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Assessing the Impact of System Customization on 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 the relationship between system customization and job performance of Business managers in Deposit Money Banks in Rivers State. To realize the purpose of the study, 7 objectives, 7 research questions and 7 hypotheses were formulated to guide the study. A cross-sectional survey design was adopted for this study. The instrument for data collection used in this study was the questionnaire. The target population of the study comprised of all deposit money banks licensed to operate in Rivers state which were the respondents for the study. Descriptive statistics (mean, standard deviation, and percentages) was used as statistical tools for analysing the data with the Statistical Package for Social Sciences (SPSS). The findings of the study revealed that there is significant and positive relationship between system customization 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: System customization, Job Performance, Assessing

INTRODUCTION

The objectives for which an organization uses information strategically are specific to its needs. The National Archives and Records Administration uses language related to this approach in its strategic information plan, which exists to preserve records and provide public access to them now and in the future. Two objectives related to its information use are: managing data as a critical asset for agency operations and managing the total costs of ownership for Strategic information management system initiatives.

Even though an organization may understand its goals for Strategic information management system, there is not a single formula that works. It's best for the organization to continuously look at its circumstances and adjust its approach to SIM as needed. Changing conditions could suggest the need for radically altering how information is used in decision-making, such as how budgets and staffing models are allocated.

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.

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.

Hypotheses

The following null hypotheses were formulated to guide the study:

Ho_1: There is no significant relationship between system customization and effective service delivery of business managers in deposit money banks in Rivers State.

Ho_2: There is no significant relationship between info-security gadgets and decision-making success of business managers in deposit money banks in Rivers State.

Ho_3: There is no significant relationship between info-security gadgets and effective service delivery of business managers in deposit money banks in Rivers State.

System Customization

Strategic information management systems are typically customized to meet the unique needs of each individual company. Incoming and outgoing data can be sorted and cross-referenced according to a wide range of individually specified controls and parameters, which include the company's business verticals and horizontals, individual clients, demographics, geographic location and business function. The "Information System (IS) Success Model" (DeLone & McLean, 2003) includes a wide range of IS success variables, covering both general IS aspects and performance impacts. Although the majority of the success variables focus on individual perspectives, it also covers some group and organizational perspectives. The IS success model is also used to measure IS system characteristics such as system quality and information quality, as well as other facets including system use, user satisfaction, and net benefits. Further, the net benefit dimension consists of both the individual impact and organizational impact, although "The choice of where the impacts should be measured will depend on the system or systems being evaluated and their purposes" (DeLone & McLean, 2003).

Different companies are associated with different business dynamics, organizational structures, business processes, and standard operation procedures (Chang, et al., 2010). Multinational companies have highly complex operational environments due to the dynamics inherent in the nature of their operations. Christiannse and Damsgaard (2001) show that in such complex operational environments, successful deployment of IT/IS is a significant challenge; potential reasons for this include international competition, international investment, currency volatility, multiplicity of different regional labor markets, and the unpredictable cost of supplies and value of sales. Compounding the pressing need to differentiate from others in order to maintain competitiveness is the potential emergence of some idiosyncratic processes that deviate from standard processes. In such cases, strategic information management packaged software customizations are usually inevitable. As mentioned above, ERP customization can enhance the fit between strategic information management packaged software and the requirements of a strategic information management client/organization. Through strategic information management system customization, the business processes of the strategic information management system are changed to meet the ERP client-organization business needs and organizational designs of a multinational company. Findings from Gattiker and Goodhue (2005) indicate that "ERP customization as a main effect can improve local [or business unit] efficiency." Further, Chou and Chang (2008) note that strategic information management system customization results in improvements in both organizational unit coordination and task efficiency, while Holsapple et al. (2005) find that the fitness factors (i.e., compatibility

and task relevance) have significant positive influences on strategic information management system user satisfaction.

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.

Effective Service Delivery

According to Hawthorne studies and many other researches works on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 2011). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence not motivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

Service delivery is an arrangement of periodical performance of supplying public needs. Calantone et al. (2002) alludes that service delivery to the people is the deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to people. Performance of any given organization or government is rated by the nature and level of service delivery to its customers or clients of service. The primary goal of any country is to achieve a sustainable improvement on standards of services that are aimed at facilitating quality

life to their citizens. In Kenya for instance, public service board, plays a vital role in effective delivery on public services that are key in running the state and its economy.

Organizational Capability

Research within the knowledge-based view emphasizes the critical role of knowledge for achieving a competitive advantage, while the perspective of organizational capability focuses on developing resources to improve organizational performance. However, the concepts of resources and capabilities are often intermingled in the literature (Bitar & Hafsi, 2007). A capability is typically firm specific, while resources are not. Resources consist of both intangible and tangible assets, while capabilities are process-based resources that are less visible and less tangible than other resources (Gorman & Thomas, 1997). Grant (1991) distinguished capabilities from resources by defining a resource as an input of the production process and a capability as the use of the resources. Later, Grant (1996) defined organizational capabilities as the firm's ability to network, link, and integrate its knowledge resources. Collis (1994) defined an organizational capability as "the socially complex routines that determines the efficiency with which firms physically transform inputs into outputs" (p. 145).

Capabilities are the product of the organization's entire system, including the accumulation of skills, routines, and processes (Bitar & Hafsi, 2007). They refer to the deployment of a firm's resources for the purposes of generating value and achieving objectives (Dutta, Narasimhan, & Rajiv, 2005). However, companies tend to launch knowledge management programs without consideration of their capabilities, which is a key contributing factor to the problem of knowledge management failure (Gold et al., 2001; Yang & Chen, 2007). If the goal is knowledge management effectiveness, then it is paramount to understand the organizational capabilities necessary to achieve that goal.

System Customization and Job Performance

Various information systems of traditional manufacturing enterprises are provided by different software suppliers. Therefore, the basic data format is not uniform, the data coding is inconsistent, the hardware system does not support it, each subsystem cannot be effectively connected, and the existing system cannot meet the actual business needs. In actual operation, paper file transmission, telephone or email communication often occur, and even manual work is used to reflect the situation with other departments, so the degree of informatization is low. The integration process of informationization and industrialization in most manufacturing enterprises in China is still in the initial stage, and there are not many digital factories, the intelligent manufacturing capability is still weak (Hu, & Gao, 2019; Hartman, 2016). Because of the low level of informatization, once there is a problem in any intermediate link, all departments will buck passing, and it is difficult to quickly and accurately find the nodes and main responsible persons with problems, and the communication and feedback with upstream and downstream are even less effective.

Customization of information systems is a risky but inevitable task, it helps to keep consistency among information systems, organizational goals and business processes (Parthasarathy & Sharma, 2012). Information system customization is based on the analysis of organizational production process, business process, organizational structure, combined with organizational and upstream and downstream conditions, to customize a system that meets the actual needs. Contingency theory (CT) holds that in practice, managers should adapt to the changes of the environment and internal conditions of the organization, and there is no fixed and universally applicable management method. The key to successful management lies in full understanding of the internal and external situation of the organization and effective contingency strategies. SMIS customization can effectively integrate the information systems within the organization with the relevant information systems of upstream and downstream enterprises outside the organization. All kinds

of SOM enterprises can integrate information systems and industrial control systems on the cloud manufacturing platform, and efficiently access, manage and apply and develop intelligent manufacturing interconnection resources (Pallant, et al., 2020; Qi, et al., 2020; Baruffaldi, et al., 2019).

Scholars have proved that customization, as a key success factor, has a wide impact on the implementation of information systems. The research results of Aversano, et al., 2012 show that

large-scale integration of information technology projects usually involves customization of software packages (Aversano, et al., 2012; Aversano & Tortorella, 2013; Aversano, 2019). Considering the inefficient system interaction situation that production data and product model are usually separated in the product development process, (Peng & Yu 2011) put forward a visual manufacturing information system to integrate product model and production data. This product data management system can integrate product data in the product development process and quickly review and configure the manufacturing system according to the needs of individual customized products, which ensures the data job performance and process job performance of the manufacturing enterprise information system. Integrating personnel, finance, warehousing, master production planning, material requirement planning, limited capacity scheduling, workshop control, procurement, requirement planning, order management, etc. with enterprise resource planning, a set of information system conforming to stakeholders is customized, which inherently includes data consistency.

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

METHODOLOGY

This study adopted the cross-sectional survey design. The population for this study included all the Deposit Money Banks licensed to operate in Nigeria and are operational in Rivers State. According to the Central Bank of Nigeria (CBN), the number of Deposit Money Banks in Nigeria with operational permit totals twenty two (22), however, on 20 are operational in Rivers State as at the time of this study. The study used the entire population of 100 functional heads selected

from the 20 deposit money banks in Port Harcourt. The research was a census study as all the twenty (20) Deposit Money Banks operating in Port Harcourt, Rivers State formed the sample for the study because the twenty (20) as population is a manageable size. Data was collected through the use of questionnaire. Data collected from the research instrument were coded and analyzed using SPSS version 26 as statistical package. The univariate analyses were done using frequencies, mean and standard deviation. The bivariate analysis was done by means of Spearman Rank correlation while the partial correlation was used to carry out multivariate analysis.

RESULTS

Test of Hypotheses

Ho_1: There is no significant relationship between system customization and effective service delivery of business managers in deposit money banks in Rivers State.

Table 1: Relationship between System Customization and Service Delivery

			System Customization	Service Delivery	Decision
Spearman's rho	System Customization	Correlation Coefficient	1.000	.306**	
		Sig. (2-tailed)	.	.003	
		N	95	95	
	Service Delivery	Correlation Coefficient	.306**	1.000	Significant Relationship
		Sig. (2-tailed)	.003	.	
		N	95	95	

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Output based on Field Survey (2022)

Table 1 shows a correlation coefficient (r) value of 0.306 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than (≤) 0.01 alpha levels, the null hypothesis is hereby rejected and the alternate accepted. This implies that there is a weak. positive and significant relationship between system customization and service delivery of business managers in deposit money banks in Rivers State.

Ho_2: There is no significant relationship between info-security gadgets and decision-making success of business managers in deposit money banks in Rivers State.

Table 2: Relationship between Info-Security and Decision Making

			Info-Security	Decision Making	Decision
Spearman's rho	Info-Security	Correlation Coefficient	1.000	.528**	
		Sig. (2-tailed)	.	.000	
		N	95	95	
	Decision Making	Correlation Coefficient	.528**	1.000	Significant Relationship
		Sig. (2-tailed)	.000	.	
		N	95	95	

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Output based on Field Survey (2022)

Table 2 shows a correlation coefficient (r) value of 0.528 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than (≤) 0.01 alpha levels, the null hypothesis is hereby rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between info-security and decision making of business managers in deposit money banks in Rivers State.

Ho_3: There is no significant relationship between info-security gadgets and effective service delivery of business managers in deposit money banks in Rivers State.

Table 3: Relationship between Info-Security and Service Delivery

			Info-Security	Service Delivery	Decision
Spearman's rho	Info-Security	Correlation Coefficient	1.000	.634**	

		Sig. (2-tailed)	.	.000	
		N	95	95	Significant
		Correlation Coefficient	.634**	1.000	Relationship
	Service	Sig. (2-tailed)	.000	.	
	Delivery	N	95	95	

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Data Output based on Field Survey (2022)

Table 3 shows a correlation coefficient (r) value of 0.634 using a 2 tailed test p = 0.000 at 0.01 level of significance. Since the p-value of 0.00 is less than (≤) 0.01 alpha levels, the null hypothesis is hereby rejected and the alternate accepted. This implies that there is a positive weak and significant relationship between info-security and service delivery of business managers in deposit money banks in Rivers State.

CONCLUSION

The result of the analysis revealed that system customisation practices has a positive and statistically significant relationship with job performance of business managers of Deposit Money Banks in Nigeria. The result further revealed that strategic information management system has statistically significant relationship with decision making and service delivery. From the result of the data analysis, it can be concluded that that strategic information management system play a major role in achieving continued success of Deposit Money Banks under study.

RECOMMENDATIONS

Based on the findings from this study, the following recommendations were made:

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.

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