



Effect of Information Management Practices on Organisational Performance in Selected Organisations in Ghana

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Abstract: The study examined the information management practices in organisations in Ghana and how they are influencing organisational performance from management perspective. Well established theories such as the Resource Based View (RBV) and Organisational Information Processing (OIP) underpinned the study. The theoretical bases for the research and conceptual framework of the study were established through extensive review of literature. The study employed positivism as research philosophy and a survey design. A quantitative method was adopted and this led to the use of questionnaire to collect data from the staff and management of selected organisations in Ghana using simple random sampling method. The data for the study were obtained from 939 respondents selected from the ten regions in Ghana. The data collected were analyzed using descriptive and inferential statistics. The findings of the study established that information management practices made a significant contribution in predicting organisational performance. Standard multiple regression was employed for the analysis and the results indicate that there were different variables that form information management practices. These variables included information management policy, information management strategy, managerial factor and technological factor, and all these variables were identified to have positively contributed to organisational performance. However, the correlation values produced by these variables were very weak. In order to maximise the benefit of information management, the study recommends that, organisations should invest more in information management programmes, by acquiring the requisite equipment and employing professionals in information management to handle their information. It is further recommended that Ghana as a country should embrace the concept of information management by encouraging the various sectors in the country to incorporate and implement effective and efficient information management programmes. Lastly, Ghana should be serious in implementing the right to information bill, which recognises the fundamental human right with respect to access to information.

Keywords: Information management, organisational performance, information technology, managerial, technological

1. INTRODUCTION

Organisations are very important in human life since they provide a lot of useful services and opportunities to communities that they find themselves in (Mensah & Adams, 2014). In providing these services and opportunities, organisations use various resources, one of which is information (Rothaermel, 2012). Studies have shown that information is one of the most

important resources since it is needed to solve problems and make decisions affecting both the present and the future (Dorr et al., 2013). Many including Rothaermel (2012), Al-Mobaideen et al., (2013), McCormack and Trkman (2014) and Khresat (2015) had underscored the importance of information in the achievement of organisational objective. Adu (2014) indicates that information/records provides the relevant intelligence to enable the right thing to be done at the right time and it is widely recognised as a valuable business resource that plays an ever increasing and important part in running a business effectively. As a vital organisational resource, information is crucial in generating, rather than, just supporting sustainable competitive advantages for achieving organisations' short-term and long-term goals (Mensah & Adams, 2014). In order for information to be useful and provide the needed knowledge, it has to be managed. There is enough evidence to explain that the degree of success enjoyed by an organisation and its members depends largely on how well information is managed (Khresat, 2015). Therefore, organisations need to treat information management as an imperative organisational activity, and then take a strategic view to link information management activities with their missions, strategies, and goals (Ilhami et al., 2016).

The importance of information as organisational resource and the need for information management, have been confirmed by the resource-based view (RBV) and organisational information processing theories. Barney (1991) argues that information is a strategic resource of organisations that needs to be managed and if appropriate range of information is managed effectively, it will make a substantial impact on firm's performance (Tokuda, 2005). The nexus between information management and organisational performance is explained by the organisational information processing theory, proposed by Galbraith (1973). Ilhami et al., (2016) assert that effective information management enhances competitive advantages and ensures that groups and individuals have efficient access to and make effective use of the information they need to improve organisational performance. Organisational performance according to Khresat (2015), relates to organisational output and it is a systematic process of improving organisational output by developing standards or indicators for achieving it. Both theorists and practitioners argue that effective information management practices will improve operational excellence, customer intimacy and product leadership, which are indicators of effective organisational performance (Bhatti et al., 2014).

Globally, information is seen as one of the crucial organisational resources that need to be managed well to ensure higher performance. A study by Stiroh (2001) to evaluate the relationship between investment in information management and performance of organisations in the United States of America (USA) indicates that there is robust evidence of a correlation between the performance acceleration and the intensive use of information managed by the technology in the late 1990s. Kulcu (2008) also opines that to provide information for good governance, the developed countries including United States of America, United Kingdom and Canada acted as pioneers to provide the public services with web sites to ensure quality public services and valued information. Sharing the Nigerian experience, Mmadu (2011) indicates that effective information management has provided accurate history of the state and it has helped to bring an end to Nigeria civil war. Writing on records management and organisational performance in Ghana, Mensah and Adams (2014), Tagbator, Adzido and Agbanu (2015), Amo (2016), Nti-Bonsu (2017) and Seniwoliba, Mahama and Abilla (2017) have indicated that effective records management is a critical factor in capacity building, accountability, transparency and good governance in organisations.

Studies have established by both theorists and practitioners that information is one of the world's important resources because of the strategic roles it plays in decision-making (Kahraman, Kaya & Cevikcan, 2011). This argument is based on the resource based (RBV) theory which states that a company's resources among others, include information managed by the company to enable it develop and implement strategies to improve its performance (Rothaermel, 2012). Nti-Bonsu (2017) has indicated that, poor information that is inadequately justified in terms of costs, risks, and benefits can hinder and even restrict an organisation's performance. This implies that a well-managed information can have a positive impact on an organisation's performance (Ilhami et al., 2016). In spite of the realisation that there is direct correlation between information management and organisational performance, some organisations in Ghana do not give information management the attention it desires and as a result it has affected their performance (Adu, 2014). Information management is not regarded as priority area in Ghanaian organisations (Tale & Alefaio, 2011) and the consequence of this is the difficulty of most organisations meeting their performance targets (Mensah & Adams, 2014). Some studies have

been done in Ghana on the significant contributions of information management on organisational performance however, the level of its effects has not been considered. This raises questions such as, to what extent does information management contribute to organisational performance, and how this contribution is measured? It is against this background that this study explored the contribution(s) of information management practices on organisational performance, in order to provide more understanding and an approach that could assist to improve information management practices in organisations to enhance performance.

This study was based on the assumption that, every organisation is characterised by two factors, among others, information management practices (x) and organisational performance (y), that are functionally related such that organisational performance (y) is dependent on the information management practices (x) which can be symbolically represented as $Y = f(x)$. This relationship has attracted a lot of attention in information management literature. The motivation for this study was derived from the premise that effective and efficient information management practices would enhance organisational performance (Seniwoliba et al., 2017), which would eventually improve the well-being of the organisational members and the entire society. The purpose of this study was to examine information management practices and how they influence organisational performance in Ghanaian organisations in order to provide a more understanding and enhance effective decision making in organisations. Specifically, the study sought to establish the effects of information management practices on performance of Ghanaian organisations. In order to achieve the objective, the study hypothesized that; “there is no significant relationship between information management practices and performance of organisations”.

2. LITERATURE REVIEW

Theoretical Framework of the Study

The study was underpinned by two theories namely, the resource base view (RBV), and organisational information processing.

Resource Based View (RBV) Theory

The theory argues that resources are key to superior organisational performance and that organisations should look inside the firm to find the resource for competitive advantage rather than looking at external environment for it. Hooley and Greenley (2005) explain that organisations are able to achieve sustainable competitive advantage when they manage their resources such that their competitors cannot imitate the outcomes. Barney (1991) and Grant (2001) argue that the resources owned by a firm are the primary determinants of its performance, and these resources may contribute to a higher performance that may lead to sustainable competitive advantage of the firm. According to Tokuda (2005), the RBV has been characterised as a theory of rent generation based on market imperfections, which contradicts Poters' (1980) competitive advantage theory. In order to explain the RBV, Rothaermel (2012) and Mweru and Maina (2015) provide the basic tenets and the assumptions of the RBV as shown in Figure 1.



Figure 1: The Basic Tenants and Assumptions of Resource-Based View
Source: Rothaermel (2012)

According to Rothaermel (2012), the theory is based on two key concepts; resources and capabilities of the firm. Peteraf and Barney (2003) explain that resources are considered to be the basic inputs in the production or operation processes of a firm and include all the credits, organisational characteristics, processes, aptitudes, information and knowledge controlled by the company and enabling it to conceive and implement strategies to improve its effectiveness. With respect to capabilities Tokuda (2005) described it as important features that confer superiority on organisations, which cannot be replicated by competitors or can only be imitated with great difficulty. Contributing to the differences between resources and capabilities, Mills and Smith (2011) indicate that resources are the source of organisations' capabilities while capabilities are the main source of organisations' competitive advantage.

Rothaermel (2012) has indicated that the framework suggests that resources themselves cannot accord any competitive advantage if they are not organised or managed to capture the needed attributes and only the firm that is capable to exploit the valuable, rare and inimitable resources can achieve sustained competitive advantage (Almarri & Gardiner, 2014). The RBV theory has explained the role of resources and the need to manage the resources to improve their capabilities, however, the theory is not without its critics. Many have criticized the model in different ways and the prominent among them are Priem and Butler (2001). Priem and Butler's criticism is on the assumptions of value-creating and rarity, which according to them, may be tautological. They argue that Barney's (1991) definition of competitive advantage as a value-creating based on resources that are rare among others, is circular and therefore operationally invalid. Additionally, the VRIN framework of RBV has been criticised on the grounds that it would be very difficult if not impossible to get a resource which satisfies all of the VRIN criteria as mentioned by Barney (1991). Notwithstanding with the criticism raised against the model, many researchers have extensively and successfully used it in their studies (Grant, 2001; Hoopes, Madsen & Walker, 2003; Rothaermel, 2012). These studies illustrate the usefulness of the model and its applicability especially in management research. Consequently, the current study has also used the model to justify the importance of information as organisational resource, and the need for its management in organisations.

Organisational Information Processing Theory

Galbraith (1973), to explain why organisations invest in information management, proposed the organisational information processing theory (OIPT). The theory identifies three important constructs, namely; information processing needs, information processing capability, and the fit between the two to obtain optimal performance (Daft & Lengel, 1986). Galbraith (1977) contends that the theory provides two reasons why organisations process their information, which are reduction of uncertainties and equivocality. Tushman and Nadler (1978) explain uncertainty as absence of information for decision making. Daft and Lengel (1986) also describe uncertainty as the difference that exists between the amount of information required to perform a task and the amount of information available, and there can be high or low uncertainty. They indicated that organisations process information in order to reduce uncertainty and equivocality as shown in Figure 2.

EQUIVOCALITY	High	1. High Equivocality, Low Uncertainty Occasional ambiguous, unclear events, managers define questions, develop common grammar, gather opinions.	2. High Equivocality, High Uncertainty Many ambiguous, unclear events, managers define questions, also seek answers, gather objective data and exchange opinions.
	Low	3. Low Equivocality, Low Uncertainty Clear, well-defined situation, managers need few answers, gather routine objective data.	4. Low Equivocality, High Uncertainty Many, well-defined problems, managers ask many questions, seek explicit answers, gather new, quantitative data.
		Low	High
		UNCERTAINTY	

Figure 2: Framework of Equivocality and Uncertainty on Information Requirement

Source: Daft and Lengel (1986)

Daft and Lengel (1986) explain further that wherever there is high uncertainty more questions are asked to get more information to learn the answers, and low uncertainty implies less questions which require less information. With regard to equivocality, Daft and Macintosh (1981) explain that an ambiguity exists where there is a multiple as well as a conflicting interpretations to issues. They indicated that like uncertainty, a high level of equivocality, implies confusion and lack of understanding. According to Galbraith (1977), Daft and Macintosh (1981), Daft and Lengel (1986), there are two complementary forces that influence information management in organisations. They indicated that whenever uncertainty and equivocality are low it means organisations have enough information to cope with their decisions and other operations. On the contrary, whenever uncertainty and equivocality are high, it implies there is inadequate information and this leads to ambiguity and conflicting interpretations.

The theory shows that organisations need quality information to cope with environmental uncertainty and equivocality in order to improve on their decision making. It can also be inferred from the theory that typical organisations have two strategies to cope with uncertainty or equivocality and increased information needs. Firstly, organisations need to reduce the effect of uncertainty or equivocality, and secondly, organisations must implement information processing capability to enhance the information flow and thereby reduce uncertainty and equivocality and this justifies the need for effective information management.

The Concept of Information Management

Information management as a multi-disciplinary concept, refers to a systematic process of collecting data from various sources, organising, storing, processing and distributing the information to one or more audiences (Opoku & Enu-Kwesi, 2017). Multi-disciplinary concept implies information management combines skills and resources from many fields of study to manage information needed by organisations to enhance their performance. Khresat (2015) explains information management as the formal and systematic way of dealing with information in order to create and use information that will contribute strategically to the achievement of organisation's goals.

Robertson (2005) views information management from two perspectives, the technological and management perspectives. Robertson indicated that the technical perspective includes all systems and processes such as web content management, document management, records management, digital asset management, learning management systems, and enterprise search. In addition, Laudon and Laudon (2016) explain that there is the technological infrastructure which is used to support the information management programmes, and this consists of normative models and the physical technology as well as the formal capabilities and efficient data storage and access. With respect to the management perspective, information management is defined as the organisational, social, cultural and strategic factors that must be considered in order to improve information in organisations (Robertson, 2005).

According to Saloojee et al. (2007), the managerial approach deals with the social, psychological and economic aspects of information management. O' Brien and Marakas (2008) explain that the social aspect looks into how information management affects individuals, groups and the organisation as a whole. Laudon and Laudon (2016) also explain that the psychological aspect, deals with how formal information is perceived and used by human decision makers and lastly, and the economic aspect concerns itself with the impact of information management on the cost control structure within the firm, and in the market. In addition, attempts have been made by researchers to differentiate between information management (IM) and records management (RM) in the literature. Khresat (2015) and İlhami, Tahir and Abdullah (2016) identify IM to be the administration of information, its uses and transmission and the application of theories and techniques of information science to create, modify or improve on information handling system. Adu (2014) and Amo (2016) on the other hand, view record management as information captured regardless of the medium used and it includes all papers, books, microfilm, card, magnetic tape, disk, map or any copy of printout that has been generated or received by an and has been used by that or its successors as evidence of its activities because of the information it contained.

These definitions indicate that records are the containers of information which are the physical objects that contain the abstract information. Records management does not look at the creation and the manipulation of data; it rather concentrates on the organisation, storage, retrieval and destroying aspect of data/information. These definitions also indicate that

records management is embedded in information management which has the objectives of providing accurate, timely and complete information for effective decision making in the management and operation of an organisation Adams (2006), providing information and records at the lowest possible cost (Mensah & Adams, 2014), rendering maximum service to the user of the records and disposing of records that are no longer needed in the organisation (Read-Smith, Ginn & Kallaus, 2002). According to Khresat (2015), information management has the objective of processing recorded information and distributing them to all users as efficiently as possible, and in order to be able to achieve these objectives, many activities and components need to interact to ensure effective and efficient delivery of information.

Organisational Performance (OP)

Performance relates to organisational output and it has been defined by Khresat (2015) as a systematic process for improving organisational output by developing standards for individuals and teams. According to Bhatti, Awan and Razaq (2014), there are various ways of measuring performance since different organisations have different goals and the physical values that are employed to measure organisational performance which are known as performance indicators. Many authors including Dumas et al. (2013), Bhatti et al., (2014), Van Looy and Shafagatova (2016) assert that there are different performance indicators and frameworks that have been developed by theorists and practitioners.

According to Bhatti et al., (2014), there are two main indicators of measuring performance namely financial/cost based measures of performance and non-financial/cost based measures of performance. While some authors agree that quality, time, delivery reliability, and flexibility form the financial/cost based indicators, others look at customer satisfaction, quality, employee factors, productivity, safety, environment, and social performance as non-financial/cost measures of indicators. Based on this categorisation, Bhatti et al., (2014) have identified eleven indicators of performance which are quality, cost, flexibility, delivery reliability, time, safety, financial performance, employees satisfaction, environment/social performance, customer satisfaction, learning and growth.

Antunes, da Silva and Borsato (2017) assert that performance indicators must be aligned with knowledge management and information sharing. They have however identified the following as indicators of performance; financial performance, customers performance, internal performance and performance related to learning and growth. They indicated that, in order to be successful, organisations should determine performance indicators and measures that are strategically relevant to their peculiar situations. Based on the insight from these authors, Zack et al., (2009), Dumas et al. (2013), Bhatti et al., (2014), Khresat (2015), Van Looy and Shafagatova (2016), Antunes da Silva and Borsato (2017) and for easy understanding and convenience, the current study has categorised organisational performance indicators into three, which are operational excellence, customer intimacy and product leadership. These indicators were derived from the eleven variables proposed by Bhatti et al., (2014). It must be noted that these variables are not mutually exclusive to one category but rather cut across in all the three indicators.

Information Management Practices and Organisational Performance

Globally, information is seen as one of the crucial organisational resource that needs to be managed well to ensure higher performance. Many including Ebbighausen (2011), Esterhuizen et al (2012) and Weintraub, Owens and Jedinak (2013), Adu (2014), Amo (2016) Nti-Bonsu (2017) and Seniwoliba et al., (2017) have looked at the relationship between information management and organisational performance. Ebbighausen (2011) has empirically assessed the importance of information management and the level of commitment of organisations and identified that 94% of the organisations were investing more in information management. Esterhuizen et al., (2012) have also stated that information management was crucial and played a unique role in the ability of an organisation to innovate successfully which might lead to high performance. The ultimate goal of investing in information management is to improve performance and as identified by Weintraub et al., (2013) in their study on the benefit of information management, 87% of the respondents indicated that it had reduced cost and improved efficiency and 68% noted that it had helped to increase revenue.

In a similar study by Ensour et al., (2014) to examine the impact of information management techniques on the quality of services provided at the University of Tabuk, employed the use of questionnaire to collect data from 426 random sample employees at the University of Tabuk in the Kingdom of Saudi Arabia. The results of the study showed that the perceptions

of staff at the University about management information systems technologies were at a high level, and that there was an impact for the dimensions of management information systems on the quality of services provided at the University, which explained 46.9% of the variance in the quality of services provided at the University of Tabuk. Khresat (2015) also investigated the relationship between information management through the use of MIS and organisational performance in telecommunication companies in Jordan. The study randomly sampled 100 employees from 10 branches of telecommunication companies. It was found that there was a positive attitude towards management information systems among the employees of Jordanian telecommunication companies. The study further revealed that the use of database was positive and that there was positive relationship between MIS and organisational performance in Jordanian telecommunication companies.

According to Amo (2016), globally, organisations spend an average of 4 weeks a year searching for or waiting on misfiled, mislabeled and lost information and many organisations typically misfile 2% to 7% of their paper and electronic records. Specifically, users of paper records waste up to 2 hours a day looking for misplaced documents while electronic records users spend 7.5% of their time on electronic systems looking for files (Professional Records and Information Services Management [PRISM] International, 2004) cited in (Amo, 2016).

It is clear from the above that, effective and efficient information management could go a long way to help organisations to achieve higher performance in terms of productivity, profitability, employees' job satisfaction as well as customer loyalty. To achieve this high performance, almost all the studies reviewed agree that information management should be started and guided with formulation of standard strategies, policies and procedures to determine the direction and practices of information management to enhance organisational performance. The fore going discussions indicate that globally, studies have shown that there is a positive relationship between information management practices and organisational performance. However, the level of contribution made by information management with respect to organisational performance has not been established in information management literature. The correlation between information management and organisational performance is explained in the research framework as shown in Figure 3.

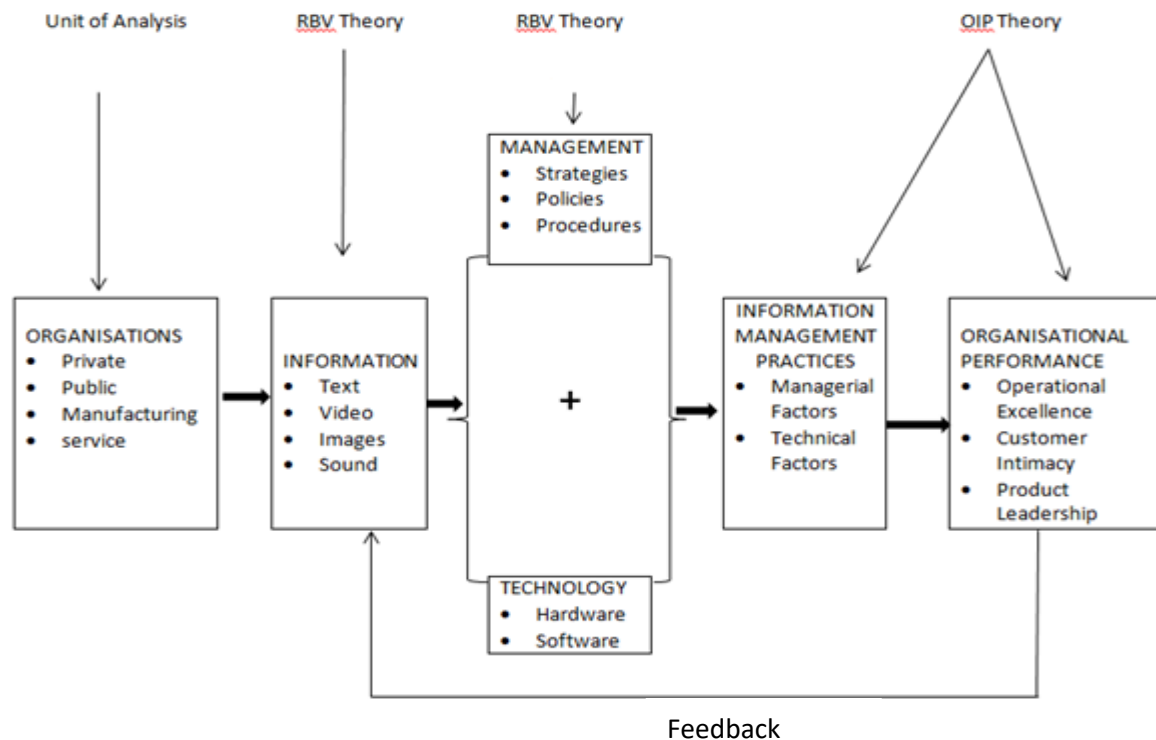


Figure 3: Research Framework of Information Management and Organisation Performance

The framework indicates that organisation as a unit of analysis of the study is made up of public and private or manufacturing and service industry and each of these organisations requires information as a resource for the achievement of its goals. Laudon and Laudon (2016) explain that the information needed by organisations can take the form of text, video, images and sound. Supported by the RBV theory, Rothaermel (2012), has indicated that the appropriate combination of the two, management strategies, policies, procedures and the needed technology (information technology as infrastructure) provides the organisation with effective information management practices. Haubmann, Dwivedi and Williams (2011) have also argued based on the OIP theory that information management practices helps to reduce uncertainty and equivocality which in turn will lead to improvement in organisational performance. The organisational performance is seen in the areas of product leadership, customer intimacy and operational efficiency.

3. MATERIAL AND METHODS

Overview of the Study Area

The study examined information management practices and their influence on performance in selected organisations in Ghana. Ghana is politically divided into sixteen (16) administrative regions, since 2018; however, the study used the old ten (10) administrative regions since the organisations studied are not well established in the newly established regions. Each of the ten (10) regions is divided into metropolitan, municipal and district assemblies. In all the country has six (6) metropolitan assemblies, one hundred and three (103) municipal assemblies and one hundred and forty five (145) district assemblies as shown the Table 1.

Table 1: Regional, Metropolitan, Municipal and District Distributions in Ghana

SNo.	Region	No of Districts	No of Municipal	No of Metropolitan	Total
1	Ashanti Region	24	18	1	43
2	Brong Ahafo Region	17	12	0	29
3	Central Region	14	7	1	22
4	Eastern Region	19	13	0	32
5	Greater Accra Region	5	19	2	26
6	Northern Region	19	8	1	28
7	Upper East Region	12	3	0	15
8	Upper West Region	7	4	0	11
9	Volta Region	17	8	0	25
10	Western Region	11	11	1	23
	Total	145	103	6	254

Source: Districts.Ghana.Net (2017)

Research Design and Sampling

The study employed survey design and the choice was informed by its ability to collect quantitative information, usually through the use of a structured and standardised questionnaire (Saunders et al., 2016). Using field survey, made it possible to collect data from large populations of employees of selected organisations in Ghana. The population of the study was drawn from the employees of selected public and private organisations, since the economy of Ghana, like other countries is propelled by both public and private organisations (Ofori-Attah, 2017). The study used the probability sampling methods in selecting the organisations and employees, which allowed the researcher to divide the entire country (Ghana) into subgroup that facilitated the data collection. One hundred and ten (110) organisations in Ghana were selected the study. The decision to use these organisations was informed by their roles and contributions to the national development in terms of gross domestic product (GDP) and employment (Terkper, 2014). These organisations provide variety of goods and services as well as other social services and provide employment opportunities to the Ghanaian community.

Employees were sampled from the one hundred and ten (110) organisations selected from the all regions in Ghana. The sample size for the study was determined the using the proportion model, since the numbers of employees in these organisations were not known (Bluman, 2009). The formula used is given below.

$$n = p(1 - p) \left(\frac{Z}{E} \right)^2$$

Where n is the sample size, P is the estimated proportion, based on past experience or a pilot survey; Z is the z value associated with the degree of confidence selected; E is the maximum allowable error the researcher will tolerate. As a rule of thumb, the model allows the estimation of the proportion (P) of 50% or 0.5. Based on this premise and the assumption that the study population is large, and the variability in the proportion is not known, the study used 5% ($E = 0.05$) level of precision and 95% level of confidence ($Z=1.96$) and 50% proportion was assumed as per the rule of thumb, maximum variability, ($P = 0.5$). Substituting these values in the model gives.

$$= 384.16 = 385.$$

$$n = 0.5(1 - 0.5) \left(\frac{1.96}{0.05} \right)^2$$

According to Israel (2013), it is common practice by researchers to add 10% to the sample size to compensate for persons that the researcher could not reach or contact and also the sample size is often increased by 30% to cater for non-response. The 10% and 30% as indicated above sum up to 40%, and 40% of 385 gives 154 and adding this to 385 gives the sample size of 539. In order to cover a number of research subjects as possible and increase the study validity, the researcher administered 1000 questionnaires. In each organisation a minimum of five (5) and a maximum of fifteen (15) employees were sampled for the study.

Data Collection Instrument and Procedure

The study used structured questionnaire as the main instrument for capturing data from respondents. The questionnaire, which was designed based on the study objectives, has sections that sought respondents' views on the state of information management practices, factors influencing management practices, the effects of information management practices on organisational performance. The questionnaire were administered to the target population personally by the researcher with the help of research assistants. Out of the one thousand (1000) questionnaires administered, nine hundred and thirty nine (939) representing 93.9% response rate were retrieved.

4. RESULTS

The effects of Information Management Practices on Organisational Performance

The study assessed the effect of information management practices on organisational performance with information management practice (IMP) being the independent variable (IV) and organisational performance as the dependent variable (DV). Organisational performance (dependent variable), according to Zack et al., (2009); Van Looy and Shafagatova (2016), may be viewed from different perspectives, and this study used the following indicators for organisational performance; operational excellence, customer intimacy and product leadership. Each of these constructs consists of variables that were computed to obtain the organisational Performance (TOrgPerf). For the purpose of this study and as indicated by the literature reviewed, the independent variable (IV), information management practices (IMP) compose of two major constructs; managerial factors (TMGTFactor) and technological factors (TTechFactor). Multiple regression model was employed for the analysis and the results produced are shown in the correlation table, model summary, the ANOVA and the coefficient table.

Table 2: Correlations Table of Information Management Practices and Organisational Performance

Variables		Total Organisational Performance	Total Information Management Practices
Pearson Correlation	Total Organisational Performance	1.000	0.205
	Total Information Management Practices	0.205	1.000
Sig. (1-tailed)	Total Organisational Performance	.	0.000
	Total Information Management Practices	0.000	.
n	Total Organisational Performance	726	725
	Total Information Management Practices	725	938

Source: Field data, 2016

Title of subheading???

The result in the correlation Table 2 provides information on the Pearson correlation coefficient between the independent variables information management practices (0.205) and the dependent variable (organisational performance). The result shows that there is a positive correlation between information management practices and organisational performance. The table also shows the one-tailed significance of the correlation (correlation is significant if $p < 0.001$). This means that the correlation is significant, since $p = 0.000$. The next table, the model summary, shows the extent of the contributions made by the independent variable to the dependent variable.

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Table 3: Model Summary of Information Management and Organisational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.205 ^a	0.042	0.041	7.994

The value of R (0.2.05) in the model summary table indicates that the correlation between information management practices and organisational performance, is at lower side. The value of R^2 (R Square = 0.042) shows that information management practices (IV) account for 4.2% of the variation in organisational performance. This means that about 95.8% of the variation in organisational performance (DV) cannot be explained by information management practices. The third output from the regression analysis is the Analysis of Variance (ANOVA) table. The ANOVA indicates whether the model result is a significantly good degree of prediction of the outcome variable (Field, 2009), and shows the various sums of squares and the degree of freedom associated with the output. The most important part of the ANOVA table is F -ratio and the associated significance value of the F -ratio as shown in Table 4.

Table 4: Analysis of Variance of Information Management and Organisational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2027.171	1	2027.171	31.726	0.000 ^a
	Residual	46197.632	723	63.897		
	Total	48224.803	724			

Table 4 indicates that the F -ratio is 31.726, which is significant at $p < 0.001$, since the value in the column label Sig is less than 0.000. This implies that the regression model is significantly better prediction. In other words, the regression model

overall predicts organisational performance well. The last table with respect to the regression analysis is the Coefficient table identified by Table 5.

Table 5: Coefficient of Information Management and Organisational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	45.362	1.710		26.535	0.000		
Information Management Practices	0.039	0.007	0.205	5.633	0.000	1.000	1.000

The output in Table 5 provides the details of the model parameter, the Beta values, and the significance of these values. The B value of the regression coefficient is 0.039 and the Beta value is 0.205 with $t\text{-stat} = 26.535$, and Sig (p-value) = 0.000. Even though the Beta value of 0.205 indicates that information management practices makes low contribution to organisational performance, the independent variable (information management practices) makes unique contribution in predicting the dependent variable (organisational performance). This means that information management practices have significant positive effects on organisational performance. The result of the hypothesis is summarized in Table 6.

Testing of Hypothesis

Table 6: Results of the Study Hypothesis

Hypotheses	Null Hypotheses	t-value	p-value	Remarks
H ₀ :	There is no significant positive relationship between information management practices and organisational performance.	26.535	0.000	Not supported

The summary result in Table 6 implies that the hypothesis that, there is no significant relationship between information management and organisational performance has been rejected. We therefore conclude that there is a significant positive relationship between information management practices and organisational performance.

The two values given in the table under the heading Tolerance and VIF are used for multicollinearity of the predictive variables. The tolerance level shows how much of the variability of the specified independent variable is not explained by other independent variables in the model and the accepted threshold should not be less than 0.10. The Variance Inflation Factor (VIF) is determined by dividing 1 by the Tolerance value, (inverse of the Tolerance) and the threshold value should not be above 10 (Field, 2009; Pallant, 2011).

The results in the Coefficient Table 5 show tolerance value of the predictor (1.000) is above the threshold of 0.10, and the VIF value of 1.00 is not above 10. These results indicate that multicollinearity assumption has not been violated and there is no reason for concern that the predictive variables excessively influence each other (Plotts, 2011).

To address this research question, standard multiple regression was employed for the analysis and the results indicate that there are different variables that form information management practices. These variables include information management policy (IMpolicy), information management strategy (IMstrategy), managerial factor (MGTfactor) and technological factor (TECHfactor), and all these variables were identified to have positively contributed to organisational performance. However, the correlation values produced by these variables were very weak.

5. DISCUSSION

The findings of the study show that there is a positive correlation between information management practices and organisational performance. The result further indicates that information management practices account for only 12.7% of

the variation in organisational performance, which means that about 87.3% of the variation in organisational performance cannot be explained by information management practices. Lastly, the regression coefficient reveals that information management practices have statistically significant impact on organisational performance, which means that information management practices have a positive impact on organisational performance. The findings therefore reject the hypothesis that, there is no significant relationship between information management and organisational performance. The results of the current study are in agreement with the studies conducted by Saloojee et al. (2007), Reddy et al. (2009), Weintraub et al. (2013), Al-Mobaideen et al. (2013), and others who observe that the information management landscape is wide and diverse and organisations depend on many information sources to make key decisions for effective performance.

The study adds to the limited research on information management in developing countries, especially from management perspective, since most studies in information management were done in developed countries where the socio-cultural, psychological and economic factors are entirely different. The study contributes to the best fit regarding information management policy and strategy development and implementation in a developing country Ghana, in order to guide organisations. The study has provided a better understanding regarding the managerial aspect of information management in order to bridge the gap between the technological and the managerial aspects of information management. The study adds up to the limited research in information management in developing countries, especially from management perspective, and seeks contribute to the best fit regarding information management policy and strategy development and implementation in a developing country like Ghana, in order to guide organisations regarding information management. Lastly, the results of this study offer managers better understanding in terms of investment decisions as well as to benchmark where they stand with their information management which has the potential for value creation and business support.

6. LIMITATION OF THE STUDY

The study was carried out in ten regions of Ghana and these regions are characterised by different conditions, with respect to social, economic, cultural and infrastructure. Therefore, the generalisation of the findings with the same assumptions pose some limitations. In an attempt to address this, issues that were common in all the areas that affect information management were concentrated on. Secondly, the study employed quantitative survey with self-administered questionnaire as the main instrument for the data collection. The use of this approach may pose some limitations due to some inevitable errors, such as respondent errors, low response rate and the researcher's inability to probe for further information that are likely to occur in the responses since they are common with the approach. To address this, conscious efforts were made during the fieldwork to ensure that the questionnaire were administered to respondents who were literates and explanations were made to those who were not literate to minimise respondent error.

7. CONCLUSION

The study has established that information management has a positive impact on organisational performance, which means information management practices make a significant contribution in predicting organisational performance. The study has provided detailed discussion on the state of information management practices in organisations in Ghana, and how information management is influencing organisational performance. It is therefore expected that some of these fact-findings and discussions will have a significant influence on information policy development and implementation in the country in order to ensure that individuals and organisational members get the right information at the right time to survive both local and international competition.

In addition, the findings practically imply that improved information management programmes may result in improved decision-making process in organisations, which will lead to improved performance of organisations. The implication here is that to improve organisational performance, one can pay attention to information management. The findings have even provided the extent of the contributions made by information management to the improvement of organisational performance. This means that practically information management can be used as a change agent in organisational performance. Effective information management is not a choice but imperative and mandatory in the achievement of organisational objectives.

The importance of information management programmes as identified by the study results, call for its integration in overall organisational and national development and strategic planning activities. This approach would give information management programmes the needed attention. Organisations should invest more in information management programmes, by acquiring the requisite equipment and employing professionals in information management to handle their information. The organisations should also train and develop their staff in information management related areas, particularly, in information communication and technology. This would enable the employees to update their skills and competency levels in information management programmes for the benefit of organisations. It is further recommended that Ghana the country should embrace the concept of information management by encouraging the various sectors in the country to incorporate and implement effective and efficient information management programmes. Ghana as a nation needs to invest more in information management equipment, in order to make it affordable and accessible to both individuals and organisations. Besides, the government of Ghana should facilitate and speed up on the full implementation of the Right to Information Bill (RIB) to make information in Ghana more accessible.

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Data Availability

Data used for this research is available upon request from the corresponding author.

Notes

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