

Information as a Tool for Organisational Development: a Case Study of MTN Lagos, Nigeria

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Abstract. Information is, no doubt, one of the basic rudiments that can propel an organisation to a height in no time. It is on record that organisations that recorded overwhelming success globally relied heavily on the available information they had. When there is information, wise decisions and informed judgments will be made. The crux of the matter is the ability to manage available information, the source for more reliable information both within and outside the organisation, process and implement the information. It is against this contention that this research work is carried out. Therefore, this research aims to examine and analyse the role of efficient information management in MTN Lagos's organisational development.

In conclusion, a sample of 35 employees, comprising top management and junior staff, was drawn for the research. The researchers administered thirty-five copies of the questionnaire, but participants adequately filled out and returned only thirty. This study found that organisations manage their information, leading to organisational development. However, there were problems which, if appropriately addressed, more success could be attained. The study, therefore, recommends that organisations obtain sophisticated automation capable of withstanding complex issues and motivating staff so that they put corporate objectives beyond personal objectives.

Keywords: Information Management; Organisational Development; MTN Lagos; Information Technology; Knowledge Management; Decision Making; Strategic Planning; Corporate Objectives.

INTRODUCTION

The manager needs to have the requisite technical skills, be intelligent, have a very amiable personality, have good work habits, love self-development, and possess managerial skills. It is only then that today's managers can be very reliable information providers on average. Management is a pivotal profession and frontline vocation for an economy like Nigeria, which is in a hurry to develop and build a sound and enduring base for industrial and technological development. By weighing these two postulations, one can easily acknowledge that no nation can thrive if its information provider performs below expectations. Therefore, the manager's summarised work provides sufficient, reliable, valid and timely information to the management to make good decisions that will positively affect the employees, employers, investors, creditors, debtors, etc., and contribute toward nation-building.

Information, therefore, is no doubt one of the essential rudiments or rather a fundamental ingredient, an indispensable factor of paramount importance to every organisation irrespective of the category it belongs to: giant, medium or small scale or its form - sole proprietorship, public corporations and the like. It is well-known that every organisation has a predetermined objective(s) to achieve. Achieving such goals(s) requires good managerial skills, integrity, competence, and hard work manager.

It is apparent and specific that organisations worldwide duly rely upon the information they generate from qualified staff and their ability to judiciously utilise such information through visionary, entirely focused, and serious-minded managers. If adequately managed, information could ease and simplify the way(s) of attaining an organisation's objective(s). In other words, the corporate relationship between management and the people outside the organisation and those within the organisation would certainly be very cordial because everybody knows the contractual relationship subsisting between and binding upon them courtesy of information.

Author [1] observed the employer and the employee must align their ethical obligations to achieve industrial harmony. For the employee to continuously create and add value to the corporate result, he requires up-to-date specialised skills, information, and materials, which the employer must provide. However, how well an employee manages the delicate balance between

self-interest and organisational goals largely depends on his level of education, professional training, on-the-job and out-the-job experience, and access to information.

If the above analysis were understood, it would not be wrong to state that there is much correction between information and organisational development.

MTN Nigeria is a part of the MTN Group, Africa's leading cellular telecommunication company. On May 16, 2001, MTN became the first GSM network to make a call following the globally lauded Nigerian GSM auction conducted by the Nigerian Communications Commission earlier in the year. The company launched commercial operations in Lagos, Abuja, and Port Harcourt.

In January 2001, MTN paid \$285m for one of four GSM licenses in Nigeria. More than US\$1.8 billion has been invested in building mobile telecommunications infrastructure in Nigeria.

Since its launch in August 2001, MTN has steadily deployed its network across the country, spanning the 36 states of Nigeria and the Federal Capital Territory, Abuja. Many of these villages and communities are being connected to the world of telecommunications for the first time. The company's digital microwave transmission backbone, the 3,400-kilometer Y'elloBahn, has significantly improved call quality on the MTN network. The company subsists on the core brand values of leadership, relationship, integrity, innovation, and "can do." It prides itself on making the impossible possible, connecting people with friends, family, and opportunities.

In its resolve to enhance quality customer service, MTN Nigeria has also introduced a self-help toll-free 181 customer-care line through which subscribers can resolve their frequently asked questions free of charge.

MTN aims to catalyse Nigeria's economic growth and development potential through world-class communications and innovative and sustainable corporate social responsibility initiatives.

Statement of the problem

Government policies are, in most cases, not in favour of some organisations, even though they play a significant role in buttressing the socio-economic standing of any given country by providing job opportunities and other social and recrea-

tion services to the teeming masses. MTN's inability to utilise and manage the available information judiciously contributes to its prosperity and goal(s) attainment.

According to the author [2], the competitive edge of today's business comes from superior information. More and more organisations are increasingly realising that information is their biggest asset. It is easier to get internal information about the organisation's operations. However, one might be surprised at how poor most firms' information about themselves is. Internal information tends to be about what people expect rather than what should be. Most firms' information comes to light only after the event. Information about most organisational operations is still a doubting task; they are not only hard to collate but are also often of doubtful quality.

The prime objective of this study is to analyse the role that information plays in achieving organisational development, using MTN Nigeria as a case study. Other objectives include:

- 1) To examine the significance of information in an organisation;
- 2) To analyse the sources of information;
- 3) To analyse the methods of managing information;
- 4) To assess the qualities of the machine that manages information;
- 5) Analyse the reasons behind organisations' failure vis-à-vis information mismanagement;

For this study, the following research questions are raised:

- 1) How important is information to an organisation?
- 2) What are the primary sources of obtaining information?
- 3) What method of data processing do most organisations use?
- 4) Do qualifications, experience, status, etc., matter regarding information collection?
- 5) How do organisations manage their information?
- 6) To what extent does information mismanagement bring about organisational failure?

Significance of the Study. The Nigerian economy is deteriorating daily, so foreign investors – whom we are soliciting and lobbying for invest-

ment – concurred deliberately with the present standard security mechanism intended to protect the capital they will invest. Nigerians themselves are not willing.

To invest in Nigeria, let alone a foreigner. To this end, this research work is undoubtedly going to be of paramount significance to the following:

- 1) **Entrepreneurs/Managers:** They will have the basic rudiments of information, how it could proffer solutions to organisational failure, and the security measures to adopt to prevent and protect information from being pirated.
- 2) **The Academic Community:** This study's concise and lucid structure will give prospective researchers a clear picture of information and how it could affect management decisions; it would serve as a stepping stone for future projects, particularly in reviewing literature.
- 3) **Investors:** The exclusive rationale behind the investment is to get a return on investment. Investors can anticipate a good return only when an organisation provides reliable and accurate information. After reading this project, investors should know that information is a reasonable basis for investment.

Scope of the study. The prime aim of this research is to assess the relevance of information vis-à-vis the organisational development of MTN Nigeria. Thus, the researcher confined himself to that jurisdiction, i.e., information and organisational development issues alone. Emphasis is given to the modern approach to information processing. The study will cover the period from 2006 to 2008.

Limitations. This research work covered virtually everything expected of it, but certain compelling and unavoidable constraints impair such an attempt; prominent among them are: From the study, some of the respondents were difficult to research on because they do not want to dispose of or open up for information needed to be given from them or the information one gets is too scanty, thereby compelling the researcher to use less than what he least expects. It is also tedious to get information online; they keep asking the researcher to get registered first, which will take another detailed procedure.

METHODS

The ability to source materials is a sine qua non in any meaningful research. Any rational re-

searcher needs to know the materials required to conduct his research. This chapter forms the basis for determining, among other things, the research methods to be used, methods of data collection, and tools for analysing data collected. It is worth noting that research is done in all aspects of human endeavours, be it abstract, philosophical, accurate, etc. The procedures are the same, but there are distinctions and variations from one another depending on the endeavour one intends to write on.

Research Design. There are four basic types of research, as shown below [3]: 1) Descriptive Research Method; 2) Historical Research Method; 3) Survey Research Method; 4) Experimental Research Method.

1) *Descriptive Research Method:* This systematic procedure or process captures the actual picture of an event(s) or phenomena vividly out of large numbers and variable units in a complex population that cannot be deciphered or decoded. It specifies the nature of a given phenomenon. The specification could either be complex or straightforward, depending on the event. The descriptive research method is more complex than simplicity, which is the rationale behind its undergoing systematic processing.

Descriptive research is a basis for all types of research in assessing the situation as a prerequisite to interferences and generalisations. Despite the truth, the descriptive research method is a prerequisite for digging for answers to research questions. However, it is not sufficiently comprehensive to provide a solution and does not establish an effective relationship due to this factor. The researcher cannot conclusively deduce the cause of phenomena or predict what future phenomena will look like.

There are three methods of obtaining data via descriptive research methodology they include [3]: a) Direct observation; b) Indirect observation; c) Analyse records maintained other than for research.

2) *Experimental Research Method:* Experimental research is the most scientifically oriented method of research, forming a subsystem of the scientific processing method. Before, experimental research did not play any significant role in social and management science-oriented subjects; it resulted from the prevailing multivariate.

The incorporated analysis allowed researchers to use it [4]. The purpose of experimentation is to

identify the conditions underlying the occurrence of a given phenomenon. It enables the researcher to improve the conditions under which he observes and, thus, to arrive at a more precise result.

3) *Survey Research Method:* This research method studies all the variables in a population irrespective of the number of variables that constitute the population. Whether large or small, select a simple out of the population and study it to discover the relative incidence, distribution, and interrelations of sociological and psychological variables. Survey research focuses on people [5], the vital facts about people, their beliefs, opinions, attitudes, motivations, and behaviours. It also does ample activities other than data uncovering, such as interpretation, synthesising, and integrating data, as well as pointing out the implications and interrelation of such data. Authors [6] cited author [3], pointing out the characteristics of survey research methods as follows:

- a) Research attempts to explore the universe or the population.
- b) It is sampling-based research
- c) The research used to draw the sample from the universe determines the generalizability or otherwise of the research.
- d) A survey research respondents extensively.

4) *Historical Research Method:* As the name implies, historical research mainly centres on past events – facts, attitudes, etc. Author [5] sees historical research as any integrated narration of past events or facts written in a spirit of critical inquiry for the whole truth. The exclusive rationale behind historical research is to gain a clearer perspective of the present condition via in-depth knowledge of the past, i.e., when detailed analysis of the past is appreciated. Researchers can analyse the present to determine progress in a given research. A common motive underlying research is the simple scholarly desire of scientists to arrive at an accurate account of the past.

The researcher consciously decided to adopt the survey for this study because the population is too large to cover. Therefore, the need to select a firm for generalisation is apparent. It is seldom possible to study the entire population. Apart from permitting sampling (deliberate selection of parts capable of representing the whole population), survey research accurately assesses a more significant population's characteristics and fea-

tures of population projection. It focuses on people, their beliefs, attitudes, etc. Moreover, the survey is versatile and practical.

Population of The Study. The study population is defined here as the total possible observation of the organisation; it comprises the top management and operational levels, i.e., the last level in the organisation available for the study. In other words, the total population element of this research work comprises all management of MTN Nigeria Limited, Kaduna branch, which has a staff strength of about 80.

Sample Size and Sampling Techniques. The sample size is a subset of the total population of the study. A study of this kind requires an adequate sample size that is representative of the diverse nature of the population. Apart from the criterion of proper representation, there is also a need to avoid taking a large sample size of the repetition of respondents guiding against. For this research work, our sample size is 35 staff members from MTN Nigeria plc. Therefore, the study utilises the stratified sampling techniques because it is a form of probability sampling in which a sampling frame is divided into one or more strata (c.g., sex, age, grade, etc.) from which the sample is drawn based on the levels of management in the organisation. The top management level and the lower management constitute the bare strata for this study.

Data Collection Instruments. There are two primary sources of data collection: 1) Primary; 2) Secondary.

The primary source is the one in which the researcher collects data from all the respondents, which could not be found documented in the same way and manner in the same form. Primary data are reliable and accurate; the researcher could use it according to his satisfaction and desire. Examples are interviews, questionnaires, observations, etc. The secondary sources are documented facts, i.e., second-hand data or any fact used previously by any given researcher. The reliability and accuracy of secondary data have limitations because the previous users or pioneering researchers might have used it the way they wanted and distorted its original form. Examples are journals, magazines, textbooks, etc. Both primary and secondary sources could be used in the four methods discussed above, but there are some variations here and there.

The primary sources have three bare roots as viz: 1) Interview; 2) Questionnaire; 3) Observation.

Interview: This is the process or situation in which a researcher verbally asks questions and records the responses in writing or on tape. There are three basic types of interviewing.

a) *Schedule-Structured Interview:* This type of interview is standardised because the interviewer asks all the respondents the same questions, with no change whatsoever in the wording.

b) *Unscheduled-Unstructured Interview:* This interview could be adopted by a well-trained and experienced interviewer. The sequence in which the questions are asked is predetermined, but the number of questions and their workings are flexible. The flexibility here gives some control over the interview to the

Interviewee and, simultaneously, allow for appropriate probing by the interviewer.

c) *Unstructured Interview:* This is a flexible type of interview because the interviewer's direction solely relies on the interviewee. He is encouraged to talk freely and extensively, and the interviewer asks according to the answers supplied by the respondents.

Questionnaire: This set of written questions is designed based on a standardised form. Served the respondents to complete and return to the person who administered them for processing and implementation. There are two types of questionnaires, as shown below:

a) *Open-ended:* This type of questionnaire permits the respondent to express his mind extensively and vividly without any limitations.

b) *Closed-ended:* This type of questionnaire confines a respondent to either "YES" or "NO." It does not warrant a vivid expression of the respondent's mind.

Observation: Another important source of obtaining primary data is observation. It is the process of collecting data through watching or noticing an event. Researchers can conduct observations either directly or indirectly. Therefore, for this research study, the questionnaire was designed to collect information so that the subject would find it easy to respond without ambiguity.

Administration of Data Collection Instruments. For this research, we administered thirty-five copies of the questionnaires to the selected staff. We will

give the questionnaires to MTN staff, including top managers and junior staff.

Tools of Data Analysis. Data are analysed in two ways, as shown below:

Statistical Analysis: Analysing facts gathered during research using statistical formulas. There are two types of statistical data analysis.

a) Descriptive: This method summarises extensive data using central tendency and dispersion measures. The measures of central tendency are also known as measures of location; they include mode medium and mean, etc. [7].

b) Inferential: This method of data analysis allows researchers to infer the result based on the population characteristics from which samples are drawn. Population parameter estimates are made through inferential statistics; more importantly, answers generated are tested and validated. Examples are chi-square, ratios, etc.

Non-Statistical Analysis: The non-statistical approach of data analysis uses personal intuition and self-judgment as a yardstick of analysis. This method is not scientific; thus, the result may not necessarily reflect the situation.

Researchers will adopt descriptive statistical data to analyse the data using the simple percentage method. One of the simplest and most popular statistical techniques is "percentage," Researchers frequently use percentages to show the comparative difference or variations of the samples under investigation [4].

RESULTS AND DISCUSSIONS

For any research to be acknowledged, it must lucidly present the data collected using the consciously selected methods and procedures stated in Chapter Three, bearing in mind the research question and the study's objectives. As rightly pointed out in the previous chapter, thirty-five copies of the questionnaires were administered, but only thirty were adequately filled out and returned. All the management staff have returned theirs, and only twenty out of twenty-five junior staff have returned theirs. The analysis is, therefore, based on the returned questionnaires, as depicted below [8].

Table 1 – Questionnaires Administered and Their Responses

Respondents	Questionnaire Administered	Questions Returned	% Returned	% Not Returned
Mgt. Staff	10	10	27	-
Employees	25	20	53	20
Total	35	30	80	20

Notes: For analysis, the returned questionnaires constitute 100%

Information and Business Survival. We asked respondents about their understanding of information and its impact on business survival. The following table presents their responses.

What do you understand by information? The responses of all the respondents show that information is any fact told, heard, or discovered using a scientific process or procedure. Looking at the respondents' understanding of information, it is not wrong to say that information is anything acquired using scientific methods in a business environment.

Table 2 – Role of information in Organisational survival (Does information play any role in ensuring the survival of an organisation?)

Responses	Respondents	%
Yes	30	100
No	-	-
Total	30	100

From Table 2 above, 100% of respondents show that information plays a significant role in the business's survival. Of course, information is the best asset to any organisation because it solves all organisational problems, settles all subsystems that make the system, addresses future challenges, etc.

Sources of Information and Their Reliability Power. The researcher asked the respondents how information is generated, which sources produce accurate and reliable information, and the possible ways of improving the remaining methods. Based on that, the researcher generated the table below.

From Table 3, it can be understood that there are two essential sources of information to the organisation, either within the organisation (internal) or from outside the organisation (external) in all cases, to generate their information. This

fact is undisputable because 83% of respondents affirmed it.

Table 3 – Sources of information (How do you generate information?)

Responses	Respondents	%
Internal	25	83
External	5	17
All of the above	-	
Total	30	100

In most cases, information obtained within the organisation is more accurate and reliable because almost everybody can observe what is happening. It cannot be obtained without incurring additional costs if further clarification is required.

Table 4 – Accuracy and reliability of sources (Which sources are more accurate and reliable?)

Responses	Respondents	%
Internal	20	67
External	7	23
All of the above	3	10
Total	30	100

The table above shows that 67% attested to that fact, while for external sources, only 23% exhibited the truth that limited accuracy is reliability.

Responsibility of Information Collection. The staff of a given organisation usually obtains information, except in situations where the services of consultants are required. The table below depicts the facts collected to that effect.

Table 5 – Responsibility of information collection (Who is responsible for information collection?)

Responses	Respondents	%
Top managers		-
Middle managers	-	-
Low managers	-	-
Rank and file	-	-
All of the above	30	100
Total	30	100

Monetary terms cannot measure the value of information; instead, its impact on a given objec-

tive determines its worth. For example, if a company spends a certain amount to ensure high turnover and the goals are achieved, the amount paid becomes meaningless to the company. However, if the reverse is the case, the amount expended has value and is an expense against the organisation. From the table above, 67% showed that information has no value, while 33% said it has based on the fact stated earlier.

Comparative Analysis of Procedures Intervals and Effectiveness of Methodology

The researcher created the table below to determine whether the case study's approach to processing information aligns with conventional methods in terms of processing time and effectiveness.

Table 6 – Information processing (Does your organisation process information?)

Responses	Respondents	%
Yes	30	100
No	-	-
Total	30	100

The information must be processed if selected, and the tests ensure it will provide or lead to attaining the organisation's objectives. The table above shows that because 100% attest to that.

Table 7 – Concurrence with Information Processing Procedure (Does your procedure concur (in conformity) with standard processing procedure?)

Responses	Respondents	%
Yes	30	100
No	-	
Traditional	15	50
Total	30	100

The information must be processed, if selected, and tested to ensure it will provide or lead to the attainment of the given objectives of the organisation; the table above showed that 100% attested to that.

There are two basic ways of processing information (i.e., modern and traditional); most organisations use both; in MTN, for instance, they have their sets of personal computers not con-

nected, which are used in production, budget, staff list salaries, etc. while on the shelves, they have employees' files, other transactions, invoices, etc. Thus, they use the two methods, as seen in Table 7, where we have 50:50. Concerning the issue of effectiveness, considering the company's object clause, the modern method is preferred considering its advantages. During manual processing, delayed processing, the possibility of errors, wrong calculations, etc., is the order of the day.

Information Management and Its Influence on Decision-Making and Security

The exclusive rationale behind obtaining information is to make decisions to move the organisation forward and withstand current and future challenges. Everyone knows individuals can smuggle accurate and vital documents or information from the organisation. The researcher found the following results from the respondent [9].

Table 8 – Existence of decision (Does information influence your decision?)

Responses	Respondent	%
Yes	30	100
No		
Total	30	100

From the table above, it is crystal clear that information influences decisions, i.e., available information is what management would work on and make decisions. Responses attracted 100%, meaning information influences. Organisations should store any acquired, tested, and proven information in a file, either digitally or through a traditional method. When problems arise, they can use the stored information to determine if it provides a solution. If it does, they should implement it; if not, they should seek an alternative or improve the existing one.

Table 9 – Protect information from piracy (Does your organisation protect information from being Pirated?)

Responses	Respondent	%
Yes	15	50
No	15	50
Total	30	100

Organisations should restrict information access to only the relevant staff, but often, employees disclose management decisions before their official publication. This practice is inappropriate, and management bears responsibility for it. As a result, half of the respondents stated that organisations should secure information, while the other half disagreed. By taking the average response, researchers conclude that the security measures are very weak.

Feedback Mechanism

These are yardsticks for measuring the effect of the decisions made based on the information generated, whether positive or negative. The table below shows the analysis.

Table 10 – Organization Feedback Mechanism (Does your organisation have a feedback mechanism?)

Responses	Respondents	%
Yes	30	100
No	-	-
Total	30	100

There were feedback mechanisms in MTN, which include: a) Performance evaluation report; b) Observation; c) Increase in sales; d) Market penetration, etc.

The above table shows that the feedback mechanism existed in the case study 100% attested to that.

Organisational Development Business Failure and Factor for Enhancing Sound Organisational Development

The table below answers the question regarding business failure and the suggested factors that enhance organisational development.

Table 11 – Information Mismanagement (Does Information mismanagement lead to organisational collapse?)

Responses	Respondents	%
Yes	30	100
No	-	-
Total	30	100

It has been affirmed that there is a strong correlation between information and organisational development; therefore, any other output will surely give a different result. If proper information management yields good results, information mismanagement will be the opposite. Information mismanagement always leads to organisational scandal or organisational misconduct. From the table above, 100% attested to that assertion [10].

Table 12 – Achieving Organisational Development (If information were judiciously utilised, would it aid in achieving organisational development?)

Responses	Respondents	%
Yes	30	100
No		4
Total	30	100

It is shown clearly from the table above that 100% of the responses showed that information if utilised, would undoubtedly lead to organisational development. Other factors could lead to organisational development apart from information management, including a) Strictly adhering to the principles of management; b) Loyalty, objectivity, and sincerity of purpose from all staff; c) Motivation, training, etc.

Government and Information Management

Governments worldwide have control over the affairs of businesses, be they private or public. The table below is deduced from the responses of the researcher's respondents.

Table 13 – Managing Organization Information (Can the government help organisations manage their information?)

Responses	Respondents	%
Yes	30	100
No	-	-
Total	30	100

The government has all the power and where-withal to revamp the dilapidated position of industries in Nigeria. The government can do that by ensuring strict adherence to existing laws, promulgating favourable policies about security

(i.e., Punishing pirates), generating loans, charging less tax, etc. The table above clearly shows that 100% of the respondents believe the government can do something. In the final analysis, organisations should use sophisticated procedures for managing their information because it will enhance competition, reduce costs, boost production, and achieve organisational development. We can view the problems disturbing some organisations in Nigeria from two perspectives: the management's lack of seriousness and funds.

Based on the analysed findings, we cannot over-emphasise the impact of information management as a tool for organisational development; this is the fact generated from the respondents' responses: 100% believed and accepted that information played a vital role in ensuring organisational development.

In due course, MTNs are using both (traditional and modern) methods of processing information to ensure effective and efficient use of information. Therefore, combining both methods will enhance organisational development in many aspects. On the other hand, it is believed by the top management and junior staff of MTN that their qualifications, experience, and status are significant determinants of information collection and processing, which also determine an organisation's survival. Finally, it has been affirmed that there was much correlation between the two research variables: information and organisational development; it is a fact that if an organisation cannot manage information correctly, it will lead to failure and vice versa. Based on the above findings, we cannot overemphasise the importance of details to organisational development. We will need to treat it with great care.

CONCLUSIONS

The researcher mainly undertook the study to determine how information management enhances organisational development. They segmented the research work into five chapters.

In Chapter One, we discussed the background and scope of the study, providing a general insight into the problem, the need for the study, and its objectives.

In chapter two, the research examined the various uses, success, and automation to obtain and process information effectively; this was accomplished through an extensive review of related literature, which gave an in-depth insight into the

research problems and what others have written about them.

In chapter three, the researcher devised a method to collect and analyse the data. They also reviewed the methodology for data collection throughout the chapter.

Chapter four mainly focused on breaking down all the data collected from the research into facts and figures to drive a general picture of the problems at hand; this is where the analysis is made, considering the research questions. Chapter four also gave the findings of the research questions and ended with a discussion.

In chapter five, the summary of the entire work is given, including the job done in each chapter. Also, the study's conclusion is based on its findings, and recommendations are made.

Undoubtedly, some organisations within the Nigerian context are doing well to a large extent, taking into cognisance the economy's socio-political-economic imbalance. Nevertheless, their ability to obtain and process information is weak, with most of them using primitive methods and only a few using automation. The machines are obsolete because of either configuration mismatch or the PC being too small for the processing requirement of the organisation, resulting in weak processing power. Furthermore, the issue of related parties is also increasing in most organisations because most of them are owned by either a single person or a group of friends, and one hardly finds a well-defined object in-

tended to be achieved by the organisations. The organisations are too loose, making it possible for information that is too confidential to be pirated regularly. More so, the government is not helping matters at all, as its (government) policies regarding these organisations are too reluctant about the entire issue, resulting in a rowdy business environment.

Based on the findings of this research, the following are recommended:

Due to their complex operational nature, some organisations should employ sophisticated automation to withstand the complex transactions of this globalised era.

Priority should be placed on workers' competency, objectivity, qualification, and experience, thereby eliminating subjectivity and related party show.

The government should also strengthen the laws and policies promulgated and ensure compliance, particularly those that deal with "information piracy," so that organisations can have an enabling business environment and adequate funds. In the long run, this could lead to the resuscitation of these companies. It is essential to make the organisation's objectives clear, concise, and unambiguous to all staff and to have a clear schedule of responsibilities. Information security must be improved so unauthorised personnel cannot access it. Lastly, staff should be grossly motivated to work without deviating from organisational goals.

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