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The Strategic JOURNAL of Business & Change MANAGEMENT
ISSN: 2312-9492 www.strategicjournals.com

Vol. 11, Iss.4, pp 1085 – 1095, November 13, 2024. www.strategicjournals.com, © Strategic Journals

EFFECT OF INFORMATION MANAGEMENT PRACTICES ON PERFORMANCE OF KENYA POWER AND LIGHTING COMPANY LIMITED

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Accepted: November 3, 2024

DOI: http://dx.doi.org/10.61426/sjbcm.v11i4.3141

ABSTRACT

The ineffective implementation of operations management practices at Kenya Power and Lighting Company Limited (KPLC) hinders the efficiency, reliability, and service quality of the company. These operational challenges pose significant problems that need to be addressed for the improvement of KPLC's overall performance. This study aims to determine the effect of information management practices on performance of KPLC's. The study was guided by Knowledge-Based View (KBV) Theory. A cross-sectional research design was utilized, collecting data at a specific point in time from a sample that represents the target population. The target population consisted of 98 employees from various departments at the Kenya Power Headquarters in Nairobi. The study employed a census method including all members of the target population in the data collection process. Data was collected using a self-administered questionnaire, which includes closed-ended questions rated on a five-point scale. The collected data was analyzed using SPSS Version 25, employing regression analysis and correlation analysis. The findings were presented through tables. The analysis unveiled that information management practices has a statistically significant positive relationship with the company's performance. The study recommends that efforts should be put in place to optimize information management, and ensure effective resource allocation. These findings provide valuable insights for decision-makers aiming to improve Kenya Power Company Limited's performance.

Key words: *Information Management Practices, and Performance of Kenya Power and Lighting Company Limited.*

CITATION: Cheruiyot, E., Kiplagat, N., & Ronoh, E. (2024). Effect of information management practices on performance of Kenya Power and Lighting Company Limited. *The Strategic Journal of Business & Change Management,* 11 (4), 1085 – 1095. http://dx.doi.org/10.61426/sjbcm.v11i4.3141

INTRODUCTION

Information management practices in public institutions, such as Kenya Power, involve the systematic handling, processing, and distribution of information to ensure efficiency, transparency, and accountability in operations. These practices encompass a wide range of activities, including data collection, storage, retrieval, and dissemination, utilizing both traditional and digital systems (Heiser & Render, 2016). In the context of public institutions, effective information management ensures that critical data, such as customer records, financial transactions, and operational reports, are accessible and secure, while complying with regulatory standards. It also includes safeguarding sensitive information, ensuring timely decision-making, and fostering public trust by providing accurate, accessible information to stakeholders. For institutions like Kenya Power, robust information management practices are vital for managing service delivery, billing systems, customer relations, and responding to public inquiries or complaints, thereby enhancing operational efficiency and service quality (Hong, 2019).

Information management plays a critical role in enhancing organizational performance. Effectively managing information resources, such as customer data, operational data, and market intelligence, enables organizations to make informed decisions, improve operational efficiency, and enhance customer satisfaction. By leveraging modern information management systems and technologies, organizations can streamline data collection, storage, analysis, and dissemination processes, facilitating quick access to accurate and reliable information for decision-making (Kusluvan, 2019).

There are various measures of information management practices that organizations adopt to enhance efficiency, security, and decision-making. First is business intelligence, which entails the use of data analytics tools to gather, process, and present actionable information. In the context of public institutions such as Kenya Power, it involves analyzing operational and customer data to make informed decisions, monitor performance, and predict future trends, thereby improving service delivery and responsiveness to customer needs (Corbett, 2017).

Another important measure is mobile technology, which entails the use of mobile devices and applications to access and manage information remotely. For public institutions, this allows for greater flexibility in operations, enabling real-time data access and communication. In the case of Kenya Power, mobile technology could facilitate mobile payments, customer service interactions, and field data collection, thus improving customer experience and operational efficiency (Sharma, 2019).Information security is another critical measure that involves protecting data from unauthorized access, breaches, or cyber-attacks. For public institutions like Kenya Power, which handle vast amounts of sensitive customer and operational data, information security ensures that this data is safeguarded, maintaining public trust and complying with regulatory standards (Isaac, Rajendran, &Anatharaman, 2018).

Digital transformation is also a key measure, which entails the integration of digital technologies into all areas of an organization, fundamentally changing how services are delivered. For Kenya Power, digital transformation might involve automating billing processes, improving customer service platforms, or digitizing operational workflows, leading to enhanced service delivery and operational agility (Ferdows and De Meyer, 2017). Lastly, data governance refers to the processes and policies that ensure data is accurate, consistent, and managed in compliance with regulations. In public institutions, data governance ensures that information is properly handled and that decision-making is based on reliable data. For Kenya Power, this would involve ensuring the accuracy of customer records, energy usage data, and financial information, which are essential for maintaining operational efficiency and accountability (Adesina, 2018).

The Kenya Power and Lighting Company Limited (KPLC) is a critical player in Kenya's energy sector, responsible for generating, transmitting, and distributing electricity across the nation. Established in 1922, KPLC has played a pivotal role in Kenya's economic development by ensuring a reliable and accessible supply of electricity to households, industries, and businesses, (Ondieki, 2019). One of the core functions of KPLC's operational management is the maintenance and expansion of its infrastructure. The company is responsible for managing a vast transmission and distribution network, comprising power plants, substations, transformers, and thousands of kilometers of power lines. This requires meticulous planning and execution to ensure that the infrastructure remains in good condition. Regular maintenance is essential to prevent breakdowns and minimize power outages (Kenya Power and Lighting Company Limited, 2020). KPLC also undertakes expansion projects to cater to the increasing electricity demand in Kenya. These projects involve the construction of new substations and power lines to extend the reach of electricity to underserved areas and support industrial growth (Kenya Power and Lighting Company Limited, 2020).

Kenya Power is dedicated to providing excellent customer service by efficiently transferring and distributing high-quality electricity that is safe, adequate, and dependable at affordable rates. Kenya Power's Board of Directors, Management, and Employees are committed to the effective implementation and continuous improvement of a Quality Management System that meets the requirements of ISO 9001:2008 in order to consistently meet the needs and expectations of its customers and other stakeholders. KPLC embraced mobile phones and supported automated systems allowing users to pay bills and make queries via electronic money transfers (MPESA) or ZAP services. Customers can use these automated systems for bill inquiry and payment to save time waiting in large lines at banks or organizations' pay offices to make payments or enquire about invoices.

In order to measure the performance of Kenya Power and Lighting Company Limited, several key indicators can be considered. These indicators assess the effectiveness of operations management practices and their impact on organizational performance. One commonly used measure is the financial performance of the company, which can be evaluated through financial ratios such as return on investment (ROI), profit margin, and revenue growth (Foster, Gupta, & Sapienza, 2017). Additionally, operational performance indicators such as electricity distribution efficiency, outage duration, customer satisfaction ratings, and service reliability can provide insights into the company's ability to deliver quality services to its customers (Kaplan & Norton, 2001). Moreover, analyzing key performance indicators (KPIs) related to procurement management, resource utilization, and information management can further provide a comprehensive view of the organization's performance (Melnyk et al., 2014). By considering these various measures, it becomes possible to evaluate the effect of operations management practices on the overall organizational performance of Kenya Power and Lighting Company Limited. In this study performance of Kenya Power and Lighting Company Limited product and Service delivery, market effectiveness, market share and new product introduction

Statement of the Problem

Kenya Power and Lighting Company Limited (KPLC) has faced numerous performance challenges in recent years, including operational inefficiencies, financial mismanagement, and inadequate service delivery to its customers (Chase, Jacobs, & Aquilano, 2021). Frequent power outages, delays in billing, and poor customer service have eroded public trust and raised concerns about the company’s ability to manage its vast infrastructure effectively. Additionally, issues related to data management, such as inaccurate customer records, faulty billing systems, and slow adoption of digital technologies, have contributed to KPLC's underperformance (Stevenson & Hojati, 2020). Despite efforts to improve its operations, the lack of robust information management practices has hindered its ability to make informed decisions, enhance operational efficiency, and respond promptly to customer needs. Therefore, there was a need to assess the effect of information management practices on KPLC's performance, to identify areas where improved data handling, business intelligence, and digital transformation could lead to better service delivery and operational outcomes.

Objectives of the Study

To evaluate the effect of information management practices on performance of Kenya Power and Lighting Company Limited.

Hypotheses of the Study

$H0_1$: There is no statistically significant relationship between Information Management practices and organizational performance of Kenya Power and Lighting Company Limited.

LITERATURE REVIEW

Theoretical Review

The study was informed by Knowledge-Based View (KBV) theory. Knowledge-Based View theory was proposed by Grant (1996) and is based on the premise that organizational knowledge is a critical resource for achieving competitive advantage and enhancing organizational performance. The theory posits that organizations that effectively manage their knowledge resources are better positioned to achieve superior performance outcomes (Wu et al., 2019). In the context of operations management, the KBV theory highlights the importance of information management practices in enhancing organizational performance.

Information management practices refer to the processes and activities involved in managing an organization's information resources. These practices encompass a range of activities, including knowledge creation, storage, dissemination, and utilization (Zhang et al., 2020). The KBV theory asserts that effective information management practices can enhance organizational learning, knowledge creation, and knowledge sharing, which are essential for achieving competitive advantage and improving organizational performance (Wu et al., 2019).

The effective management of information resources can enhance organizational performance in several ways. First, it can improve the quality of decision-making by providing managers with timely and accurate information to support their decision-making processes (Tiwari et al., 2019). Second, it can enhance operational efficiency by improving the coordination and integration of organizational processes (Zhang et al., 2020). Third, it can enhance innovation by facilitating knowledge creation and sharing, which can lead to the development of new products and services (Grant, 1996).

The KBV theory posits that organizations that effectively manage their knowledge resources are better positioned to achieve superior performance outcomes. In the context of Kenya Power and Lighting Company Limited, effective information management practices can enhance the efficiency and effectiveness of its operations, improve decision-making, and support the development of new products and services. Therefore, the study seeks to examine the effect of information management practices on the performance of Kenya Power and Lighting Company Limited.

Information Management Practices on Performance

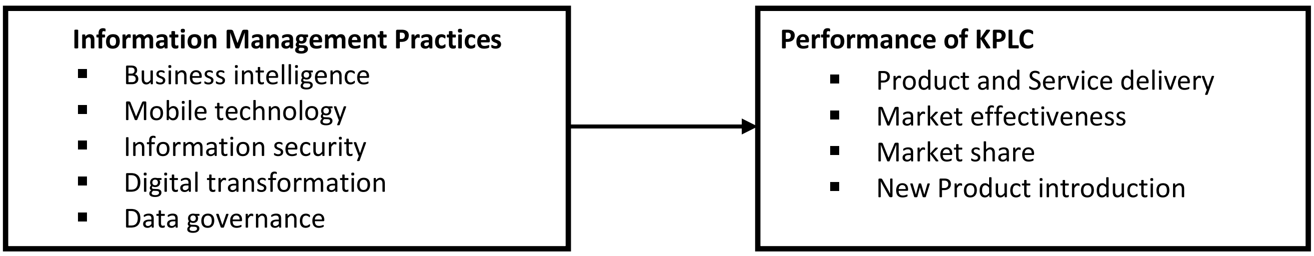
Ngirigacha, Wasike and Gichuhi, (2019) did a study on the contributions of information management practices on performance among selected counties, Kenya. The study adopted the mixed research design method. Descriptive survey design was used to collect data. Stratified random sampling was used to select the participants. The study used analysis of variance (ANOVA) to allow the making of predictions from the data. Findings revealed that the main effects of information management practices employed in the respective county government were improved service delivery and functioning of public administration, decreased uncertainties and decreased time needed to carry out key county government procedures. Lack of resources such as funds, human resource, and infrastructure and managerial support were identified as the main hindrance to information management programs.

Ozden, (2021) did a study on the information management, organizational intelligence, and innovation performance triangle: empirical research on Turkish IT Firms. The survey collection process included the data of 495 managers, collected between 2018 and 2019. In this study, in which the effect of the sensitivity between information management practices, the sub-dimensions of organizational intelligence on innovation performance, and financial and growth performance are examined within the framework of resource-based theory. The study findings revealed that a significant relationship was determined between information management practices and both a firm's innovation performance and its financial and growth performance. Moreover, innovation performance is found to have a direct and positive effect on a firm's growth and financial performance.

Muthoni (2022) did a study on the influence of information management practices on performance of private universities in Kenya: A case of Africa international university. The study adopted a descriptive research design. The unit of analysis was Africa International University in Kenya, while the unit of observation (target population) was80 employees drawn from various departments. The study findings established that information quality, dissemination and security influence performance of African International University. The results support the current theories related to the study. Consequently, this study provides institutions of higher learning with insights of how to improve performance through the adoption of appropriate information management practices.

Zoran and Breytenbach, (2019) did a study on the factors influencing effective information management using information technology systems in a Public Sector Department. An extensive literature review was conducted of information, the role of information management, the possible critical failure and success factors of information management. This led to the discovery of four main categories for critical failure factors: people; process; policy and; technology and three categories for critical success factors: organizational culture; top management support and strategies. The findings suggest that the following factors would impact the successful implementation of an information management initiative for this Public Sector Department: information management; change management and communication strategies; culture; roles of responsibility for information; information lifecycle process; and information management policy.

Conceptual Framework



Independent Variable **Dependent Variable**

Figure 1: Conceptual Framework

METHODOLOGY

This study employs a cross-sectional research design to investigate the relationship between operations management practices and organizational performance at the Kenya Power Headquarters in Nairobi, focusing on a target population of 98 employees across various departments responsible for operations management. Data was collected using a standardized questionnaire with a 1-5 Likert scale, delivered to respondents who were given three days to complete it. A census method was utilized due to the small target population, ensuring that all employees participated. Reliability testing of the instruments yielded high Cronbach's alpha values ranging from 0.809 to 0.845, indicating strong internal consistency. Data analysis was conducted using SPSS Version 25, employing regression and correlation analyses to derive insights. Diagnostic tests, including checks for normality and multicollinearity, were integrated into the analytical process to validate the findings and ensure the robustness of the research conclusions.

FINDINGS AND DISCUSSION

Response Rate

The researcher distributed 98 questionnaires however only 88 were successfully returned representing 89.80%. Data was analyzed using both descriptive and inferential statistics. Data was presented using table.

Information Management Practices

In addition, the researcher sought to determine the Information Management Practices. The findings resulting from the analysis are presented in Table 1.

Table 1: Descriptive Statistics for Information Management Practices

Statements	SD %	D %	U %	A %	SA %	Mean	Std.
There is clear information management and planning at the Kenya Power	13	0	19	37	31	3.49	.3025
Workload at the Kenya power are equally distributed thus easing operations	10	0	17	47	26	4.83	.4709
The Kenya Power has effective ways to deal with legal issues concerning operations mismanagement	45	0	13	5	45	3.34	.4896
The Kenya Power management ensures that employees views are respected and put into practice	0	0	3	55	42	4.04	.3335
Information management practices at the Kenya Power enhances operational practices	0	0	6	57	37	3.96	.4737
Overall mean						**3.932**	**.4140**

According to the data, 68% of the respondents agreed (Mean - 3.49, Std. Deviation - 0.3025) that there is clear information management and planning at Kenya Power. This reflects a reasonable level of agreement, highlighting the importance of effective information management and planning within the organization. This finding resonates with the research conducted by Muthoni (2022), who emphasized the effect of information quality, dissemination, and security on organizational performance. Effective information management and planning are fundamental to the successful operation of an organization.

A notable 73% of respondents agreed (Mean - 4.83, Std. Deviation - 0.4709) that workload at Kenya Power is equally distributed, which eases operations. This high level of agreement suggests that the organization has been successful in ensuring a balanced distribution of workloads among employees, contributing to operational efficiency. This result aligns with the concept of workforce involvement highlighted in the study by Milanoi (2019). Your findings emphasize the organization's success in achieving a balanced distribution of workloads, contributing to operational efficiency.

On the topic of dealing with legal issues concerning operations mismanagement, 50% of respondents agreed (Mean - 3.34, Std. Deviation - 0.4896). This agreement level indicates that Kenya Power has effective ways to address legal matters related to operations mismanagement, which is essential for maintaining legal compliance. This result supports the notion that having effective methods to address legal matters related to operations mismanagement is essential, as emphasized in the study by Sumarid (2020). Ensuring legal compliance is a crucial aspect of organizational governance.

A significant 97% of respondents agreed (Mean - 4.04, Std. Deviation - 0.3335) that Kenya Power's management ensures that employee views are respected and put into practice. This highlights the organization's commitment to valuing employee input, which can contribute to a positive workplace culture. This aligns with the study conducted by Kangi (2017), which highlighted the positive effect of quality management practices on employee involvement and organizational performance. Valuing and implementing employee input can contribute to a positive workplace culture and enhance performance.

The data shows that 94% of the respondents agreed (Mean - 3.96, Std. Deviation - 0.4737) that information management practices at Kenya Power enhance operational practices. This indicates that effective information management positively effects the organization's day-to-day operations. This finding corresponds with the importance of information management practices highlighted in the research by Ngirigacha, Wasike, and Gichuhi (2019). Effective information management positively effects day-to-day operations, contributing to overall efficiency and performance. The findings reveal that Kenya Power has clear information management and planning, a well-distributed workload, effective approaches for dealing with legal issues, and a commitment to respecting employee views. These practices contribute to enhanced operational practices, which is crucial for the organizations overall performance and efficiency.

Performance of Kenya Power Company Limited

The researcher sought to determine the performance of Kenya Power Company Limited. The findings of the study are indicated in Table 2.

Table 2: Performance of Kenya Power Company Limited

Statements	SD %	D %	U %	A %	SA %	Mean	Std.
Operations performance of KPLC positively affects the delivery of reliable and efficient products and services.	0	0	6	50	44	3.17	.6048
KPLC's effective market strategies contribute to improved customer satisfaction and loyalty.	0	6	13	34	47	4.83	.3709
KPLC's ability to maintain andincrease its market share demonstrates its operational excellence and Customer-centric approach.	0	5	15	31	50	4.64	.4896
The introduction of new products by KPLC indicates its commitment to innovation and meeting evolving customer needs.	0	0	9	39	52	4.14	.3156
KPLC's operational efficiency and effectiveness directly affect its competitive position in the market.	0	13	19	31	37	4.16	.3721

The data indicates that 50% of respondents agreed (Mean - 3.17, Std. Deviation - 0.6048) that the operations performance of Kenya Power positively effects the delivery of reliable and efficient products and services. This reflects a moderate level of agreement, suggesting that there is a perceived connection between operational performance and service quality. This result highlights the connection between operational performance and service quality, which aligns with the findings of Anantharaman (2019), who emphasized the importance of people management practices for organizational performance. Efficient operations play a key role in enhancing service delivery.

Most respondents, 47%, strongly agreed (Mean - 4.83, Std. Deviation - 0.3709) that Kenya Power's effective market strategies contribute to improved customer satisfaction and loyalty. This high level of agreement indicates that the organization's strategies have been successful in enhancing customer relations. This finding corresponds with the research conducted by Saeed, Lodhi, and Iqbal (2022), which highlighted the positive relationship between human resource management practices and organizational performance. Effective market strategies can indeed enhance customer satisfaction and loyalty.

In terms of maintaining and increasing market share, 50% of respondents strongly agreed (Mean - 4.64, Std. Deviation - 0.4896), reflecting a significant level of agreement. This implies that Kenya Power's operational excellence and customer- centric approach have helped it gain and retain market share. This result aligns with the study by Angela (2016), which emphasized the importance of procurement practices in influencing organizational performance. Effective operational approaches and customer-centric strategies can contribute to maintaining and expanding market share.

Regarding the introduction of new products, 52% of respondents strongly agreed (Mean - 4.14, Std. Deviation - 0.3156) that it indicates Kenya Power's commitment to innovation and meeting evolving customer needs. This high level of agreement suggests that the organization is responsive to changing customer requirements. This finding corresponds with the research conducted by Zoran and Breytenbach (2019), which focused on the factors influencing effective information management. Innovating and meeting evolving customer needs are essential for organizational performance.

When it comes to operational efficiency and competitive position, 37% of respondents strongly agreed (Mean - 4.16, Std. Deviation - 0.3721) that Kenya Power's operational efficiency and effectiveness directly affect its competitive position in the market. This agreement underscores the significance of operational efficiency in maintaining a competitive edge. This result emphasizes the importance of operational efficiency, which is consistent with the findings of Megersa (2022), who studied the effect of quality management practices on organizational performance. Operational efficiency plays a crucial role in maintaining a competitive position.

The findings indicate that Kenya Power Company Limited's operations positively affect product and service delivery. The organization's effective market strategies contribute to improved customer satisfaction, and its ability to maintain and increase market share demonstrates operational excellence. Additionally, the introduction of new products indicates a commitment to innovation, and operational efficiency plays a pivotal role in maintaining a competitive position in the market. Overall, these factors are crucial for the organization's performance and competitive standing.

Correlation Analysis

Correlation is a technique for investigating the relationship between two quantitative, continuous variables. The study adopted Pearson correlation analysis. Pearson's correlation coefficient (r) a measure the strength of the association between the two variables.

Table 3: Correlation Matrix

		Performance of Kenya Power Company Limited.
Information	Pearson Correlation	.648
Management	Sig. (2-tailed)	.002
Practices	N	88

Information management practices exhibit a robust positive correlation with a coefficient of 0.648 (p = 0.002), highlighting the importance of well-managed information in enhancing overall performance. The study findings revealed are in line with those of Mungai, (2019) which showed that information systems used in procurement led to higher internal customer satisfaction hence information management practices positively enhance organization performance.

Overall Model

Table 4 shows the overall significant test results for the hypothesized research model.

Table 4: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.530	.182		2.912	.005
Information Management Practices	.539	.001	.984	539	.000

The interpretations of the findings indicated follow the following regression model.

$$Y = 0.530 + 0.539 X_1$$

The coefficient for Information Management Practices is 0.539, with a standard error of 0.001. This positive coefficient indicates that an increase in Information Management Practices is associated with a 0.539-unit increase in the outcome variable.

The standardized coefficient (Beta) is very high at 0.984, signifying an extremely strong positive relationship. It is highly statistically significant at the 0.000 significance level.

Table 5: Summary Table

Hypothesis	Findings (Sig)	Decision
$H0_1$: There is no statistically significant relationship between information management practice and performance of Kenya Power and Lighting Company Limited.	.000	Reject Null Hypothesis

CONCLUSIONS AND RECOMMENDATIONS

It was concluded that information management practices strongly influence the performance of Kenya Power Company Limited. Effective information management enhances decision-making, operational efficiency and overall organizational performance. This implies that how well information is managed and utilized within the organization directly impacts its ability to deliver reliable and efficient products and services. The study findings revealed are in line with those of Mungai (2019) which showed that information systems used in procurement led to higher internal customer satisfaction hence information management practices positively enhances organization performance.

In light of the significant influence of Information Management Practices on organizational performance, it is recommended that Kenya Power Company Limited continues to prioritize efficient information management. The responsibility for implementing this recommendation rests with the information technology and data management teams. They should work collaboratively to ensure that information is effectively collected, stored, and utilized to enhance decision-making, operational efficiency, and overall organizational performance.

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