The Survey of the Influence of Information Technology on Organization’s Strategy in Nigeria

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Abstract - This work is intended to study/examine the influence that Information Technology has on Strategy. The researcher set out to study, the effect of all the components (hardware, software, data, people and procedure) of Information Technology as a whole as well as individually on successful strategy of organization. In doing this the researcher used the multiple regression analysis to put together and analyze the results gotten from the distribution of questionnaires to respondents. Some results were used in this analysis, as some respondents did not return theirs while others were inaccurate. The valid results were analyzed using multiple regressions and it was discovered that from the analysis, components of Information Technology as a whole has significant impact on strategy. Then, individually, it was discovered that hardware, software and data have significant effects on organization’s strategy while procedure and people do not have significant effects on organization’s strategy. It is from this analysis therefore that organizations are advised to invest more on their hardware, software and data to improve their strategy’s success, and then innovate new procedures that will affect their strategy positively, and train their personnel for greater service which of course, comes with cost but will justified in the long run.

Keyword: IT, Organization, Multiple regression, researcher, Analysis, Service

Background of the study

Information technology (IT) is a general term describing any technology that helps to produce, manipulate, store, communicate, and disseminate information. Information technology can also be seen as the acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by a microelectronics based combination of computing and telecommunications [6][7]. Information technology (IT) merges computing with high-speed communication technology links carrying data, sound, and video. Examples of information technology include personal computers but also new forms of telephones, televisions, appliances, and various handled devices [1][10].

Strategy (Action Plan), on the other hand is the direction and scope of an organization over the long term; which achieves advantage for the organization through its configuration of resources within a challenging environment to meet the needs of markets and to fulfill environment expectations [5]. From the definitions, the survey of the influence of information technology has to do with the way acquisition, processing storage and dissemination of verbal, textual and numerical information by a microelectronics based on combination of computing and
telecommunication affects the direction and scope of an organization over the long period to achieve advantage for the organization within a challenging environment to meet needs of market and fulfill stakeholders expectations [2][3][4][8].

There is a little disagreement about the strategic importance of information technology as a competitive weapon has already become a popular cliché. Literature in this area abounds with a number of frameworks for identifying and categorizing opportunities. There has been a notable absence however, of testable models based on relevant theory. As this area of research matures, there is an increasing need to move beyond frameworks and towards explanatory models of the underlying phenomena. Components of information technology are:


a. **Hardware**: Is the physical equipment used for Input, processing and output activity in information technology. It consists of computers, various inputs, outputs and storage devices that link computers together in an organization.

b. **Software**: Consists of detailed computer programs and instructions that control and coordinate the computer hardware components. These programs are machine readable instructions that direct the circuitry within the hardware. They are generally stored on some input/output medium, often a disc or tape.

c. **Data**: It can be said to be streams of raw facts that are used by programs to produce useful information. They are in form of input and are, like programs, generally stored in machine readable form on disk tape until the computer needs them.

d. **People**: People are the end users of the data/information. They manipulate data and information for decision making process.

e. **Procedure**: Is a specific sequence of steps performed to complete one or more information processing activities. Every organization has various procedures (or way of processing information)

**Statement of the problem**

There has been existing problems in organizations in a bid to use strategy. Prior to the intervention of information technology in strategy, organizations have only managed to pull along because of the following unattended:

1. **Bargaining power of suppliers**: This has posed a problem to many organizations because when an organization is stereotyped to only one supplier or when supplier is in charge (has power over the organization); the organization suffers things such as increase in price of supplies and reduced quality and services. This does not help in realizing
organizational goals in terms of cost reduction and customer satisfaction.

2. Bargaining power of buyers: This also has a negative effect on organization and hence is a problem. This is so because when a buyer has a greater power over the organization, such things as forcing down price for high quality products, more services to buyer and increase in competition; all pose a problem to organization.

3. Threat of new entrants into industry segment: The entry of new organizations into the industry could also be a problem as this will force existing organization to reduce price or inflate costs, and bring an era of building or producing substantial resources at same price or less. It may pose a threat on the organization because new competitors may come along and try to steal their customers away [11]

4. Threat of substitute products or services: When new products or services which can replace organizations current product are introduced into markets in a particular industry, it poses a problem to the organization because, the new product kind puts the current one on hold as people will like to try out the new one; this forces the organization to cut down price, increase quality at the same old price, thereby cutting profits.

5. The positioning of intra industry rivals: The rivals of an organization within the industry can cause problems for an organization because in a bid not to lose present customers to rivals, organization increases product quality at the same price, sometimes reduces price, tend to add more value to services like delivery, is faced with the problem of distribution and is generally subjected to competition.

Objective of the study

The broad objective of this work is to examine the effect of information technology on organization’s strategy. The specific objectives include:

1. To examine the influence of hardware {computers and support equipment} on organization’s strategy.

2. To examine the influence of software {computer programs and manuals} on organization’s strategy.

3. To look into the influence of data {facts used to produce information} on organization’s strategy.

4. To examine the influence of procedure {policies governing operations of computer} on organization’s strategy.

5. To examine the influence of people {controllers of all other components} on organization’s strategy.

6. To examine the influence of the collective components of ICT on organization’s strategy.
7. To make policy recommendations on the basis of findings of this work.

**Research questions**

1. To what extent does hardware affect organization’s strategy?
2. To what extent does software affect organization’s strategy?
3. To what extent does data affect organization’s strategy?
4. To what extent does procedure affect organization’s strategy?
5. To what extent do people affect organization’s strategy?
6. To what extent do the collective components of information technology affect organization’s strategy?

**Statement of the hypothesis**

H₀₁: Hardware does not have significant influence on organization’s strategy.

H₀₂: Software does not have significant influence on organization’s strategy.

H₀₃: Data do not have significant influence on organization’s strategy.

H₀₄: Procedure does not have significant influence on organization’s strategy.

H₀₅: People do not have significant influence on organization’s strategy.

H₀₆: The components of Information technology as a whole do not have significant influence on organization’s strategy.

**Limitations of the study**

Limitations the researcher faced during this work were, but not limited to;

1. The attitude of the respondents: Some times, where data are collected via questionnaires or interviews, the attitude of the respondents have remained discouraging; the respondents are either not willing to assist the researcher or where they tend to help, their complaints are worrisome.
2. Fear of divulging company’s secret: Most of the business organizations oftentimes declare their information to be classified and confidential, hence, become shrouded in hoarding their information.
3. Degree examinations which shifted focus to reading.
4. Lack of financial resources which interrupted the level speed of the research.
5. Time was not on the researcher’s side and that made him leave some areas.

**The scope of the study**

This work is limited in scope particularly as it relates to our country Nigeria. The major areas covered by this are: The benefits of ICT in business organizations, how ICT
can help managers in various levels of management in the organization to make decisions towards the successful operation of the business.

**Significance of the study**

The necessity (importance) of the project cannot be overemphasized because when the organization cannot handle the problems it faces; which information technology seeks or tend to solve through this research, they face a major problem of loss, inefficiency, ineffectiveness, substandard products and subsequently losing targets market or customers. The sectors of economy that benefit from this study are:

1. **Banks**: First, the management of a bank will benefit generously from this study because this study gives them a long awaited solution to most of the traditional problems that have not been looked into ever since. Example of this problem is traditional ways of book keeping. This problem has in one way or the other stereotyped them to a particular system of activities which adds little or no value to life and interest of the bank. Therefore, the introduction of this study will give management of bank and a consequential organization, improved output, more profit, cost reduction and consequential organizational growth.

2. **Employer**: On the part of the employers, this study is also very important to them because when an organization is progressing, it will positively affect employees in areas such as; improved work equipments and safe, welcoming work environment, increase in monthly earnings of the employees.

3. **Employee**: Also, the employees who will actually use this strategy stand a good chance of learning newer methods and keep them ahead of others in other organization.

4. **Customer**: Finally, this work will favour target market (customers) in the sense that, when this information system strategy is used in an organization, the total product quality of the organization increases and the customers/buyers enjoy better services and lower cost.

**Research design**

This research work took the form of a survey research of the explanatory type. A major characteristic of all survey research designs is lack control. The researcher is interested in observing what is happening to sample subjects or variables without any attempt to manipulate or control them [9]. It involves a one-time observation of independent and none manipulate variables. Primary and secondary data were employed to accomplish this work. The primary data was generated from administered questionnaires while secondary data was collected from the relevant literatures, journals, texts, and the electronic sites.
Three approaches exist for conducting explanatory research namely: literature search, experience survey and analysis of insight stimulating examples. In the immediate preceding chapter, past literatures on the subject were reviewed. The requirements of explanatory and explanatory survey will be fulfilled through the use of questionnaire instrument and secondary sources of data.

**Population of the study**

The population of a study is a census of all items or subjects that posses the characteristics or that has knowledge of the phenomenon being studied [9]. The initial work of a researcher is to define his study population explicitly. This is the theoretical specified, aggregation of survey elements. The elements in this sense refer to individuals, materials and organization about which the researcher collects information for his analysis. The affected population in this study includes:

1) IT executives  
2) Managers and  
3) Management Team members in Owerri, and Aba.

**Sampling design and procedure**

The employees and management of organizations handling each of the projects under study especially Owerri and Aba will form the target population. The researcher used random sampling procedure to enhance the distribution of the research population. In the research, a total of 120 employees and managers were randomly selected from four {4} projects utilized in the case study. Based on this, the researcher assumed a heterogeneous population size of 120 staff of companies in the selected project and consequently used the Yaro Yamane formula to determine the sample size for the research thus;

\[
n = \frac{N}{1 + Ne^2}
\]

where \( n \) = sample size sought  
\( e \) = level of significance  
\( N \) = population size.

In this research, we assumed the staff of all the organizations {manufacturing, hospitals, universities, banks} engaged in the a 95%{0.05} chance that the sample is distributed in the same way as the
population. Applying the above formula:

\[ n = \frac{120}{1 + 120(0.05)^2} \]

\[ \frac{120}{1.3} = 92.31 \approx 92 \]

**Table 1: Sample distribution of employees**

<table>
<thead>
<tr>
<th>NAME OF PROJECT</th>
<th>NUMBER OF EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOSPITALS</td>
<td>21</td>
</tr>
<tr>
<td>BANKS</td>
<td>25</td>
</tr>
<tr>
<td>MANUFACTURING</td>
<td>26</td>
</tr>
<tr>
<td>UNIVERSITIES</td>
<td>20</td>
</tr>
</tbody>
</table>

They were selected because the researcher felt that the clusters were large enough to represent the population and embrace the technical information the researcher was seeking to obtain.

**Validation of the instrument**

To ensure the validity of the instruments, the researcher subjected the instruments to face-to-face validity by giving it to professional statisticians and scholars. They examined the items contained in the questionnaire and ensure that they were in line with the objectives of the study. The structure and language of the questionnaire were also modified as necessary to reflect their corrections. The design instruments were structured in such a way as to minimize the effect of errors of inconsistency and ambiguity.

**Method of data analysis**

Analyses of data collected were carried out using regression analysis. Multiple Regression Analysis is a statistical tool, which helps to predict one variable from the other variable or variable on the basis of assume nature of the relationship between the variable [9]. The variable being predicted is usually known as the dependent or unknown variable because its values are dependent on the values of the other variable or variable called predictor variable or predetermined variable. In the analysis, employment was regressed against influential components which are: Hardware, Software, Data, Procedure and People. In multiple regressions, the aim is to examine the nature of the relationship between a given dependent variable and two or more independent variables.

Thus multiple regression analysis, analysis of variance (ANOVA) and Likert scale were the various tools used in this study to evaluate the impact of information technology on organization’s strategy with F-test utilized in determining level of significance. The student t-test was used to test for level of significance of each individual factor. In multiple regressions the model describing the relationship between the dependent variable
and a set of independent variables. The
Multiple Regressions:

\[ Y = a + b_1X_1 + b_2X_2 + \ldots + b_nX_n \]

equation 2

Where:

a, b1 and b2 are unknown parameters to
be estimated and;

Y = Dependent variable = Organization’s
strategy sources

X1 = Hardware component of information
technology {independent variable}

X2 = Software component of information
technology {independent variable}

X3 = Procedure component of information
technology {independent variable}

X4 = Data component of information
technology {independent variable}

X5 = People component of information
technology {independent variable}

**Decision rule**

The decision rule is to accept the null hypothesis if the critical tabulated value is
greater than the calculated value, otherwise reject. H0 is accepted at the 5% significance
level, if \( F^* > F_{1-\alpha} (n-k-1) \). Otherwise, H0 is rejected in favour of HA . H0 is accepted
at 5% significant level if \( |t| < t_{0.05} \) otherwise, H0 is rejected in favour of HA.

**Method of data collection**

The type of scales used in this research is
called summated rating scale of Likert type
scale. A Likert scale measures the intensity
or degree of agreement by the respondent to
a statement that describes a situation,
phenomenon, item or a treatment. Likert
scales vary from 3 points to as high as 7
points. The commonest Likert scale was 5
points. The advantages of Likert scale are as
follows:

a) The scale easily transforms feelings into a
   seemingly interval scale which is amenable
to statistical analysis.

b) It is flexible and consequently can be used to
   measure in minute detail, the degree of
   intensity of feeling or attitudes.

c) Likert scale, though an elegant attitudinal
   measuring scale, it is very easy to construct
   and also easy to interpret.

**Results Presentation and Description**

The data as presented in table 1.0 (see
appendix) were collected from the field
survey. The columns of the table are described
as follow:

Y represents Components of Information
Technology (X1, X2, X3, X4, X5,) on successful
strategy of organization.
X1 represents Hardware Component; X2 represents Software Component; X3 represents Data Component; X4 represents Procedure Component; X5 represents People Component.

**Model estimation and Hypothesis testing**

In estimating the model of relationship, the data on table 2 were subjected to multiple regression analysis using SPSS version 11.0. The results obtained from the multiple regression analysis are shown in the table below:

\[ R = 0.637, \quad R^2 = 0.637, \quad \text{Adjusted } R^2 = 0.359, \quad F_{\text{cal}} = \text{Sig} = 0.005 \]

**Table 2: Model Summary for the constructs**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R-Square</th>
<th>Std. error of Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.637</td>
<td>0.405</td>
<td>0.359</td>
<td>1.313</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), People, Software, Hardware, Data, Procedure

**Table 3: Coefficient of the constructs**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Total</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>9.969</td>
<td>2.679</td>
<td>3.718</td>
<td>0.000</td>
</tr>
<tr>
<td>HARDWARE</td>
<td>.236</td>
<td>.218</td>
<td>2.065</td>
<td>0.043</td>
</tr>
<tr>
<td>SOFTWARE</td>
<td>.321</td>
<td>.239</td>
<td>2.310</td>
<td>0.024</td>
</tr>
<tr>
<td>PROCEDURE</td>
<td>.221</td>
<td>.156</td>
<td>1.384</td>
<td>0.171</td>
</tr>
<tr>
<td>DATA</td>
<td>.493</td>
<td>.375</td>
<td>3.420</td>
<td>0.001</td>
</tr>
<tr>
<td>PEOPLE</td>
<td>-.078</td>
<td>-.058</td>
<td>-.530</td>
<td>.598</td>
</tr>
</tbody>
</table>

b. Dependent variable: Successful Organizational Strategy

Using the regression output in table (4), we estimated the following equation:

\[ Y = 0.637 + 0.236X_1 + 0.321X_2 + 0.231X_3 + 0.493X_4 + 0.078X_5 \]

Where \( y \) = Successful Organization Strategy

\( X_1 \) = Hardware; \( X_2 \) = Software; \( X_3 \) = Procedure; \( X_4 \) = Data; \( X_5 \) = People

**Table 4: ANOVA\(^B\) for the constructs**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of square</th>
<th>Df</th>
<th>Mean square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>75.175</td>
<td>5</td>
<td>15.03</td>
<td>8.726</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>110.268</td>
<td>64</td>
<td>1.723</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>185.443</td>
<td>69</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Predictors (construct), People, Software, Hardware, Data, and Procedure

a. Dependent Variable: Successful Organizational Strategy
Interpretation of Results

The interpretation of the relationship model is based on the output of multiple regression analysis as shown in tables (2, 3, & 4). In equation 3, there is a strong relationship or correlation existing between First Successful Organizational Strategy and the five explanatory variables (X1, X2, X3, X4, and X5). The \( R = 0.637 \), indicates that 63.7\% correlation exists between the dependent variable and the five independent variables factor of Information Technology.

Table (2) shows that 63.7\% of the variable in Organization’s Strategy (y) is explained by the cumulative variables in the five independent variable (X1, X2, X3, X4 and X5) when all possible errors in the estimation is taken into consideration.

Test of Hypothesis Results

Recall that, we accept the null hypothesis if the critical tabulated value is greater than the calculated value, otherwise reject.

\( H_0(a): \text{Hardware do not have significant impact on organization’s strategy.} \)

\( H_A(a): \text{Hardware have significant impact on organization’s strategy.} \)

Using the decision rule, we found that the tabulated value of t-statistics is greater than the calculated value. Since \( t_{tab} > t_{cal} \), we accept null hypothesis (\( H_0(a) \)) and reject alternate hypothesis (\( H_A(a) \) ) and conclude that Information Technology has no impact statistically on organization’s strategy. The \( t_{cal} \) value of 2.065 is significant at 0.043 level of significance, implying that testing at 0.05 level of significance, the value is significant. We therefore reject the null hypothesis, with a conclusion that hardware component of Information Technology has made significant effect on successful organizational strategy.

\( H_0_2(a): \text{Software component do not have significant impact on organization’s strategy} \)

\( H_A_2(b): \text{Software component have significant impact on organization’s strategy.} \)

The \( t_{cal} \) value of 2.310 is significant at 0.024 level of significance, implying that testing at 0.05 level of significance, the value is significant. We therefore reject null hypothesis with a conclusion that software component of Information Technology has made significant impact on successful impact on successful organizational strategy.

\( H_0_3(a): \text{Procedure does not have significant effect on strategy.} \)

\( H_A_3(b): \text{Procedure has significant effect on strategy.} \)

Using the decision rule, we found that the tabulated value of t-statistics is greater than the calculated value. Since \( t_{tab} > t_{cal} \), we accept null hypothesis (\( H_0_3(a) \)) and reject alternate hypothesis (\( H_A_3(b) \) ) and conclude that Information Technology has no impact statistically on organization’s strategy. The \( t_{cal} \) value of 1.384 is insignificant at 0.171 level of significance, implying that testing at 0.05 level of significance, the value is insignificant. We therefore accept null hypothesis with a conclusion that procedure
component of Information Technology has not had significant effect on successful organizational strategy.

H$_{0_d}(a)$: Data do not have significant effect on strategy.

H$_{A_d}(b)$: Data have significant effect on strategy.

The t$_{cal}$ value of 3.420 is significant at 0.001 level of significance, implying that testing at 0.05 level of significance, the value is significant. We therefore reject null hypothesis with a conclusion that data component of Information Technology has made significant effect on successful organizational strategy.

H$_{0_5}(a)$: People do not have significant effect on strategy.

H$_{A_5}(b)$: People have significant effect on strategy.

The t$_{cal}$ value of -.530 is insignificant at 0.598 level of significance, the value is insignificant. We therefore accept null hypothesis with a conclusion that people component of Information Technology has not made significant effect on successful organizational strategy.

**Results discussion**

Results are discussed in the context of research questions

**Question One**

To what extent have the components of Information Technology as a whole affected strategy?

The test of hypothesis on this research question showed that the components of Information Technology as a whole have affected organization’s strategy significantly. The conclusion was drawn from the statistic F-test in which F$_{cal}$ value of 8.726 is significant at 0.005 level. This, in actual fact, implies that the various components of Information Technology collaborate to create a great effect on strategy of organization.

**Question Two**

The question will be answered to address questions posed on each component as follows.

To what extent has hardware component affected strategy?

The test of hypothesis on this research question showed that hardware component of Information Technology has significantly affected strategy. The conclusion was drawn the statistic t-test in which t$_{cal}$ value of 2.065 is significant at 0.043 level of significance, the value is highly significant. This is reality, implies that hardware component of Information Technology has contributed towards successful organizational strategy significantly.
Question three
To what extent has software component affected strategy?

The test of hypothesis on this research questions showed that software component of Information Technology has significantly affected strategy. The conclusion was drawn from the statistic t-test in which t_{cal} value of 2.310 is significant at 0.024 level of significance, the value is highly significant. This implies in reality that software component of Information Technology has significantly contributed towards successful organizational strategy.

Question four
To what extent has procedure component affected strategy?

The test of hypothesis on this research question showed that procedure component of Information Technology has not significantly affected strategy. The conclusion was drawn from the statistic t-test in which t_{cal} value of 1.384 is insignificant at 0.171 level of significance, the value is insignificant at 0.171 level of significance, the value is highly insignificant. This implies in reality that procedure component of Information Technology has contributed towards successful organizational strategy but not significantly.

Question five
To what extent has data component affected strategy?

The test of hypothesis on this research question showed that data component of Information Technology has significantly affected strategy. The conclusion was drawn from the statistic t-test in which t_{cal} value of 3.420 is significant at 0.001 level of significance, the value is significant. This implies in reality that data component of Information Technology has significantly contributed towards successful organizational strategy.

Question six
To what extent has people component affected strategy?

The test of hypothesis on this research question showed that people component of Information Technology has not significantly affected strategy. The conclusion was drawn from the statistic t-test in which the value of -0.530 is insignificant at 0.598 level of significance, the value is insignificant. This implies in reality that people component of Information Technology has contributed towards successful organizational strategy but not significantly.

Summary of findings and conclusion

This research has so far analyzed the importance and influence of Information
Technology on strategy used generally in organizational management. Based on this analysis, it was found out that proper utilization of hardware, software, procedure, data and people; the components of Information Technology as a whole is fundamental to the success of any organization’s strategy. This research has shown that there are many difficulties faced by organizations in a bid to strategize and the right application of Information Technology will go a long way to solve or alleviate those problems. Therefore, the Information Technology used in any organization’s strategy should be as accurate and worthwhile as possible.

A good understanding and proper use of Information Technology that are shown in this research could achieve successful strategy for organization’s in situation that are seen as difficult and complex or cumbersome. This project has hence shown that it is important to plan organizational strategy revolving around the use of Information Technology.

What an organization therefore needs for its successful strategy is mingling Chief Executive Officers (CEO) with Information Technologists and Information officers, who know how best to incorporate Information Technology into the organizational process to meet the organizations overall and specific objectives as pointed out by the high level managers of the organization. Organization strategy is in integral function of organizational all round success because it determines the processes the organization follows to achieve their set objectives. This being said, then it will be detrimental to the organization if their strategy does not lead to achievement of their set goals/objectives. It is therefore necessary to handle strategy matters with a degree of professionalism and meticulousness to avoid organization’s failure as a result of poor strategy planning.

Information Technology, as a solution to failure in strategy has to be well planned and timed to avoid its risks which could also be consequential as discussed in this research. Management should be aware of cost implication versus return on investment (ROI), earnings growth, market share, customer satisfaction as the case may be; this should be done to avoid falling victim of investing so much in Information Technology that will not justify its initial/overhead costs, or which will not improve an organization’s earning growth, or market share, or even not add more value to the utility derived by customer.

All these are methods used in finding out the progress made by an organization either on a short term or long term as the case may be. A wise and professional use of Information Technology will appropriately shape strategy in a way that will promote organizational success; although Information Technology equipment and personnel might be expensive to incur, the long term benefits when properly utilized will reasonably justify its cost,
improve the organizations earning (monthly, annually etc), give the organization and edge over other organizations in a competitive industry to grab a greater part of the target market and give customers satisfactory that will make them stay put.

Recommendations

Based on the findings in relation to hypothesis testing, it is advisable for organizations to invest more on hardware, software and data components of Information Technology as this will positively affect their strategy. This is so because from the findings, it is vivid that these three components significantly affect organizations’ strategy. However, procedure and people components should be worked upon by effective planning of organizations’ procedures and proper training and motivation of staff to make these have significant effect on strategy. This may incurred

References


Author’s Biography

Dawodu Bamidele Friday was born in Lagos in the year 1971. He attended Okota School Lagos, University of Jos (M.Sc Applied Physics), Federal University of Technology Owerri (M.Sc IT) and Postgraduate Degree in Education (PGDE) from the National Teachers’ Institute Kaduna. He is married to Lilian Okpede with children. Presently, he lectures in the department of Information and Management in Federal University of Technology Owerri Imo State Nigeria.

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