA explained 26.9%, and product innovation explained 41.2%. It was found that participative governance was not significant in predicting revenue per customer, ROA, or product innovation and the null hypothesis was accepted. Human capital was found not significant in predicting revenue per customer and ROA but significantly predicted product innovation, β = .94, $t(141)$ = 2.01, $p < .05$. This result led to accepting the hypothesis that human capital significantly affected organizational performance. The results of the regression indicated that long-term orientation significantly predicted revenue per customer, β = 1.04, $t(141)$ = 3.35, $p < .05$. It was also found that revenue per customer explained 49.7% of the variance, (R^2 = .497, $F(5, 125)$ = 20.10, $p < .05$, while ROA explained 29.4 %, (R^2 = .294, $F(5, 123)$ = 9.06, $p < .05$. Product innovation explained 41.2% of the variance, (R^2 = 0.412, $F(9, 120)$ = 9.35, $p < .05$. In relation to the moderating variable, the regression results revealed that market orientation significantly predicted revenue per customer, β = -2.85, $t(141)$ = -2.24, $p < .05$; ROA, β = 2.14, $t(141)$ = 5.9, $p < .05$; and product innovation, β =1.89, $t(141)$ = 5.77, $p < .05$. It was also found that revenue per customer explained 49.7% of the variance, (R^2 = .497, $F(5, 125)$ = 20.10, $p < .05$, while ROA explained 29.4 %, and product innovation explained 41.2%. However, the results showed that market orientation did not significantly moderate the relationship between access control and organizational performance. This study concluded that keeping the respective roles of governance and management in the co-operatives distinct allowed the board to prioritize organizational ends and leaving the implementation to the management. This study recommends that a governance code should be developed for co-operatives based on the stewardship theory as it is better aligned to co-operative principles, which are predicated on democracy and inclusive participation. This study further recommends the inclusion of board members other than the CEO, as respondents for future research into the access control of dairy cooperatives.

CONCLUSION

The study examined the relationship between Strategic information management system and Job performance of business managers in Deposit Money Banks in Rivers state. It found that Strategic information management system is positively correlated with Job performance of business managers in Deposit Money Banks in Rivers state. On the second note the study found organizational capabilities as a moderating factor in the relationship between Strategic information management system and Job performance of business managers. The study revealed that system automation, system customisation practices, knowledge management and information security have a positive and statistically significant relationship with job performance of business managers of Deposit Money Banks in Nigeria.

RECOMMENDATIONS

Based on the study from this study, the following recommendations were made:
Deposit Money Banks should ensure their system automation are dynamically innovative, creative and accommodative; and continually contribute to societal strategic transformation in compliance with professional code of conduct, ethics and excellence as to foster a success-oriented organization. Deposit money banks should have frameworks for system customisation and information security. Deposit money banks should develop a sys policy. This should enhance effective management of knowledge in the banks with the aim of improving their decision making, service delivery and innovativeness. Management of Deposit Money Banks should improve their system customisation practices. Deposit money banks should embrace Information security tools

and services so as to have competitive edge and improve their decision making and service delivery. Deposit money banks should build in house capacity to handle information security systems, policies and procedures that attempt to promote their success.

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