

**STRATEGIC INFORMATION MANAGEMENT SYSTEM AND JOB PERFORMANCE: A
MODERATING ROLE OF ORGANISATIONAL CAPABILITY 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 strategic information management system 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 strategic information management system 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 System, Organisational Capability, Job Performance

INTRODUCTION

Strategic Information Management System (SIMS) 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). With Strategic Information Management System, organizations would generally be able to successfully compete in the competitive environment in which they operate (Caudle, 2016; Gregus & Benova, 2006; Hackler & Saxton, 2007). Apart from this general benefit, Strategic information management system 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). Strategic information management system 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.

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.

Hypotheses

The following null hypotheses were formulated to guide the study:

Ho₁: Organizational capabilities do not significantly moderate the relationship between strategic information management system and job performance of business managers in deposit money banks in Rivers State.

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.

Classical theory by Chandler (1962), Sloan (1963) and Ansoff (1965).

Classical theory by Chandler [1962) and Ansoff (1965) is the oldest and still most influential theory of strategy. The theory relies on the rational planning methods and profitability is the supreme goal. Chandler (1962) and Ansoff (1965) as the three men who developed the classical theory. They established the key features of the classical in strategy namely; the attachment to rational analysis; the separation of strategy concept from strategy execution and the commitment to profit maximization. This theory relies on the rational planning methods and profitability is the ultimate goal. The classical school believes that strategy should be formal and explicit based on the organization structure for profit maximization. Here, success or failure is determined internally by the existence or non-existence and quality of the strategic issue management activities in an organization Ansoff (1965).

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

Ho₁: Organizational capabilities do not significantly moderate the relationship between strategic information management system and job performance of business managers in deposit money banks in Rivers State.

Moderating Role of Organizational Capabilities on the Relationship between Cloud technology and Organizational performance.

Control Variables			Strategic Information Management	Organizational Performance	Organizational Capabilities
-none ^a	SIM	Correlation	1.000	.738	.550
		Significance (2-tailed)	.	.000	.000
		Df	0	93	93
	ORGPREF	Correlation	.738	1.000	.585
		Significance (2-tailed)	.000	.	.000
		Df	93	0	93
	ORC	Correlation	.550	.585	1.000
		Significance (2-tailed)	.000	.000	.
		Df	93	93	0
ORC	SIM	Correlation	1.000	.615	
		Significance (2-tailed)	.	.000	
		Df	0	92	
	ORGPREF	Correlation	.615	1.000	
		Significance (2-tailed)	.000	.	
		Df	92	0	

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS Data Output based on Field Survey 2021

Table above showed that correlation coefficient between Strategic Information management and Organizational Performance without the moderating effect of Organizational Capabilities was .738 while with the moderating effect of Technological infrastructure, the correlation yielded a r-value of -0.615 with a p-value of $0.00 < 0.05$. The result implied that Organizational capabilities significantly moderates the relationship between strategic information management and Organizational performance. Based on this result, the null hypothesis 7 was rejected.

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.

RECOMMENDATIONS

Based on the findings 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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