

# Information Management Practice: A Reagent to University Employee's Productivity

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**Abstract:** *The aim of any organization is to make profit through improved productivity in the manners and ways employees relate and transact the business of the organization. The University as a multifaceted unit of activities has also lent herself to this same opportunity of making transaction of information a cruise one that cannot be ignored in her business operation. It is clear that the University as the highest cadre of learning becomes a hear say, gossip and an assumption center of lies through information. Debatably, the major connectivity between the multifaceted units is communication and transformation of information into knowledge. This information needs to be managed in a way that each layer of the department will be more productive in their approaches and dealings. This paper glances at information management practice as a reagent of university development and employees' productivity with specific reference to university employees. The paper adopts a survey design research, using a mixed approach to gather necessary information from the subjects. The findings reveals that the real purpose of information management practice is to encourage employees meet standards of job performance and behave sensibly and safely at work. The paper concluded that employees do self-evaluation themselves and see whether they are contributing or not contributing to the distortion of university activities through their action and in-actions. The paper also recommended that organization management should do self-information management practice, self-actualization and job enrichment activities to improve productivity.*

**Keywords:** *Management, Information Management, University employees, Organizational Development and Productivity*

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## I. INTRODUCTION

University operations leans on information, how humans relate with the information and the ways the information is disseminated round other departments within and outside the university. In frontier to this view, Dorr, Walther, and Eymann, (2013) claimed that information is one of the world's most important resources since it is needed to solve problems and make decisions affecting both the present and the future. Opoku and Enu-Kwesi (2017) revealed that similar to organizations, individuals also face challenges such as finding satisfaction in and through work, fighting obsolescence to ones knowledge and skills, maintaining dignity and purpose in pursuit of organizational goals, achieving human connectedness and community in the workplace. Whatever the problem is, where there is a problem there is a solution (Rothaermel, 2012). A lot of strategies exist to solve this type of problem or seize the opportunity and achieve the target (Nowshin & Zaman, 2013). In today's high-speed business world, the necessity for organizational change and development is more important than ever for an organization to survive. University operation is not left out from the demand for development and productivity because the operation of institution is basically informative. On one hand, the university as the highest cadre of learning is not expected to be subject to such changes or development due to the nature of her operation. On the other hand however, the success of any business leader is the ability to manage information and most especially to translate information to rightful knowledge that can develop the institution.

Information management is the collection, storage, dissemination, archiving and destruction of information. It enables management, employees and other stakeholders to use their time, resources and expertise effectively to make decisions and to fulfil their roles. Information management is the management of information from one or many references and the arrangement of that content to one or many people. It is considered as organizing, maintaining, acquiring and retrieving information that are useful for the operation of the university. The acquirable literatures on information management (Henczel 2000; Saloojee, Groenewald, & du Toit, 2007; Ravi 2011; Weintraub, Owens, & Jedinak, 2013) have anticipated that the importance of information management in the realization of university aims and objective is important. Importantly, the available literature on information management has renowned technical and managerial aspects (Robertson, 2005). A lot of contributions have been made with respect to the technical aspect, in terms of technology but the managerial involvement remains little. Therefore, realizing university objectives has drawn the attention of both

researchers and practitioners to study the significance of information and its management, not the technology supporting information management. This study is driven by little managerial involvement in the study of information management practices in the university.

### **Statement of the problem**

Universities operations today is more of hearsay than that of facts finding. Gossip had become the order of the day with less cross-examination of information given. Similarly, it has been observed that the rate at which information, especially from grapevine, filtered within the University is alarming. A lot of distorted information or 'manufactured lies' are being disseminated in the name of rendering help and assistance to members of staff. These had caused a lot of conflicts and even such approach to dissemination of information had also affected the operation of the university making it difficult to achieve the purpose for which the university system are established. Adetunji (2015) explained that university education is established for the acquisition of rightful information that could be translated into knowledge. Adetunji and Adetunji (2018) in their conclusive work on workplace conflict and conflict management in Nigerian universities system likewise expressed that no crisis is too small to handle and it must be resolved early and enough especially at the initial stage. This was not too far from the problem this paper set to address by looking at the information management practice as a reagent to university development and employees' productivity

Some pertinent questions to be asked here are: what are the causes of improper information dissemination among university employees? Which information moves faster? Who are those leaking information? How do we curb such behaviour and manage information properly? What are the benefits to derive when information is properly managed? Is there a relative enforced information management practice? If any is it more effective? Providing in-depth knowledge and devaluing improper information in this regard will help recuperate information management practices, and hence improve university development and employees productivity. Corroborating this, Robertson (2005) debated that information management can be characterized from both technical and management points of view. However, for the purpose of this study, attention will be centered only on information management from management point of view to consider relationship between effect of lack of proper information management practice and employees' performance and effectiveness in private university. The study will also consider the causes of improper information management practices among university employees.

### **Objectives of the Study**

The main objective of the study is to glance at information management practice as organizational effectiveness with specific reference to University employees. Other objectives include:

- i. To determine the extent to which lack of proper information management practice has influenced the performance of University Employees.
- ii. To identify the causes of improper information management practice among university employees.
- iii. To establish if evident disciplinary procedures could abate lack of proper information management practice in the university.
- iv. To establish if the relative enforced information management practice is more effective than self-information management practice in the university.

### **Statement of Hypothesis**

This paper tested the following three hypotheses for the purpose of this study.

H0: There is no relationship between effect of lack of proper information management practice and employees' performance and effectiveness in private university.

H0: Transparent disciplinary procedures cannot abate lack of proper information management practice in University employees.

H0: The relative enforced information management practice is not effective than self-information management practice in the University employees.

## **II. RELEVANT LITERATURE**

In the work carried out by Bedward and Stredwick (2004), they indicated that information enriches organisations' knowledge, improves understanding of complex situations and reduces uncertainty. This study agrees with the above assertions and support that such knowledge need to be shared and managed properly. This view was not far from what Adetunji, Oladejo, and [David \(2016\) established that](#) to improve quality in Nigerian University there is a greater need to understanding how knowledge that are informative are managed. Likewise in a similar work by Adetunji, Fadun, and Oyekan (2018), they emphasized on the need for appropriate knowledge to be shared in improving the operation of the organization. Even though their study focused on the local government employees, it is evidence from their findings that top management hardly share information unless that one that will benefit them, putting the use of information management technology at lowest importance. This does not ignore the fact that information is one of the world's most essential resources that are required to solve organisational and societal problems or make decisions that have effect on both present and the future (Dorr et al., 2013).

Robertson (2005) postulated that features of information can only be reached through effective information management. Pijpers (2009) stressed in a similar manner that in order for information to play its roles effectively; it should be appropriate and relevant to the requirements of the organisation. The above assertion by Robertson (2005) and Pijpers (2009) was also supported by the work of Rothaermel (2012) that information must be provided at the right time, it must be accurate, consistent, and above all reliable. In essence, Rothaermel established that managing information is therefore a key issue in organisations. He added that in order to achieve organisational goals and sustain competitive advantage of the business, information needs to be managed well.

Management literatures have addressed the concepts of Information management differently. Akotia (2003), Robertson (2005); Kargbo (2005) defined information management to comprise all processes involved in the assembly, handling, disseminating, leveraging and disposing of all types of information possessed within an organisation. In addition, Akortsu and Abor (2011) affirmed that information management ensures that individuals and groups have efficient access to and make effective use of information for the productivity of the organisation. This connotes that information management is a structure by which useful resources are collected, coordinated, processed, controlled and managed through uninterrupted phases in order to provide information to various users or clients for one or more purposes in an organization (Weintraub, Owens, & Jedinak, 2013).

Nonetheless, researchers in the field of information technology (O' Brien & Marakas, 2008; Ogbomo & Ogbomo, 2008) claimed that the significance of technology in managing information is of high advantage to organization. O' Brien and Marakas (2008) indicated that technology is used in information management because of the capabilities. It was perceived to be easy to use and high usefulness is indicated in the technology acceptance model (Averweg, 2008). The studies by O' Brien and Marakas (2008); Ogbomo and Ogbomo (2008); Averweg (2008) completely ignored the importance of human participation in the capturing, and translating of the information into that which can be used in taking accurate decision as claimed by the information technology. Interestingly, Ravi (2011) argued that the suitable technique of managing information in organisations is through information systems (IS). Ravi shared that information systems are robust enough to provide all the necessary information required from inquiry level to strategic level. The argument was based on a simple approach ignoring the fact that what is input into the system as a technology is only what you can extract.

Kahraman, Kaya, and Cevikcan, (2011) debated further that effective information management involves investment in information management and the integration of cross-functional strategies guided by policies, strategy and intelligence techniques needs. Kahraman et al's discussion is closer to the debate of whether human presence can be ignored in the process of managing information in an organization especially an institution with multifaceted units of operation or not. Yet, Kahraman et al's studies do not explain in detail to what extent lack of proper information management practice has influenced on the performance of employees in making decision.

Similarly, other researchers such as Kargbo (2005); Al-Mobaideen, Allahawiah, and Basoni, (2013) highlighted the connection between information management and organizational performance. For instance Akotia (2003) claimed that the breakdown, decline and at times lack of proper record keeping have made most African countries non-accountable. The assertion was also supported by the work of Adams (2006) who claimed that the custodian of information are those who should take responsibility for making the relevant information available to those that will take decision on the progress of the business. Evidence from Ravi (2011) supported that Nigerian graduates abroad are doing well. Adetunji (2014) also affirmed that due to lack of data and proper information keeping, no Nigerian university have ever been rated among the first 6000 best universities in the world in the past 2 decades. In further study by Adetunji (2015) he asserted that graduates of Nigeria universities can compete well with any graduates around the world, therefore, graduates of Nigerian universities cannot be condemned based on lack of data and proper information keeping. This study therefore inclines to establish if lack of information management practice among university employees can abate for the problems and challenges faced by the university.

### **III. RESEARCH METHODOLOGY**

For the purpose of this paper, a survey design was adopted; using mixed approach of both qualitative and quantitative approach within the scope of the study, while interview was piloted to gather relevant information from participant, purposively selected on availability to the author. Their views were translated into question items for the questionnaire. This type of research design allows the researcher to obtain data from his or her participants or observe them without any attempt to manipulate them. The study focused on employees of two private universities where trade unions are not allowed in the South Western part of the country. The universities were purposively selected because of their similar mode of operation, Bowen University Iwo and Redeemer University Ede. The population of employees in the two universities was above 2000, efforts were made to capture actual employees' strength but due to so many factors relating to information it was impossible.

Of course this challenges entrenched in the reason for selecting survey design. Four hundred (400) questionnaires were administered equally between the two universities. The researcher was able to retrieve one hundred and eighty four (184) questionnaires back, 48 of the questionnaire were not completed properly and was voided for the process of data analysis. One hundred and thirty six (136) was considered relevant to form sample for the study. The sample had diversity in terms of demographical structure of designation, gender, experience, age and post among other variables. Interview was conducted as a pilot study for this paper. The result of the interview informed the design of the questionnaire. The questionnaire items were used to source data from the respondents. The respondents understood the items sought with regards to information management practice and organization development and productivity.

#### IV. PRESENTATION AND ANALYSIS OF DATA

The questionnaires were retrieved, data were tested using test statistics of frequency and percentage while validity of the hypotheses was tested using chi-square. Simple percentage was adopted as the method of data analysis and interpretation. Simple percentage used entails answers from respondents or diverse responses gathered from the survey and it was categorized into form that was ease for analysis thereby drawing the representative percentage for each of the group in a multiple bar form. Responses were analyzed based on this percentage. The appropriate decisions on information management practice were tested using the chi- square formula below for distribution as given:

$$X^2 = \frac{\sum(O-E)^2}{E}$$

Where:

X = Is the Greek letter “chi” which is pronounced “Ky” or “Kai” X<sup>2</sup>

∑ = Summation notation (sigma)

X = Chi-square calculated

E = Expected frequency

O = Observed frequency

The degree of freedom (df) will be calculated thus; (n – 1) where

The expected value (E) will be calculated thus:

#### The observed frequency Number of variables

The non-parametric technique chi-square test has a wide range of applicability for hypothesis testing. The non-parametric technique can be used to test the significance of different observed and expected values and for determining the correlation between variables amongst other applications.

#### Hypothesis I

H0: There is no relationship between effect of lack of proper information management practice and employees’ performance and effectiveness in the university.

|   | O   | E  | (O-E) | (O-E) <sup>2</sup> | ∑(O-E) <sup>2</sup> /E |
|---|-----|----|-------|--------------------|------------------------|
| Low productivity                                | 52  | 34 | 18    | 324                | 9.52941                |
| Bad attitude to work                            | 34  | 34 | 0     | 0                  | 0                      |
| Loss of man hour at work                        | 31  | 34 | -3    | 9                  | 0.26471                |
| Inability to attain institutional set objective | 19  | 34 | -15   | 225                | 6.61765                |
| Total   | 136 |    |       |                    | 16.4118                |

$$X^2 = \sum \frac{(O - E)^2}{E}$$

c=

$$X^2 = 16.4$$

$$X^2_{tab} = X^2_{tab} \times Df$$

$$X = 0.05, Df = (n - 1) = 4 - 1 = 3$$

At 3 df and assumed 5% (0.05) level of significance, then Chi-square critical/tabulated value is  $X^2_t$  which is 0.95 = 7.815

Decision Rule/Criterion: If the chi-square calculated ( $X^2_c$ ) is greater than the critical or tabulated value ( $X^2_t$ ); reject the null hypothesis (H0) and accept the alternative hypothesis (H1) and then resolve that the research hypothesis is false, Reject H0 and Accept H1 or Accept H0 and Reject H1.

Research Result: From the calculation above, the chi-square computed ( $X^2_c$ ) is 99.44 while the chi-square tabulated ( $X^2_t$ ) is 7.815. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a relationship between lack of proper information management practice, employees' performance and effectiveness as well as the university development and employees productivities.

### Hypothesis II

Questions were asked to what extent would transparent punishment issued to employees who spread misleading information would help in the university development. The hypothesis was states as

H0: Transparent disciplinary procedures cannot abate lack of proper information management practice in University employees.

|                    | O   | E    | (O-E) | (O-E) <sup>2</sup> | $\sum(O-E)^2/E$ |
|--------------------|-----|------|-------|--------------------|-----------------|
| Strongly Agreed    | 49  | 27.2 | 21.8  | 475.24             | 17.4721         |
| Agreed             | 53  | 27.2 | 25.8  | 665.64             | 24.4721         |
| Undecided          | 22  | 27.2 | -5.2  | 27.04              | 0.99412         |
| Disagreed          | 7   | 27.2 | -20.2 | 408.04             | 15.0015         |
| Strongly Disagreed | 5   | 27.2 | -22.2 | 492.84             | 18.1191         |
| Total              | 136 |      |       |                    | 76.058824       |

$$X^2 = \sum \frac{(O-E)^2}{E}$$

$$X^2 = 76.1$$

At 4 df and presumed 5% (0.05) level of significance, the Chi-square critical/tabulated value  $X^2_t$  that is 0.95 = 9.49.

Decision Rule/Criterion: If the chi-square calculated ( $X^2_c$ ) is greater than the critical or tabulated value ( $X^2_t$ ); reject the null hypothesis (H0) and accept the alternative hypothesis (H1) and then conclude that the research hypothesis is false, Reject H0 and Accept H1 OR Accept H0 and Reject H1.

Research Result: From the computation above, the chi-square calculated ( $X^2_c$ ) is 76.1 while the chi-square tabulated ( $X^2_t$ ) is 9.49. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that transparency in the disciplinary procedures can check lack of proper information management practice among University employees

In order to achieve the fourth objective of the study aiming to establish if the relative enforced information management practice is more effective than self-information management practice in the university. The third hypothesis was developed and stated as below:

### Hypothesis III

H0: The relative enforced information management practice is not effective than self-information management practice in the university employees.

|                    | O   | E    | (O-E) | (O-E) <sup>2</sup> | $\sum(O-E)^2/E$ |
|--------------------|-----|------|-------|--------------------|-----------------|
| Strongly Agreed    | 21  | 27.2 | -6.2  | 38.44              | 1.4132353       |
| Agreed             | 28  | 27.2 | 0.8   | 0.64               | 0.0235294       |
| Undecided          | 15  | 27.2 | -12.2 | 148.84             | 5.4720588       |
| Disagreed          | 51  | 27.2 | 23.8  | 566.44             | 20.825000       |
| Strongly Disagreed | 21  | 27.2 | -6.2  | 38.44              | 1.4132353       |
| Total              | 136 |      |       |                    | 29.1470588      |

$$X^2 = \frac{\sum(O-E)^2}{E}$$

$$X = 29.15$$

$$X^2_{tab} = X^2_{tab} \times Df$$

$$X = 0.05, Df = (n - 1) = 5 - 1 = 4$$

At 4 d.f and assumed 5% (0.05) level of significance, the Chi-square critical/tabulated value  $X^2_{t0.95} = 9.49$

Decision Rule/Criterion: If the chi-square calculated ( $X^2_c$ ) is greater than the critical or tabulated value ( $X^2_t$ ); reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ) and then conclude that the research hypothesis is false, Reject  $H_0$  and Accept  $H_1$  OR Accept  $H_0$  and Reject  $H_1$ .

Research Result: From the computation above, the chi-square calculated ( $X^2_c$ ) is 71.6 while the chi-square tabulated ( $X^2_t$ ) is 9.49. Thus, the chi-square computed is greater than chi-square tabulated. Base on this finding, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that self-information management practice is more effective than the enforced information management practice on university employees.

## V. DISCUSSION OF FINDINGS

The paper is centered on the operationalization and analysis of data collected from the field in the course of the research survey. The focus of the study is to glance at information management practice as organizational effectiveness with specific reference to University employees. The research questionnaire was administered on the University employees in other to carry out field assessment. The study established that organizational information management practice has a significant impact on university development as well as employee productivities. From the findings, it was revealed that University employees like other organisation employees are deeply rooted in information management practice. Although the finding reveals that the information that flies through the window in the university system are usually through the clerical staff that are meant to dispatch the mail to other related offices due to the bureaucratic system, it will shock you to know that assumption of what is likely to be done by the recipient of the mail are likely to be true by the time the mail is processed (Robertson, 2005). Again, O' Brien and Marakas (2008) reported that the same clerk will receive the mail and inform those that are not in support of such decision, which sometimes creates crisis in the management of information

In the work of Pijpers (2009), university is an organization that translates information into knowledge and that is meant to generate ideas and solve societal problems and to also transform students into a sound mind of character and excellence in education. In order words, Adetunji (2015) reported that the university is charged with the responsibility to manage student learning, but in the process proper information management practice must be adopted to improve employees' performance and effectiveness on the job.

The first hypothesis test reveals the relationship between lacks of proper information management practice and employees' performance and effectiveness in private university. It was inferred that there is a strong tie between the two concepts, which means lack of proper information management practice can mar employees' performance and effectiveness. The second hypothesis states if the transparent disciplinary procedures can abate lack of proper information management practice in University employees. The test revealed that if nonalignment is deployed in the handling of disciplinary cases to employees who diffuse the university information unnecessary or wrongly, employees will have confidence in the system and will know that there is no sacred cow. Hence, the cases of lack of proper information management practice will reduce. Mismanagement and wrong dissemination of information will reduce to the bearer minimal, as everyone will mind their own business.

The last hypothesis invalidated the relativity of enforced information management practice through declaration of confidentiality disclosure by the administrative staff of the university. This section of the questionnaire shows that no matter what document signed by the employee it does not stop employee from diffusing even sensitive information. The employees that took part in the survey scored themselves high on self-information management practice better than enforced law. The outcome of the test inadvertently shows that a significant number of employees regularly discuss how unhappy they are with each other overtime before the management of the university gets to hear. Of course few of the question ticked that many of the employee just exhibit poor attitudes to distort the activities of the university by gossiping round different office, moving both fabricated lies and untrue story round the campus in the quest for favor from one person or the other.

In our deliberation of relevant literatures, most of the arguments and debates postulated by scholars (Opoku & Enu-Kwesi, 2017; Adetunji, Oladejo, & [David, 2016](#); Al-Mobaideen, Allahawiah, & Basoni, 2013) are not far from what played out in the field study. Likewise, in the pre-survey study, one of the respondents suggested that in looking at university employee issue, it is appropriate to limit considerations of information management practice to three areas of meanings, which are self-information management practice, self-

actualization and job enrichment. The claim made here is that when an employee of the university is well occupied, (that is, right person for the right job) the need to run round office to office or door to door will not be there. Therefore from the finding of this study it is obvious that for university to maintain information management practice, individual that makes up the organization must first imbibe self-information management practice, also all departments and units of the university must command respect before the students and other users. Adetunji, and Adetunji, (2018) opined that if the university will ever remain relevant the process of strict discipline must be put in place for any form of misconduct as center of training for the future leaders.

### **Recommendations and Conclusion**

The main aim of the research was to glance at information management practice as organizational effectiveness with specific reference to University employees. The research was able to enumerate some of the causes of lack of proper information management practice, in various ways by several individual in the university system based on the system mode of operation. The main purpose of information management practice is to behave sensibly and safely at work and to encourage employees meet standards of job performance which increase employee's moral, that is, job enrichment (Nowshin, & Zaman, 2013). According to Adetunji (2014), university employees can clearly learn what the acceptable performance and behaviour are. Individuals and workforce adherence to constituted organizational standards in terms of personal behaviour influenced and job performance maintained by information management practice must be sacrosanct. Disciplinary actions based on set rules, regulations, policies and procedure must be enforced strictly.

Similarly, Dorr, Walther and Eymann (2013) supported that motivation of workers should always be on the front burner. Motivation may not necessarily mean financial rewards. The university management should also exercise self-information management practice, self-actualization and job enrichment. It will shock you that this study finds that university human resource units only function for recruitment and laid-off. All other functions that are to be performed by this unit are mostly ignored (for example, staff development and training tailored to their job that will acquaint the personnel, manpower training, succession plan, job specification, staff evaluation and many more among others). Further studies can also look at these functions. This study did not claimed that the findings can be generalized across all the private university but it maintained that individuals should do self-evaluation and see whether they are also contributing to the distortion of university activities through their action and in-actions or not.

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