# INFLUENCEOF INFORMATION MANAGEMENT PRACTICES ON PERFORMANCE OF PRIVATE UNIVERSITIES IN KENYA: A CASE OF AFRICA INTERNATIONAL UNIVERSITY

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**AN APPLIED RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE IN THE BUSINESS SCHOOL OF AFRICA NAZARENE UNIVERSITY**

**JUNE, 2022**

## DECLARATION

I declare that this document and the research that they describe are my original work and that they have not been presented in any other university for academic work.

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## DEDICATION

This study is dedicated to my dear late dad -John Kamau Kanjigi and late uncle -Francis Waithaka Njoroge who kept on encouraging me to pursue further studies.

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First and foremost, I thank the Almighty God for the strength and love. I could never have done this without the faith I have in you, the Almighty. To the Almighty God I give glory and thanks. My sincere thanks first go to my lecture/supervisor, Dr. Kimani Gichuhi who has tirelessly guided me how to go about this research project. To my colleagues, especially my first semester examination study group for their effort in helping me understands the different concepts of how to obtain raw data and harness it to usable data. This thesis would not have been completed without the help of various departments at Africa International University who volunteered to participate in my survey work for giving me their precious time and support through the questionnaire responses they provided. Finally, I acknowledge my family for their invaluable support that they accorded me. I would like to express my sincerest thanks to my loving husband Edward Kagwamba, my son Giovanni Kariuki, my daughters Gianna Wanjiku and Wairimu Makena, and my mother Pauline Wairimu Kamau for their support and encouragement on the completion of this research project. The same acknowledgement goes to my brothers and sisters. To all I say, God bless you.

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## ABSTRACT

Currently, performance institutions of higher learning are directly related to the appropriate information management practiced. The current study sought to examine the influence of information management on performance of universities in Kenya with a specific reference to Africa International University. The specific study objectives which guided the study included the following: To examine the influence of information quality on performance of Africa International University; To examine the influence of information dissemination on performance of Africa International University; To examine the influence of information security on performance of Africa International University. The study was guided by the Absorption Capacity Theory and Cognitive Fit Theory. The study adopted descriptive research design, which accommodated both qualitative and quantitative approaches. The study adopted a descriptive research design. The unit of analysis was Africa International University in Kenya, while the unit of observation (target population) was80 employees drawn from various departments. The respondents were sought through census. Structured questionnaires were the main tool to collect primary data from the targeted respondents. A pilot study was carried to test the reliability and validity of the questionnaire. The data was analyzed descriptive statistics. Results revealed that all the information management practices influenced performance of Africa International University in Kenya. The study findings established that information quality, dissemination and security influence performance of African International University. The results support the current theories related to the study. Consequently, this study provides institutions of higher learning with insights of how to improve performance through the adoption of appropriate information management practices. The study recommended that institutions of higher learning should adopt a culture of adopting appropriate information management practices (information quality, dissemination and security). This could go a long way in ensuring there is improved organizational performance in the institutions of higher learning such as universities in Kenya

## OPERATIONAL DEFINITION OF KEY TERMS

**Information Management (IM)** is the collection and management of information from one or more sources and the distribution of that information to those who have right to it

**Information Quality** is conceptualized as the quality of outputs produced by the information system, which means the reports, but it can refer to how users value the overall information that is available to them in terms of intrinsic accuracy, contextual relevance and is accessible.

**Information Security** as the controls that an organization needs to implement to ensure that it is sensibly managing risks that relate to protection of information and information infrastructure assets through mode of communication, communication structure and established social networks.

**Organizational Performance** refers to how well an organization accomplishes its market-oriented goals as well as its financial goals. In this study the performance of university has measured by use of student enrollment, market share, international collaboration, teaching and service quality.

## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **AIU** | African International University |
| **NEGST** | Nairobi Evangelical Graduate School of Theology |
| **HRM** | Human Resource Management |
| **ICT** | Information and communication Technology |
| **HR** | Human Resource |
| **IM** | Information Management |
| **IT** | Information Technology |
| **AST** | Adaptive Structuration Theory |
| **UNDP** | United Nation Development Programme |

# CHAPTER ONE

# INTRODUCTION

## 1.1 Introduction

This chapter presents the background of the study and defines the statement of the problem. The global, regional and local perspective of information management and organizational performance has been presented in this chapter together with a brief introduction. The chapter explains why and how the issue studied is a problem and to whom it is a problem. The study's general and specific objectives, research hypotheses and scope are also presented in this chapter. Finally, the last section presents an overview of the definitions used in the rest of study.

## 1.2 Background of the Study

In this changing world, organizations are competing with one another in order for them to be at a better position economically. In order to effectively compete in the dynamic environment, they have to undergo a continuous change when it dictates. Public institutions are putting energies to into the process of information management so that they are in a better position to compete not only within their countries but also globally (Friedman, 2015). The desire to exploit the already existing or emerging opportunities, threats and the mutating external environment, are the prime reasons for information management.

The institutions of higher learning such as universities respond to dynamic environments and the requisite strengths essential for survival in turbulent environments (McCarthy, 2018). For organizations, effective information management can help them adapt better to new environment (Schoemaker, Krupp, & Howland, 2016), so that they may improve performance and enhance competitive power in turbulent environments (Li, Liu, & Xi, 2014). Knowledge of information management is essential because the demands from stakeholders on the top management teams have increased in both intensity and complexity (Carter & Greer, 2013).

However, some top leaders of universities embark on the work of information management without sufficient training and experience in the work of information management. Drew (2010) found that the most significant challenges facing higher education institutions

include the need for information management to enhance, flexibility, creativity and change capability, maintaining academic quality, the ability to respond to competing tensions and remain relevant. In the 21$^{st}$century, universities compete for status, ranking, innovation, collaborations, research, new technologies, learning and funding from governmental or private sources. The performance of universities is dependent on information management to compete for funding, innovation, collaborations, new technologies, research, and recruitment of students (Aydin, 2014).

### 1.2.1 Organization Performance

Organizational performance depends on the availability and practicability of information management in that organization (Deveece, 2019). A successful organization is an intelligent organization. The intelligent organization is an organization act as a platform that utilized information, material and energy from the external environment, transforms these resources into knowledge, processes, and structures that produce goods or services which are then consumed in the environment (Wayney, 2019). The intelligent organization is, therefore, a learning organization that is skilled at creating, acquiring, organizing, and sharing knowledge, and at applying this information to design its behavior. One of the critical issues about the workplace and organization is how to make sure the productivity can growth and improved (Sul et al., 2015). By becoming an intelligent organization which has systematic information management, it can boost and enhance performance.

Saleem, Qayyum, Tahir, and Khan (2015) asserted that information management always plays very vital and dynamic role to formulate the strategies which is heart of a university or any learning institution towards that ultimately leads toward improved performance. More recently, Tairas, Kadir, Muis, and Mardiana (2019) affirmed that information management in the university plays important role as it has the capacity to set the direction, identify, select and implement activities that create sustainable competitive advantage. Tairas *et al.* (2016) analyzed the influence of information management and dynamic capabilities on the performance of Private Universities in Jakarta. The study found that information management had positive and significant influence on the performance of private universities in Jakarta in Indonesia

In order to measure the performance of university, various scholars have adopted different indicators. Mbote (2019) study focused on the drivers of performance

excellence of universities in Kenya. The author used educational and management performance aspects to bring out the issue of university academic excellence. The study educational performance of excellence of the universities adopted included; research output, number of applications, growth in programmes. The indicators used for management excellence included; staff turnover and revenue surplus growth.

### 1.2.2 Information Management

Information covers all aspect of human lives, and it is necessary to manage accordingly. Both individual and organization relies towards information to process and understand based on the beneficiary of their core business (Wenda, 2019). Canbaz and Yıldız (2014) defined information management as the unity of processes that enable organizations to obtain information from potential sources, transform and produce it, and transfer information to those concerned in order to achieve their goals. UitBeijerse (2020) defined information management as producing information and fulfilling an organization's purposes. Individuals reinforce their experience and expertise through information management (Mithas et al., 2019).

The institutions of higher learning have fundamentally transformed and improved sustainable development and social transformation (Makori, 2020). This has led to constantly changing economic trends and expanding competition in locally and internationally. As such, universities need to increase their innovation activities in order to quickly respond to related demands and opportunities. Moreover, universities, which want to reach higher limits, must also respond quickly to this environment (Opoku, 2015). Therefore, the information sector is invaluable, as it meets the need for immediate information via individual and corporate websites, supports production, and produces software and technologies designed specifically for organizational intelligence, department structure, and business functions.

### 1.2.3 Information Management Practices

Information management practices include all systems and processes that can be used to create and use corporate information to develop or manage an organization more efficiently. These practices typically focus on collectively managing activities that lead to a change of people, groups, and organizations with information collection, storage, and dissemination activities (Chatzipanagiotou, 2017). Moreover, information management practices include all systems and processes that can be used to create and

use corporate information to develop or manage an organization more efficiently. These practices typically focus on collectively managing activities that lead to a change of people, groups, and organizations with information collection, storage, and dissemination activities (Chatzipanagiotou, 2017). The process of information management practices in organization generally takes place involves information quality, dissemination and security (Liao, 2017).

The quality of information is the quality of output that is in the form of information generated by the information system used (Rai et al., 2017). Webber (2018) assessed the quality of information by grouping it into the following characteristics: authenticity, accuracy, completeness, uniqueness (non-redundancy), timeliness, relevance, comprehensibility, precision, conciseness, and informativeness. The more appropriate the decisions are taken if the quality of information is better. The resulting information is not qualified, hence negatively effect on user satisfaction. The quality of information used in this research includes intrinsic accuracy, contextual relevance, timeliness, and accessibility as characteristic used by Ali and Younes (2013).

Information dissemination is the means by which facts are distributed to the users (Yote, 2019). The means by which people and various organizations distribute information has exploded within the last several decades. Oral and visual communications were the first means humans used to distribute information, followed by written communication (Turew, 2018). Information dissemination enhance sufficient information should be provided in accessible and culturally appropriate ways (Jule, 2019).Providing information about benefits and disadvantages of an organization allows people time to think about the issues, consider implications, and formulate their views. An informed audience or target will understand the trade-offs, be able to contribute meaningfully to an organization (Okoth, 2018).

Information security refers to the processes and methodologies which are designed and implemented to protect print, electronic, or any other form of confidential, private and sensitive information or data from unauthorized access, use, misuse, disclosure, destruction, modification, or disruption (Wener, 2019).Owiti (2018) defines information security management (ISM) as the controls that an organization needs to implement to ensure that it is sensibly managing risks that relate to protection of information and information infrastructure assets.

### 1.2.4 Profile of Africa International University

Africa International University (AIU) previously branded as Nairobi Evangelical Graduate School of Theology (NEGST) was started in 1983 during the vision of the late Dr. Byang Kato of Nigeria. He started a graduate institution after came to recognizing that the pastors were not proceeding from diploma level studies. The first group of students started in October 1983 and had four students and in July 1986, the students graduated with Master of Divinity degrees. On 4th March 2011, AIU was granted a university charter by the Kenyan government under the country's president Hon. Mwai Kibaki. Africa International University (AIU) has a diverse students' population. It has students from various cultural backgrounds from Africa, Europe, America, Asia among others. All these students bring with them their cultural memes to the University. Therefore, AIU's academic setting has become multicultural.

Africa International University is a chartered Christian university located in the serene environment of Karen, a strategic location, serene and conducive to learning. Africa International University currently trains students in Theology, Business, ICT, Psychology, Languages, Community Development, Linguistics Leadership and Education. The university hopes to train more Christ-centered leaders for the church in Africa and beyond to actively and positively participate to impact the world. As revealed by Wang et al., 2018, the perfect location for any study to take place, is that which the researcher has a distress in, is effortlessly reached and assists the researcher to work jointly closely with the respondents. The study validation was that the researcher wanted to carry out the research in an education-based organization.

## 1.3 Statement of the Problem

Currently the effectiveness of the organization directly related to the appropriate information management (Koigi, 2019). It provides managers with reports and in some cases, online access to the organization current performance and historical data records (Hashim et al., 2020; Jiang et al., 2021). Information management produces information products that support many of the day-to-day decision making needs of managers and business professional reports, displays provide information products satisfy the information needs of decision make at the operational and tactical level of organization who are faced with more structured types of decision situations (Osman et al., 2015; Okiy, 2019; Ngiricha et al., 2019).

The influence of the information management on supporting how students learn is expected to continue increasing. Kenya has 30 public universities and more than 33 private universities with varying levels of accreditation (CUE, 2022). According to UNESCO, 90 per cent of the 235,213 tertiary students are enrolled in public universities. In addition to the universities and their constituent campuses, higher education in Kenya includes polytechnics, institutions of science and technology and diploma-level teacher training colleges (Otieno &Ngolovoi, 2019).

The developments and innovations in information management have facilitated changes in the teaching systems (Mbote, 2019). However, universities in Kenya are experiencing challenges such as lack of sufficient equipments for teaching, trained manpower, lack of uniformity in course contents, proliferation of courses and numbers, lack of accreditation, shortage of budgetary provision among others are some of the problems faced in the integration of information management (Kilungu, 2017). Furthermore, challenges have arisen as a result of information management such as increase in plagiarism in the universities rather than undertaking research. With these challenges facing the information management in learning institutions, this raises questions whether the intended goals in education are attained through the integration of information management in the universities. Question of the influence of information management on performance of higher education is therefore an issue of concern. It is from this background that this study sought to establish the influence of information management practices on performance of higher learning institutions in Kenya with specific reference to Africa International University.

## 1.4 Purpose of the Study

The study sought to examine the influence of information management practices on performance of public universities in Kenya with a specific reference to Africa International University.

## 1.5 Objectives of the Study

The specific study objectives which guided the study included the following;

i. To examine the Influence of information quality on performance of Africa International University

ii. To examine the Influence of information dissemination on performance of Africa International University
iii. To examine the Influence of information security on performance of Africa International University

## 1.6 Research Questions

The study was guided by the following research questions.

i. How does information quality influence performance of Africa International University?
ii. In what ways does information dissemination influence performance of Africa International University?
iii. How does information security influence performance of Africa International University?

## 1.7 Significance of the Study

The study will assist in facilitating greater production of excellent quality services consequential from information management. Defective information management approach has the supplementary disadvantage of originating resistance, low productivity and employee demotivation. The outcome of this study will form part of the action plans that will assist in enhancing income compilation at AIU. The conclusion of this study could be used to expand practices, strategies that would result to competitiveness and policies that will amount in superior competency by organizations, hence achieving its goals. In the Education Sector, other institutions will also profit from this study by generating and enhancing supplementary employment by pioneering change systematically and sensibly. The outlay of inefficient information management and execution are frequently far reaching such as misuse of resources, time, and high employee turnover owing to lack of direction. The study resolves to be steered similar organizations in their efforts to administer information in an approach that is favorable to both managers and the employees. The study will profit the government particularly the Ministry of Education in policy making decisions whose objectives are to speed up the cadence of progress in the education sector. Lastly, the potential researchers and scholars can also use this information as secondary details to refer for potential research studies.

## 1.8 Scope of the Study

The focus of the study was to examine the influence of information management practices on the performance of universities in Kenya with a specific reference to African International University. The scope of this study was the African International University since it is accredited to undertake university education in Kenya according to the Commission for University Education website (CUE, 2022). Conceptually, the study focused on the influence of information quality, dissemination and security on performance of Africa International University.

## 1.9 Delimitations of the Study

The study focused on analysis of the purposive interaction of the staff within the various departments in the African International University. Since the information management is carefully sieved, the researcher could be denied the opportunity to find how such information, not purposely crafted for outsides may use when subjected to them. The study focused and relied on the employees how they would access and implement the information in order to examine the study areas of concern namely, information quality, dissemination and security.

## 1.10 Limitations of the study-

The researcher encountered a number of challenges related to the research; but the limitations did not have a significant interference with the outcome of the study. Some respondents resisted filling the questionnaires due to their busy schedules and fear of disclosing sensitive issues pertaining to their workstations. This was mitigated by engaging two assistants who made a follow-up. The researcher showed them the letter from the University that would confirm to them the reason for the research and the fact that the information obtained was handled with the required confidentiality. In addition, the researcher had to explain to the respondents both through the phone and in the mails that the study was only meant for academic purposes and that no identifying details would be collected from them.

## 1.11 Assumptions of the Study

The study made the following research assumptions which include first assumption is that information management has influence on the organizational performance holds. Secondly, information management structures that have been put in place to support it and

can be quantified and evaluated. Thirdly, the targeted respondents are offering information management otherwise it might not be possible to collect data. Finally, the information management in African International University is being accounted for by the management of the schools and all aspects of information management and University policy are well documented.

## 1.12 Theoretical Framework

### 1.12.1 Absorptive Capacity Theory

Absorptive Capacity Theory was initiated by Cohen and Levinthal in 1990s. Absorptive capacity is an organization's aptitude to recognize, absorb, transform, and apply costly external knowledge. Absorptive capacity is a boundary to the rate or quantity of scientific or technological information that a firm can absorb. Robertson, (2005) states that Absorptive Capacity Theory expounds the relationship between information management and organizational performance. The theory elaborates that Information management (IM) is the collection and management of information from one or more sources and the distribution of that information to those who have right to it. The management as used in this context means the organization of and control over the structure, the processes and the delivery of information.

Henczel, (2000) and Ravi, (2011) consider information management as the systematic imaginative and responsible management of information in order to create and use information that will contribute strategically to the achievement of an organization's goals and make sure that groups and individuals have efficient access to and make effective use of the information, they need to do their work and to develop themselves. Information management is theorized to involve a continuous cycle of closely related activities such as identification of informational needs, acquisition and creation of information, analysis and interpretation of information, organization and storage of information, information access and dissemination and information use (Henczel, 2000; Robertson, 2005; Ravi, 2011).

Identification of informational needs involves realization of the pivotal roles of information in the achievement of organizational goals and strategically plan for it. Maceviciute and Wilson (2002) define information management to include developing and implementing information policy and strategy; data creation and management; processing, storage and information delivery; and information usage. Ravi (2011)

indicates that effective information management combines technological innovations and intelligent processes to deliver cost effective information compliance and data protection. This suggests using the information technology and other accessories to create, organize, store, process and distribute information to those who have to use them for the achievement of organizational objectives. In support of this, Robertson (2005) opines that information management can be defined from both technical and management points of view. Technically, information management includes all systems and processes such as web content management, document management, records management, digital asset management, learning management systems, enterprise search (the technical infrastructure) used to support the information management programmes (Reddy, Srinivasu, Rikkula, & Rao, 2009).

From the management point of view, Robertson (2005) views information management as the organizational, social, cultural and strategic factors that must be considered in order to improve information in organizations. This stresses the importance of managerial and technical roles in any effective information management programme. It can be explained that information management is a corporate responsibility that needs to be addressed and followed from the top-level managers to the lower-level employees to ensure effective and efficient creation, storage, processing and distribution of information to support operations and other decision-making activities in an organization (Reddy, Srinivasu, Rikkula, &Rao, 2009). It is on this premise this study the current study sought to adopt Absorptive Capacity Theory to elaborate the relationship between Information Management and organizational performance in specific reference to Africa International University.

### 1.12.2 Cognitive Fit Theory

Cognitive fit theory was build up by Iris Vessey in 1991. The theory recommends that the communication between assignment and information arrangement format leads to greater task performance for individual users. In other studies, cognitive fit theory has provided a clarification for performance differences among users across different arrangement formats such as tables, graphs, and schematic features. The theory has also been extended into the geographic Information systems fields, where they have been used to enlighten performance disparities among users of chart and table-based geographic information systems on adjacency, propinquity, and inhibited tasks. Card,

(2018). According to Benő (2018) states that harmonizing illustration to tasks leads to the use of similar problem-solving processes, and hence the formulation of a reliable mental representation. There was no need to convert the mental demonstration to mine information from the problem illustration and to decipher the problem. Hence, problem solving with cognitive fit leads to effective and efficient problem-solving performance.

The cognitive Fit Theory focuses information management based on the objective of processing recorded information and distributing them to all users as efficiently as possible to ensure that the value of information is identified and exploited to achieve the fullest benefits. To be able to achieve these objectives, information needs to be managed like all other resources. Many including Henczel (2000), Saloojee, Groenewald and du Toit (2007), Ravi (2011), Weintraub, Owens and Jedinak (2013) argue that the main idea underlying information management is that as organizations purposefully and systematically manage their other resources such as financial and human resources, they should do likewise for their information resources and processes. That is to say, all the classical functions of managing organizational resources must be applied to information management as well. These managerial functions include defining informational goals, providing leadership, developing informational policies, allocating appropriate resources, training staff, and evaluating information and providing feedback (Robertson, 2005). Organizations must, therefore, be responsible for holding their employees accountable to capture, manage, store, share, preserve, and deliver information appropriately and responsibly. It is on this premise the current study adopted the Cognitive Fit Theory to examine the relationship between information management and organizational performance in specific reference to Africa International University.

## 1.13 Conceptual framework

A conceptual framework is a diagrammatical representation that shows the relationship among study variables (Amuhaya, Namusonge, & Nthigah, 2018). It indicates the relationship between the independent variables, moderating/intervening variables and the dependent variables (Ombaka, Memba, & Kyalo, 2020; Muchai, Makokha, & Namusonge, 2018). The current study hypothesizes that information management linearly and directly influences performance of universities in Kenya. The independent variables information quality, information dissemination and information security. The dependent variable is performance of universities. The Information Quality is depicted by intrinsic accuracy, contextual relevance and accessibility. Information dissemination comprises of mode of communication, communication structure and social media networks. Information security is constituted as data management systems, internet applications and softwares. Performance of Africa International University is conceptualized as student enrollment, market share (more local and international collaboration), teaching and service quality (increased scholarly publications, awards of excellence for research breakthrough).

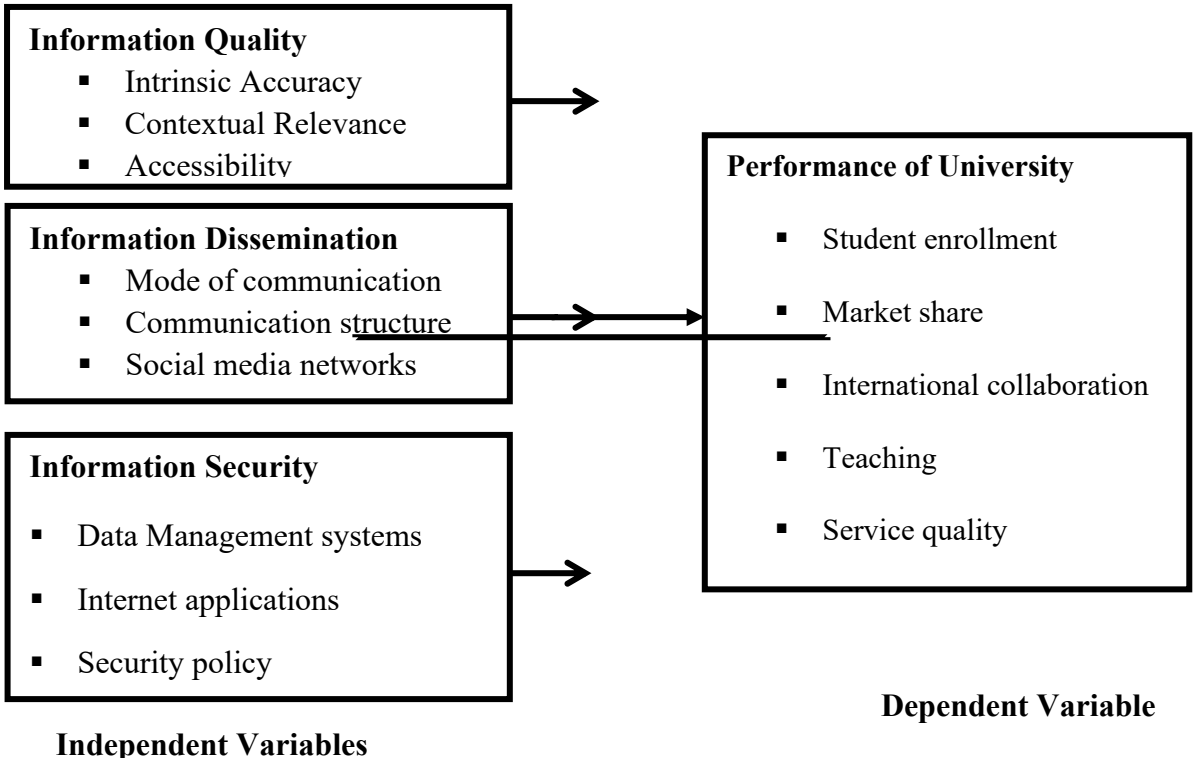



**Figure 2.1: Conceptual Framework for the Study**
**Source: Author (2017)**

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

This section examines the review of literature and theories relevant to the study under the following sub–headings: theoretical framework, conceptual framework, empirical framework of study variables, and critique of the existing literature and research gaps of the study. From the review of relevant literature, both theoretical and conceptual frameworks for the study are generated by identifying the interrelationships between the study variables to guide the study.

## 2.2 Review of Literature

The review intended to bring to our information management and its influence on organizational performance. Various studies on information management and its impact on organizational performance have been reviewed. The review is based on these areas namely, the evolution of information management, factors influencing information management, challenges facing information management practices and the influence of information management on organizational performance, empirical studies on information management and organizational performance.

### 2.2.1 Evolution of Information Management

According to Enith (2019) extensively examined the origin and evolution of the concept of information management by reviewing information management literature. The review examined and defined information management along the following dimensions: disciplinary perspective, management scope, societal sector, vocabulary, and goals. The study indicated that the concept of information management evolved in three different sectors of the information processing community, namely data management, records management, and data processing management, which hardly interact. It was observed that information should be recognized as a valuable entity, and it should be independent of the technology that manipulates it (Erte, 2018). The review stressed the need to maintain a global view of corporate data, repositioning of the information management officer at a high level in the corporate hierarchy to integrate both information and information technology and that the future success of information management will depend on its ability to incorporate end users into the information management framework. The findings

from the review indicate that researchers disagree on the meaning, discipline and dimensions of information management and that information management is a different entity which must be separated from information technology. The involvement of the top-level managers was also considered to be very important in any effective and efficient information management programme.

Earl (2019) categorizes the evolution of information management into traditional era and technical era. The traditional era covers the period in which information was managed manually, using human brains and hands, cabinets, papers and pen or pencils. On the other hand, the technological era is the period in which information technology is introduced into the management of information programmes to address some of the inherent problems of the manual system. The study observed that effective information management involves three activities: planning methods, control procedures and organizational arrangements. This stresses the importance of management functions (planning, organizing, leading and controlling) in any information management programmes. Supporting the need for technology in information management, Kulcu (2019) used the survey method to evaluate the new aspect of records management with the introduction of technology. It came to light that developing official communication flow with the use of technology is a must, and there is however the need for organizations to meet legal and administrative requirements in relation to electronic records management application.

Information management means managing information in a way as to maximize access and availability of accurate information. This means implementing new technology as a key. This includes but not partial to document management systems, facts warehousing, or portal applications. However, for such systems to comprehend a high level of efficiency, information management solutions require integration. Factors influencing this accomplishment include the number of systems needing amalgamation, the wide variety of business needs, and any supplementary organizational or cultural matters( McNabb, 2015).

### 2.2.2 Information Quality

The quality of information is the quality of output that is in the form of information generated by the information system used (Rai et al., 2018). Webber (2019) assessed the quality of information by grouping it into the following characteristics: authenticity, accuracy, completeness, uniqueness (non-redundancy), timeliness, relevance, comprehensibility, precision, conciseness, and informativeness. The more appropriate the decisions are taken if the quality of information is better. The resulting information is not qualified, hence negatively Influence on user satisfaction. The quality of information used in this research includes accuracy, relevance, timeliness, and accessibility as characteristic used by Ali and Younes (2013).

Studies on online reviews described information quality as the information characteristics of the content quality of consumers' re-views (Park et al., 2017). The information quality of online reviews has received considerable attention in the existing literature. Studies have confirmed that high-quality reviews exert a strong influence on product evaluation (Park and Lee, 2018), website evaluation (Ragowsky, 2018), and purchase prediction (Park et al., 2017). Many studies have considered information quality as a multi-dimensional variable and divided it into several dimensions in various contexts. For example, Wang et al. (2015) measured information quality in terms of accessibility, usefulness, comprehensibility, and credibility. Wang et al., (2018) proposed a framework to depict information quality according to four factors, including intrinsic, accessible, contextual and expressive, each consisting of various dimensions of information characteristics. In the online opinion adoption model by Cheung et al. (2019), the dimensions of relativities, timeliness, correctness, and comprehensiveness were identified as the key measures of information quality.

The rationale of this study is focused on looking at the extent of the impact of information quality on organizational performance based on the perceptions of usefulness and perception of ease of use. If users feel satisfied with the quality of information generated from the information system used, then according to perceived ease of use, users tend to feel comfortable and secure during work by using the system so that users feel helpful in completing the job. So, the higher the level of information quality, the higher the perception of usage and the perception of ease of use from the user's point of view. Igbaria et al. (2016) found that a positive influence of perceptual

variables ease of use of information systems on a perception of usefulness. Adam et al. (2019) suggested that the perception of usefulness is a major determinant of system usage. Perceptions of usage and perception of ease of use are important factors that influence the use of the system (Davis, 2019; Adam et al., 2018). According to Mao and Palvia (2016) that perceptions of ease-of-use system positively affect the perception of usefulness. Providing excellent and quality information and achieving customer satisfaction in pursuance of performance is the most important and challenging issue facing the contemporary service industry (Hung et al., 2018). There has been a vast number of studies that empirically investigated the relationship between these concepts, reporting significant influence that information quality exerts on customer satisfaction. However, only few of them examined the information quality dimensions and elements that affect performance of institutions of higher learning.

### 2.2.3 Information Dissemination

Ismagilova et al. (2017) determined that stronger ties within a social networking setting increase the probability of information distribution. The consumption of social media within organizations to enable knowledge management and determined that social media can be gradually implemented within an organization and still achieve gradual levels of benefits to the knowledge management development. Examining how an organization can support relationships amplified an understanding of the knowledge distribution process. Social networks and shared social networks fluctuate in arrangement and the manner in which information channel within each network.

Information dissemination enhance sufficient information should be provided in accessible and culturally appropriate ways (Jule, 2019). Providing information about benefits and disadvantages of an organization allows people time to think about the issues, consider implications, and formulate their views. An informed audience or target will understand the trade-offs, be able to contribute meaningfully to an organization (Okoth, 2018).In this context, diffusion, dissemination and implementation have been described in research findings by identifying and overcoming barriers through specific multifaceted interventions (Oroka, 2019) along a continuum of intensity for information management activities designed to promote the use of research evidence in decision-making processes (Duale, 2019). Diffusion or communication activities are those that are passive and largely unplanned, uncontrolled, and primarily horizontal or mediated

by peers. Dissemination focuses primarily on communicating research results by targeting and tailoring the findings and the message to a particular target audience Finally, in this taxonomy, implementation involves systematic efforts to encourage the adoption of the research findings by identifying and overcoming barriers through specific multifaceted interventions (Teret, 2019).

For organizational communication to function as effective as possible organizational communication channels and arrangements must be carried out so that the channel and information deficits are as narrow as possible. This can be done by concentrating on improving the way that informative messages move around in the organization, by creating set databases and by charting how the management communicates and making improvements in it. (Åberg, 2020). A communication channel is a medium through which messages are transmitted and received. Communications are operationally defined as the technology and systems used for sending and receiving messages. Communications may include: newsletters, circulation materials, surveys, meetings, in-house television, face-to-face interactions, email, hotlines, suggestion boxes, Intranet, Internet, telephone calls, videoconferences, memos, letters, notice boards, formal presentations, reports, open forums, blogs, and wikis (Baumruk et al., 2016)

### 2.2.4 Information Security

The information security management system (ISMS) stand guarantor for information security in an organization (Iringa, 2019). This is the part of the overall management system, based on a risk business approach, to establish, implement, operate, monitor, review, maintain and improve the information security. The presence of an ISMS in an organization, according the same reference, emphasizes on a regular IT risk management based on the security objectives in other to measure the level of information security related to assets to protect, to security measures implemented and to potential threat (Orodha, 2019).Owiti (2018) defines information security management (ISM) as the controls that an organization needs to implement to ensure that it is sensibly managing risks that relate to protection of information and information infrastructure assets. The emerging trends in information technology (IT) have resulted in organizations using different approaches to effectively manage information security. These approaches include risk-based approach and business aligned security approach.

It is the characteristic of protecting the information malevolent threats, wrongful acquirement of information, and dent due to external or internal sources. The Information Security approach in an organization should be focused on employee behavior, provided that achievement or failure on protecting information depends on what employees do or don't do. So the way users act may stem from perceptions about perceived threats, controls and punishments and about perceived effort as well as environmental factors such as work burden, exhaustion and displeasure. These factors may supply to behaviors that create vulnerability and breaches, compromising all the Information Security ideologies and revolving information into effective pieces of facts due to their trouncing on consistency. Bourgeois, (2016)

Anttila (2018) further adds that information security in an organization is achieved effectively and efficiently through a systematic ISM that is in line with the company's business objectives. However, often information security practices have been implemented as distinct of business and by information security professionals. Many organizations are currently managing IT security in application 'silos'-lightly target security implementations that are not consistent or integrated across the enterprise. This approach often involves the use of "point security" for specific problems but does not provide a holistic approach for centralized security management. It may provide short-term benefits to a particular department or business unit, but this is often at the expense of future IT efficiency and effectiveness at the enterprise level (Blaunt, 2017). A solution to such a problem is the approach of aligning all necessary information security actions seamlessly with the business management and business processes and how to take into account the realities and requirements of the modern business environments.

### 2.2.5 Information Management and Organizational Performance

Mutually private and public sector enterprises discover information management principles a factor in achievement. Information management improves the effectiveness of business processes, delivers new services and meets the demands of conformity to regulations. As strategies, information management becomes ordinary practice and organizations must carry on working out new strategies to achieve possible proportional advantages over competitors. Brague et al., (2014). The Influence of MIS on organizations brings out outcomes such as performance, turnover productivity and innovation is of interest to academic and professionals. Markets have become very

competitive, and this has led to firms looking for ways to differentiate themselves by ensuring that they create quality to magnetize more people, develop exclusive products and learning how to maintain their customers. Due to this added research connecting HR policies and practices to non- financial and financial gaugers is required. This research is specifically for developing the greatly needed meters of HR process and Influences and thereafter connecting those meters with client and firm conclusions (Tere, 2019).

Organizations in the process of gathering and dispensing information, they lean toward distortion. Some of these falsifications are done deliberately, example being cases of employees being asked to compress information and subsequently report back to their managers (Tewa, 2018). To some, shortening facts usually means cutting a large piece of facts and omitting it. In his manuscript “An organizational dilemma” Johnson indicates that “organizations alter facts so much as to change its meaning and value” (Johnson, 2016.) In today’s intricate world, organizations deal with swift changes in technology. In formation of new needs, computerization of tasks, enhancing technology and establishing knowledge admittance. This demand’s putting up suitable organizational systems as the dispersion of ICT is assimilated effectively (Oroda, 2018).

To maintain a competitive edge, organizations have to keep up on what is in the market and modernize their previous practices. These organizations have become aware that a company's capability relies genuinely on individuals and are alarmed about the staff turnover within and outside the company (Were, 2018). To organize staff turnover, these organizations have come up with mechanisms to maintain their employees by motivating them through raising their wages and offering training to advance their career. Being aware that they can’t only rely on internal forces, they have formed coalitions with different competitors, other organizations, dealers and customers to acquire new information and skills. (Johnson, 2016).

## 2.3 Empirical Review

Ngiricha, Wasike and Gichuhi (2019) study aimed at establishing the Influences of information management practices on performance and service delivery at Machakos, Murang'a and Kirinyaga County Governments. The objective of the research was to establish the information management practices employed and their Influences on county governments performance. The study adopted the mixed research design method. Descriptive survey design was used to collect data. Stratified random sampling was used to select the participants. The study used analysis of variance (ANOVA) to allow the making of predictions from the data. Findings revealed that the main Influences of information management practices employed in the respective county government were improved service delivery and functioning of public administration, decreased uncertainties and decreased time needed to carry out key county government procedures. Lack of resources such as funds, human resource, and infrastructure and managerial support were identified as the main hindrance to information management programmes.

Jiang et al., (2021) study focused on the Influences of information quality on information adoption on social media review platforms: moderating role of perceived risk. Thus, this study builds a model to investigate how information quality affects individual information adoption on e-commerce platforms and explores the moderating Influences of perceived risk on information quality, perceived diagnosticity, and information credibility. Results show that information quality consists of content quality, expression quality, and utility quality, all of which effectively affect the information adoption on socialized e-commerce platforms through perceived diagnosticity and information credibility. Findings also suggest that perceived risk positively moderates the Influences of information quality on perceived diagnosticity.

Tewambaetal.,(2019) study focused on the Influences of information security management systems on firm performance to determine the aspects of the information security management system (ISMS) on which decision-makers must act to achieve the performance targets. Information assets as core of any Information systems (IS) should be taken seriously by a custom security. In this research, we conduct a case study specially using the Delone and McLean's IS success model. The hypotheses were tested by PLS-SEM of theSmartPLS software using survey data collected among 136 IS and IT

professionals. We found that the ISMS (system, service and information qualities, maturity level of information security risk management process) and performance are directly related on one hand, and indirectly by the IT capabilities of the company in the other hand. This shows that mastering security information management risks process is crucial for an enterprise because it greatly contributes to organizational performance, improve the IS' support such as IT management, IT personal skills and IT infrastructure.

Makau, Lagat and Dunuke(2017) study focused on how information quality affects the hotel performance. Resource base View theory was used in formulating the study framework. The study adopted a survey design which allowed easy sampling and analysis of data. The Target population was employees of 3 to 5 star rated hotels as classified by Hotel and Restaurants Authority (HRA) as its responses, with a sample of 324 from a population of 9,208 employees. The results showed that firms need to align their supply chain practices with the level of their information quality in order to achieve enhanced overall business performance. Based on these study findings the researcher concluded that Information Quality has a significantly influenced on hotel Performance to very a great extent.

Osman (2015) study presented review of some major studies on information management in order to provide an understanding of existing knowledge, practices, identify the gaps and make a case for further studies in the area of information management. The research papers were generated from renowned journals such as Emerald, Science direct, IJRIC South African Journal of Information Management, and many others. The review indicates that information management is multi-disciplinary that combines skills and resources from many fields. The review also established that information management is distinctively different from information technology. While investment in information technology has not yielded corresponding impact on organizational performance, investment in information management has positively influenced organizational performance

The relationship between information as a resource and performance of organization cannot be over emphasized. Many including Esterhuizen, Schutte and Du Toit (2012) have studied how information management framework impacts on innovation capacity. The study selected five industry and subject theory experts to evaluate the applicability and suitability of the framework. It was observed that organizations can use

information/knowledge management tools to create innovational capacity and growth, which may lead to high performance of organizations.

Kalusopa and Ngulube (2012) also examined the records management practices in labor organizations in Botswana. The study which was quantitative in nature used a survey strategy to gather responses from 45 respondents. The study acknowledges the existence of information management practices in the various organizations, but they fall below the expected standard. The result shows that the information management programmes are faced with many problems cutting across all the processes namely, creating, storing, processing and distribution. The outcome of the study reiterates the need for policies and strategies in information management to ensure effective performance.

Tungare (2007) studied the evolution of information management practices from users' perspectives. The review established that the major concerns of information management practices include information overload and information fragmentation. Information overload was defined as a situation where information processing and demand on individuals/organizations exceed the capacity and competency and the time needed for such processing. Information fragmentation, according to the review, is a situation where data are in different format, stored and distributed across multiple devices and locations using different applications for manipulation. It was established from the review that even though the technology has eased the processing of recording, creating, receiving, storing and disseminating, managing and using them sensibly is difficult. The amount of information generated by individuals/organizations can only increase, but organizational resources have remained constant. The situation poses a very difficult future for information workers whose job requires them to stay informed.

A study carried out in Nigeria by Okiy (2019) revealed that, students and lecturers in Nigerian tertiary institutions increasingly demanded and preferred access to electronic sources and networked information from their respective libraries. Another preliminary study conducted by Shonhe and Jain (2017) revealed that potential library users have positive attitude towards technology, they have competent skills to use mobile technology and they access information daily using mobile technology. McGrath (2016) also revealed that 87% of internet users own a smart phone. These findings show that information seekers are ready to access information through the use of ICTs. It is left to the information providers to take appropriate measures to disseminate information using 21st century

techniques. ICTs offer tremendous advantages that cannot be ignored. If information providers harness the benefits brought by technology, developed countries can raise informed and educated economies at a much faster rate.

Robertson (2005) did some work on the effective information management and develop certain principles that are crucial and considered as critical success factors for information management projects. The review outlines the major challenges in information management programmes in contemporary organizations including: large number of disparate information management systems, which is hardly coordinated, lack of clear policies and guidelines on information management programmes as well as lack of top management's support; the human and other physical resources needed for Influenceive information management are also lacking. These challenges have led to poor quality, inconsistency, duplication and outdated information. To address some of these issues, the study proposes that information management programmes should recognize the complexity of needs and plan to address these needs. Information management projects should deliver on tangible and visible benefits, and there is the need for active participation of all staff of the organization and strong leadership. Lastly, information management programmes should be developed based on sound policies and strategies that are derived from the organizational strategy.

A similar study was conducted by Iron Mountain to assess the information management compliance benchmark, compare information management programmes across five best practice areas. It emerged from the study that there is a significant improvement in information management practices but there are some challenges in the areas of policies and procedures that need to be addressed. On electronic records management, the study points out that there is improvement in policy development, but most organizations have not being putting them into action. Writing on the best practices of information management, the study identified five main areas namely: policies and procedures, retention, index and access, privacy and disposal, and audit and accountability. Regarding how information management is evolving, the survey gave the following specifics: 94% of the organizations sampled are investing more in information management, and 72% do not have a strategic plan for information management. It also came to light that 80% of the organizations do have a formal policy, only 37% did indicate that the policies are consistently applied (Ebbighausen, 2011). The results of the survey indicate that much

have been done on investment and formulation of policy regarding information management. However, the policies are not well implemented and, in some cases, strategic plan on information management is lacking.

Maitland, Tchovakeu and Tapia (2009) set out to study organizational barriers to coordination arising specifically from information management and information technology issues. It emerged from the study that in dealing with information management it requires a higher level of organizational change as compared with information technology. This suggests that information management issues are different from those of information technology and the former require the attention and involvement of all the organizational members, especially the top-level managers.

Burns, Ferris, &Liatsopoulos (2009) conducted a review to ascertain the awareness on the need for effective information management practices and to identify the challenges confronting many African countries in that regard. The study emphatically indicates that the various poverty reduction strategies being implemented by the various African governments will be fruitless if they do not include some policies and strategies that address governments' records. Using specific examples from some African countries, the study identifies the following challenges: problem associated with the colonial administrators' failure to create an appropriate record/information management scheme; lack of funding, old and insufficient infrastructure, lack of staff with appropriate training on digital divide. The study argued that until these issues are addressed appropriately no significant impact will be made in Africa in terms of development since effective information management is an integral part of any country's rebuilding process.

Meriel (2010) used various ideas, concepts and research findings that have practical relevance for personal information to evaluate how individuals typically organize their information. The results of the study indicate that information that is organized may serve three distinct purposes, namely easy records retrieval, reminds users on tasks that need to be done and represents the users' understanding of information items and how they relate to each other. The review further stresses the pivotal and vital role played by information management in improving organizational performance. In a study to examine the impact of information management investment value on organizational performance,

Stewart, Coulson and Wilson (2007) argue that there are many studies that have established that investment in technology has contributed significantly to the growth of output in the United States, but profitability and productivity have not come as a result of investment in information technology. The study contends that many studies to investigate how investment in information technology (IT) will lead to positive outcome, maintain that several factors account for organizational performance including a firm's strategic advantage and innovative technology. This suggests that investment in IT has indirect impact on organizational performance

A study by Weintraub, Owens and Jedinak (2013) observes that the information management landscape is wide and diverse, and organizations depend on many information sources to make key decisions. The survey indicates that only 13% of the respondents have a formal information management strategy and 72% have improved compliance with the laws and regulations/policies. On the benefit of information management, 87% of the respondents indicated that it has reduced cost and improved efficiency and 68% said it has helped to increase revenue. It's review suggests that organizations should begin to develop information management strategies that have a vision of harmonizing the different systems into a common system and this will result in strategic/competitive advantage.

Reddy, Srinivasu, Rikkula and Rao (2009) studied how Management Information Systems (MIS) has helped managers in decision making and identified the following key performance benefits: Effective and efficient coordination between departments, quick and reliable referencing, access to relevant data and documents, reduction in labour cost and assisting in the day-to-day operations of the organization such as accounting, stock control and many others. The result from the study indicates that MIS, which many researchers like Davis equate to information management, helps organizations to save time, cost and labour, which eventually improve organizational performance.

Saloojee, Groenewald and du Toit (2007) set out to evaluate the business value of information management and its investment benefits. The study established that information management creates indirect business value but has direct business cost, thus making the assessment of information management investment very difficult. It was identified that there are three important information management initiatives, which are business objectives, implementation and business outcome. This means that the business

objectives look at the organizational goals and objectives that the information management initiative addresses using technical, business design and operations to implement the initiatives and evaluating how information management is used to achieve objectives. The result of the study indicates that for the business value of information management and its investment benefits to be realized, information management strategies should be aligned with the overall strategy of the organization.

## 2.4 Critique of Existing Literature

A number of researches have been carried out locally and internationally reviewing the information management practices and organizational performance but not in a comprehensive approach (Hashim et al., 2020; Ngiricha et al., 2019; Jiang et al., 2021; Osman 2015). A few studies have been done but majority of them focused on the on the performance of other sectors but not in the institution of higher learning (Okiy, 2019; Esterhuizen et al., 2018). Most of these researches concentrated on their study areas based on their own objectives. Majority of studies done also explored county governments geared towards the performance of the organizations (Hashim et al., 2020; Zaman, Saad & Hussin, 2018), their study focused mainly on the performance in the organizations. These studies failed to show an association between information management and organization performance.

The literature available does not concern itself on information management (Ngiricha et al., 2019; Jiang et al., 2021;). For example Chimbari (2017) looked at how information quality affect or influence the performance of organizations. Their study focused on information dissemination, technology and social media as the independent variables. The study did not have information security. Moriasi,(2019) study examined the effect of information management on performance of public institutions in Kisii County. The independent variables being information flow channels, storage and usage. The current study adopted information quality, dissemination and security to establish the relationship between information management practices and performance of universities in Kenya.

## 2.5 Research Gaps

Literature reviewed indicates there is imbalance on the attention that has gone into studies on information management and organizational performance. In measuring organizational performance most studies tend to concentrate on service accessibility and disregard other dimensions of performance such as quality of service and citizens satisfaction (Kariuki,

2016; Muda, Tumsa, Tuni, & Sharma, 2020; Wairima, Mose, & Otiso, 2021). Empirical evidence on the links between information management and organizational performance in the institutions of learning measured by student enrollment, market share, teaching and service quality is evidently lacking. However, the findings of this study could not be generalized due to different cultural and political contexts. It would therefore be prudent for other researchers to make a remarkable contribution in this field by establishing the impact of information management on organizational performance (measured by accessibility, citizen satisfaction and quality of services, profitability and market share). It is against this background, the current study focused on the relationship between information management and organizational performance in a university in Kenya.

Moreover, there is need to question the veracity of the link between information management and organizational performance. Analysis of previous research relating to the question of a link between information management and organizational performance reveals there is uncertainty as to the direction of the link (Ngiricha et al., 2019; Jiang et al., 2021). Empirical evidence on the impact of information management on organizational performance is mixed and inconclusive (Jiang et al., 2015; Okiy, 2019; Ngiricha et al., 2019). A cross section of studies provides evidence that information management leads to improved organizational performance (Moriasi, 2019; Osman, 2015; Esterhuzen et al., 2018). In contrast, other studies found that information management negatively influences organizational performance (Deveece, 2017; Zaman et al., 2018). The inconclusive nature of evidence suggests that more empirical work is required on the relationship between information management and organizational performance especially in the universities of Kenya.

## 2.6 Summary of Literature Reviewed

This chapter has reviewed extensively the literature on the subjects of information management and their role on organizational performance. The chapter established that information management can be categorized into three information quality, dissemination, and security. It is upon this classification that this study is based. In determining the specific activities that fall in each category the study has utilized various theories and framework that have been developed to specify the activities in each category. From these theories the study has developed a conceptual framework showing the relationship between the independent variable and the dependent variable. The study has delved into

empirical literature review where it has analyzed past studies in the field of the role of information management and organizational performance in various organizations This review was followed by a critique which showed that the empirical link between information management practices and organizational performance had not been clearly established as is explained in the subsequent research gaps in order to facilitate the a deeper understanding of the research problem and provide adequate information for the development of an appropriate research methodology as discussed in chapter three.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter describes research design, target population, sample and sampling technique, data collection method, pilot study, and lastly, analysis and presentation of data. A framework of measurement scales operationalization of the study variables, as well as study hypotheses testing framework is equally presented.

## 3.2 Research Design

Research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Creswell, 2018).The study useddescriptive research design.Patten and Newhart (2017)observed that descriptive research design is best suited for gathering information when the researcher wants to describe the state of affairs as they exist and establish the relationship of the variables.The descriptive research design aims to gather quantitative and qualitative data that describe the nature and characteristics of the information management practices on performance of Africa International University. Descriptive design allows the researcher to gather information, summarize, present and interpret it for purpose of classification (Siedlecki, 2020). This design was appropriate in collecting data on indicators that describe the variables. The descriptive research design provided a clear 'snapshot' of the outcome and its characteristics at a specific point in time. Therefore, this design was appropriate for the study which extensively tested the analysis of the relationships between variables.

## 3.3 Target Population

The target population is a complete set of individual cases object with some common characteristics to which researchers want to generalize the results of the study (Oroka, 2018). The study targeted about 80 employees who are working at the Africa International University in regard to information management practices and performance of universities. The study used staff from various departments since they were better placed to offer the crucial information on the relationship between information management and performance of universities as shown in the Table 3.1.

**Table 3.1 Target Population**

| Department | Population(N) |
|---|---|
| Admissions | 11 |
| Library | 7 |
| Human Resource & Administration | 13 |
| Communications | 8 |
| Accounts | 12 |
| Information Technology | 8 |
| Academics | 15 |
| **Total** | **80** |

**(Source: AIU, 2020)**

### 3.5 Sample Size and Sampling Techniques

The study adopted a census with respect of unit of observation and therefore ruled out application of any specific sampling technique. The study used a census since the population of 80is small which less than 250 and the study aimed to reach all the respondents. The census approach is justified since according to Gopalan and Rosinger (2020) gathered using census contributes towards gathering of unbiased data representing all individuals' opinions on a study problem (Kihara, Bwisa, & Kihoro, 2016). The study collected views from the respondents because they are involved in implementation of all aspects of information management in the organization and are seen to be information rich for the purpose of this study.

### 3.6 Data Collection Instruments

This study used questionnaires to collect primary data for statistical analysis. Questionnaires are used to obtain important information about the population. The questionnaire is developed to address each specific objective, research question or hypothesis of the study (Mugenda & Mugenda 2012). The questionnaire for this study was sub-divided into five sections based on the research objectives. It contained both open-ended and closed-ended questions adapted from the respective validated scales relating to the variables of the study. A modified five (5) point Likert scale was used to measure respondents' responses where one point (1) score represented very low or strongly disagree and five point (5) point score represented very high or strongly agree. Open – ended semi-structured questions were used to collect respondents' opinions in statement form regarding to specific issues relating to the study Questionnaires were administered to the respondents chosen for the study using the drop and pick method of questionnaire administration. Given the sensitivity of information being collected, the study relied on the

university identification letter to make respondents aware that the data so collected is only for academic use.

## 3.7 Data Collection Procedure

The researcher obtained a letter of authorization from the university to allow her to collect data. In addition, the researcher also obtained a permit from National Commission for Science, Technology and Innovation (NACOSTI). The questionnaires were used to collect data from the respondents whereby the researcher personally administered based on a drop and pick after they were filled. The respondents briefly introduced to the purpose of the study before administering the questionnaires. The researcher explained to the respondents the nature and importance of the study during pilot and actual study. Confidentiality was assured to the respondents whereby this was stated in a letter that accompanied each questionnaire.

## 3.8 Pilot Study

The questionnaire was pre-tested on a pilot study targeting respondents from AIU. For the purpose of the pilot study, questionnaires were first issued for 8 respodents in the university This translated to 10% of the total population. The questionnaires were administered to randomly sampledemployees in the univesity. This pretesting was done to enhance clarity of the items in the questionnaire by eliminating inconsistencies and inadequacies as recommended by Maina (2012), as the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. Items

### 3.8.1 Validity of Research Instrument

Validity is the extent to which an instrument actually measures what it is supposed to measure (Bett & Memba, 2017). The questionnaire items were guided by the conceptual framework (Figure 1.1) in order to measure study variables. To attain content validity, the questionnaire measurement items were constructed from the conceptual framework constructs to ensure that only items relating to the study variables are included in the tool. This ensured that the instrument measure as accurately as possible the salient research characteristics that they are intended to measure.

### 3.8.2 Reliability of Research Instrument

Reliability refers to the degree of consistency between two measures of the same thing (Kiende, Mukulu, & Odhiambo, 2019) and it measures the degree of accuracy in the measurements an instrument provides(Guney, Karpuz, & Komba, 2021). From the piloted responses, using Statistical Package for Social Scientists (SPSS) version 21, Cronbach Alpha coefficient was calculated on the study variables to determine construct reliability. Larsson (2015) advice, the Cronbach Alpha coefficient of the sub – items was expected to yield an acceptable minimum coefficient value of 0.7. Items failing to satisfy this condition were dropped from the scale. This helped check the suitability and clarity of the questions of the instrument designed, relevance and comprehension of the information being sought, the language being used, logic and content validity of the instruments from the responses given.

## 3.9 Data Analysis and Presentation

Data analysis involves scrutinizing the acquired information and making inferences achieve the objective of the study (Kabiru, Theuri, & Misiko, 2018). The study collected both qualitative and quantitative data. The quantitative data was analyzed by the use of descriptive analysis. Descriptive (frequencies and percentages) was used to portray the sets of categories formed from the data Upon data collection, the researcher cleaned them to ensure completeness and consistency, then coded and given a unique identifier to aid its traceability, then entered in the Statistical Package for Social Sciences (SPSS) data base version 24.0 software for analysis.Since there were some open-ended questions in the questionnaires, the researcher used the content analysis approach for analysis.

## 3.10. Ethical Considerations

The researcher sought an introduction letter from the college and permission from NACOSTI. Also, the researcher sought permission from the management of the university. Letter of permission was shown to the selected respondents to attain their confidence. Confidentiality is important to avoid connecting the participants with any information which is harmful to the organization. Protection of respondents was also obtained by avoiding naming questionnaires by respondents' name. The researcher assured the respondents that they individual identity is confidential.

# CHAPTER FOUR

# DATA ANALYSIS AND FINDINGS

## 4.1 Introduction

The data collected was analysed to obtain results that are presented and discussed in this chapter. The objectives of this study were considered in preparation of the discussion and the results after collecting data; Editing was done to correct any errors, coding so as to put symbols and finally Tabulation. The chapter is divided into five sections. First Section: Deals with the response rate and it shows the percentage of respondents who cooperated and answered the questionnaires and their personal information.

## 4.2 Response Rate

The study administered 80 semi-structured questionnaires for data collection. However, 67 questionnaires were properly filled and returned. This represented 83.75 percent overall successful response rate. The 83.75 percent response rate was attributed to the use of self-administered questionnaire. Respondents were also assured of confidentiality of the information provided. Babbie (2018) suggested that a response rate of 50% is adequate 60% is good and 70% and above very good for analysis. Chen (2016) argued that the larger the response rate, the smaller the non-response error. This implies that 83.75 percent response rate was very appropriate for data analysis. The results of response rate are presented in Table 4.1.

**Table 4.1: Response Rate**

| Questionnaires | Frequency | Percent |
|---|---|---|
| Returned Questionnaires | 67 | 83.75 |
| Non-returned questionnaires | 13 | 16.25 |
| **Total** | **80** | **100** |

**(Source: Author 2020)**

## 4.3 Pilot Testing Results

A pre-test was conducted to establish validity and reliability of the study instruments. The Cronbach's Coefficient Alpha result was computed to determine how items correlate among themselves. The high coefficient above 0.7 implied that items correlate highly among themselves. The results were consistent with the recommendations by Sekaran, (2018), that a value of at least 0.7 is recommended. Table 4.2 shows the reliability analysis results for the pilot study.

### 4.3.1 Reliability Analysis

In Summary, the reliability of all the six constructs representing the dependent variable (organizational performance and the independent variables (information quality, dissemination and security) attracted a Crobanch alpha statistics of more than 0.7 .A Crobanch alpha of more than 0.7 indicates that the data collection instrument is reliable (Quansah, 2017).Opiyo, Guyo, Moronge& Odhiambo, (2017) tested for reliability which attracted a Crobanch alpha statistics of more than 0.7 in their study.

**Table 4.2: Pilot Study Results**

| Variables | Cronbach's Alpha | No. of Items |
|---|---|---|
| Information Quality | .829 | 6 |
| Information Dissemination | .818 | 6 |
| Information Security | .913 | 6 |
| Organizational Performance | .813 | 6 |
| Average | .854 | 6 |

**(Source: Author 2020)**

## 4.4 Background Information

The background information represented in this section forms the characteristics of the key respondents who participated during the study. The section has highlighted the gender, level of education, experience and their age to enable the researcher to make valid conclusions about the data collected from the respondents.

### 4.4.1 Gender of the Respondents

The respondents participated in the study were requested to indicate their gender as shown in Table 4.3. The study put into account the gender of the respondents. From the results, 39.92% of the respondents were female and 60.08% of them were male. The results indicated that male respondents comprised the majority. Since there was no equal representation of both male and female individuals, there was a likelihood that the projects lacked distinctive set of skills that is brought about by a diverse workforce. Nevertheless, the views of both genders were represented and not biased to make valid conclusion about the study problem (information management and performance of Africa International University).

**Table 4.3: Gender of the Respondents**

| Gender Categories | Frequency | Percent | Valid Percent |
|---|---|---|---|
| Male | 37 | 60.08 | 60.08 |
| Female | 30 | 39.92 | 39.92 |
| **Total** | **67** | **100.0** | **100.0** |

**(Source: Author 2018)**

### 4.4.2 Respondents' Level of Education

It was necessary to investigate the level of education of the respondents since it enables an individual to explain and provide information about a problem Influenceively. Following the study results presented in Table 4.4, it was established that majority of the respondents (54.33%) had post graduate degrees, 34.64% of the respondents stated that they had diploma certificates. In addition, the study established that 11.03% stated that they had achieved diploma level of education. This implied that respondents had adequate level of education to provide and understand the study problem and could provide reliable information and skills to translate about the influence of information management and performance of Africa International University.

**Table 4.4: Respondents Level of Education**

| | Frequency | Percent | Valid Percent |
|---|---|---|---|
| Diploma | 7 | 11.03 | 11.03 |
| Postgraduate | 37 | 54.33 | 54.33 |
| Bachelors | 23 | 34.64 | 54.33 |
| **Total** | **67** | **100.0** | **100.0** |

### 4.4.3 Respondents' Experience

The study requested the respondents to indicate the period they have worked in various departments in the organization as illustrated in Table 4.5, it is indicated that 47.24% of the respondents indicated to have worked for a period of less than 5 years, 35.43% of the respondents indicated 6 to 10 years, 5.51% of the respondents stated between 11 to 15 years while 11.81% of the respondents posited to have worked for more than 16 years. This indicates that over 80% of the respondents had more than 5years working experience in the organization. Thus, the information provided by the respondents on influence of information management on performance of Africa International University could be relied upon.

**Table 4.5: Respondents Work Experience**

| Tenure | Frequency | Percent | Valid Percent |
|---|---|---|---|
| < 5 years | 31 | 47.24 | 47.24 |
| 6 to 10 years | 24 | 35.43 | 35.43 |
| 11 to 15 years | 4 | 5.51 | 5.51 |
| 16 + years | 8 | 11.81 | 11.81 |
| **Total** | **67** | **100.0** | **100.0** |

**(Source: Author 2018)**

## 4.5 Descriptive Analysis

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data (Portney, 2020). The study used descriptive statistics to present the frequency and the percentages of the gathered data on information management and performance of Africa International University.

### 4.5.1 Information Quality and Organizational Performance

Information quality is an important aspect in the attainment of organizational performance. The study therefore sought to find out the influence of information quality on the performance of Africa International University. The study developed six statements to

examine the influence of information quality on the performance of Africa International University. The results are presented in Table 4.6.

**Table 4.6: Information Quality Descriptive Statistics**

| Statement | SA *ff (%)* | A *ff(%)* | N *ff(%)* | D *ff(%)* | SD *ff(%)* | Mean | Std. |
|---|---|---|---|---|---|---|---|
| The information systems are well managed and utilized | 15(22.4) | 34(51) | 8(11.6) | 4(6.2) | 6(8.9) | 3.721 | 1.342 |
| The university frequently test, and retest information generated by information systems to ensure that it is free of errors and useful | 21(31.7) | 38(56.4) | 4(6.6) | 3(3.9) | 1(1.5) | 4.135 | 1.254 |
| The information systems provide a correct information which fits the needs of users and institution | 23(34.2) | 34(51.2) | 5(7.7) | 2(3.1) | 4(4.48) | 4.097 | 1.345 |
| The information systems provide a valid and complete data which suitable with user's needs according to his job/responsibility | 24(35.8) | 35(52.2) | 6(8.95) | 0(0.0) | 2(2.98) | 4.221 | 1.423 |
| There is a developed system which is strong, reliable, trustworthy, and capable of providing more flexibility in accessing information to both general and special users of the system at university | 16(24.1) | 33(50.6) | 8(11.5) | 5(6.71) | 5(7.46) | 3.781 | 0.891 |
| There is information audit to identify the information needs as well as information resources that contribute to university objectives and establish a foundation from which to develop a policy to coordinate and manage university knowledge assets | 23(34.3) | 15(22.5) | 12(18.6) | 8(12.5) | 9(13.2) | 4.043 | 0.654 |
| **Average** | | | | | | **3.997** | **1.611** |

**(Source: Author 2018)**

Based on the results in Table 4.6, the statements that the information systems are well managed and utilized, out of 67respondents who participated in the study, 15(22.4%) of respondents Strongly Agreed with the statement,34(51.0%) Agreed, 8(11.6%) Neutral, 4(6.2%) Disagreed while 6(8.4%) Strongly Disagreed. This finding shows that 49 (37.4%) respondents Agreed with the statement, 10(14.6%) disagreed with the statement while 4(6.2%) were neutral. This item had a mean of 3.721 and a standard deviation of 1.342which is lower than composite mean of 3.997 with standard deviation of 1.611, implying that the statement does not positively influence performance of the university.

In addition, the statement that the university frequently test, and retest information generated by information systems to ensure that it is free of errors and useful, 21(31.7%) respondents Strongly agreed that the university frequently test and retest information generated by information systems to ensure that it is free of errors and useful, 38(56.4%) respondents Agreed, 4(6.6%) Neutral, 3(3.9%) Strongly Disagreed while 1(1.5%) Agreed. This had a line-item mean score of 4.135 and a standard

deviation of 1.254 which is higher than composite mean of 3.721 with standard deviation of 1.611, implying that the statement does positively influence performance of university.

The statements that the information systems provide a correct information which fits the needs of users and institution, out of 67 respondents who participated in the study, 23(34.2%) of respondents strongly agreed with the statement, 34(51.2%) Agreed, 5(7.7%) Neutral, 2(3.1%) Disagreed while 4(4.48%) Strongly Disagreed. This finding shows that 57 (85.4%) respondents Agreed with the statement, 6(7.58%) disagreed with the statement while 5(7.7%) were neutral. This item had a mean of 4.097 and a standard deviation of 1.345 which is higher than composite mean of 3.997 with standard deviation of 1.611, implying that the statement does positively influence performance of the university.

Further, the statement that the information systems provide a valid and complete data which suitable with user's needs according to his job/responsibility, 24(35.8%) respondents Strongly Agreed that the information systems provide a valid and complete data which suitable with user's needs according to his job/responsibility, 35(52.2%) respondents Agreed, 6(8.95%) Neutral, 0(0.00%) Disagreed while 2(2.98%) Strongly Disagreed. This had a line item mean score of 4.221 and a standard deviation of 1.423 which is higher than composite mean of 3.721 with standard deviation of 1.611, implying that the statement does positively influence performance of university.

Based on the results in Table 4.6, the statements that there is a developed system which is strong, reliable, trustworthy, and capable of providing more flexibility in accessing information to both general and special users of the system at university, out of 67 respondents who participated in the study, 16(24.1%) of respondents Strongly Agreed with the statement,33(50.6%) Agreed, 8(11.5%) Neutral, 5(6.71%) Disagreed while 5(7.46%) Strongly Disagreed. This finding shows that 49 (74.7%) respondents Agreed with the statement, 5(6.71%) disagreed with the statement while 5(6.71%) were neutral. This item had a mean of 3.781 and a standard deviation of 0.891 which is higher than composite mean of 3.997 with standard deviation of 1.611, implying that the statement does positively influence performance of the university.

Lastly, based on the study results as presented in Table 4.6, the statement that there is information audit to identify the information needs as well as information resources that contribute to university objectives and establish a foundation from which to develop a policy to coordinate and manage university knowledge assets, 23(34.3%) respondents Strongly Agreed that there is information audit to identify the information needs as well as information resources that contribute to university objectives and establish a foundation from which to develop a policy to coordinate and manage university knowledge assets, 15(22.5%) respondents Agreed, 12(18.6%) Neutral, 8(12.5%) Disagreed while 9(13.2%) Strongly Disagreed. This had a line-item mean score of 4.043 and a standard deviation of 0.654 which is higher than composite mean of 3.721 with standard deviation of 1.611, implying that the statement does positively influence performance of university.

### 4.5.2 Information Dissemination and Organizational Performance

The second objective of the study was to establish the influence of information dissemination on the performance of Africa International University. The study developed six statements to investigate the influence of information dissemination on the performance of Africa International University. The results are presented in Table 4.7

**Table 4.7: Information Dissemination Descriptive Statistics**

| Statement | SA *ff(%)* | A *ff(%)* | N *ff(%)* | D *ff(%)* | SD *ff(%)* | Mean | Std. |
|---|---|---|---|---|---|---|---|
| The university information dissemination is carried through collaborative social networks | 20(29.9) | 22(33.9) | 14(20.3) | 10(14.4) | 1(1.4) | 4.101 | 1.161 |
| Social media allows university to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools | 21(31) | 22(32.8) | 11(15.9) | 4(6.6) | 9(13.7) | 3.778 | 1.021 |
| The management facilitates university to undertake information dissemination System Monitoring at regular time to avoid breakdowns | 44(65.7) | 23(34.3) | 0(0.0) | 0(0.0) | 0(0.0) | 4.643 | 0.605 |
| Management facilitates staff on training of new and emerging Technologies related to ICT to enhance information dissemination | 25(36.9) | 9(14) | 18(27.7) | 9(14) | 5(7.4) | 3.817 | 1.169 |
| The staff are able to access websites to search for information by through of mobile or other internet connections | 15(22.5) | 20(29.9) | 10(14.4) | 7(11.1) | 15(22.1) | 3.321 | 1.891 |
| The staff are able to use collaborative networks and s include individuals with diverse the skills, knowledge and experience for effective decision making | 23(34.3) | 15(22.5) | 12(18.6) | 8(12.5) | 9(13.2) | 3.817 | 1.616 |
| **Average** | | | | | | **3.549** | **1.243** |

**(Source: Author 2018)**

Based on the results in Table 4.7, the statements that the university information dissemination is carried through collaborative social networks, out of 67 respondents who participated in the study, 20(29.9%) of respondents Strongly Agreed with the statement,

22(33.9%) Agreed, 14(20.3%) Neutral, 10(14.4%) Disagreed while 1(1.4%) Strongly Disagreed. This finding shows that 63.8 (37.4%) respondents Agreed with the statement, 11(15.8%) disagreed with the statement while 10(14.4%) were neither agreed nor disagreed. This item had a mean of 4.101 and a standard deviation of 1.161 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of the university.

In addition, the statement that social media allows university to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools, 21(31%) respondents Strongly agreed that social media allows university to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools, 22(32.8%) respondents Agreed, 11(15.9%) Neutral, 4(6.6%) Strongly Disagreed while 9(13.7%) Agreed. This had a line-item mean score of 3.778 and a standard deviation of 1.021 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of university.

The statements that the management facilitates university to undertake information dissemination System Monitoring at regular time to avoid breakdowns, out of 67 respondents who participated in the study, 44(65.7%) of respondents strongly agreed with the statement, 23(34.3%) Agreed, 0(0.00%) neither agreed nor disagreed, 0(0.00%) Disagreed while 0(0.00%) Strongly Disagreed. This finding shows that all respondents (99.9%) respondents Agreed with the statement. This item had a mean of 4.976 and a standard deviation of 0.011 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of the university.

Further, the statement that management facilitates staff on training of new and emerging technologies related to ICT to enhance information dissemination, 25(36.9%) respondents Strongly Agreed that management facilitates staff on training of new and emerging Technologies related to ICT to enhance information dissemination, 9(14%) respondents Agreed, 18(27.7%) Neutral, 9(14%) Disagreed while 5(7.4%) Strongly Disagreed. This had a line-item mean score of 3.817 and a standard deviation of 1.169 which is higher than

composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of university.

According to Table 4.7 results presented indicate the statement that the staff are able to access websites to search for information by through of mobile or other internet connections, 15(22.5%) respondents Strongly agreed that staff are able to access websites to search for information by through of mobile or other internet connections, 20(29.9%) respondents Agreed, 10(14.4%) Neutral, 7(11.1%) Strongly Disagreed while 15(22.1%) Agreed. This had a line item mean score of 3.321 and a standard deviation of 1.891 which is lower than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does not positively influence performance of university

Lastly, the statements that the staff are able to use collaborative networks and s include individuals with diverse the skills, knowledge and experience for effective decision making, out of 67 respondents who participated in the study, 23(34.3%) of respondents strongly agreed with the statement,15(22.5%) Agreed, 12(18.6%) neither agreed nor disagreed, 8(12.5%) Disagreed while 9(13.2%) Strongly Disagreed. This finding shows that 56.8% respondents Agreed with the statement. This item had a mean of 3.817 and a standard deviation of 1.243 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of the university.

### 4.5.4 Information Security and Organizational Performance

The performance of Africa International University was measured by the use of .The study developed six statements to investigate the influence of information security on the performance of Africa International University. The results are presented in Table 4.8

**Table 4.8: Information Security Descriptive Statistics**

| Statement | SA *ff(%)* | A *ff(%)* | N *ff(%)* | D *ff(%)* | SD *ff(%)* | Mean | Std. |
|---|---|---|---|---|---|---|---|
| The university has developed a maturity of information security risk management system to continuously improve information management | 13(19.2) | 34(50.9) | 6(8.5) | 7(11.1) | 7(10) | 3.887 | 0.676 |
| The university has established information security initiatives to protect data | 13(19.6) | 37(55.7) | 7(10.7) | 6(8.9) | 4(5.2) | 3.897 | 0.511 |
| There is a comprehensive plan and strategy dealing with all cases of information threat | 13(19.2) | 32(47.6) | 10(15.1) | 6(8.5) | 6(9.6) | 3.998 | 0.897 |
| Awareness of the risks in the university and staff have learned how to manage security risks | 13(18.8) | 31(45.9) | 7(11.1) | 6(9.6) | 10(15) | 4.008 | 0.654 |
| The university keep systems up to date; they have codes of conduct, regularly reviewed and emphasized to the employees | 23(35.1) | 33(49.8) | 7(10) | 2(3.7) | 2(1.5) | 4.131 | 0.876 |
| The current university information security practices keep up with the fast-paced technological and security trends | 20(30.2) | 28(42.2) | 10(14.9) | 6(7.5) | 3(5.2) | 3.857 | 0.437 |
| **Average** | | | | | | **3.759** | **0.675** |

**(Source: Author 2018)**

According to results presented in Table 4.8, the statements that the university has developed a maturity of information security risk management system to continuously improve information management, out of 67 respondents who participated in the study, 13(19.2%) of respondents Strongly Agreed with the statement,34(50.9%) Agreed, 6(8.5%) Neutral, 7(11.1%) Disagreed while 7(10%) Strongly Disagreed. This finding shows that 47 (70.1%) respondents Agreed with the statement, 14(21.1%) disagreed with the statement while 6(8.5%) were neither agreed nor disagreed. This item had a mean of 3.887 and a standard deviation of 0.676 which is higher than composite mean of 3.759with standard deviation of 0.675, implying that the statement does positively influence performance of the university.

In addition, the statement that the university has established information security initiatives to protect data, 13(19.6%) respondents Strongly agreed that the university has established information security initiatives to protect data, 37(55.7%) respondents Agreed, 7(10.7%) Neutral, 6(8.9%) Strongly Disagreed while 4(5.2%) Agreed. This had a line item mean score of 3.897 and a standard deviation of 0.511 which is higher than composite mean of 3.759 with standard

deviation of 0.675, implying that the statement does positively influence performance of university.

The statements that there is a comprehensive plan and strategy dealing with all cases of information threat, out of 67 respondents who participated in the study, 13(19.2%) of respondents strongly agreed with the statement,32(47.6%) Agreed, 10(15.1%) neither agreed nor disagreed, 6(8.5%) Disagreed while 6(9.6%) Strongly Disagreed. This finding shows that 45(66.8%) respondents Agreed with the statement. This item had a mean of 3.998 and a standard deviation of 0.897 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of the university.

Further, the statement that awareness of the risks in the university and staff have learned how to manage security risks, 13(18.8%) respondents Strongly Agreed that there is a comprehensive plan and strategy dealing with all cases of information threat, 31(45.9%) respondents Agreed, 7(11.1%) Neutral, 6(9.6%) Disagreed while 10(15%) Strongly Disagreed. This had a line item mean score of 4.008 and a standard deviation of 0.654 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of university.

According to Table 4.8 results presented indicate the statement that the university keep systems up to date; they have codes of conduct, regularly reviewed and emphasized to the employees23(35.1%) respondents Strongly agreed that the university keep systems up to date; they have codes of conduct, regularly reviewed and emphasized to the employees, 33(49.8%) respondents Agreed, 7(10%) neither agreed nor disagreed, 2(3.7%) Strongly Disagreed while 2(1.5%) Agreed. This had a line item mean score of 4.131 and a standard deviation of 0.876 which is lower than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does not positively influence performance of university.

Lastly, the statements that the current university information security practices keep up with the fast-paced technological and security trends, out of 67 respondents who participated in the study, 20(30.2%) of respondents strongly agreed with the statement,28(42.2%) Agreed, 10(14.9%) neither agreed nor disagreed, 6(7.5%) Disagreed while 3(5.2%) Strongly Disagreed. This finding shows that 72.4% respondents Agreed with the statement. This item had a mean of 3.857 and a standard deviation of 0.437 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of the university.

### 4.5.3 Organizational Performance

The performance of Africa International University was measured by student enrollment, market share, international collaboration, teaching and service quality. The study developed six statements to investigate the influence of information security on the performance of Africa International University. The results are presented in Table 4.9.

**Table 4.9: Organizational Performance Descriptive**

| Statement | SA *ff(%)* | A *ff(%)* | N *ff(%)* | D *ff(%)* | SD *ff(%)* | Mean | Std. |
|---|---|---|---|---|---|---|---|
| Students' enrollment has greatly improved in the last five years | 7(11.3) | 3(4.3) | 7(11) | 30(44.8) | 20(28.6) | 3.751 | 1.124 |
| There is increased scholarly publications, awards of excellence for research breakthrough in the last five years | 7(9.5) | 13(19.4) | 20(30.6) | 20(29.5) | 7(11) | 3.113 | 1.141 |
| Consumer satisfaction (complements) on services delivered by the university has improved in the university | 6(9.2) | 12(17.9) | 19(27.7) | 20(30.6) | 10(14.5) | 3.231 | 1.181 |
| The university has enhanced the local and international collaborations | 18(26.5) | 14(22.8) | 19(29.5) | 6(8.7) | 8(12.5) | 3.108 | 1.167 |
| There is accountability, transparency, responsiveness and equity on services rendered by the university | 4(6.1) | 12(17.6) | 15(22.8) | 26(38.4) | 10(14.9) | 3.531 | 1.201 |
| There is strict adherence to the budget and published expenditure and service delivery reports periodically | 27(40.7) | 14(21.7) | 10(14.9) | 7(10.8) | 8(11.9) | 3.623 | 1.111 |
| **Average** | | | | | | **3.392** | **1.154** |

**(Source: Author 2018)**

According to results presented in Table 4.9, the statements that student's enrollment has greatly improved in the last five years, out of 67 respondents who participated in the study, 7(11.3%) of respondents Strongly Agreed with the statement, 3(4.3%) Agreed, 7(11%) Neutral, 30(44.8%) Disagreed while 20(28.6%) Strongly Disagreed. This finding shows that 10(15.6%) respondents Agreed with the statement, 50(52.4%) disagreed with the statement while7(11.3%) were neither agreed nor disagreed. This item had a mean of 3.751 and a standard deviation of 1.124 which is higher than composite mean of 3.392with standard deviation of 1.154, implying that student's enrollment has greatly improved in the last five years.

In addition, the statement that the there is increased scholarly publications, awards of excellence for research breakthrough in the last five years, 7(9.5%) respondents Strongly agreed that there is increased scholarly publications, awards of excellence for research breakthrough in the last five years, 13(19.4%) respondents Agreed, 20(30.6%) Neutral, 20(29.5%) Strongly Disagreed while 7(11%) Agreed. This had a line item mean score of 3.113and a standard deviation of 1.141 which is higher than composite mean of 3.392 with standard deviation of 1.154, implying that there is an increased scholarly publication, awards of excellence for research breakthrough in the last five years.

The statements that consumer satisfaction (complements) on services delivered by the university has improved in the university, out of 67 respondents who participated in the study, 6(9.2%) of respondents strongly agreed with the statement,12(17.9%) Agreed, 19(27.7%) neither agreed nor disagreed, 20(30.6%) Disagreed while 10(14.5%) Strongly Disagreed. This finding shows that 18(66.8%) respondents Agreed with the statement. This item had a mean of 3.231 and a standard deviation of 1.181 which is lower than composite mean of 3.392with standard deviation of 1.154, implying that the statement that consumer satisfaction (complements) on services delivered by the university has not improved in the university.

Further, the statement that the university has enhanced the local and international collaborations, 18(26.5%) respondents Strongly Agreed that there is a comprehensive plan and strategy dealing with all cases of information threat, 14(22.8%) respondents Agreed, 19(29.5%) Neutral, 6(8.7%) Disagreed while 8(12.5%) Strongly Disagreed. This had a line item mean score of 3.408 and a standard deviation of 1.167 which is higher than composite mean of 3.392 with standard deviation of 1.154, implying that the university has enhanced the local and international collaborations.

According to Table 4.9 results presented indicate the statement that there is accountability, transparency, responsiveness and equity on services rendered by the university 4(6.1%) respondents Strongly agreed that there is accountability, transparency, responsiveness and equity on services rendered by the university, 12(17.6%) respondents Agreed, 15(22.8%) neither agreed nor disagreed, 26(38.4%) Strongly Disagreed while 10(14.9%) Agreed. This had a line item mean score of 3.531 and a standard deviation of 1.201 which is lower than composite mean of 3.392 with standard deviation of 1.154, implying the statement that there is accountability, transparency, responsiveness and equity on services rendered by the university.

Lastly, the statements that the three is strict adherence to the budget and published expenditure and service delivery reports periodically, out of 67 respondents who participated in the study, 27(20.7%) of respondents strongly agreed with the statement,14(21.7%) Agreed, 10(14.9%) neither agreed nor disagreed, 7(10.8%) Disagreed while 8(11.9%) Strongly Disagreed. This finding shows that 16(42.4%) respondents Agreed with the statement. This item had a mean of 3.531 and a standard deviation of 1.201 which is higher than composite mean of 3.392with standard deviation of 1.154, implying that the three is strict adherence to the budget and published expenditure and service delivery reports periodically.

# CHAPTER FIVE
# SUMMARY, CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

This chapter gives the summary of the research findings that were obtained from the study that was anchored to specific objectives, conclusions that were made, the recommendations that were drawn, and finally, the suggested areas for further research. The study had a general objective and five specific objectives.

## 5.2 Discussion of the Findings

The study sought to examine the influence of information management on organizational performance with a specific reference to Africa International University. The specific study objectives which guided the study included the following; To examine the influence of information quality on performance of Africa International University; To examine the influence of information dissemination on performance of Africa International University; To examine the influence of information security on performance of Africa International University. The summary of the findings are based on the stated objectives as follows;

### 5.2.1 Information Quality and Performance of Africa International University

Based on the results the statements that the information systems are well managed and utilized, had a mean of 3.721 and a standard deviation of 1.342 which is lower than composite mean of 3.997 with standard deviation of 1.611, implying that the statement does not positively influence performance of the university. This statement disagreed with Webber (2019) assessed the quality of information by grouping it into the following characteristics: authenticity, accuracy and completeness. The resulting information is not qualified, hence negatively Influence on user satisfaction. The quality of information used in this research includes accuracy, relevance, timeliness, and accessibility as characteristic used by Ali and Younes (2013). The statement supports the study's gap in knowledge on the role of information systems on enhancing organizational performance specifically in the public universities.

In addition, the statement that the university frequently test, and retest information generated by information systems to ensure that it is free of errors and useful, had a line item mean score of 4.135 and a standard deviation of 1.254 which is higher than composite

mean of 3.721 with standard deviation of 1.611, implying that the statement does positively influence performance of university. The statements that the information systems provide correct information which fits the needs of users and institution, had a mean of 4.097 and a standard deviation of 1.345 which is higher than composite mean of 3.997 with standard deviation of 1.611, implying that the statement does positively influence performance of the university. Further, the statement that the information systems provide a valid and complete data which suitable with user's needs according to his job/responsibility, had a line item mean score of 4.221 and a standard deviation of 1.423 which is higher than composite mean of 3.721 with standard deviation of 1.611, implying that the statement does positively influence performance of university. The study findings are in line with the findings by Makau, Lagat and Bonuke (2017)information systems provide correct information which fits the needs of users and institutions.

Based on the results, the statements that there is a developed system which is strong, reliable, trustworthy, and capable of providing more flexibility in accessing information to both general and special users of the system at university, had a mean of 3.781 and a standard deviation of 0.891 which is higher than composite mean of 3.997 with standard deviation of 1.611, implying that the statement does positively influence performance of the university. Lastly, based on the study results the statement that there is information audit to identify the information needs as well as information resources that contribute to university objectives and establish a foundation from which to develop a policy to coordinate and manage university knowledge assets, had a line item mean score of 4.043 and a standard deviation of 0.654 which is higher than composite mean of 3.721 with standard deviation of 1.611, implying that the statement does positively influence performance of university. Thus, the study findings are in agreement with the findings by Wamba et al., (2018) that information audit developed by flexible and accessible information enhances organizational performance.

### 5.2.2 Information Dissemination and Performance of Africa International University

Based on the results the statements that the university information dissemination is carried through collaborative social networks, had a mean of 4.101 and a standard deviation of 1.161 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of the university. In

addition, the statement that social media allows university to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools, had a line item mean score of 3.778 and a standard deviation of 1.021 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of university. The study findings are in agreement with the findings by Emamjome et al., (2013) that Social Media (SM) is increasingly being integrated with business information in decision making. The social media allows organizations to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency.

The statement that the management facilitates university to undertake information dissemination system monitoring at regular time to avoid breakdowns, had a mean of 4.976 and a standard deviation of 0.011 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of the university. The statements that the staff are able to use collaborative networks and s include individuals with diverse the skills, knowledge and experience for effective decision making, had a mean of 3.817 and a standard deviation of 1.243 which is higher than composite mean of 3.549 with standard deviation of 1.243, implying that the statement does positively influence performance of the university. The statements are in agreement with Wang(2017) analysis indicated that system, information, and service quality enhanced management facilitate decision making process and were related positively to user satisfaction with social media improve organization performance.

### 5.2.3 Information Security and Performance of Africa International University

The statements that the university has developed a maturity of information security risk management system to continuously improve information management, had a mean of 3.887 and a standard deviation of 0.676 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of the university. In addition, the statement that the university has established information security initiatives to protect data, had a line item mean score of 3.897 and a standard deviation of 0.511 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of university. The statements that there is a comprehensive plan and strategy dealing with all cases of information threat, had a mean of 3.998 and a standard deviation of 0.897 which

is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of the university. The study findings are in agreement with the findings by Tewambaet al., (2019) study focused on the Influences of information security management systems on firm performance. The study found that the ISMS (system, service and information qualities, maturity level of information security risk management process) and performance are directly related

Further, the statement that awareness of the risks in the university and staff have learned how to manage security risks, had a line item mean score of 4.008 and a standard deviation of 0.654 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of university. The statement that the university keep systems up to date; they have codes of conduct, regularly reviewed and emphasized to the employees, had a line item mean score of 4.131 and a standard deviation of 0.876 which is lower than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does not positively influence performance of university. Lastly, the statements that the current university information security practices keep up with the fast-paced technological and security trends, had a mean of 3.857 and a standard deviation of 0.437 which is higher than composite mean of 3.759 with standard deviation of 0.675, implying that the statement does positively influence performance of the university. The study results are in tandem with the findings by Bokhari and Manzoor (2022) that organizations are trying to keep systems up to date; they have codes of conduct, regularly reviewed and emphasized to the employees' fast-paced technological and security trends to improve organizational performance.

## 5.3 Conclusion

Information quality was found to be positively associated with performance agenda in the Africa International University in Kenya. First, organizational performance depends on information quality. The study findings confirm that there is a statistically positive relationship between information dissemination andperformance agenda in the Africa International University in Kenya. It was possible to infer that the relationship between information quality and performance agenda in the Africa International University in Kenyais positive and significant. It was also concluded that information quality is not adequately practiced in in the Africa International University in Kenya. The university has adopted the use of technology; libraries can employ various information dissemination

techniques such as personalized collections, SMS notifications, QR codes, online reference services, social networks, websites, mailing lists and OPACs. The call to re-organize libraries in developing countries is long overdue. Technology, especially mobile technology is changing the way information is delivered and accessed. Therefore, it is only appropriate for information repositories to challenge themselves to cope with the changes and adopt appropriate information dissemination methods.

The study results showed that dissemination is positively related to performance of Africa International University; and in itself is not enough to produce improvement initiatives. Successful dissemination depends on various factors, which influence the way collective actors react to performance information such as the mode of communication, communication structure and social media networks. Lastly, the study concludes that information security as a dimension of information management is positively linked to performance agenda in the Africa International University in Kenya. The university is yet to a maturity of information security risk management system to continuously improve information management. Lack of comprehensive plan and strategy dealing with all cases of information threat is a challenge to information management in the organization.

## 5.4 Recommendations

The study recommends that in terms of information quality, there is need for the university management to support staff to undergo awareness training to pass knowledge on the kind of information they should use for their customers. The use of technology, university can employ various information dissemination techniques such as personalized collections, SMS notifications, QR codes, online reference services, social networks, websites, mailing lists and OPACs in the way information is delivered and accessed. There is need for improving the maturity of information security risk management system implies continuously improvement of the risk management process. This improvement suggests the mastery of risk management tools in an information security risk management process, once risks are identified, it needed to be treated. In addition, more awareness as pertaining to ISMS practices need to be emphasized in the organization amongst the various stake holders. This is because information is central to an organization and thus all stakeholders need to be involved.

The study provides information that enables the institutions of higher learning to come up with policy measures that will foster proper functioning towards improving performance. Since the study addresses most of the information management emerging issues affecting institutions of higher learning with a view to improving the adoption of information management practices and to improve organizational performance. The study findings guide policy makers to align their respective policies to the institutions of higher learning by consolidating information management practices applicable in the universities, clarifying and strengthening roles and responsibilities of the institutions of higher learning.

## 5.5 Areas for Further Research

The findings of the study, as summarized in the previous section have several implications for theory, methodology and practice. Overall, the findings of the study provide substantial support for the conceptual framework. Specifically, the results demonstrate that information management practices can act as a powerful tool that can directly lead to improved performance viewed as a solution to the universities performance. The additional model could be explained through the insertion of other moderators like policy framework and leadership styles to the hypothesized relationship. The future studies need to consider the use of longitudinal data which would reveal the dynamic of this phenomenon over an extended period of time. One limitation of the study is its generalizability since the data was collected within one private university environment in Kenya. Future studies could include data collection across multiple organizations (universities) to compare the findings.

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## APPENDICES

### Appendix I: Introduction Letter to Respondents

Date: _____

**Dear Respondent,**

This questionnaire is aimed at collecting data for academic research purposes on **"Influence of Information Management Practices on Performance of Private Universities; A Case of Africa International University".** The study is in partial fulfillment of the requirements for the award of a Master of Business Administration of Africa Nazarene University

Please be assured that any information collected through this questionnaire will be treated with utmost confidence and will be used for research purposes only. High level ethical standards will strictly be observed to ensure that the study outcomes and reports will not include reference names of any respondents. Thank you in advance for your time and cooperation.

Yours Sincerely,

Florence Kamau

**Appendix II: Questionnaire**

INSTRUCTION: Please answer all the questions honestly and exhaustively.

NB: This information would be used strictly for academic purposes only and would be treated with utmost confidence.

---

**Part One: Demographic Information**

The following section seeks to deduce demographic data of the respondents. Respond by checking the box or putting a tick (√) or number against the appropriate box that describes your demographic characteristics.

1. Indicate your Gender

| **Gender** | **Tick** |
|---|---|
| Male | |
| Female | |

2. Level of Education

| **Degree** | **Tick** |
|---|---|
| Diploma | |
| Bachelors | |
| Postgraduate | |

3. Work Experience

| **Years** | **Tick** |
|---|---|
| <5 | |
| 6-10 | |
| 11-15 | |
| 16+ | |

**Part Two: Information Quality**

4. The following are statements about information quality and its influence on organizational performance. Please react to them on a five-point scale in the levels of Strongly Disagree (SD)-1, Disagree (D)-2, Neutral (N)-3, Agree (A)-4 or Strongly Agree (SA)-5 regarding their applicability in the university

| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** |
| The information systems are well managed and utilized | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| The university frequently test, and retest information generated by information systems to ensure that it is free of errors and useful | | | | | |
| The information systems provide a correct information which fits the needs of users and institution | | | | | |
| The information systems provide a valid and complete data which suitable with user's needs according to his job/responsibility | | | | | |
| There is a developed system which is strong, reliable, trustworthy, and capable of providing more flexibility in accessing information to both general and special users of the system at university | | | | | |
| There is information audit to identify the information needs as well as information resources that contribute to university objectives and establish a foundation from which to develop a policy to coordinate and manage university knowledge assets | | | | | |

5. How else does information quality influence performance of the university?

……
……
……
……

**Part Three: Information Dissemination**

6. The following are statements about information dissemination and its influence on organizational performance. Please react to them on a five-point scale in the levels of Strongly Disagree (SD)-1, Disagree (D)-2, Neutral (N)-3, Agree (A)-4 or Strongly Agree (SA)-5 regarding their applicability in the university

| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** |
| The university information dissemination is carried through collaborative social networks | | | | | |
| Social media allows university to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| The management facilitates university to undertake information dissemination System Monitoring at regular time to avoid breakdowns | | | | | |
| Management facilitates staff on training of new and emerging Technologies related to ICT to enhance information dissemination | | | | | |
| The staff are able to access websites to search for information by through of mobile or other internet connections | | | | | |
| The staff are able to use collaborative networks and include individuals with diverse the skills, knowledge and experience for Influence decision making | | | | | |

7. How else does information dissemination influence performance of the university?

……
……
……

**Part Three: Information Security**

8. The following are statements about information security and its influence on organizational performance. Please react to them on a five-point scale in the levels of Strongly Disagree (SD)-1, Disagree (D)-2, Neutral (N)-3, Agree (A)-4 or Strongly Agree (SA)-5 regarding their applicability in the university

| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** |
| The university has developed a maturity of information security risk management system to continuously improve information management | | | | | |
| The university has established information security initiatives to protect data | | | | | |
| There is a comprehensive plan and strategy dealing with all cases of information threat | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Awareness of the risks in the university and staff have learned how to manage security risks | | | | | |
| The university keep systems up to date; they have codes of conduct, regularly reviewed and emphasized to the employees | | | | | |
| The current university information security practices keep up with the fast-paced technological and security trends | | | | | |

9. How else does information security influence performance of the university?

……
……
……

**Part Four: Organizational Performance**

10. The following are statements about organizational performance. Please react to them on a five-point scale in the levels of Strongly Disagree (SD)-1, Disagree (D)-2, Neutral (N)-3, Agree (A)-4 or Strongly Agree (SA)-5 regarding their applicability in the university

| **Statement** | **SD** | **D** | **N** | **A** | **SA** |
|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** |
| Students enrollment has greatly improved in the last five years | | | | | |
| There is increased scholarly publications, awards of excellence for research breakthrough in the last five years | | | | | |
| Consumer satisfaction (complements) on services delivered by the university has improved in the university | | | | | |
| The university has enhanced the local and international collaborations | | | | | |
| There is accountability, transparency, responsiveness and equity on services rendered by the university | | | | | |
| There is strict adherence to the budget and published expenditure and service delivery reports periodically | | | | | |

11. How else does information management influence performance of the university?

……
……
……

**Thank you for Participation!!!**

## Appendix III: Authorization Letter from University

AFRICA NAZARENE
UNIVERSITY

*1st, October 2018*

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

*Our Ref: 11MMBA007*

The Director.
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:

**RE: RESEARCH AUTHORIZATION FOR: MS. FLORENCE KAMAU**

Ms. Kamau is a postgraduate student of Africa Nazarene University in the Master of Business Administration (MBA) program.

In order to complete her program, Ms. Kamau is conducting a research entitled: "**Effects of Management of Information on Origination Performance: A Case of Africa International University"**

Any assistance offered to her will be highly appreciated.

Yours Faithfully,

AFRICA NAZARENE UNIVERSITY
PRINCIPAL, NAIROBI CBD CAMPUS
02 OCT 2018
3067 - 00200, NAIROBI

**PROF. ORPHA ONG'ITI,**
**PRINCIPAL: NAIROBI CBD CAMPUS.**

**Appendix IV: NacostiResearch License**



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Date of Issue: 14/August/2019

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This is to Certify that Ms. Florence Kamau of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: EFFECTS OF MANAGEMENT OF INFORMATION ON ORGANIZATION PERFORMANCE for the period ending : 14/August/2020.

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**Appendix V: Map of Study**

