

# **I**MPROVING NIGERIA EMPLOYEE PERFORMANCE USING INFORMATION AND COMMUNICATION TECHNOLOGY. A THEORETICAL ANALYSIS.

**UMAR NDAGI MOHAMMED<sup>1</sup>, ABUBAKAR HARUNA<sup>2</sup> AND ILIYA BAWA, PHD<sup>3</sup>**

*<sup>1</sup>Department of Office Technology and Management, Federal Polytechnic Nasarawa – Nigeria <sup>2</sup>Department of Marketing, ISN Adonai University, Cotonou Republic of Benin <sup>3</sup>Department of Business Administration, Federal University Lokoka, Kogi State – Nigeria*

## **ABSTRACT**

**A**n employee may develop keenly interest to work and add value to the organizational performance, but if the employee is not encourage by the employer, the employee may develop negative attitude towards the word. The objective of the study is to provide means of improving employee performance in organization using information and communication technology. The study is a desk research. The researchers used this method and manipulates documentaries which enable them to developed themes and sub-themes and addressed the topic of discussion. The findings revealed that technology had change the way so many things are carried out in the world today and the changing trend has influenced

## **Introduction:**

### **Background of the Study**

Significant increase in employee performance is very vital for organizations amidst nonstop rising difficulties because of outrages and unethical behaviours. The use of information and communication technology (ICT) has been an issue of concern around the globe. It is a new phenomenon that revolutionized every profession in the world and a key driver to performance in every organization. Technology has reduced a lot of uncertainties about

*performance of employees. The study recommended that conducive ethical work environment are expected to be provided by leaders in organization for employees to embrace ICT and improve their performance.*

***Keywords:*** Employee, ICT, training, performance, organization culture.

---

Information and makes the world a global village by allowing access to information to enhance performance in an organization. ICT encourages a paradigm shift from traditional forms of performing tasks to ICT based in order to improve performance in an organization. Mohammad et al. (2014) asserted that ICT is one of new technologies that have affected organizational and industrial environment around us. The information accessed through digital technologies can promote innovation, increase productivity and enrich the quality of lives (Ogwuche & Ahmed, 2018). Uzoka (2002) as cited by James (2013) viewed ICT as the harnessing of electronic technology in its various forms to improve the operations and profitability of the business as a whole. Good employee performance incorporate the ability of the corporate goals using the ICT of the organization through their behaviours and conduct towards their jobs.

### **Statement of the Problem**

Skills are needed for effective performance regardless of the employee in an organization. employees are expected to perform their duties diligently to meet the challenges posed by the organization. an employee refusal to embrace information and communication technology will influenced their performance. Employees are urgent assets without which the planned goals of an organization may not be achieved. Buhalis (2003) affirmed that ICT have revolutionized the entire business world with fundamental changes in the nature and application of technology in business. Employee attitude has to do with behaviour by individual employee, which may be positive or negative. An employee may develop keenly interest to work and add value to the organizational performance but if the employee is not

encouraged by the employer the employee may develop negative attitude towards work and vice versa.

### **Objective of the Study**

To provide means of improving employee performance in organization using information and communication technology.

### **Research Methodology**

The study methodology is desk research. The researchers therefore adopt a qualitative contents analysis. The researchers used this method and manipulates documentaries which enable them to developed themes and sub-themes for the purpose of addressing the issue of improving Nigeria employee performance using information and communication technology. Conceptual, theoretical and empirical study were identified and reviewed using periodicals, journals books among others.

### **Literature Review**

#### **Conceptual Framework**

#### **Organization Culture and ICT**

Organizational culture refers to behavioural attitudes of employees in the organization which involves set of norms and beliefs usually share by employees in an organization that may affect their performance in the organization. Indeed, employees are irrational in their behaviours and their cultural attitudes may be deviated from organizational culture which influences their performance. Karimi and Abdulkadir (2012) asserted that it is holistic to describe the qualities of individual or group of employee passing from generation to generation. Besides, embracing ICT in an organization it goes a long way to influence the organizational culture which is internally or externally oriented. The internally oriented organizational culture shows strict adherence to rules, clear lines of authority with teamwork and empowerment while, the externally oriented organizational culture shows creativity, innovations, and measurable outcomes with clarity of tasks. However, for purpose of adopting ICT in the

organization in order to improve performance, there is need to critically look at the culture in the organization.

### **Employee Performance and ICT**

The performance of an employee is his/her resultant conduct on an undertaking that can be watched and assessed the concept of performance gives rise to a lot of debates due to lack of access to relevant information which could be subjective or objective as the indicators of performance are vague and unclear. Also, general skills are needed for effective performance regardless of the employee in the organization. It may be erroneous to use the same measurement instrument with the same standard in assessing different variables because the performance index requires a relationship between inputs and outputs. Performance refers to measuring the actual results of employees in the organization against the organizational standards to identify the variations and take decision towards improving or sustaining the forces that arise from the variations. Ehrlich and Cataldo (2012) opined that performance is the contribution made by individual towards the growth and development the organization. Performance refers to individual employee contribution towards organizational growth. Individual employee is the greatest asset that any organization can be proud therefore, they are expected to show commitment to their tasks. Performance of employees over a long duration in an organization indicates the strength of the organization and determines the success of the organization.

### **Training and ICT**

Training is an essential element which must be inculcated on employees to ensure that employees are trained irrespective of their position and personality to improve quality performance in the organization. Training is the process of imparting specific knowledge to employees whenever a new technique for improving performance is identified in order to facilitate their performances. The essence of training needs towards ICT is to achieve a change in employees behaviours that are

trained to enable them improve their performance. Issa (2014) affirmed that employees should be provided with adequate training so that they can perform their jobs successfully.

### **Theoretical Framework**

#### **Contingency Theory and ICT**

Contingency theory was propounded by Lawrence and Lorsch (1967). The theory asserted that there is no room for permanent application of one theory but the styles to be applied should be contingent upon situation on ground which depends on choosing the best combination. The theory provides that an information system should be designed in a flexible manner so as to consider the environment and organizational structure confronting an organization. Information systems need to be designed within an adaptive framework to incorporate contingency factors such as organizational structure, organizational strategy and environmental condition to enhance performance in an organization.

#### **Scientific Management Theory and ICT**

Scientific management theory was propounded by an American inventor and engineer called Frederick Winslow Taylor in 1909. The theory laid the foundation for the application of science to management in order to ensure effective and efficient performance in an organization. The theory focused on improving efficiency and elimination of waste in an organization. It required managers to develop a science of each operation to replace opinion and rule of thumb. The theory is relevant because it laid the foundation for the application of science to management in solving human problems for effective and efficient performance in the organization. Also, the theory aimed at improving performance through the use of technological innovations.

#### **Expectancy Theory and ICT**

The expectancy theory was propounded by Vroom (1964). The theory stated that the propensity to act in a certain way is contingent on the

expectation that the act will follow by specific outcome and the relation between that outcome and the goals of the individual employee or organization as a whole. Mohammed and Mohammed (2012) asserted that the behaviour of an individual result from conscious choices amongst options whose purpose is to maximize pleasure and minimize pains. The theory is relevant because if an employee embrace ICT and plan strategically, the performance of the employee will improve. This theory is aim at improving performance through the reward systems. Besides, expectancy theory was adopted as the theoretical base for this study because it aimed at improving performance through the reward systems to solve human problems for effective and efficient performance.

### **System Theory and ICT**

Systems theory was propounded by Canadian political scientist called Easton (1965). The theory came up with the desire to integrate all activities in the organizations to have a holistic approach to organizational problems. The theory is based on the understanding that the organization is a system that is made up of different parts that should work in synergy for optimal outcome. The theory saw the organization as made up of several interrelated, interdependent and interwoven functional units that cannot be looked at separately. The interdependency and interrelatedness are so important, such that any change in one part of the organization affects all the other parts of the organization. Thus, the theory suggested that the manager should not look for a single, but several causes of a problem. That makes the manager's work complicated.

### **Empirical Studies**

Buhalis (2003) studied strategic and tactical use of ICTs in the airline industry with the aim to explore the role of ICTs in the contemporary airline industry and to investigate the strategic and tactical tools currently utilised. The study used qualitative methods to examine the use of ICTs in the contemporary airline industry. The results of the study demonstrated that the airline industry was using the internet to improve

its distribution strategy and reduce costs; it also used intranets and internal systems to develop tactical and strategic management. One major shortcoming with Buhalis (2003) as observed by the current study was he did not explain how the sample size was arrived at. Oladapo (2007) carried out a study on an investigation into the use of ICT in the Nigerian construction industry with the objective to investigate the state of ICT in the Nigerian construction industry and the constraints to its adoption. The study identified the factors significantly impacting the level of ICT use, grouping them into internal and external to the industry. The results showed that internal factors were significantly correlated with the level of ICT use in the industry while, none of the external factors were significantly correlated with the level of ICT use. However, the study did not justify the homogeneity of the construction industry. Adeleke and Adeniyi (2011) carried out a study on technological change and employee performance in selected manufacturing industry in Lagos State with the objective to determine how employee relation could be employed for technological change management. The study revealed that employee relations do not have significant relationship with technological change. One major shortcoming with the study was they did not specify how the study sample was obtained and methodology they used was not clearly justified. This alone would not be sufficient to generalize their findings. Sanda et al. (2013) carried out a study on ICT adoption and integrationist impact on performance of business units of universities in south west, Nigeria with the objective to examine the influence of human action on the effect of the adoption of ICT solutions on the performance of business units of universities in south west, Nigeria. Inferential, descriptive statistics and multiple regression technique were used to analyze the research hypotheses. The study found out that there is a significant relationship between ICT use and performance of business units of universities in south west, Nigeria. The study concluded that if properly managed, the use of ICT solutions has a significant potential to boost considerably the performance of business units of universities in south west, Nigeria. One major shortcoming with the study as observed by the current study was the

sample size was not clearly justified and the choice of universities in south-western Nigeria was sufficient to generalize their findings. James (2013) conducted a research on the effect of information and communications technology (ICT) on secretaries' performance in contemporary organization in Bayelsa State, Nigeria with the objective to examine the effect of ICT on the performance of public sector secretaries. Descriptive statistics and ordinary least square were used to analyze the research hypotheses. The study revealed that the usage of computer, telecommunication and video techniques were positively and significantly related to performance of public sector secretaries. One major shortcoming with the study was he used only public sector organizations in Bayelsa State to represent the entire state and the choice of public sector organizations was not clearly justified. This alone would not be sufficient to generalize the findings. Baba and Odiba (2015) carried out a study on effect of ICT on Nigerian educational system using Kogi State University (KSU), Anyigba with the objective to identify the various effects of ICT on education in Nigeria – positively or negatively with a focus on KSU. The study used survey method and data was analysed using standard deviation and t-test while, Pearson Product Moment Correlation was used to test the hypotheses. The study revealed that lack of ICT professional, resources, infrastructure and management affects effective teaching, learning and research development in Nigerian schools. One major shortcoming with the study was the study sample was not clearly justified. Adewoye and Abioro (2017) carried out a study on ICT and employees job security in selected manufacturing companies in Nigeria with the objective to examine the effect of ICT on job security of employees in Nigeria. Descriptive statistics was used to analyze the data and Pearson Product Moment Correlation was used to test the hypotheses. The study revealed that implementation of ICT provides higher productivity, security of employee job and more value creation. One major shortcoming with the study as observed by the current study was the used of two manufacturing companies from among the existing firms in Nigeria was not clearly justified. Ogwuche and Ahmed (2018) carried out a study on impact of ICT



on teaching and learning in Nigerian tertiary institutions with the objective to determine the positive and negative influence and challenges of ICT on teaching and learning in Nigerian tertiary institutions. The study revealed that integrating ICT into teaching and learning process in all institutions of learning is long over-due. One major shortcoming with the study was they did not specify the methodology they used and the tertiary institution they used was not clearly justified. This alone would not be sufficient to generalize their findings.

### Discussion of Research Findings

Based on various literature used in the study, the study discovered that technology had change the way so many things are done in the world today and the changing trend has influenced performance of employees. Employees do not feel motivated by the technological innovations offered due to the fact that organizational culture does not fit their requirement and this has a strong influence on their performance.

### Conclusion and Recommendation

Leaders in organizations are expected to provide a conducive ethical work environment and provide adequate processes and mechanism in position to develop the workers. Therefore enabling environment is needed for employee to improve their performance. Training should be given from time to time so as to train the employees on the use of information and communication technology.

### References

- Adeleke, Y. D., & Adeniyi, W. A. (2011). Technological change and employee performance in selected manufacturing industry in Lagos State of Nigeria. *Australian Journal of Business and Management Research*, 1(5), 32 – 43.
- Adewoye, J. O., & Abioro, M. A. (2017). Information and communications technology and employees' job security: Evidence from selected manufacturing companies in Nigeria. *Ilorin Journal of Human Resource Management*, 1(1), 1 -13.
- Ani, O. E., Ngulube, P., & Onyancha, B. (2015). Perceived effect of accessibility and utilization of electronic resources on productivity of academic staff in selected Nigerian universities. Retrieved from <http://doi:10.1177/2158244015607582>.

- Atuenyi, N. C. (2009). *Fundamentals of information and communications technology*. First Fountain Printing and Publishing.
- Baba, P. A., & Odiba, I. A. (2015). Effect of information and communications technology on Nigerian educational system: A case study of Kogi State University, Anyigba. *Journal of Education and e-Learning Research*, 2(4), 52 – 59.
- Buhalis, D. (2003). Strategic and tactical use of ICTs in the airline industry. Retrieve from <http://doi.org/10.1016/j.im.2003.08.015>.
- Ehrlich, K., & Cataldo, M. (2012). All-for-one and one-for-all: A multi-level analysis of communication patterns and individual performance in geographically distributed software development. *Proceedings of ACM Conference on Computer Supported Cooperative Work*. 945 – 954.
- Issa, A. I. (2014). *Essentials of modern management: Principles and elements*. B' Concept Press.
- James, B. (2013). Effect of information and communications technology on secretaries' performance in contemporary organization in Bayelsa State, Nigeria. *Journal of Information and Knowledge Management*, 3(5), 87 – 93.
- Karimi, Y., & Abdulkadir, S. (2012). The impact of organizational culture on the implementation of TQM: An empirical study in the Iranian oil company. *American Journal of Industrial and Business Management*, 2(4), 205 – 216.
- Mohammad, R., Razaeei, M., Zare, M., Akbarzadeh, H., & Zare, F. (2014). The effects of information technology on employee productivity in Shahr Bank. *Journal of Management and Technology*. 1208 – 1214.
- Mohammed, U. D., & Mohammed, N. (2012). *Management theory*. Olly Prints Limited.
- Ogwuche, M. A., & Ahmed, A. T. (2018). Impact of information and communications technology on teaching and learning in Nigerian tertiary institutions. *The Tin City Business J.*, 2(1), 42 – 48.
- Oladapo, A. A. (2007). An investigation into the use of ICT in the Nigerian construction industry. Retrieved from <http://itcon.org/2007/18/>
- Oshi, J., Onwuka, E. M., & Enyia, C. D. (2016). Impact of information and communications technology on employee productivity in public enterprises in Nigeria: A study of selected enterprises in Rivers State. *Journal of Management*, 4(6), 1 – 10.
- Sanda, A. O., Binuyo, A. O., & Oduyoye, O. O. (2013). Information and communications technology adoption and integrationist impact on performance of business units of universities in south west, Nigerian. *Journal of Research and Development*, 1(2), 34 – 44.