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**EFFECT OF INFORMATION MANAGEMENT ON
PERFORMANCE OF PUBLIC INSTITUTIONS IN KISII
COUNTY**

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EFFECT OF INFORMATION MANAGEMENT ON PERFORMANCE OF PUBLIC INSTITUTIONS IN KISII COUNTY

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Abstract

Purpose: The study aimed at investigating the effect of information management on performance of public institutions in Kisii County.

Methodology: This study used descriptive survey design. The accessible target population was 200 consisting of top managers and departmental heads in public institutions in Kisii County. This brought the total sample of respondents to 60. The selected respondents were the top level managers and supervisors of public institutions. The respondents were provided with the questionnaires which they used to provide relevant information to the researcher. The data collected from the field was analyzed using weighted averages and percentages. The data was presented by use of frequency tables and charts. This study used primary data collected from the respondents of the survey. Data was also analyzed using Statistical Package for the Social Sciences (SPSS) version 21. Regression analysis was used to determine the relationship between strategic change management practices on performance of public institutions.

Results: The results revealed that information management positively affected performance. However the employees needed more training in such, to be efficient. Effective communication process between various departments and staff involved in the change process was found to be an important factor in the successful implementation of the change process. Public institutions have installed computers as a change management strategy.

Unique contribution to theory, practice and policy: With the rapid development of information technology, the use of information systems to improve employee performance in organizations is evolving. Organizations are instructed to introduce computer technology in order to develop themselves. The growing utilization of information systems may encourage employees to increasingly use information systems to help them perform tasks and manage work. This will result in rapid development of the electronic government (e-government) concept.

Keywords: *Information management, performance, public institutions.*

1.0 INTRODUCTION

1.1 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 change so that they are in a better position to compete not only within their countries but also globally (Friedman, 2005). The desire to exploit the already existing or emerging opportunities, threats and the mutating external environment, are the prime reasons for strategic change. Strategic change management is defined as ‘The business process reengineering’ which according to Hammer and Champy (2014) is the fundamental reconsideration and radical redesign of organizational process, in order to achieve drastic improvement of current performance in cost, service and speed.

The purpose of strategic change is to make an organization maintain a competitive edge over its rivals. This creates a competitive advantage against other organizations. This implies the readiness to change within the organization and the ability to implement the proposed change (Pearce & Robinson, 1987). Change is an inevitable process in any organization since it has a direct or indirect impact on its performance and survival (Gupta & Lebel, 2010). It therefore, follows that an organization’s success depends on how best managers adopt or manage change.

Strategic change lead to a critical success factors which include a clear and common vision, mutual needs, strategic fit, shared risk and reward and shared decision making, Gustafson and Simberg (2005). However, it may affect the strategies an organization uses to carry out its mission, the processes for implementing those strategies, the tasks and functions performed by the people in the organization, and the relationships between those people. Other benefits accruing from strategic change management include acquisition of scarce resources, diversification of services and obtaining economies of scale (Jaynes, 2015). Strategic change calls for the ability to choose the right change opportunities and needs one to be flexible in order to meet the ever coming up organizational requirements over time (Barbaroux, 2011).

In UK on a case study of Beale and Cole Building Services, Nicholls-Nixon (2013) found that rapid growth in business generates dramatic changes in the scale and scope of a firm’s activities. According to her, entrepreneurs in rapidly growing business enterprises experience more difficulties in comparison to small growth companies when deciding or establishing the type of changes or evolution required to support their level of growth. This is because they face greater managerial complexity than slow growth firms. One of the solutions she recommended to solve this complex issue was that high growth organizations should develop new skills and capabilities which will allow them to cope with the complexity. This can be attained by appointing new personnel or acquiring new resources such as new information systems targeted at improving organizational efficiency and effectiveness.

1.2 Statement of the Problem

Change in an organization is inevitable. Many organizations are occasionally faced with challenges that force them to adjust or change. Most managers in public institutions organizational presently would agree that change has become an issue which must be attended to and accepted in an orderly

way for an organization to survive. A change in technology, information systems, and financial management is significant in public institutions. Ineffective management of change may have negative effects on the performance of public institutions resulting to poor performance on employees, low productivity, resistance to change and failure to meet financial objectives of the institution.

Readiness for change is associated with a positive organization culture, Jones *et al.*, (2005). Beck (2006) identified that happy employees tend to be more motivated and will be faithful to a company. They will conduct themselves and work on the assignments assigned to them more enthusiastically and passionately and consequently yielding higher quality output, Deci & Ryan (2008) also observed that company business success is usually tied to having a team of employees who are greatly satisfied with what they are doing and the conditions and environment that the company offers them in their workplaces.

1.3 Objective of the Study

The general objective of the study was to establish the effects of information management on the performance of public institutions in Kisii County.

2.0 LITERATURE REVIEW

2.1 Theoretical Literature Review

2.1.1 Theory of Organization Change

Most strategic change management practices are intentionally planned and introduced by management for different reasons, which vary from a response to internal or environmental pressures, to strategic changes in order to develop the organization. Strategic change management practices are easily noticed, as they unfold in a more orderly, better structured and a significantly smaller space than social changes. In organizational development, the most frequently used means of measuring the effects of a change is measuring a set of factors specific to the system both before, as well as after the change, the variation thus represent the effect of the intervention. Otherwise said, two different stages of the system are measured, estimating the difference between them at different moments in time – the very core principles of the systematic model (Dawson, 2014).

The theoretical space of strategic change management practices has a few more features, that are part of the met language; first of all, most of the expert literature is written from a managerial point of view, that is, organizational development represents the point of view of the management team, that is certainly interested in the most effective ways of introducing change in the organization they run. The second feature refers to the fact that there are two main ways of approaching the issue of strategic change management practices: the one that is an explanation for the means of implementing a planned change, and the one that represents a description of the process, that analyzes change instead of offering norms for applying it. We will continue by presenting the two models included in each approach (Chebiego & Kariuki, 2018).

In his three-Step Change Theory, Kurt Lewin (2001) views behaviour as a dynamic balance of forces working in opposite directions. According to him there are two forces which can create change, the driving forces which push employees towards a desired direction hence facilitating

change and the restraining forces which hinder change by pushing employees in the opposite direction hence prohibiting change. Positive change is created when driving forces overcome restraining forces. Therefore, for change to be effected there is need for concrete analysis of the two forces by organizations in order for them to attain their stipulated targets (Burnes, 2004).

Lewin proposed a three-step model to be implemented to help shift the balance in the direction of the planned change. According to Lewin (2004), the first step in bringing about change in behaviour in an organization is to unfreeze the existing situation. This is the current status where the organization is. Unfreezing help the organization overcome the strains of resistance in individual or a group. Supporting this idea, Benson (2002) stated that, unfreezing can be achieved by the use of three methods. The first method is increasing the driving forces that deviates behavior from the existing situation. The second method involves reducing the restraining forces that negatively hinder the movement from the existing equilibrium. The third method is by combining the first and second.

Robbins (2003), gave some activities that could lead one during the unfreezing step which included: motivating participants when introducing them for change, building trust and recognition among them for the need to change, and actively involving them in recognizing problems and brainstorming solutions within a group.

Lewin's second step is the process of changing behavior and movements. In this step, it is necessary to shift the target to a new level of equilibrium. Three programmes that are conducted in the movement step include: persuading employees to agree that the status quo is not beneficial to them and encouraging them to view the problem from a fresh perspective, work together on a quest for new strategies, relevant information, and attach the views of the group to renowned leaders that also support the change (Lewin (2004).

The third step of Lewin's three-step change model is refreezing. This is done after the change has been implemented in order for it to be sustained over time. It is the actual incorporation of new values into the organization's values and traditions. There could be chances that the change will be short lived and the employees will return to their old way of doing things if this is not instilled. The purpose of refreezing is to stabilize the new equilibrium resulting from the change. This is done by balancing both the driving and restraining forces (Lewin (2004).

Implementing Lewin's third step involves reinforcing new patterns and institutionalizing them through formal and informal mechanisms which include policies and procedures (Robbins, 2008). The top officers in the public institutions are expected working in consultation with other employee establish the broad goals and strategies of the institution. The employees are expected to assist with strategic planning and also they work individually to develop and implement planning activities within their respective areas (Burnes, 2004).

In conclusion, Lewin's model elaborates the effects of forces that either promote or prevent change. The driving forces promote change while restraining forces oppose change. Therefore, change occurs when the combined strength of one force is greater than the combined strength of the opposing set of forces (Robbins, 2008).

2.2 Empirical Literature

Government and managers in nations and organizations should manage the people and their employees not only to make them comply with their directives and company policies and national law, but also to learn, accommodate and benefit from them. They have to study their personality, motivate and provide conducive environment for them to perform effectively. Commensurate reward should be given to employees for the performance of their roles and other extra rewards for their individual and team creativity and innovation. Group norms that promote individual interaction and improved performance should be encouraged (Chen, 2004).

Every organization uses different forms of strategies for their business depending on its respective nature, design, structure and work of an organization. Departments, in an organization, are developed around the structures used. For instance, it can be for production, communication, information or control. The scope of strategic changes that an organization can employ is wide, ranging from simple changes like buying a personal computer with a word processor or complex like investing in the latest software which would require an elaborate and expensive installation (Neghabi & Rafiee, 2013).

Moreover, change strategy also influences the needs of the organizations and its customers because these are the ones who purchase the organizations goods or services. Customer is the main protagonist who has complete authority and choice whether or not to accept the organizations goods or services. Many industries and nations in the developed and developing countries have established research and development units, departments and organizations to enable them to cope with technological change. The degrees of aggregation of technological innovation by organization and nation determine its performance and development. This is related to management and control of internal systems and its response to external system. Significant improvement in output, productivity and growth are achieved when they use new strategies. Increased productivity and general economic growth in most developed nations have been attributed to increasing strategies and technological innovation (Thompson, 2003).

In any organization, most of the challenges are generated by competition, advanced strategies, enhancing employee efficiency and repaid growth, new leadership and management (Madsen *et al.*, 2005). Various researches have shown that employee's attitude and behaviour need to be developed for successful organizational performance and most of the firms involved the employee in management, working for strategic change advancement and implementation. Organizations invest on employees' training to improve the employee knowledge and skills and also to develop the employee prior to the introduction of new strategies (Asim, Waqas & Cheema, 2012).

Dauda and Akingbade (2011) indicates that organizations purchase the advance technological tool for improving the employee's performance, facilitated job-tasks, improved communication, increased efficiencies, and higher-levels of effectiveness in work management. The introduction of advance strategies has changed the way of performing job. Technological advancement improved the employee performance as well as less the employee working effort and task completion time. New strategy is not only essential for company or government, it is also important for nation. Companies cannot run with old technologies. Strategies increase human performance when human or employees use strategies for the benefits of the organization and use with ethical

values. Individual person cannot adopt strategies easily and on the other side group of people can adopt strategies easily (Burns, 2006).

3.0 RESEARCH METHODOLOGY

This study used descriptive survey design. The accessible target population was 200 consisting of top managers and departmental heads in public institutions in Kisii County. This brought the total sample of respondents to 60. The selected respondents were the top level managers and supervisors of public institutions. The respondents were provided with the questionnaires which they used to provide relevant information to the researcher. Data was coded sequentially to ensure uniformity during presentation according to the research objectives. The words and phrases were categorized based on research objectives. A well compiled textual data was employed for the purpose of explanation and description of findings which assisted in interpretation. The data collected from the field was analyzed using weighted averages and percentages. The data was presented by use of frequency tables and charts. This study used primary data collected from the respondents of the survey. Data was also analyzed using Statistical Package for the Social Sciences (SPSS) version 21. Regression analysis was used to determine the relationship between strategic change management practices on performance of public institutions.

4.0 FINDINGS AND DISCUSSIONS

4.1 Response Rate

The study sought to find out the response rate of the respondents, Table 1 shows the results.

Table 1 Response Rate

Instrument	Frequency	Percentage
Reached Respondents	60	100
Not Reached	0	0
Total	60	100

Table 1 showed that 60 questionnaires were administered whereby all the questionnaires were responded to and returned to the researcher. The answered questionnaires represented 100% which were depended upon on data analysis and presentation while there were no questionnaires that were not responded to which represented 0%. The filled questionnaires were relied upon in data analysis.

4.2 Profile of Respondents

The researcher examines the characteristics of respondents in terms of sex, age, working experience/ number of years of employment in public institutions in Kisii County. This section covered the general information about the respondents who took part in the interview exercise.

4.2.1 Distribution by Gender

The study sought to establish from the respondents on the profile according to gender of the respondents involved in the study. The response rate from the field were recorded as in Table 2

Table 2: Respondents by gender

Gender	No. of respondents	Percentage
Male	33	55
Female	27	45
Total	60	100

The study found that both genders were well represented in the study because 33 respondents representing 55% were male and 27 respondents representing 45% were female. The frequency showed almost equitable distribution of the respondents by gender hence reducing biasness.

4.2.2 Age Group of Respondents

This represents the age group of the respondents working in the public institutions. The result is represented in Table 3 below.

Table 3: Age groups of respondents

Age group	Respondents	Percentage
18-40	10	17
31-40	20	33
41-49	22	37
50 and above	5	8
No age indication	3	5
Total	60	100

The employee range from the age of 23 years to 51 years, majority being at the 41-49 age bracket. The ages between 41-49 years 22(37%) comprised the majority followed by 31-40 years 20 (33%). Respondents who are above 50 years represented the least group 5(8%). This showed that majority of respondents who were involved in monitoring and evaluations were of age bracket of 41-49 years.

4.2.3 Level of Education

This section sought to establish the level of academic qualifications that the respondents have attained. It is expected that, all other factors remaining constant, a higher level of education of a respondent will be able to facilitate change in public institutions and answer the questions more appropriately than one with a lower level of education. The results are presented in Table 4 below:

Table 4: Level of education

Level of Education	Respondents	Percentage
Secondary	2	3
Certificate	24	40
Diploma	16	27
Degree	12	20
Masters	6	10
Total	60	100

It was noted that 2 (3%) of the respondents had secondary education or below, those with certificates were the majority 24(40%) and most of them were clerks and commanded most of these offices. 27% of the respondents had diploma level of education, 20% of the respondents had degree level of education and 10% of the respondents had masters level of education. This indicated that the respondents were literate and hence able to give the required information required for the study.

4.3 Effect of Information Management on Performance of Public Institutions

Data was collected using a Likert scale (**5=very great extent, 4=great extent, 3=moderate extent, 2=small extent, 1=not at all**), where respondents were required to rate the responses. The Likert scale allows respondents to express how much they agree or disagree with a particular statement. Each of the five responses has a numerical value which is used to measure the attitude under investigation. Many organizations have installed computers as a change strategy because it reduces paper work and is efficient. It makes work easier and reduces work load. Table 5 depicts how the respondents rated how information management affects performance of public institutions.

Table 5: Effect Information Management on Performance of Public Institutions

Information management	5	4	3	2	1	M	SD
Our institution has installed computers as a change management strategy	33.33	31.67	25.00	6.67	3.33	3.85	1.07
Our institution has laid down information flow channels as a change management strategy	25.00	33.33	20.00	13.33	8.33	3.53	1.24
Our institution has established better information management and storage that allows for change management strategy	8.33	20.00	41.67	26.67	3.33	3.03	0.97
Our institution has established better information usage as a change management strategy.	16.67	38.33	25.00	13.33	6.67	3.45	1.13
Average						3.47	1.10

The study findings indicate that 33.33% of the respondents agreed that installation of computers as a change management strategy. This gave a mean of 3.85 which is approximately 4 which shows that it was agreed to a great extent. The study also indicates that the majority of the institutions have laid down information flow channel, represented by a mean of 3.53. Various organizations had laid down information flow channels as a change management strategy that enhances customer satisfaction. The organization had a chain of command to avoid contradictions of information. Few organizations had established better information management and storage that allows for change management strategy. Nevertheless, few institutions had better information management and storage that allows for change management strategy. This was rated as moderate with a mean of 3.03. This is in relation to Chen, (2004) which in his Study indicated that organization's managers should manage its information and their employees not only to make them comply with their directives and company policies and national law, but also to learn, accommodate and benefit from them. They have to study their personality, motivate and provide conducive environment for them to perform effectively on information management. The study further indicated that commensurate reward should be given to employees for the performance on better information management for their individual and team creativity and innovation.

Table 6: Effect change in employees

Effect of change in employees	Respondents	Percentage
Increased output	42	70
Developed skills	36	60
Made work easier	48	48
Improved customer satisfaction	30	50

4.4 Regression Analysis

This section presents the study findings on regression analysis between information management and performance. Regression analysis is done to determine the level of significance. The regression model used was $Y = \beta_0 + \beta_1 X_1 + e$

Where;

X_1 = information management

B= beta coefficients

E = Error term

Based on these coefficients, the regression model therefore becomes;

$$Y = -21.997 + 1.182X_1 + e$$

From the study information management showed a positive relationship towards performance.

Table 7: Summary of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.767	.361	.287	7.668	.000
	Information management	.329	.064	.352	5.129	.000

a. Dependent Variable: Performance

4.5 Summary of Discussions

Mostovicz (2009) indicates through usage of new technology, public institutions should manage the people and their employees not only to make them comply with their directives and company policies and national law, but also to learn, accommodate and benefit from them. These will motivate the use of strategic change management to boost performance of public institutions. Employees in public institution should always be trained on the importance of personality, motivation and be provided with conducive environment for them to perform effectively in their services for better performance. The study findings indicated that many organizations information management was enhanced through usage of computer to enhance strategic change strategy because it reduces paper work and is efficient. Computers made work easier and reduced work load. The study findings indicate that 32.9% of the respondents agreed that installation of computers as a change management strategy.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the findings

The results revealed that information management positively affected performance. However the employees needed more training in such, to be efficient. This study was supported by that of Lee *et al.* (2007) which demonstrated that Computer Self-Efficacy (CSE) positively Affected Task Technology fit (TTF) of applying PDA technology for insurance tasks. Further, other studies have investigated consequences of CSE, such as increased performance (Yi and Davis, 2003; Johnson, 2005). Effective communication process between various departments and staff involved in the change process was found to be an important factor in the successful implementation of the change process. Public institutions have installed computers as a change management strategy. Being ICT compliance makes work easier, effective and reduces paper work. Many organizations have installed computers as a change strategy because it reduces paper work and is efficient.

5.2 Conclusion

Basing on the data collected, the study concluded that all changes made in public institutions in the past few years have been well planned and implemented. This is why most of employees in

these public institutions have generally embraced the changes made in the organization and at the same time resulting into overall organizational performance. The employees are able to manage their time effectively to maximize productivity, they have offered high quality services in the organization, the introduction of ICT has accelerates performance, hence their objectives have been achieved within the stipulated time.

5.3 Recommendations

With the rapid development of information technology, the use of information systems to improve employee performance in organizations is evolving. Organizations are instructed to introduce computer technology in order to develop themselves. The growing utilization of information systems may encourage employees to increasingly use information systems to help them perform tasks and manage work. This will result in rapid development of the electronic government (e-government) concept. The management of public institutions should strategically change management practices that are relevant to their set target. They should also ensure that all the infrastructures are put in place and the employees are conversant and competent enough to facilitate the smooth strategic change management practices by having seminars that can boost the change.

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