International Journal of Multidisciplinary Sciences and Technology
ISSN: 3107-9911 | Volume 1 Issue 2, 24-33, October-December 2025
DOI: https://doi.org/10.64137/31079911/IJMST-V1I2P104

Scholastic Research Publication

Received: 24/11/2025 Revised: 28/11/2025 Accepted: 11/12/2025 Published: 16/12/2025

Original Article

Information Management Procedures and Organizational Performance in the Banking Industry, Bayelsa State

DR. MARGARET EKEINS
Department of Office and Information Management, Niger Delta University, Wilberforce Island, Bayelsa State, Nigeria.

ABSTRACT: *The research examined the relationship between information management procedures and organizational performance in commercial banks in Bayelsa State. The population is made up of information processing skilled-employees of the studied commercial banks, Bayelsa state. From the human resource units, the figure provided for employees is summed up to be two hundred and forty-one (241). The sample size of this research is calculated by using Krejcie and Morgan's (1978) sample size determination table. To arrive at a sample size of 143. Questionnaire was used as the primary instrument for data collection. Descriptive and inferential analysis was utilized to analyzed collected data and test the formulated hypotheses. The results showed a positive and significant relationship between the study dimensions and the dependent variable, which means that information storage and information safety have a positive and significant relationship with organizational performance. Based on this result, the study concludes that information management procedures have a significant relationship with employee organizational performance in commercial banks, Bayelsa State. There is a need for managers to take advantage of the technological capability to support information application processes. In particular, organizations should use technology to map the location of specific types of knowledge, thereby facilitating the application and sharing of information.*

KEYWORDS: *Information management procedures, Organisational performance, Information storage, Information safety.*

1. INTRODUCTION

An organization's performance is defined as its ability to achieve its stated goals and objectives within a specific timeframe by implementing successful strategies. Success in the short term, growth in the market share, solid financial results, and continued existence in the long run are all examples of such goals (Koontz & Donnell, 2013). Profit, revenue, and market share are common metrics used to measure the performance of organizations (Venkatraman, 2014). As a result, a mixed bag of monetary and non-monetary metrics is often used to assess success in empirical research (Lee & Choi, 2013). Regarding the impact of information management methods on organizational operations, financial and non-financial consequences are seen as distinct concepts (Simonin, 2017).

Whether for-profit or not-for-profit, organizational performance is always a top priority, as performance is challenging to describe, conceptualize, and reliably assess, despite its relevance. A variety of financial and non-financial measures that provide light on the extent to which organizational aims and results are attained make up performance, according to Lebans and Euske (2006). It encompasses several aspects of an organization's success, including financial performance (including ROI, sales volume, and return on investment), market performance (including ROA and share of the market), and returns to shareholders (Pierre et al., 2018). Furthermore, according to Richard et al. (2009), organizations may enhance their performance by establishing goals, monitoring their progress towards these goals, and making modifications as needed.

A number of academics, however, have cast doubt on the idea that information management techniques directly correlate to organizational success. In their view, organizations cannot be expected to act intelligently or with knowledge just because information is readily available (Opoku, 2015). Information systems and processes that are thoroughly embedded can lead to fundamental rigidities that impede innovation, as pointed out by Leonard (1992).

Organizations should make maximum use of the information at their disposal, both individually and collectively, and this is the main goal of information management. To run efficiently and make a profit, deposit money banks, like any other business, need to do a SWOT analysis. Organizations may optimize their use of information resources through effective information management, which in turn improves decision-making and performance. Therefore, in order to increase staff productivity and keep a competitive edge, information management has become an essential strategic instrument for organizations. If they want to succeed in the long run, deposit money institutions must adopt this revolutionary operating model. According to Bamgboje et al. (2015), information management is all about making sure that data is created, stored, retrieved, shared, and used in a way that helps with making good decisions and growing the business.

According to Hislop (2013), the term "information management" encompasses a wide range of activities aimed at overseeing an organization's data assets. Several methods exist for accomplishing this, some of which involve the direct application of ICT and others that are more indirect, such as the management of social processes, the design of organizational structures, the promotion of supportive cultures, and the implementation of people-management practices. When it comes to creating, organizing, storing, and disseminating information in a way that makes it easy to access and retrieve, information professionals are crucial. Effective information organization is a fundamental need for successful information management practices since it determines how effectively information is organized. According to Hagler (as cited in Taylor, 2019), information organization is the act of cataloguing resources and making them accessible through the use of attributes like author, title, and subject descriptors. This results in records that either replace or serve as a representation of the original resources.

1.1. STATEMENT OF THE PROBLEM

Information management's impact on organizational success is growing in today's fast-paced corporate world. Data that is fragmented, inconsistent, and poorly handled is a major cause of poor performance for many organizations, even though there are numerous advanced information management technologies available. Ezeobi and Human (2015) found that operational inefficiencies, rising costs, and missed chances for informed strategic decision-making are common outcomes of such fragmented information practices.

Performance has been further diminished in many organizations, especially in the banking sector, due to managerial shortcomings. These shortcomings include, but are not limited to, insufficient information security, weak work structures, overly complex restructuring processes, information deterioration, institutional inefficiency, and limited organizational commitment. According to Edwinah (2014) and Ugurlu (2013), these problems have led to a decrease in service quality and an increase in customer defection, which in turn has created an environment that is favourable to bad organizational outcomes. Data loss occurs often in operational operations, further emphasizing the importance of personnel at all levels actively creating and sharing data. Organizations have a better chance of increasing profits, improving service quality, increasing innovation, improving efficiency and effectiveness, and strengthening competitive positioning when information sharing is made a community duty and backed by individual dedication.

Organizational performance in regard to information management processes is fraught with complicated and multifaceted difficulties. Not having standardized methods for data collection, storage, and retrieval, not having enough staff training on best practices for information management, and not having enough integration of information systems across organizational units are prominent challenges. Data silos have formed, and data quality varies greatly across departments, since the quantity and variety of data have grown at a faster rate than current management frameworks can handle. Therefore, the urgent requirement for efficient information management processes that enable enhanced organizational performance is the driving force behind this research. In particular, the study's objectives are to investigate how current information management practices affect organizational efficiency, to catalogue the difficulties and shortcomings of the present methods, and to provide workable solutions. This study aims to address these difficulties in order to gain a better understanding of how information management may create innovation, efficiency, and competitive advantage in organizations by improving their decision-making processes. There is a dearth of indigenous empirical research on this topic in the Nigerian setting, which is acknowledged in the paper. This void, together with the spatial emphasis and contextual value of the current study, highlights its relevance and urgency. Against the backdrop of the aforesaid, this study is hereby determined to investigate the relationship between information management procedures and organizational performance in the banking industry, Bayelsa State.

1.2. CONCEPTUAL FRAMEWORK

The study adopted two (2) dimensions to represent the independent variable (information management procedures), these dimensions (information storage and information safety) were reviewed and adopted from the empirical study of Taylor (2019).

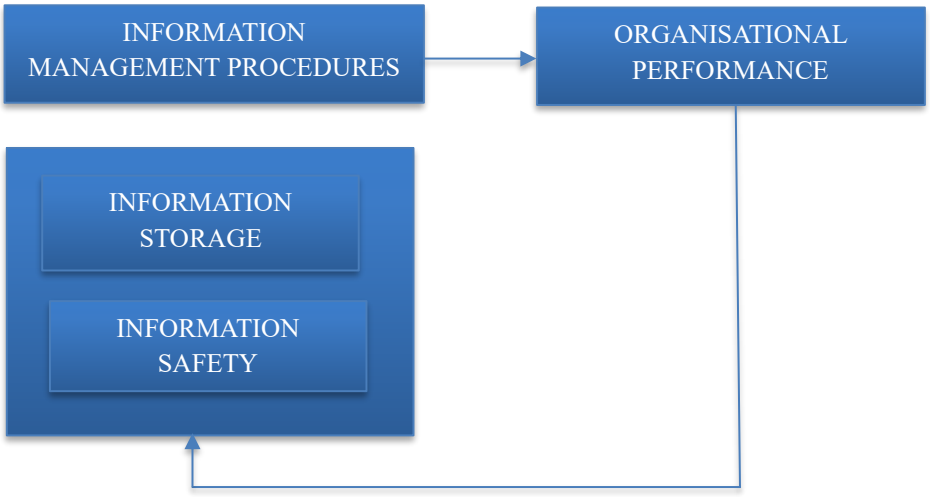

FIGURE 1 Conceptual framework, information management procedures and organizational performance
Source: Researcher's desk and adopted from Taylor (2019)

1.3. AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to investigate the relationship between information management procedures and organizational performance in commercial banks, Bayelsa State. The specific objectives aimed are to;

1. Determine the relationship between information storage and organizational performance in commercial banks, Bayelsa State.
2. Examine the relationship between information safety and organizational performance in commercial banks, Bayelsa State.

1.4. RESEARCH HYPOTHESES

The following research null (H0) hypotheses were stated to guide this study:

1. There is no relationship between data information storage and organizational performance in commercial banks in Bayelsa State.
2. There is no relationship between information safety and organizational performance in commercial banks in Bayelsa State.

2. INFORMATION MANAGEMENT PROCEDURES

When it comes to designing, implementing, and administering an organization's information systems, managers, professionals, database administrators, and senior executives rely on information management to back them up. According to March and Simon (2008), information management entails collecting data from various sources and making it available to the right people, including those with a legal right to or interest in the data. Coordination and control of an organization's information distribution systems, as well as its structure and procedures, are part of management in this context.

File handling, file maintenance, and the lifecycle management of physical media and paper documents were the mainstays of information management in the 1970s. But information management underwent a radical shift with the advent of ubiquitous IT in the late 1970s and beyond, including not just data upkeep but also electronic information systems. Consequently, information management grew from an administrative duty to a niche speciality needing expertise in both theory and technology. Information management became even more complicated with the advent of electronic storage and network-based information transmission, especially in the late 1990s. This development called for the participation of network administrators as well as sophisticated software and hardware systems. Although current information management solutions are incredibly beneficial to organizations, they may also be rather expensive.

Information is the bedrock resource for intelligent action; it includes people's insight, comprehension, and practical knowledge (Odiri, 2014). Akinyemi (2017) argues that complex cognitive functions, including perception, learning, communication, association, and reasoning, are necessary for the acquisition of knowledge, which is an intangible asset for organizations. Books, manuals, scrolls, oral histories, and clay tablets have all played a role in the preservation of knowledge throughout history. To be effective, managers in modern organizations rely more and more on their workers' knowledge, experience, and abilities. Reduced productivity, decreased cooperation, lower creativity, and talent erosion are all consequences of staff reduction, which frequently leads to the loss of key intellectual assets. The only way for organizations to lessen the impact of these bad effects is to implement policies that effectively capture, preserve, and manage employee knowledge. Therefore, businesses may acquire a competitive edge, lessen the loss of intellectual capital, decrease operational expenses, and minimize redundancy in information-related tasks by using effective information management methods.

Information management is a field under organizational science that focuses on finding and explaining important data in order to make it easier to formally share and reuse it. The term refers to a methodical procedure by which businesses acquire, evaluate, sort, communicate, and transmit knowledge and data needed for solving problems, learning new things, making good decisions, and preparing for the future (Gupta, Iyer, & Aronson, 2016). To accomplish organizational goals, proper technology assistance is necessary for efficient information management, which is in turn heavily impacted by organizational culture, motivation, and policy frameworks. Databases, active process management systems, information centres, collaborative technologies, and organizational information platforms are crucial for the development and utilization of information.

3. DIMENSIONS OF INFORMATION MANAGEMENT PROCEDURES

This section discusses the various adopted independent variable dimensions of the study, which are information storage and information safety.

3.1. INFORMATION STORAGE

To ensure that information inside an organization can be used effectively, knowledge storage and protection must be implemented (Karadsheh et al., 2009). Knowledge management includes overt and covert techniques for capturing and storing information in ways that facilitate retrieval and use of both individual and collective expertise. Finding relevant knowledge, codifying it, and indexing it for future retrieval relies on a mix of technology infrastructure, such as advanced information

hardware and software, and human procedures (Becerra, 2014; Armstrong, 2006). A culture of documentation and organized knowledge capture is fostered by this procedure. In order to save time, save organizational resources, and improve overall performance, knowledge repositories allow many users to search for and obtain codified information without consulting the original knowledge provider (Armstrong, 2006).

The idea of organizational memory may be used to have a better grasp of information storage. According to El Sawy et al. (1986), an organization's "organizational memory" is a hidden database that includes information about previous decisions and their results, unexpected occurrences and the way the organization handled them, and unwritten norms and practices that influence present-day choices and behaviours. Organizational memory is defined similarly by Probst et al. (2000): it is a system of knowledge and skills that keeps experiences and insights long after they happen, so they may be recovered when needed. An organization's success is greatly affected by its ability to retain information, according to Olivera (2000). Argote et al. (1990) bolster this viewpoint by arguing that organizations can lessen the impact of staff turnover by making use of stored knowledge. Furthermore, accurate issue framing and resolution are facilitated by stored knowledge (Stein, 1995). Businesses are starting to see knowledge as a key asset, and with that comes a greater appreciation for the value of data storage for meeting both short- and long-term goals.

3.2. INFORMATION SAFETY

One of the most important parts of good information management is keeping the company data safe. Safeguarding business information necessitates well-defined and thorough procedures that guarantee information assets are secure at all times, making security a top priority for information system administrators. According to Kimaiyo et al. (2015), safeguarding knowledge is crucial for effective control and operation inside an organization.

The term "knowledge application" or "knowledge utilization" describes how an organization puts information to use. It entails making better decisions, providing better services, carrying out better operations, and developing better products by using both current and fresh information (Gholami et al., 2013). The degree to which organizations utilize common information resources across functional units is reflected in knowledge application. Since knowledge is only useful when used to solve organizational problems, knowledge application allows organizations to constantly transform their skills and knowledge into goods and services that provide commercial value (Gold et al., 2001). According to Bhatt (2001), knowledge is more valuable when it is shared and used because it becomes more dynamic and relevant. In a similar vein, Kimaiyo et al. (2015) state that businesses may improve their performance through the use of effective knowledge application, which guarantees access to relevant and timely information. Data goes from being a static store of information to a living, breathing asset that may boost an organization's efficiency and productivity when its knowledge is put to use (Seleim & Khalil, 2007).

When information systems are secure, they are free from dangers like illegal access and other forms of harm (Xuemei, Yan, & Lixing, 2009). It entails protecting an organization's digital assets against malicious and accidental attackers. National security objectives, which centre on safeguarding individuals, property, and resources from outside dangers, are mirrored in the larger context of security (Mathisen, 2010). Safeguarding an organization's assets, resources, operations, and employees is the responsibility of the security department. An all-encompassing strategy that unites software systems, hardware infrastructure, and user collaboration to accomplish shared security objectives is necessary to reach an adequate degree of organizational security (Ortemier, 2004).

Implementing many levels of protection is crucial for information systems to perform efficiently. Among these, we find physical security, which aims to keep out intruders, personnel security, which protects authorized users, operations security, which shields sensitive operations from prying eyes, communications security, which encrypts data in transit, network security, which safeguards connections, content, and components of networks, and information security, which guarantees the privacy, authenticity, and accessibility of data while it is in transit, stored, or processed. Policies, awareness campaigns, education, training, and technical controls all work together to impose these security requirements.

3.3. ORGANIZATIONAL PERFORMANCE

Quality of products and services, customer happiness, market results, service innovation, and employee relations are some of the factors that may be used to measure an organization's performance (Dess & Robinson, 2014). The writers go on to say that the balanced scorecard method is a common framework for evaluating performance. This method takes into account metrics like ROI, sales margins, capacity utilization, customer happiness, and product quality to determine the overall success of an organization. Key criteria for assessing organizational success, according to Richard, Devinney, Yip, and Johnson (2011), include return on investment (ROI), sales growth (SGD), market expansion (ME), and profitability (ROI).

Everyday life is reliant on organizations, and the prosperity of developing countries depends on their performance (Covey, 2004). According to Jones, George, and Hill (2010), in today's fast-paced and globalized business world, it is crucial for individuals to improve their performance, skills, knowledge, and experience in order for organizations to perform better. Regardless, keeping performance and productivity at high levels is still a huge issue for modern management.

Earnings per share and return on investment are two examples of the traditional financial metrics used to assess an organization's success. Return on investment, sales volume, and profit per share are common measures used for performance assessment, as pointed out by Morin (2014). Human resources, operational procedures, and the external environment are three interconnected parts of an organization that go beyond financial results. Kaplan and Norton's (1992) Balanced Scorecard approach takes into account this complexity by integrating non-financial and financial metrics from four main areas: learning, innovation, improvement, internal business processes, and consumer outcomes.

Financial results, knowledge-based outcomes, tangible and intangible benefits, and balanced scorecard metrics are the four main categories into which existing research often classifies corporate performance (Lee & Choi, 2003). Performance outcomes, including growth rate, competitive market position, and business value, are further highlighted by Rubera and Kirca (2012). A performance measuring technique that analyses organizations relative to their significant rivals was proposed by Lee and Choi (2003), building on the work of Deshpande, Jarley, and Webster (1993) and Drew (1995). This technique offers a thorough evaluation of an organization's performance by utilizing metrics including market share, profitability, growth rate, innovativeness, overall success, and organizational size.

3.4. INFORMATION-BASED THEORY

Several academics have built on Coase's (1937) first conceptualization of the information-based theory of the business. The information-based paradigm, which this study follows, holds that data is an organization's most valuable asset. Supporters of this view contend that information-based resources provide a substantial competitive advantage due to their social complexity and difficulty in replicating. Maskell (2001) argues that companies may continuously outperform their competitors when they have access to diverse information resources and know how to put those resources to good use.

Every aspect of an organization its culture, identity, regulations, records, procedures, systems, and employees contributes to the ever-changing flow of information. The information-based perspective, which originated in the literature on strategic management, builds upon and expands upon the Resource-Based perspective (RBV) of the company, which was first put forward by Grant (1996) and later refined by Grant and Baden-Fuller (1995). The information-based approach places an emphasis on information as the primary engine of value creation and competitive advantage, in contrast to RBV's focus on tangible and intangible resources.

The current investigation is well-grounded in this theoretical framework as it depicts the company as an information-sharing system whose members generate, save, and use data. Therefore, it is the responsibility of the organization to ensure that these workers are well-coordinated in order to produce information and turn it into value (Spender, 2015). Organizations may improve their performance and stay competitive in the market by using information management (IM) procedures to gather, organize, store, and use current and new information.

4. EMPIRICAL REVIEW

Awka, Anambra State, Nigeria's commercial banks were the subjects of a research by Nnabufe, Onwuka, and Ojukwu (2015) that examined the relationship between information management and organizational performance. A product-moment correlation coefficient called Pearson's was used to analyze data collected from 35 participants in the research. Information acquisition was determined to have a considerable and beneficial influence on organizational performance, whereas information identification was found to contribute considerably.

The pros and cons of information storage as it relates to organizational effectiveness were the subject of an investigation by Hong and Zou (2017). Data storage, as highlighted by the authors, is an essential part of data management as it is necessary for data collection, transport, and reconstruction. In order to help businesses implement better storage practices, their research looked at the history, current state, and potential future of information storage. The results showed that although storing information improves organizational efficiency and competitive advantage, bad storage techniques can have the opposite effect, it's important to take precautions.

Researchers Evwierhurhoma and Oga (2020) looked at industrial companies in Nigeria's Rivers State to see how data storage affected their performance. The study used a cross-sectional survey approach and surveyed 55 manufacturing enterprises using structured questionnaires. We used SPSS to calculate Pearson's product-moment correlation coefficient for our data analysis. The findings demonstrated a strong and favourable correlation between data storage and organizational success as evaluated by profitability and market share. The research concluded that businesses may improve their methods of knowledge sharing by creating more welcoming classrooms where students feel safe to ask questions and contribute ideas in an atmosphere of mutual respect and responsibility.

Organizational performance in Kenyan public sector organizations was studied by Wanyama (2018) in relation to information management. The research focused on how the four stages of the information lifecycle generation, storage, sharing, and application affect business outcomes. Using a multiple regression study methodology, 2,343 personnel from the Ministry of

Devolution, Ministry of Labour, Social Security and Services, and Ministry of Information, Communication, and Technology were selected as the target group. We chose 303 respondents using a combination of stratified and basic random sampling methods. A pilot research with fifteen Public Service Commission employees assessed the validity and reliability of the structured questionnaires used to gather primary data. The data was examined with the help of SPSS 23.0 and Excel. A high positive correlation (R = 0.897) was found between information management practices and organizational performance, with an adjusted R^2 value of 0.801 indicating that the independent variables accounted for most of the variation in organizational performance. According to the research, the public service sector in Kenya benefited greatly from improved organizational performance as a result of improved information production, sharing, application, and storage. Practices like encouraging creativity, providing seminars and training programs to organize information sharing, allowing employees to rotate tasks, and developing their competence contributed to these achievements. In order to enhance service delivery and organizational performance, the study suggests that public institutions hire technical experts to create new knowledge, launch official training programs, host frequent seminars to share information, use advanced storage systems to store data, and set up effective monitoring systems to track when data is accessed and retrieved.

5. METHODOLOGY

The study adopted a cross-sectional survey design adopting a positivist approach. This design was appropriate as the study intended to establish the relationship between information management procedures and organizational performance in the banking sector in Bayelsa state. For this study, the population is made up of information processing skilled-employees of the studied commercial banks in Bayelsa state. From the human resource units, the figure provided for employees is summed up to be two hundred and forty-one (241). In order to obtain the appropriate sample, the study relied at first instance on the Krejcie and Morgan (1978) sample size determination table. The sample size, therefore, is 143. The researcher uses a questionnaire as the instrument to collect the aforementioned primary data. The instrument was measured using Likert's Summated rating scale (Ordinal scale), which is used by assigning numbers to each scale value to show the rank order from strongly agree to strongly disagree as follows: Strongly Disagree =1; Disagree = 2; Moderate Agree = 3; Agree = 4; and Strongly Agree = 5. Thus, values are assigned to an ordinal scale, and it becomes possible to obtain data and analyze the relationships between the variables that are ordinally scaled by using a statistical procedure. Cronbach's alpha was estimated by using SPSS 24 version for reliability analysis. A higher value indicates a more consistent spawned scale. However, the Cronbach value for all dimensions and measures was above the threshold of 0.7. Quantitative data was also examined using descriptive statistics such as frequencies, mean, standard deviation and presented in tables, while the inferential analysis adopted the Pearson Product-Moment Correlation Coefficient to test the relationship between the research hypotheses.

6. RESULTS AND DISCUSSIONS

From the administered questionnaire, 119 were retrieved and considered valid for further analysis.

TABLE 1 Descriptive results of information storage (n = 119)

S/N	Items	Mean
1	Our training covers different tasks in various duties so that we can store information	3.5987
2	Our mentors share their field experiences so as to safely keep information for newer staffs	3.7358
3	We learn on the job by storing information for future use	3.8629
4	The planned seminars/workshops are used to store information on current workplace processes	3.6555
5	Client and customer information is stored for easy retrieval at all our branches.	3.7860
Grand mean score		**3.4261**

Source: Survey Data, 2025.

As a component of information management processes, data storage yields descriptive outcomes, as shown in Table 1. The table shows that the average scores for data storage are between 3.5987 and 3.8629. These scores, which are all higher than the median score of 3.0, show that the respondents had a good impression. A score of 3.0 in the middle indicates no strong preference for one side or the other on the scale used to evaluate data storage. If you got a score over the median, it means you were quite in agreement with the poll questions. The estimated grand mean value of 3.4261 further supports this tendency and shows that participants generally had a favourable impression of their data storage capacities. The results suggest that most people agree with the assertions or questions asked about data storage in the study. A key component of good information management practices is reliable data storage, and this agreement shows that respondents are confident in their abilities to do just that. The participants' strong performance on average indicates that they have a solid understanding of information storage, a critical component of efficient information management in any system or organization. Better information management techniques, improved organizational performance, and better decision-making are possible outcomes of the respondents' adept data storage abilities.

TABLE 2 Descriptive outcome of information safety (n = 119)

S/N	Items	Mean
1	Information in the organization is saved for future purposes.	3.7023
2	Information in the organization is secured for decision making	3.7659
3	Information in the organization is secured at all levels.	3.8462
4	New ideas, insights, and information are welcomed in the organization and, if necessary, they securely used for redesigning processes and working methods of the organization.	3.7157
5	Information is distributed informally in the organization (in the hallway, friendly and informal meetings, intimate conversation).	3.7625
Grand mean score		**3.2554**

Source: Survey Data, 2025.

Table 2 shows the descriptive data regarding information safety as a dimension of information management techniques. With an average score of 3.2554, the table shows that every mean score is higher than the median score of 3.0. That most people agree with the questions used to gauge data security is a good sign. Participants' agreement or positive reactions are indicated by scores above the neutral reference point of 3.0 on the scale. Respondents appear to have a generally good impression of information security, as indicated by the overall mean score of 3.2554.

TABLE 3 Descriptive results of organizational performance (n = 119)

S/N	Items	Mean
1	My organization responds to environment changes that might affect the business	3.6020
2	Customers complaints are quickly handled and treated.	3.6421
3	My firm immediately responds to market changes.	3.6421
4	Customers' demands are provided for quality service delivery.	3.7391
5	Technological development to meet global changes is part of our objectives.	3.4983
Grand mean score		**3.6675**

Source: Survey Data, 2025.

Descriptive findings for this variable are shown in Table 3. All of the organizational performance mean scores are higher than the median score of 3.0, according to the data in the table. Particularly, the mean score for the entire group is 3.6675. The statements used to assess organizational responsiveness are largely supported by respondents, as indicated by the constant trend of scores above the middle. Put simply, according to the criteria used, most respondents feel that their organization is responsive. All things considered, the results imply that the people who took the survey think their companies are quite attentive. This conclusion is reached because when consumers and clients agree with the measurement items, it means that their organization is good at meeting different expectations.

TABLE 4 Correlation outcome on information storage and organizational performance

Correlation			
		Information storage	**Organizational performance**
Information storage	Pearson Correlation	1	.429**
	Sig. (2-tailed)		.000
	N	119	119
Organizational performance	Pearson Correlation	.429**	1
	Sig. (2-tailed)	.000	
	N	119	119
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS Computation, 2025.

According to the data in the table, there is a somewhat favourable association between information storage and organizational performance (rho = 0.429). With a p-value of 0.00—below the traditional threshold of 0.01—this correlation is statistically significant. Hence, the previously proposed null hypothesis is rejected. Our research in Bayelsa State's commercial banks has shown a strong correlation between data storage and organizational responsiveness. The outcomes were consistent Research by Evwierhurhoma and Oga (2020) on the topic of organizational information storage and its impact on performance found that, for the manufacturing companies surveyed, information storage had a substantial and beneficial effect on organizational performance in terms of profitability and market share.

TABLE 5 Correlation outcome on information safety and organizational performance

Correlation			
		Information safety	**Organizational performance**
Information safety	Pearson Correlation	1	.482**
	Sig. (2-tailed)		.000
	N	119	119
Organizational performance	Pearson Correlation	.482**	1
	Sig. (2-tailed)	.000	
	N	119	119

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Computation, 2025.

The table shows that there is a somewhat favourable association between organizational performance and information safety, with a correlation coefficient (rho) of 0.482. With a p-value of 0.00, below the traditional cutoff of 0.01, this correlation is considered statistically significant. To conclude, the previously stated null hypothesis is rejected. Based on these results, it seems that commercial banks in Bayelsa State that prioritize information security also prioritize organizational responsiveness. The findings are in line with those of Wanyama (2018), who investigated the impact of information management on the efficiency of public sector organizations. His research found that the four processes of information lifecycle creation, sharing, application, and storage had a positive effect on efficiency.

7. CONCLUSION

The study empirically examined the relationship between information management procedures and organizational performance in commercial banks in Bayelsa State. The analytical results showed a positive and significant relationship between the study dimensions and measures, which means that information storage and information safety have a positive and significant relationship with organizational performance. Based on this result, the study concludes that information management procedures have a significant relationship with employee organizational performance in commercial banks, Bayelsa State.

8. RECOMMENDATIONS

The following recommendation was stated based on the findings of the study;

1. Strong digital archiving systems that enable the methodical organization, safe backup, and simple retrieval of data should be implemented by commercial banks to improve their information storage policies. The use of such systems will improve operational responsiveness, reduce the likelihood of data loss, and facilitate well-informed decision-making through the prompt availability of critical data.
2. Offering ongoing training on efficient information storage techniques is one way for commercial banks to boost organizational innovativeness. Training in this area should focus on correct data entry, regular data updates, and adherence to all information security regulations. Data integrity, operational efficiency, and the protection of sensitive information are all positively impacted by personnel who have received proper training.
3. Commercial banks should use state-of-the-art cybersecurity measures, such as data encryption, multi-factor authentication, and regular security assessments, to strengthen the protection of their customers' personal information. Organizations will be able to concentrate on innovation unencumbered by security flaws thanks to these safeguards, which will prevent cyberattacks on vital information assets and boost trust among stakeholders.
4. Adopting collaborative technology and platforms that facilitate cooperation and information exchange might further encourage innovativeness in organizations. Financial institutions should foster an environment where workers are encouraged to think outside the box, try out new technology, and solve problems in creative ways. The key to driving ongoing innovation and maintaining a competitive edge over the long term is to cultivate a culture that is both collaborative and experimental.

CONTRIBUTION TO KNOWLEDGE

Organizations may enhance their operational efficiency and decision-making processes through the integration of diverse information systems, according to the report. In addition to improving data flow, this connection boosts data extraction capabilities, which in turn boosts organizational performance.

REFERENCES

[1] B. O. Akinyemi, “Information as a strategic asset: A framework for knowledge acquisition and management,” Journal of Information Science, vol. 43, no. 2, pp. 172-185, 2017.

[2] L. Argote, S. L. Beckman, and D. Epple, “The Persistence and Transfer of Learning in Industrial Settings,” Management Science, vol. 36, no. 2, pp. 140–154, Feb. 1990, doi: https://doi.org/10.1287/mnsc.36.2.140.

[3] M. Armstrong, A handbook of human resource management practice, 10th ed. London: Kogan Page, 2020.
[4] E. O. Bamgboje, A. Oyedijo, and S. L. Adeyemi, "Information management and organizational performance in Nigerian banks," Journal of Information Technology Impact, vol. 5, no. 2, pp. 45-60, 2015.
[5] P. J. Ortemier, Security Management: An Introduction, Pearson, pp. 1-336, 2004.
[6] G. D. Bhatt, "Knowledge management in organizations: examining the interaction between technologies, techniques, and people," Journal of Knowledge Management, vol. 5, no. 1, pp. 68–75, Mar. 2001, doi: https://doi.org/10.1108/13673270110384419.
[7] R. Coase, "The Nature of the Firm," Economica, vol. 4, no. 16, pp. 386–405, 1937, doi: https://doi.org/10.1111/j.1468-0335.1937.tb00002.x.
[8] S. R. Covey, The 7 habits of highly effective people: Powerful lessons in personal change, Free Press, pp. 1-384, 2004.
[9] R. Deshpandé, J. U. Farley, and F. E. Webster, "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis," Journal of Marketing, vol. 57, no. 1, pp. 23–37, Jan. 1993, doi: https://doi.org/10.1177/002224299305700102.
[10] G. G. Dess and R. B. Robinson, "Measuring organizational performance in the absence of objective measures: The case of the privately-held firm and conglomerate business unit," Strategic Management Journal, vol. 5, no. 3, pp. 265–273, Jul. 1984, doi: https://doi.org/10.1002/smj.4250050306.
[11] Stephen A.W. Drew, "Strategic benchmarking":, International Journal of Bank Marketing, vol. 13, no. 1, pp. 4–16, Feb. 1995, doi: https://doi.org/10.1108/02652329510075418.
A. Edwinah, Service quality and customer retention in Nigerian banks, University of Lagos Press, 2014.
[12] O. A. El Sawy, G. M. Gomes, and M. V. Gonzalez, "Preserving Institutional Memory: The Management of History as an Organizational Resource.," Academy of Management Proceedings, vol. 1986, no. 1, pp. 118–122, Aug. 1986, doi: https://doi.org/10.5465/ambpp.1986.4980227.
[13] F. Evwierhurhoma, and J. Oga, "Data storage and organizational performance in Nigerian manufacturing firms," International Journal of Information Management, vol. 50, pp. 294-304, 2020.
[14] C.O. Ezeobi, and C.S. Human, "Impact of fragmented information systems on organizational decision-making," International Journal of Information Management, vol. 35, no. 4, pp. 478-489, 2015.
[15] M.H. Gholami et al., "Knowledge application and organizational performance: The mediating role of organizational learning," Journal of Knowledge Management, vol. 17, no. 5, pp. 791-812, 2013.
A. H. Gold, A. Malhotra, and A. H. Segars, "Knowledge Management: An Organizational Capabilities Perspective," Journal of Management Information Systems, vol. 18, no. 1, pp. 185–214, May 2001, doi: https://doi.org/10.1080/07421222.2001.11045669.
[16] R. M. Grant, "Toward a Knowledge-Based Theory of the Firm," Strategic Management Journal, vol. 17, no. S2, pp. 109–122, 1996, doi: https://doi.org/10.1002/smj.4250171110.
[17] R. M. Grant and C. Baden-Fuller, "A KNOWLEDGE-BASED THEORY OF INTER-FIRM COLLABORATION.," Academy of Management Proceedings, vol. 1995, no. 1, pp. 17–21, Aug. 1995, doi: https://doi.org/10.5465/ambpp.1995.17536229.
[18] B. Gupta, L. S. Iyer, and J. E. Aronson, "Knowledge management: practices and challenges," Industrial Management & Data Systems, vol. 100, no. 1, pp. 17–21, Feb. 2000, doi: https://doi.org/10.1108/02635570010273018.
[19] D. Hislop, Knowledge Management in Organizations: A Critical Introduction. Oxford: Oxford University Press, 2013.
[20] J. Hong, and P. X. W. Zou, "Information storage in construction organizations: A review," Journal of Construction Engineering and Management, vol. 143, no. 6, 2017.
[21] G. R. Jones and J. M. George, Contemporary management. New York: Mcgraw-Hill/Irwin, 2011.
[22] R. S. Kaplan and D. P. Norton, "The balanced scorecard—measures that drive performance," Harvard Business Review, 1992. https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2
[23] L. Karadsheh, "A theoretical framework for knowledge management process: Towards improving organizational performance," Proceedings of the International Conference on Information Management and Evaluation, pp. 1-10, 2009.
[24] L. Kimaiyo et al., "Influence of knowledge application on performance of small and medium manufacturing enterprises in Kenya," International Journal of Academic Research in Business and Social Sciences, vol. 5, no. 4, pp. 1-14, 2015.
[25] H. Koontz, and C. Donnell, Essentials of management, 10th ed, McGraw-Hill, 2013.
[26] M. Lebans, and K. Euske, "A conceptual and operational delineation of performance," Business Performance Measurement, vol. 1, pp. 65-79, 2006.
[27] H. Lee and B. Choi, "Knowledge Management Enablers, Processes, and Organizational Performance: An Integrative View and Empirical Examination," Journal of Management Information Systems, vol. 20, no. 1, pp. 179–228, Jul. 2003, doi: https://doi.org/10.1080/07421222.2003.11045756.
[28] D. Leonard-Barton, "Core capabilities and core rigidities: A paradox in managing new product development," Strategic Management Journal, vol. 13, no. S1, pp. 111–125, 1992, doi: https://doi.org/10.1002/smj.4250131009.
[29] J.G. March, and H. A. Simon, Organizations, 2nd ed, Wiley-Blackwell, 2008.
[30] P. Maskell, "Towards a Knowledge-based Theory of the Geographical Cluster," Industrial and Corporate Change, vol. 10, no. 4, pp. 921–943, Dec. 2001, doi: https://doi.org/10.1093/icc/10.4.921.
[31] Mathisen, G. E. "Organizational security: A conceptual framework," Journal of Contingencies and Crisis Management, vol. 18, no. 2, pp. 100-109, 2010.
[32] E. M. Morin, Organizational effectiveness and performance: A multidimensional concept, Sage Publications, 2014.

[33] V. O. Odiri, Foundations of information science, Pumark Nigeria Limited, 2014.
[34] F. Olivera, "Memory Systems In Organizations: An Empirical Investigation Of Mechanisms For Knowledge Collection, Storage And Access," Journal of Management Studies, vol. 37, no. 6, pp. 811–832, Sep. 2000, doi: https://doi.org/10.1111/1467-6486.00205.
[35] D. Pierre, C. Eugène, and A. Oscar, "Measuring firm performance: A synthesis of the literature," International Journal of Accounting and Financial Reporting, vol. 8, no. 2, pp. 55-73, 2018.
[36] G. Probst, S. Raub, and K. Romhardt, Managing knowledge: Building blocks for success, John Wiley & Sons, 2000.
[37] P. J. Richard, T. M. Devinney, G. S. Yip, and G. Johnson, "Measuring organizational performance: Towards methodological best practice," Journal of Management, vol. 35, no. 3, pp. 718–804, Feb. 2009, doi: https://doi.org/10.1177/0149206308330560.
[38] G. Rubera and A. H. Kirca, "Firm Innovativeness and Its Performance Outcomes: A Meta-Analytic Review and Theoretical Integration," Journal of Marketing, vol. 76, no. 3, pp. 130–147, May 2012.
[39] Becerra-Fernandez, D. E. Leidner, and D. Leidner, Knowledge Management. Routledge, 2014.
A. Seleim and O. Khalil, "Knowledge Management and Organizational Performance in the Egyptian Software Firms," International Journal of Knowledge Management, vol. 3, no. 4, pp. 37–66, Oct. 2007, doi: https://doi.org/10.4018/ijkm.2007100103.
B. L. Simonin, "Transfer of Marketing Know-How in International Strategic Alliances: An Empirical Investigation of the Role and Antecedents of Knowledge Ambiguity," Journal of International Business Studies, vol. 30, no. 3, pp. 463–490, Sep. 1999, doi: https://doi.org/10.1057/palgrave.jibs.8490079.
[40] M. O. Opoku, "Information Management and Organisational Performance: A Review of Literature," Mediterranean Journal of Social Sciences, vol. 6, no. 6, Nov. 2015, doi: https://doi.org/10.5901/mjss.2015.v6n6s1p62.
[41] J.-C. Spender, Business strategy: managing uncertainty, opportunity, and enterprise, Oxford: Oxford University Press, 2015.
[42] E. W. Stein, "Organization memory: Review of concepts and recommendations for management," International Journal of Information Management, vol. 15, no. 1, pp. 17–32, Feb. 1995, doi: https://doi.org/10.1016/0268-4012(94)00003-c.
[43] Daniel N. Joudrey and Arlene G. Taylor, The organization of information, 4th ed, Libraries Unlimited, pp. 1-722, 2017.
[44] O. Y. Ugurlu, "The impact of information security breaches on organizational performance," Journal of Information Privacy and Security, vol. 9, no. 3, pp. 33-48, 2013.
[45] N. Venkatraman, "The Concept of Fit in Strategy Research: Toward Verbal and Statistical Correspondence," Academy of Management Review, vol. 14, no. 3, pp. 423–444, Jul. 1989, doi: https://doi.org/10.5465/amr.1989.4279078
[46] B. W. Wanyama, "Influence of information management practices on organizational performance in the public service sector in Kenya," European Scientific Journal, vol. 14, no. 5, pp. 146-166, 2018.
[47] T. Xuemei, H. Yan, and X. Lixing, "A comprehensive security management system for information systems," International Journal of Network Security, vol. 9, no. 2, pp. 182-190, 2009.