

INFORMATION DYNAMICS AND ORGANIZATIONAL SUCCESS OF DEPOSIT MONEY BANKS IN PORT HARCOURT

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ABSTRACT

This study examined how information dynamics relate to organizational goal achievement. The aim of our thesis was to investigate the relationship between information dynamics and organizational success of deposit money banks in Port Harcourt Rivers State. The study adopted an exploratory/descriptive survey research design.. The population for this study comprised all the twenty (20) deposit money banks licensed to operate in Nigeria and are operational in Port Harcourt as at the time of this study with main branch in Port Harcourt metropolis, Rivers State. Out of these, (3) three managerial staff from each deposit money bank and a final total of sixty (60) from the twenty (20) deposit money banks formed the respondents. A census study was adopted. No sample was drawn. The instrument for data collection was researcher's designed questionnaire titled 'Info-Dynamics and Organizational Success Questionnaire' (IDOSQ). Same was face and content validated and tested for reliability using Cronbach Alpha statistics and a reliability index of 0.72 was obtained. Data collected was analyzed using SPSS version IBM 26 to answer the research question while the hypotheses was tested using Spearman's Rank Order Correlation Co-efficient at 0.5 level of significance. The findings revealed that there is a statistically significant relationship between Info-Dynamics and Organizational success. Based on the findings, it was recommended that deposit money banks should ensure their information resources are dynamically innovative, creative, and accommodative to continually contribute to societal strategic transformation in compliance with professional code of conduct, ethics and excellence as to foster success orientation organization.

Keywords: Information Dynamics, Organizational Success

Introduction

The problem of information flow in business organizations is relevant to issues of productivity, innovation and the sorting out of useful ideas from the general chatter of a community. How information spreads determine the speed by which individuals can act and plan their future activities. Moreover, information flows take place within social networks whose nature is sometimes difficult to establish. This is because the network itself is sometimes different from what one would infer from the formal structure of the group or organization. In recent years, many industries throughout the world have seen successes and failures of seemingly similar companies. Famholtz and Randle (2018) in Chux-Nyeche (2021) maintained that organizations such as Microsoft, Southwest Airlines, Nike and Wal-Mart became dominant forces in their industries while other comparable organizations such as Apple Computer, People Express, L.A.-Gear, and K-Mart have experienced difficulties and decline after a period of promising initial growth.

The result is an increased need for a better understanding of the management of organizational growth and the determinants of success and failure over the long-term. More specifically, why do some organizations continue to be successful over the long-term while others, with equally promising starts, experience difficulties and even failure? To help answer this question, Flamholtz (2015) in Chux-Nyeche, Wike, and Adisababa, (2022) presented a framework entitled the 'Pyramid of Organizational Development' that identified six key 'strategic building blocks' of successful organizations for which management information change and growth is pivotal. Management in

modern times relies heavily on information to thrive. Nothing moves without information and it is generally believed that information is powerful and that its owner has power. In the beginning of the 21st century, the world faced considerable changes in all aspects, especially great changes in information management. These changes require organizations to revise their strategic priorities and visions. Furthermore, many organisations currently suffer from an excess of information and, therefore, need to manage all the information they have acquired so that they can meet the chaos of the digital era left behind by rapid technological change and advances at present and the widespread knowledge of dissemination (Dias, 2010). In this context, the need for information systems has arisen. Therefore, organisations have heavily invested in information systems because they seek to maintain their competitiveness in order to remain in the market.

As far as the accelerated pace of technological developments in the field of production is concerned, there has also been a progression (changes) in the patterns of communication and transmission of information. Thus, growing competitive organisations have been forced to take quick and effective decisions thereby resulting to the success of the organisation. Therefore, organisations now need tools to aid them to make quick and automated decisions. Adding to ways to reduce uncertainty, only an effective MIS can mitigate these challenges. To be more definitive, organizations are faced with the need to change quickly and dramatically in order to succeed in the changing business environment which has an immense effect on organizational information dynamics. The need for organizations to be in tune with information dynamics is to enhance its development which has become an inevitable feature for organizations. Modern organizations need to continuously adapt to new situations or changes in information system if they are to succeed. It is certain in modern organizations that they will face change and need to change accordingly. Organizational change results in the adoption of a new idea or behaviour by an organization. Organizations thus, may have to adopt and embrace different types of changes like information dynamics. Thus, organizational change may be driven by business and economic factors, competition, information advancement, technological advancement and globalization, crisis, modification of goals and values, and other related factors. These drivers of changes may lead to changes in work procedures, administrative policies, technology, products, or corporate culture, resulting in the enhancement of an organizations development.

Information dynamics in the context of this study is referred to the pattern of change, progression and advancement in the design, delivery, use and impact of information (and communication) technologies in organizations and society. Hence, information dynamics is simply the pattern of changes and growth in information system. In this study, information dynamics is conceptualized in terms of information resources and sources, information management, knowledge management and information security. Information source and resource is conceived as an aggregate of any living and non-living being from which any type of impression, perception, idea, feeling, understanding, meaning, or sense could be made out as a result of any type and level of intentional or unintentional contact, exposure, or association with it. Information management is a comprehensive approach to managing the flow of information from creation and initial storage to the time when it becomes obsolete and it is disposed. More so, Knowledge management is defined as the activities of capturing, using, and sharing of knowledge using various methods, systems, and practices by an organization while information security is the confidentiality, integrity and availability of Information in specific circumstances. The emergence of new media technologies and the enormous influence on information resources make it imperative for skilful information management, especially in the face of current global security scenario.

Scholars, Osuma, Ikpefan, Romanus, Ndigwe and Nkwodimmah (2018) in Chux-Nyeche, and Onu (2020) assert that organizational success is a phenomenon that has attracted the attention of scholars over time. Considering its importance, most organizations, especially profit-oriented ones, take adequate steps to ensure proper measurement of their successes. This is more important for Deposit Money Banks in Nigeria that are facing stability challenges such as global economic decline, non-performing loans and deterioration of bank assets which have led to negative growth

forecasts and employee layoffs. Therefore, interrogating Deposit Money Banks' organizational success will reveal the reliability, viability, and competence of the banking sector and its contribution to the stability of the macroeconomic environment. This is necessary because Deposit Money Banks occupy a strategic position and are important to growth and development agents in any economy.

In the light of the survival challenges that Deposit Money Banks in Nigeria face, it has become pertinent that these banks find ways through which instability could be prevented or to ensure its minimal effects on their success. This brings to fore the consideration of the dynamics in information management practices, information resources/sources, information security architectures, knowledge management practices and their impact on the organizational success of deposit money banks in Nigeria. This approach is viable considering the fact that information management practices can help deposit money banks to improve organization success by defining their degree of expertise and engendering collaboration across organizational boundaries through sensing, collecting, organizing, processing, maintaining and securing information. Besides, knowledge management strategies could enhance deposit money banks' organization success by ensuring that knowledge effectively flows across the organization (Nouri, Moshabaki, Raissi & Javadinia, 2013). Consequently, information resources/sources, information management, information security and knowledge management strategies are important dimensions that can improve deposit money banks' organizational success, thereby ensuring the stability of the Nigerian banking sector.

The critical analysis of the functional role of information system in banking industry demands for one to examine the historical context and growth and the development information system in the organizational framework in which it is being utilized. Before the introduction of computer, manual and unit recording equipment were basically performed on an individual basis. Even though the manual equipment such as calculator, pen, paper, typewriter, lava-arch file etc. are relatively cheap but intensive which makes them cost to run. It is important to note that the manual methods were flexible, that is, one can easily change a data processing procedure since they do not have to follow a set of rigid rules. Integrated data processing equipment has been developed and retrieval of information now in vogue which required specially trained personnel in order to operate them more effectively. Nonetheless, early banks do not have to depend entirely on a computer system because without it, they would still be an effectively management information system.

This study is based on examining the relationship between information dynamics and organizational success, how to tackle factors affecting organizational success in order to attain set goals and objectives, how organizations can breakeven, grow, mature and survive in order to satisfy customers effectively and efficiently and how to use quality information in making strategic decision so as to be able to remain ahead of your competitors in the global market. To achieve this, it is important to study organizational success in terms of profitability, productivity and innovativeness of the organization.

Today's highly competitive marketplace seems to impose new and different demands on organizations. In many industries, a variety of highly similar products and services proliferate to the point where it is not uncommon for customers to have difficulty differentiating one from another. The road to corporate success can no longer be traversed merely with good products and clever marketing. Now, more than ever, companies must look to their information resource, not just to their goods and services, as a primary means to ensure continued profitability, if not survival. The chauffer along the road to success will be an information system which is very efficient and effective in measuring with environmental changes, demand and organizational responsibilities.

Organizational success partly depends on the information systems in order to offer services with greater satisfaction to customers, accessing a wider range of valuable information, handling business changes at greater speed, and increasing the productivity of workers effectively and

efficiently. Information system is the sum of all the tools, techniques and procedures used by business to process data. Scholars have suggested that organizations infuse information systems into their operations so as to enhance competitiveness and facilitate growth and success. It is important to note that, for every organization that function and performs very well, there must be timely, relevant, accurate, pertinent and unambiguous information behind it. The essence of information is to retrieve and access data and facts that will be used in running the day-to-day activities of a business organization and to enable managers make effective decision. For instance, quality information enables the sales manager decide which of the salesman that will be rewarded at the end of the year for doing exceptionally well. Organizational Success is the organization's ability to coordinate activities in all components linking this to a common vision to achieve its strategic goals. Organizational success in this study is measured in terms of profitability, productivity and innovation.

Organizational success relies on information systems in order to remain afloat in the global market. Information is the life-wire of any organization; any organization without quality information is bound to fail in the competitive market. Therefore, for any organization to perform very well in order to achieve set objectives, the organization must have adequate information systems in order to know what their competitors are doing as to plan ahead of them and outsmart them, to know your target market (customers) and how to satisfy them, when all these are achieved through the help of an information system, then the business organization can stand the test of time and performance will be achieved effectively and efficiently. Theoretical and empirical information system studies conducted by a number of researchers in the past were to revisit, re-examine, and reformulate the Information System (IS) success model and IS measurement practices.

Findings on the relationship between IT and firm performance have also been reported by many research studies in Information Technology (IT) and Information Systems (IS), but the results remain inconclusive (Hannatu and Mohammed 2013). This phenomenon is called "Productivity paradox" because it highlights the rather surprising negative or weak relationships between IT adoption implementation and organisational performance Malagueno, Lopez-Valeiras and Gomez-Conde (2017) in Sharm (2018). For some researchers, Information system is important for the enhancement of business value and competitive advantage whereas for some others like Ndiovu (2015), information system contributes to financial performance significantly when it is measured by gross margin". Li, Ran, Ragu-Nathan (2005) showed that both financial performance and organisational efficiency benefit from Information system through the improvement of organisational capabilities.

Also, there are various studies in the literature addressing the issue of information security and organizational performance, information resources and organizational performance, knowledge sharing and innovation, management information system and organizational performance (Obara 2018) information system and decision making, organizational agility and organizational success (Nafei, 2016), information system effectiveness and organizational performance (Ominunu, 2018). however, the researchers in their search for literature has discovered that though scholars has reiterated the importance of keeping with information dynamics to achieve organizational success yet, no empirical work has been holistically carried out to determine the impact of changes and growth in information system (information dynamics) on organizational success hence, the need for this study.

The Problem

Change does not happen easily as there are often resistance to it. However, there is a need for organizations to identify such resistance and address them. Also, organizations have to learn to anticipate and facilitate change to enable them keep pace with the rapid changes, and further enhance their development. Often, organizations and individuals are unwilling to change unless they perceive a problem or a crisis. As opined by Beer and Nohria, (2000) in Chux-Nyeche,

Nwaonumah and Onwukwe, (2023), the failure to change, to adapt and go with changes in today's business environment leaves an organization vulnerable, static and uncompetitive. Such organizations may be left with little or no business at all to do as they may be rendered inefficient and ineffective. This may lead to the organization falling out of business, and overtaken by its competitors. A shift in any of the drivers of change therefore, automatically requires an organization to go in that direction, adapt change, and implement change to bring an enhancement in organizational development. Not taking such an action makes an organization ineffective and unattractive. Organizational change propels an organization to organizational development. Therefore, the failure to change implies that an organization will be lurking behind in terms of development as well.

On the other hand, the topic of Information System/Information Technology evaluation has been explored by many authors. The literature in this area is broad but heterogeneous as it comprises various models and approaches. Various organisational performance measures as dependent variables have been chosen by field and case studies for the exploration of the information systems evaluation. For example, DeLone and Mclean, (2012); Rai, Lang and Welker, (2002); and Chang and King, (2005) conducted different studies in line with this topic. Most of these studies consider that IS are effective only if they contribute to organisational effectiveness (Thong & Yap, 2016). The attempts, however, were not frequent due to the inherent difficulty in separating the contribution of the information systems from other contributors to organisational performance (DeLone & Mclean, 2002; 2012). The technology changes and advances (information dynamics) have made this relationship an important issue for academics, IS practitioners and top managers. The few studies like that of Banker, Kauffman and Morey (2010); Barua, Kriebel and Mukhopadhyay, (2015), Ezingear, Irani and Race (2019; Irani and Love (2001) that measured the impact of IS on business performance produced inconclusive findings varying from a positive relationship between IS and financial performance to negative relationship between IT implementation and productivity and profitability in many companies in different sectors.. Another stream of research like Floyd and Woolridge, (2010) found no relationship between IT investment and organisational performance. As a result, the research interest in the field is still high and deserves further development and testing.

In the banking industry, success is seen as the most crucial aspect of any organization. A newspaper publication in Punch by Popoola (2019) as cited by Ezingear (2019), reported a decline in the success measured by banks in Nigeria. From literature, deposit money banks are mostly measured through the financial aspect of success. The result of this decline in bank's success may reflect in loss of investors and poor customer patronage or even loss of customers. Various scholars had measured banks performance with different various independent variables like leadership, corporate governance, capital adequacy, monetary policy, credit management, liquidity, risk management, interest rate, capital structure, credit risk management. Also, few reviews were done on information management practices and organization performance. From personal observation and literature search, little or no attention has been given to the non-financial aspect of performance in the banking sectors determining the organization's success. Contemporary issues or trends are sweeping across organizations in the world including the oil and gas industry. However, the issues are more felt in the area of information management. A number of emerging issues have risen in the recent times ranging from information and knowledge society to information and knowledge management to professional competencies, skills and attitudes to ICT and globalization of information services. These issues are now driving the need for change in information system.

In light of the above, the information system is undergoing tremendous change and growth. Change from free information to pay information, information to knowledge and globalization to technological innovation. How the pattern of change and growth in information system impact on organizational success is yet unknown less to talk about the individual relationship between the various dimensions of information dynamics (information resources and sources, information

management, knowledge management and information security) and the measures of organizational success (profitability, productivity and innovation). Hence, the problem taken on this study is the unknown relationship between the dimensions of information dynamics and the measures of organizational success as earlier stated. Against this backdrop, this study aimed at clarifying the impact of information dynamics on organisational success of Deposit money banks in Port Harcourt Rivers State.

For the purpose of this study, information resources and sources, information management, knowledge management and information security were adopted as dimensions of Information Dynamics. The measures of Organizational Success used in this study were profitability, productivity and innovation while information dynamics was the predictor variable with some of its dimensions obtained from Mohammed (2007) and others sourced by the researcher. Figure 1.1 shows the conceptual framework of information dynamics and organizational success.

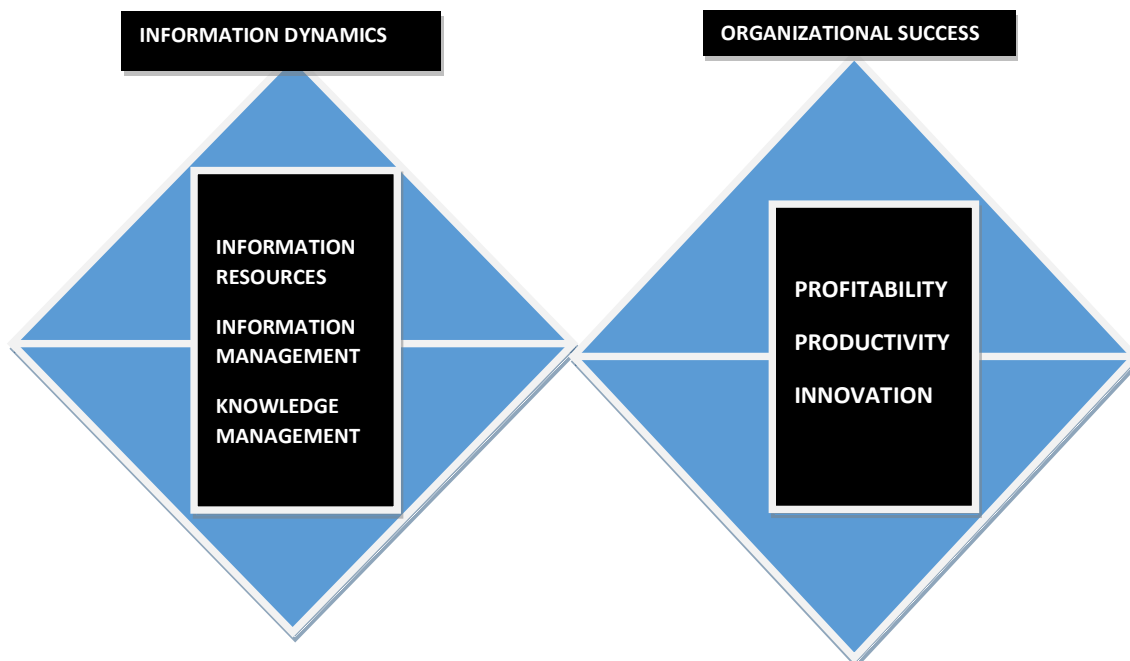


Fig 1.1 Conceptual Framework of Information Dynamics and Organizational Success

Source: Researchers conceptualization (2023), Flamholtz and Aksehirlı (2000), Mohammed (2007).

Objectives:

The aim of our thesis was to investigate the relationship between Information Dynamis and organizational success of deposit money banks in Port Harcourt. Specifically, the research sought to achieve the following objectives:

1. To identify the relationship between information resources and profitability of deposit money banks in Port Harcourt.
2. To identify the relationship between information management and productivity of deposit money banks in Port Harcourt
3. To investigate the relationship between knowledge management and innovativeness of deposit money banks in Port Harcourt.

Research Questions

The under listed research questions served as a guide to the study:

1. To what extent do information resources correlate with profitability of deposit money banks in Port Harcourt?
- 2.. To what extent does information management correlate with productivity of deposit money banks in Port Harcourt?
3. To what extent do knowledge management correlate innovativeness of deposit money banks in Port Harcourt?

Hypotheses

Based on the objectives of the study, the following null hypotheses were formulated:

H0¹: Information resources do not significantly correlate with profitability of deposit money banks in Port Harcourt.

H0²: Information management do not significantly correlate with productivity deposit money banks in Port Harcourt.

H0³: knowledge management do not significantly correlate with innovativeness of deposit money banks in Port Harcourt.

Benefits

This study aims at filling certain gaps in previous research by exploring further the impact of information dynamics on organizational success. Therefore; it is believed that its findings will offer several theoretical benefits. Most importantly, it proposes and tests a research framework which draws from the pertinent literature on information system and organisational success; It provides empirical evidence concerning the statistically significant positive relationship between the information dynamics and financial as well as non-financial measures of organisational success; It produces results from a rigorous methodology that shed light into the IS evaluation field of research and it documents a number of IS implementation issues and provides useful advice for the choices/practices that are necessary for the achievement of benefits when adopting IS.

Specifically, the outcome of this study will be of immense benefit to the following categories of people: Business, Office Managers and Administrators, Students and Researchers, IT Experts and academic world at large. To the Managers and Administrators, a study of this nature will help those who are trying to understand the phenomena of dynamics of information system and how it affects their organizational success. To the Students and Researchers, this study will be useful to them as it is open for continued research in the area which would extend the understanding of information dynamics effect on organizations and will serve as reference material for newer research in the course of information technology and information management precisely. Consequently, it contributes with empirical findings to better understand how organizations are affected by information dynamics. The research is also likely to be an inspiration to future thesis within related areas

To IT Experts/Professionals, it is hoped that the outcome from this study will broaden the knowledge of IT experts on how to tackle the challenges predisposed by the changing and advancing information system which will in turn impose a radical change and development in the information management profession. It adds to existing body of knowledge being that there is a void in the overlap between the research areas of organizational, technological and sustainable research. This research is contributing to filling that void with empirical data to which the Academic World stands to benefit.

Area of Coverage

Content Scope: This study focused on examining the impact of information dynamics on organizational success of banking industries in Nigeria. The theoretical sections covered in this study is unified into literature on information dynamics and organizational success which includes variables such as information resources, information & knowledge management, information security, profitability, productivity and innovation. Geographically, the study covered all deposit

money banks in Nigeria with their operational office in Rivers State. The unit of analysis comprised all the Branch and Operational Managers of the different deposit money banks in Rivers State Nigeria.

Conceptual Review

The concept of information and what it stands for is better imagined when it is viewed within the perspectives of the story of the seven wise blind men who severally tried to describe an elephant. Their descriptions were found to be within the context of the different parts of its body they each had successfully touched. Indeed, each of them could be said to be right in a way, but the actual description of an elephant is completed when their experiences are aggregated into one perspective to get the full picture of the animal. To a large extent, it could be said that the lack of universal uniformity in the definition, understanding, interpretation, and conceptualisation of the term 'information' is premised upon the variations of the needs, challenges, experiences, and expectations of the different individuals, professions, disciplines, vocations, communities, and societies. The intervening variables associated with the emergence of such differences are mostly dictated by the nature and type of education and training, vocation, skill, trade, discipline, specialisation, profession, occupation, career, institution, establishment and organisation. In reality and for all intent and purposes, the term 'information' should mean different thing to different people at different times; depending upon the prevailing dimension and circumstance. Thus, while some may conceive information to be data, processed data, facts, analysed data, etc. others may conceive it as statement of fact and source of decision making.

By and large, information can simply be conceived as whatever sense, impression, idea, perception, conception, experience, feeling, meaning and understanding derived from any form of interaction, association and contact with whatever, whosoever, wherever and whenever through the five human senses. Thus, the type and extent of whatever decision is taken or conclusion made as the by product of the information (derived impression, idea, conception, perception, meaning, understanding, experience and feeling) made out of or derived from the five human senses' contacts, interactions and associations with whatever, whoever, whenever and wherever largely depends on its timing, relevance and appropriateness. In other words, the timing, type, and relevance of the information at hand greatly influence the type and nature of decisions and conclusions made on whatever, whenever and wherever.

Mohammed, (2012) remarked that information is simply a by-product of the interfaces/interactions within, between and among the physical space, virtual and human space. Within this framework and context, the difference in the perceived meanings of the concept of information allow for coping effectively with the inquisitive tendencies of not only man, which characteristically is inelastic and multidimensional, but also of all living beings to explore the world around and beyond them for one reason or the other. The core fact about any type and source of information is that it must be reliable, relevant, dependable, supportive, consistent, complete, meaningful, current, defensible and packageable in any format for ease of identification, location, access, retrieval, transfer and dissemination far and wide.

Arising from the multifaceted definitions, understandings and conceptions of the term „information“ it can be conceived as whatever impression, perception, understanding, meaning, idea, feeling, and sense derived or made out of contact, exposure, connection, involvement, interaction, and association with anything, event, situation, environment, media, and action that adds to the existing knowledge, experience, understanding, competence, know-how, and expectation in whatever form and level. This concept presupposed that information is simply whatever is derived or made out of any direct or indirect, conscious or unconscious, as well as intentional contact or association with any type of phenomenon, entity and environment without limitation to source, resource, media, channel, time, location, and nature of the outcome. Such outcomes tend to affect or impact positively or otherwise in various forms and levels on the existing predispositions of beings, environments and circumstances.

Method

Survey research design was adopted for this study by reason of its descriptive and exploratory nature. This study is a little exploratory and more descriptive in nature. Exploratory research methods includes; performing a literature review, surveying individuals about their experience. It is also used to develop hypotheses. Descriptive research describes the characteristics of a population through the use of surveys, interviews or observations. The goal of an exploratory research is to determine whether a relationship exists among several variables under examination. The choice of the research method was influenced by the objectives and the research questions of the study. To answer the research questions, the researchers made use of questionnaire.

Population

The population for this study comprised of all the deposit money banks licensed to operate in Nigeria and are operational in Port Harcourt. According to the Central Bank of Nigeria (CBN), the number of deposit money banks in Nigeria with operational permit totals twenty-two (22) but only twenty (20) were operational as at the time of this study with Main Branch in Port Harcourt metropolis, Rivers State. For this study, managerial staffs which include branch managers, operations manager and internet technology managers of the main branch in Port Harcourt constituted the total population of the study as the researchers chose to select those who are directly involved in formulation and implementation of strategies for performance.

Hence the total population of this study was sixty (60) employees chosen as follows: One (1) Branch Manager, one (1) Operations manager, and one (1) Internet technology manager from each deposit money bank making a total of three (3) managerial staff from each deposit money bank and a final total of sixty (60) from the twenty (20) deposit money banks.

More so, the researchers adopted a census survey and as such there was no sample drawn from the population. Census survey is a complete listing of all the items in the population. It is studying the entire population without drawing a sample size. According to Nwana (2005) there are conditions that warrant the study of the entire population. One of such is when the entire population to be studied is too small. Also, Kothari (2004) said when the entire population is small, there is no need using a sample survey.

Data Collection

The instrument for data collection for this study was the questionnaire which was titled 'Info-Dynamics and Organizational Success Questionnaire' (IDOSQ). This was made up of a list of questions relating to each variable of the study to which the respondents were required to answer. The questionnaire was divided into sections to elicit information on each sub variable used in the study. A 4-point Likert rating scale was used to describe the opinions of the respondents and as such, 4-point numerical values was assigned to the rating scales which described a particular item being measured as indicated on table 1 overleaf:

Table 1: Interval rating scale for research instrument.

Response	Options	Ratings	Boundary Limits
Very High Extent	(VHE)	4	3.50-4.00
High Extent	(HE)	3	2.50-3.49
Low Extent	(LE)	2	1.50-2.49
Very Low Extent	(VLE)	1	0.50-1.49

Source: Researcher's desk (2022)

Validity

Validity of instrument is one of the criteria used to assess measurement. As opined by Bryman, and Bell (2003) in DeLone, and Mclean (2012), refers to the issues of whether an indicator that is

devised to gauge a concept really measures that concept. Therefore, the researchers presented a copy of the research instrument to three experts from the Department of Office Information Management, Faculty of Management Sciences of Ignatius Ajuru University of Education and Rivers State University all in Port Harcourt, for content and construct validation. All their criticisms, corrections and modifications were incorporated in the finally draft before administration of instrument to the respondents.

Reliability

According to Bryman and Cramer (2001) reliability refers to the ability of a measuring device to achieve consistent result each time it is used. This is also an indicator of the level of stability and consistency with which the instruments measure the concepts and helps to assess the 'goodness' of a measure. Therefore, the Cronbach Alpha statistics was used to determine the reliability of the instrument to obtain an index of 0.72

Method of Data Collection

A total of 60 copies of questionnaires were administered to respondents in the various money deposit banks under review at their head offices in Port Harcourt metropolises by the researchers and two weeks was designated for this exercise.

Methods of Data Analysis

The copies of questionnaire were coded for analysis using SPSS version IBM 23. Descriptive statistics of percentage mean and standard deviation was used to measure the strength of each variable. Inferential statistics of Spearman's Rank Order Correlation Co-efficient, analysis was used to test the relationship between variables.

Univariate Analysis

Table 2: Information resources and profitability

S/NO	VARIABLES	VLE	LE	HE	VHE	MEAN	SD
1.	Relevant information available at employees disposal are continually utilized to increase profitability	16	13	14	17	2.53	1.171
2.	There are standardized point of reference from which certain information resources can be obtained in my bank	14	15	21	10	2.45	1.032
3.	Management consider amongst other things the vision and mission in the selection and acquisition of information resources to meet information needs ¹⁶	13	14	18	2.53	2.75	.892
4	There are specified medium with which needed information are conserved	2	21	27	10	2.82	.773

Source: SPSS Output from field data (2022).

From table 2 above, response options for information resources show that item number three 18(30%) of the respondents agree to a very high extent to the statement, 14(23.3%) have high extent while 27(45%) had moderate extent. All these indicate that information resources contribute to profitability.

Table 3: Information management correlate with productivity

S/NO	VARIABLES	VLE	LE	HE	VHE	MEAN	SD
5	Our bank produce, stores, retrieves information using specified medium to support its functions.	0	39	3	18	2.65	.917
6	There is a structure that support our banks' learning activities and identification of her information needs	2	44	4	10	2.37	.802
7	Our bank maintain a comprehensive approach to managing the flow of information from creation and initial storage to the time when it becomes obsolete and deleted	16	10	15	19	2.62	1.195
8	We have a specially designed and innovative information systems, technologies and solutions essentially for efficient information handling and processing.	15	25	3	17	2.37	1.149

Source: SPSS Output from field data (2022).

Table 3 shows the number of responses recorded in each response option. There response indicate that 10(16.7%) of the respondents agree to a very high extent that there is a structure that support banks learning activities and identification of information needs. For instance, the mean value X 2.37 for items number 6 support the claims.

Table 4: Knowledge management correlate innovativeness

S/NO	VARIABLES	VLE	LE	HE	VHE	MEAN	SD
9	Individual experiences are commonly shared among colleagues in our bank	0	28	9	23	2.92	.926
10	New employees are normally taken through an orientation program in our bank	3	15	21	21	3.00	.906
11	Members of staff in our bank are usually rotated in various functions	4	26	14	16	2.70	.944
12	Seminars are normally held for employees in our bank	11	19	16	14	2.55	1.048

Source: SPSS Output from field data (2022).

Table 4 sought to examine how knowledge management correlate innovativeness. It found that 14(23.3%) agree to a very high extent. While 16(26.7%) responded to a high extent. With the highest mean score 3.00, it indicate that knowledge management correlate innovativeness.

Table 5: **Descriptive Statistics on Info-Dynamics**

	N	Min	Max	Mean	Std. Dev
Information Resources	60	1.5	4.00	2.6375	.66769
Information Management	60	1.5	4.00	2.5000	.87090
Knowledge Management	60	1.7	4.00	2.7917	.60220
Info-Security	60	1.7	4.25	3.1750	.64490
Valid N (listwise)	60				

Source: SPSS Output from field data 2022.

Table 5 shows the mean scores of the three dimensions of Info-Dynamics comparatively reveal their unique positions or availability in the banks. The variable with the highest mean score of 3.17 is Information Security. This is an indication that Information Security is the most likely Info-Dynamics in the institution. This was followed by knowledge management with mean score of 2.79 while Information Management has the lowest mean score of 2.50.

Summary of Findings

Based on the quantitative and qualitative analyses presented above, the following findings were evident:

1. Information resources correlate with profitability of deposit money banks in Port Harcourt to a very high extent.
2. Information management has a positive correlation with productivity of deposit money banks in Port Harcourt
3. Knowledge management positively correlate innovativeness of deposit money banks in Port Harcourt?

Discussion of Findings

The study investigated the relationship between Information resources, Information management as well as knowledge management and success of Deposit Money Banks in Rivers State. Analysis of the research question and hypotheses show that (H_{01} , H_{02} , H_{03}) were all rejected based on the emerging p-value less than 0.01. The results revealed moderate to very strong positive relationship between the various variables tested. Summarily, the findings are consistent with that of scholars like Esterhuizen, et al (2012) and Meriel (2010) who found that information resources impact on innovation capacity. While information resource and knowledge management tools create innovational capacity and growth. The findings also corroborate that of Stiroh (2001) who found that there is a robust evidence of a correlation between the productivity acceleration and the intensive use of information technology in the late 1990s.

CONCLUSIONS/ RECOMMENDATIONS

The result of the study revealed that information resource, information management knowledge management have a positive and statistically significant relationship with organizational success of Deposit Money Banks in Nigeria and therefore, concludes Info-Dynamics play a major role in achieving continued success of deposit money banks

Based on the findings, the researchers made the following recommendations:

1. Deposit Money Banks should ensure their information resources are dynamically innovative, creative and accommodative; and continually contribute to societal strategic transformation.
2. They should have a framework for information and knowledge management.
3. Central Bank of Nigeria should institutionalize information and knowledge management in Deposit Money Banks in Nigeria as this will help to promote their success.

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