

Effects of Information Management Capability on Firm Performance: A Study of Mtn Nigeria in the South-South Region

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Abstract

This study investigates the effects of information management capability (IMC) on firm performance in MTN Nigeria's South-South operations, focusing on information technology infrastructure, knowledge sharing practices, and data analytics capability. Drawing on the Resource-Based View (RBV) and Knowledge-Based View (KBV), the research adopts a descriptive survey design with a stratified random sample of 150 employees across IT, customer service, operations, and analytics departments, of which 100 valid responses were analyzed. Data were collected using structured questionnaires on a five-point Likert scale and analyzed through descriptive statistics, correlation, and regression techniques using SPSS. The findings reveal that information technology infrastructure and data analytics capability significantly and positively influence firm performance, highlighting their role as strategic resources that enhance efficiency, customer satisfaction, and profitability. In contrast, knowledge sharing practices did not demonstrate a significant positive effect, suggesting that while theoretically important, they may not be effectively institutionalized in the regional context. The study concludes that firm performance in MTN Nigeria's South-South operations is primarily driven by technological investments and data-driven decision-making, while knowledge sharing requires further strengthening to contribute meaningfully to organizational outcomes. Recommendations include continuous investment in IT infrastructure, expansion of data analytics tools, and the institutionalization of knowledge-sharing practices to sustain competitiveness.

Keywords: *Information Management Capability; Information Technology Infrastructure; Knowledge Sharing Practices; Data Analytics Capability*

1. Introduction

In today's competitive business environment, information management capability (IMC) has become a critical determinant of organizational success. Information management capability

refers to a firm's ability to effectively collect, process, store, and utilize information to support decision-making and strategic objectives. Scholars argue that information has evolved into a *strategic asset* that must be managed to enhance efficiency, innovation, and customer satisfaction (Ucakturk & Villard, 2013).

Organizational performance is often measured by effectiveness, efficiency, customer satisfaction, and innovation. These outcomes are heavily dependent on the quality of information available to managers for decision-making (Okoye et al., 2013). The Resource-Based View (RBV) and Knowledge-Based View (KBV) theories suggest that firms with superior information management capabilities can achieve sustainable competitive advantage by leveraging knowledge and data as unique resources (Singh et al., 2016).

In the Nigerian telecommunications industry, MTN Nigeria stands out as a leading firm whose performance is closely tied to its ability to manage information. Studies have shown that management information systems (MIS), including customer relationship management and financial information systems, have a significant positive effect on MTN Nigeria's organizational performance (Ojo et al., 2022). For instance, effective MIS practices explained over 61% of the variation in MTN's performance outcomes, highlighting the importance of information capability in driving profitability and customer satisfaction.

Furthermore, recent research emphasizes the role of business intelligence (BI) in enhancing strategic decision-making within MTN Nigeria. Business intelligence tools improve data quality, security, and analytical insights, which in turn strengthen operational performance and risk management (Mmeje et al., 2024). This underscores the fact that firms in dynamic industries like telecommunications must continuously invest in information management systems to remain competitive. Given MTN's dominance in Nigeria's South-South region, examining the effects of information management capability on firm performance in this context has both academic and practical relevance. It helps explain how regional operations leverage information systems to improve service delivery, customer loyalty, and financial outcomes.

Statement of the Problem

In today's dynamic business environment, firms increasingly depend on information management capability (IMC) to sustain competitiveness and improve performance. Effective IMC enables organizations to collect, process, and utilize information for strategic decision-making, customer satisfaction, and operational efficiency. However, many firms in developing economies, including Nigeria, struggle with inadequate information systems, poor data integration, and limited knowledge-sharing practices (Okoye et al., 2013).

The Nigerian telecommunications industry is highly competitive, with firms such as MTN, Airtel, and Glo striving to differentiate themselves through superior service delivery. MTN Nigeria, particularly in the South-South region, faces challenges in managing vast amounts of customer and operational data. Issues such as network congestion, customer complaints, and inefficiencies in service delivery often stem from weaknesses in information management systems (Ojo et al., 2022). These challenges raise concerns about whether MTN's current information management practices adequately support its performance objectives.

Although prior studies have established a positive relationship between management information systems and organizational performance, there is limited empirical evidence focusing on regional operations of telecom firms in Nigeria. Specifically, little is known about how IMC influences firm performance in the South-South region, where MTN serves a diverse customer base with unique socio-economic characteristics. This gap in knowledge makes it difficult for managers

and policymakers to design effective strategies that leverage information as a resource for improved performance.

Therefore, the problem this study seeks to address is the lack of empirical understanding of the effects of information management capability on firm performance in MTN Nigeria's South-South operations. Without such insights, MTN risks underutilizing information as a strategic asset, potentially limiting its ability to achieve sustainable competitive advantage in the region.

Research Objectives

1. To examine the effect of information technology infrastructure on firm performance in MTN Nigeria's South-South operations.
2. To investigate the relationship between knowledge sharing practices and firm performance in MTN Nigeria's South-South operations.
3. To evaluate the influence of data analytics capability on firm performance in MTN Nigeria's South-South operations.

2. Literature Review

Conceptual Review

Information Management Capability (IMC)

Information Management Capability (IMC) refers to an organization's ability to acquire, process, store, and utilize information effectively for both operational and strategic purposes. It integrates technological systems, organizational processes, and human skills to transform raw data into actionable knowledge. A strong IMC enables firms to respond quickly to market changes, improve customer satisfaction, and enhance profitability.

In the telecommunications industry, IMC is particularly vital due to the large volume of customer and operational data that must be managed daily. Telecom firms like MTN Nigeria handle millions of subscriber records, billing information, and network traffic data, which require robust systems to ensure accuracy, security, and accessibility. Effective IMC ensures that this data is not only stored but also analyzed and applied to improve service delivery, reduce operational inefficiencies, and strengthen customer loyalty (Ucakturk & Villard, 2013).

For MTN Nigeria, IMC supports critical functions such as billing systems, customer relationship management (CRM), and network operations. These systems allow the company to track customer usage, resolve complaints, and optimize service delivery in real time. (Ojo, et al. 2022) found that management information systems (MIS), which form a core part of IMC, have a significant positive effect on MTN Nigeria's organizational performance, explaining over 61% of the variation in performance outcomes. This demonstrates that IMC is not just a support function but a strategic capability that drives profitability and competitiveness.

Moreover, IMC enhances decision-making by providing managers with timely and accurate information. Okoye et al. (2013) argue that effective information management improves organizational performance because it reduces uncertainty and enables better resource allocation. In MTN Nigeria's South-South operations, where customer demands and market dynamics are diverse, IMC ensures that managers can make informed decisions that align with both corporate strategy and regional needs.

Information Technology Infrastructure

Information Technology Infrastructure (ITI) consists of the hardware, software, databases, and communication networks that support information flow within an organization. It provides the

backbone for storing, processing, and transmitting data, ensuring that information is accessible and usable across different levels of the firm. A robust ITI enhances efficiency, reduces errors, and enables real-time decision-making, which is critical in industries that rely heavily on data, such as telecommunications. In MTN Nigeria's South-South operations, ITI includes servers, mobile platforms, billing systems, and digital applications that facilitate customer support and service delivery. These systems allow MTN to manage subscriber records, monitor network performance, and provide seamless communication services to millions of customers. The integration of ITI into daily operations ensures that customer complaints are resolved quickly, billing is accurate, and services are delivered reliably. Research indicates that ITI is a critical enabler of organizational performance because it allows firms to integrate processes, improve coordination, and deliver services more effectively. Okoye et al., (2013) argue that IT infrastructure reduces uncertainty in decision-making by providing managers with timely and accurate information. Similarly, Ojo et al. (2022) found that management information systems, which rely on IT infrastructure, significantly improve organizational performance in MTN Nigeria by enhancing efficiency and customer satisfaction.

Furthermore, ITI supports innovation by enabling firms to adopt advanced technologies such as cloud computing, mobile applications, and business intelligence tools. Ucakturk and Villard (2013) emphasize that IT infrastructure plays a strategic role in organizations by facilitating the transformation of information into knowledge that drives competitiveness. In MTN Nigeria, investments in IT infrastructure have allowed the company to expand its digital services, improve customer experience, and maintain its leadership position in the Nigerian telecom industry.

Knowledge Sharing Practices

Knowledge Sharing Practices involve the dissemination of information, experiences, and insights among employees and departments. They foster collaboration, innovation, and organizational learning by ensuring that knowledge is not siloed but shared across the organization. Effective knowledge sharing enables firms to leverage collective expertise, reduce duplication of effort, and improve decision-making. In MTN Nigeria's South-South operations, knowledge sharing is particularly important because the company manages diverse customer needs and technical challenges across different regions. By encouraging employees to share customer feedback, technical expertise, and market intelligence, MTN can improve service quality, resolve issues faster, and adapt to changing market conditions. For example, when frontline staff share customer complaints with technical teams, solutions can be developed more quickly, enhancing customer satisfaction and loyalty. Research has consistently shown that knowledge sharing is positively linked to innovation and competitiveness. Singh et al. (2016) argue that organizations that promote knowledge sharing are better positioned to innovate and sustain competitive advantage. Similarly, Okoye et al. (2013) emphasize that effective information and knowledge dissemination improves organizational performance by enabling managers to make informed decisions. In the telecommunications industry, where rapid technological changes and customer demands are constant, knowledge sharing ensures that firms remain agile and responsive.

Furthermore, knowledge sharing contributes to organizational learning, which is essential for long-term growth. Ucakturk and Villard (2013) highlight that organizations that integrate knowledge into their processes are more likely to achieve strategic goals and maintain competitiveness. For MTN Nigeria, fostering a culture of knowledge sharing not only improves

operational performance but also strengthens employee engagement and collaboration, creating a more resilient organization.

Data Analytics Capability

Data Analytics Capability refers to the ability of a firm to analyze large volumes of data to generate insights for decision-making. It encompasses the use of business intelligence tools, predictive analytics, machine learning, and customer data analysis to transform raw information into actionable knowledge. A strong DAC enables organizations to identify patterns, forecast trends, and optimize resource allocation, thereby enhancing both operational efficiency and strategic competitiveness. In the telecommunications industry, DAC is particularly critical because firms like MTN Nigeria manage vast amounts of subscriber data, billing records, and network usage information daily. By leveraging analytics, MTN can better understand customer behavior, predict churn rates, and design targeted marketing strategies. For example, predictive analytics can help identify customers likely to switch to competitors, allowing MTN to intervene with retention offers. Similarly, network analytics can optimize bandwidth allocation, reducing congestion and improving service quality. Moreover, DAC supports evidence-based management, where decisions are grounded in data rather than intuition. Okoye et al., (2013) argue that organizations that rely on analytics reduce uncertainty and improve resource allocation, leading to better performance outcomes. In MTN Nigeria's South-South operations, DAC ensures that managers can respond quickly to market dynamics, tailor services to customer needs, and maintain a competitive edge in the highly saturated telecom market.

Firm Performance

Firm Performance is the dependent variable in this study and is commonly measured through profitability, efficiency, customer satisfaction, and market share. It reflects how well an organization achieves its strategic and operational objectives. In MTN Nigeria's South-South operations, performance indicators include revenue growth, reduced service complaints, and subscriber retention. These outcomes demonstrate the company's ability to maintain competitiveness in a highly saturated telecommunications market. Firm performance is multidimensional, encompassing both financial and non-financial measures. Financial performance includes profitability, return on investment, and revenue growth, while non-financial performance covers customer satisfaction, service quality, and employee productivity. Scholars argue that firm performance is directly influenced by how well organizations manage and utilize information resources. Okoye et al. (2013) emphasize that effective information management reduces uncertainty, improves decision-making, and enhances organizational outcomes. In the telecommunications sector, firm performance is closely tied to customer satisfaction and service reliability. Ojo et al. (2022) found that management information systems significantly improve MTN Nigeria's performance by enhancing efficiency and customer service delivery. Similarly, Singh et al. (2016) highlight that firms that effectively leverage resources such as IT infrastructure, knowledge sharing, and analytics capabilities achieve superior performance outcomes. Thus, effective Information Management Capability (IMC), supported by IT infrastructure, knowledge sharing, and data analytics, is central to achieving superior performance outcomes. Firms that integrate these capabilities into their operations are better positioned to sustain competitive advantage and deliver long-term value.

Theoretical Review

Resource-Based View (RBV)

The Resource-Based View (RBV), introduced by Barney (1991), provides a foundational lens for understanding how firms achieve and sustain competitive advantage. RBV emphasizes that organizations must possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN) to outperform competitors. In the context of MTN Nigeria, RBV directly supports the role of Information Technology Infrastructure and Data Analytics Capability as strategic resources. IT infrastructure, comprising servers, databases, and digital platforms, forms the backbone of operations, enabling efficient service delivery and customer support. Because such infrastructure requires significant investment and technical expertise, it is not easily replicated by competitors, making it a rare and valuable resource. Similarly, data analytics capability allows MTN to transform vast amounts of subscriber and network data into actionable insights, strengthening decision-making and market responsiveness. This analytical capability is both valuable and difficult to imitate, as it depends on specialized tools and skilled personnel. Thus, RBV supports the argument that these resources, when effectively deployed, contribute directly to superior firm performance by enhancing efficiency, customer satisfaction, and profitability.

Knowledge-Based View (KBV)

The Knowledge-Based View (KBV), advanced by Grant (1996), extends the Resource-Based View by emphasizing knowledge as the most critical strategic asset of the firm. KBV argues that organizational success depends on the ability to create, share, and integrate knowledge across different units. This theory directly supports Knowledge Sharing Practices in MTN Nigeria, where employees exchange customer feedback, technical expertise, and market intelligence to improve service delivery and foster innovation. By encouraging collaboration and communication, MTN ensures that valuable knowledge is not siloed but disseminated across departments, enhancing organizational learning and responsiveness. KBV also supports Data Analytics Capability, as the insights generated from analytics represent organizational knowledge that strengthens decision-making and competitiveness. In essence, KBV highlights that firms that effectively transform information into knowledge and embed it into their processes are better positioned to sustain competitive advantage, improve customer satisfaction, and achieve superior performance outcomes.

Empirical Review

Ugowe et al. (2025), in *“Information Management Capability and Organizational Development in MTN Lagos,”* examined the role of information management in organizational development. Using survey data and regression analysis, they found that effective information management significantly enhances decision-making and strategic planning. The study concluded that automation and staff motivation are critical for maximizing IMC’s impact, recommending investment in advanced systems to handle complex information needs.

Okoye et al. (2013), in *“Decision-Making and Organizational Performance: The Role of Information,”* investigated the relationship between information systems and organizational performance in Nigerian firms. Their analysis revealed that IT infrastructure reduces uncertainty in decision-making, improves efficiency, and ensures timely access to information. The study concluded that robust IT systems are essential for strengthening competitiveness and improving firm outcomes.

Adejare (2016), in *“Knowledge Management Practices and Organizational Performance of GSM Firms in Nigeria,”* explored the impact of knowledge sharing, acquisition, and application on performance in GSM firms, including MTN, Airtel, GLO, and Etisalat. Using correlation and regression analysis, the study found a significant relationship between knowledge management practices and organizational performance. It concluded that knowledge sharing fosters innovation and competitiveness, recommending that management empower employees to share creative ideas and build an innovative culture.

Mmeje et al. (2024), in *“Leveraging Business Intelligence for Strategic Decision Making: Analyzing Its Impact on MTN Nigeria’s Organizational Performance,”* assessed the role of business intelligence in enhancing firm performance. Based on a survey of 316 respondents and structural equation modeling, the study found that BI significantly improves decision-making and organizational performance. It concluded that data quality, security, and technical expertise positively influence service delivery and risk management, recommending that MTN strategically align BI investments with decision-making needs.

Odesola et al. (2026), in *“Exploring the Link between Knowledge Management Practices and Operational Performance: Empirical Evidence from Nigerian SMEs,”* investigated knowledge management practices among SMEs in Nigeria. Using PLS-SEM on data from 393 respondents, the study found that knowledge application and knowledge sharing significantly influence product and service quality. It was concluded that knowledge application, sharing, and storage are strategic drivers of operational performance, particularly in enhancing delivery speed and cost management.

Ojo et al. (2022), in *“Impact of Management Information Systems on Organizational Performance of MTN Nigeria,”* examined how MIS adoption influences efficiency and customer service delivery. Using survey data and regression analysis, they found that MIS significantly improved operational efficiency and customer satisfaction. The study concluded that effective MIS integration is essential for sustaining competitiveness in the telecom sector.

Akinwale & Adepoju (2019), in *“ICT Infrastructure and Service Quality in Nigerian Telecommunications,”* investigated the role of ICT infrastructure in enhancing service quality among major telecom operators. Their findings showed that robust ICT infrastructure positively affects service reliability, customer satisfaction, and revenue growth. The study concluded that continuous investment in ICT infrastructure is critical for improving firm performance in Nigeria’s telecom industry.

Eze et al. (2020), in *“Knowledge Sharing and Innovation Performance in Nigerian Telecommunications Firms,”* explored the relationship between knowledge sharing practices and innovation outcomes. Using structural equation modeling, they found that knowledge sharing significantly enhances innovation performance, which in turn drives customer satisfaction and market competitiveness. The study concluded that fostering a culture of collaboration and knowledge exchange is vital for sustaining firm performance.

Oladipo & Adebayo (2021), in *“Business Intelligence Adoption and Organizational Performance in Nigerian Telecoms,”* assessed the impact of BI tools on decision-making and performance outcomes. Their study revealed that BI adoption improves strategic decision-making, reduces operational risks, and enhances profitability. The study concluded that telecom firms that align BI investments with organizational goals achieve superior performance outcomes.

3. Research Methodology

This study adopts a descriptive survey research design, which is appropriate for examining the relationship between information technology infrastructure, knowledge-sharing practices, data analytics capability, and firm performance in MTN Nigeria. The population comprises employees across departments such as IT, customer service, operations, and analytics, who are directly involved in information systems and knowledge management processes. The study employs stratified random sampling to ensure representativeness across units, with a planned sample size of 150 respondents; however, 100 valid responses were obtained, representing the actual sample used for analysis. Primary data were collected through structured questionnaires designed on a five-point Likert scale ranging from “Strongly Disagree” to “Strongly Agree,” while secondary data were obtained from company reports and published studies. The instrument underwent expert review for content validity, and reliability was tested using Cronbach’s Alpha, with a threshold of 0.70 considered acceptable. Data analysis involves both descriptive statistics, such as mean, frequency, and percentage, and inferential statistics, including correlation, regression analysis, and ANOVA, using SPSS to test the hypotheses and establish the strength of relationships among the study variables. The study also adopts strict ethical standards to ensure the credibility and integrity of the research process. Participation is voluntary, and respondents were informed of the purpose of the study before completing the questionnaire. Informed consent is obtained, and participants were assured of confidentiality and anonymity, with no identifying information being disclosed in the reporting of results. Data were collected and stored securely, accessible only to the researcher, and used solely for academic purposes.

4. Data Analysis and Discussion

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	100	1	2	1.48	.502
Age	100	1	4	2.78	.991
Department	100	1	5	2.63	1.178
Experience	100	1	4	2.34	1.007
Valid (listwise)	N 100				

The descriptive statistics provide insights into the demographic characteristics of the 100 respondents. Gender distribution shows a mean of 1.48 (SD = 0.502), indicating that the sample is fairly balanced but slightly skewed toward male respondents (coded as 1), with females (coded as 2) making up a smaller proportion. Age has a mean of 2.78 (SD = 0.991) on a scale of 1–4, suggesting that most respondents fall within the middle age categories (30–39 and 40–49 years), reflecting a workforce dominated by experienced adults rather than younger entrants. Departmental distribution records a mean of 2.63 (SD = 1.178) on a scale of 1–5, showing that respondents are spread across IT, customer service, operations, analytics, and other units, with a slight concentration in customer service and operations. Years of experience has a mean of 2.34 (SD = 1.007) on a scale of 1–4, indicating that the majority of respondents have between 6–10 years of work experience, suggesting a moderately seasoned workforce with sufficient exposure to organizational processes and information systems.

The demographic distribution of respondents reveals a balanced gender composition, with males accounting for 52% and females 48%. This near parity ensures that perspectives from both genders are adequately represented in the study. Age distribution shows that the majority of respondents fall within the 40–49 age bracket (34%), followed by those aged 50 and above (28%) and 30–39 years (26%), while only 12% are between 20–29 years. This indicates that the workforce is predominantly composed of mature and experienced employees, which may enhance the reliability of responses regarding organizational processes and performance.

Departmental representation highlights that customer service (28%) and operations (27%) form the largest groups, followed by IT (20%) and analytics (19%), with 6% from other departments. This spread reflects the diverse functional areas within MTN Nigeria's South-South operations, ensuring that insights are drawn from both technical and customer-facing units. Regarding work experience, the largest proportion of respondents (33%) have 6–10 years of experience, followed closely by those with 11–15 years (28%) and 1–5 years (24%), while 15% have over 16 years of experience. This suggests that the sample is dominated by mid-career professionals who possess substantial organizational knowledge and exposure to information systems.

Correlation Metrix

	Performance	Infrastructure	Knowledge	Data Analysis
Performance	100			
Infrastructure	.168	100		
Knowledge	-.126	.150	100	
Data Analysis	.459**	-.181	-.105	100

The correlation analysis reveals mixed relationships among the study variables. Information technology infrastructure shows a weak positive correlation with firm performance ($r = .168$, $p = .095$), which is not statistically significant at the 0.05 level. This suggests that while infrastructure contributes to performance, its effect is limited and may require complementary factors to achieve stronger outcomes. Knowledge sharing practices display a weak negative correlation with firm performance ($r = -.126$, $p = .212$), also not statistically significant, indicating that knowledge sharing alone does not directly enhance performance in MTN Nigeria's South-South operations. Interestingly, data analytics capability demonstrates a moderate positive and statistically significant correlation with firm performance ($r = .459$, $p = .000$), highlighting its critical role in driving efficiency, customer satisfaction, and profitability. This finding underscores the importance of data-driven decision-making as a strategic resource in the telecommunications industry.

Regression Analysis Results

		Anova				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.748	3	3.583	12.978	.000 ^b
	Residual	26.502	96	.276		
	Total	37.250	99			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.642	.721		.891	.375
	Infrastructure	.368	.118	.275	3.115	.002
	Knowledge Sharing	-.122	.093	-.115	-1.317	.191
	Data Analytics	.564	.100	.497	5.655	.000
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.537 ^a	.289	.266	.52542		

The regression model demonstrates a moderate explanatory power, with an R^2 value of 0.289, indicating that information technology infrastructure, knowledge sharing practices, and data analytics capability collectively explain about 29% of the variation in firm performance. The ANOVA results confirm that the model is statistically significant ($F = 12.978$, $p < 0.001$), suggesting that the predictors jointly exert a meaningful influence on performance outcomes.

Examining the coefficients, information technology infrastructure shows a positive and significant effect on firm performance ($\beta = 0.275$, $t = 3.115$, $p = 0.002$). This finding supports prior studies such as Okoye et al. (2013) and Ojo et al. (2022), which emphasized that robust IT infrastructure and management information systems enhance efficiency, reduce uncertainty, and improve customer satisfaction. It reinforces the argument that infrastructure investments are critical enablers of organizational success in MTN Nigeria's South-South operations.

Data analytics capability also exhibits a strong positive and highly significant effect on firm performance ($\beta = 0.497$, $t = 5.655$, $p < 0.001$). This aligns with the findings of Mmeje et al. (2024) and Oladipo and Adebayo (2021), who demonstrated that business intelligence and analytics significantly improve decision-making, risk management, and profitability. The result underscores the strategic importance of data-driven insights in sustaining competitiveness in the telecommunications industry. Conversely, knowledge sharing practices show a negative but statistically insignificant effect on firm performance ($\beta = -0.115$, $t = -1.317$, $p = 0.191$). This contrasts with studies such as Adejare (2016) and Eze et al. (2020), which found that knowledge sharing fosters innovation and competitiveness. The divergence may reflect contextual challenges in MTN Nigeria's South-South operations, where knowledge sharing mechanisms may not be fully institutionalized or effectively leveraged to translate into measurable performance outcomes.

Research Hypotheses and Decision

H1: Information technology infrastructure positively influences firm performance in MTN Nigeria's South-South operations. *Alternative hypothesis accepted*

H2: Knowledge sharing practices positively influence firm performance in MTN Nigeria's South-South operations. *Alternative hypothesis rejected*

H3: Data analytics capability positively influences firm performance in MTN Nigeria's South-South operations. *Alternative hypothesis accepted*

5. Conclusion and Recommendation

This study examined the effects of information management capability on firm performance in MTN Nigeria's South-South operations, focusing on information technology infrastructure, knowledge sharing practices, and data analytics capability. The findings reveal that information technology infrastructure and data analytics capability significantly and positively influence firm performance, supporting the Resource-Based View and Knowledge-Based View theories that emphasize the strategic value of rare and inimitable resources. Conversely, knowledge sharing practices did not show a significant positive effect, suggesting that while theoretically important, they may not be effectively institutionalized or leveraged in this context. Overall, the study concludes that firm performance in MTN Nigeria's South-South region is largely driven by investments in IT infrastructure and the effective use of data analytics, while knowledge sharing requires further strengthening to contribute meaningfully to organizational outcomes.

Recommendations

1. **Strengthen IT Infrastructure:** MTN Nigeria should continue to invest in robust and reliable IT systems, including servers, billing platforms, and customer support technologies, to enhance efficiency, reduce service complaints, and improve customer satisfaction.
2. **Leverage Data Analytics Capability:** The company should expand its use of advanced analytics tools, predictive modeling, and business intelligence systems to support evidence-based decision-making, optimize resource allocation, and design targeted customer retention strategies.
3. **Institutionalize Knowledge Sharing:** Management should foster a stronger culture of collaboration by creating formal platforms for knowledge exchange, encouraging cross-departmental communication, and rewarding employees who actively share insights. This will help translate knowledge sharing into measurable performance outcomes.
4. **Capacity Building:** Continuous training and development programs should be implemented to equip employees with the skills needed to maximize IT infrastructure and analytics tools, ensuring that technological investments are fully utilized.
5. **Strategic Alignment:** MTN Nigeria should align its information management practices with corporate and regional strategies, ensuring that infrastructure, analytics, and knowledge sharing collectively support long-term competitiveness and customer loyalty.

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