International Journal of Scientific Research in Education, JUNE 2023, Vol. 16(2), 216-228.



ernational Journal of Scientific Research in Education (IJSRE)

ISSN: 1117-3259

# Organizational Effectiveness through Information and Communication Technology Resources

Victoria N. ORLU Department of Educational Management Faculty of Education Ignatius Ajuru University of Education, Nigeria

Anita Uwem BRIGUE Department of Educational Management Faculty of Education, Ignatius Ajuru University of Education, Nigeria uwembrigue42@gmail.com

## ABSTRACT

\_\_\_\_\_

Every business in today's interconnected world needs secure methods of information and communication. This article delved into the ways in which ICT investments boost productivity, facilitate the use of data in decision making, encourage creativity, and enhance effectiveness for businesses. If the value of information and communication technology (ICT) assets is to be maximized, the paper contends, and excellent management practices are required. Essential components of ICT resource management include long-term planning, budgeting, security measures, and constant monitoring and assessment. By prioritizing cyber security and protecting users' personal information, businesses may get the most out of their ICT investments while still meeting their own goals. In this post, we offer concrete recommendations for raising businesses' rates of ICT adoption. User education and adoption should be prioritized, as should the use of agile project management techniques, the development of a data-driven culture, the consideration of ethical considerations, and the promotion of constant change and improvement. Organizations may make the most of their ICT investments, increase their competitive advantage, and face the challenges of managing their ICT resources if they heed these recommendations. Information and communication technology (ICT) resources may increase a company's efficiency, and this chapter offers guidance on how businesses should take use of these tools.

**Keyword:** Organizational Effectiveness, ICT, Resources, Resource Allocation, Security Measures, Monitoring and Evaluation.

Reference to this paper should be made as follows:

Orlu, V. N., & Brigue, A. U. (2023). Organizational effectiveness through information and communication technology resources. *International Journal of Scientific Research in Education*, *16*(2), 216-228.

Copyright © 2023 IJSRE

#### **INTRODUCTION**

Companies in the current era face new opportunities and threats as a result of technology development and globalization. In today's fast-paced business world, organizations that don't fully embrace and properly utilize their ICT resources will struggle to survive. Utilizing existing resources is now crucial to the success of any business due to the myriad ways in which ICT may increase efficiency. The phrase "information and communication technology" (ICT) refers to a wide range of resources that may be used for a variety of purposes, including but not limited to data collecting, storage, processing, and dissemination. Tools include things like computers, servers, and other networking gear and software; places to store data; methods of transferring and retrieving information; and the Internet itself. Businesses may boost productivity, encourage a culture of innovation and adaptation, and strengthen communication and cooperation by combining their many assets. Considerable academic focus has been placed on the correlation between investments in information and communication technology to accomplish strategic goals and acquire a competitive edge, several studies have evaluated the effect of ICT resources on a variety of outcomes inside the company.

ICT tools are very helpful for increasing productivity in everyday operations. Business operations may be simplified and automated with the use of technology, leading to greater output. Enterprise resource planning (ERP) systems, for example, are in the front of this shift because of the way they facilitate collaboration between departments. Shang and Seddon (2000) found that using an ERP system increased operational efficiency by streamlining procedures and facilitating better decision making. It has been shown that organizations using ERP systems are more productive and efficient. Successful businesses rely heavily on effective communication and teamwork, and ICT technologies play a crucial role in facilitating these factors. ICT tools such as email, IM, video conferencing, and project management programs make it possible to communicate and collaborate in real time regardless of physical location. According to studies by Straub, Boudreau, and Gefen (2004), organizations may improve their internal communication technology (ICT). The efficiency of an organization improves when its members are able to effectively communicate with one another and work together on projects via the use of information and communication technology (ICT).

Organizations can reap benefits from strategic ICT deployment provided they prioritize efficient management methods. Management of ICT entails a wide range of tasks, including long-term planning, resource allocation, security measures implementation, and ongoing monitoring and evaluation of ICT's efficacy. Organizations may maximize the value of their IT investments by aligning their ICT objectives with their overarching business goals. To protect their customers' personal information and intellectual property, businesses must prioritize cyber security protection. Tanriverdi's (2006) study shows how crucial it is for businesses to handle their ICT resources effectively. To get the most out of ICT investments and minimize their risks, the study emphasizes the need of strategic alignment, governance frameworks, and resource flexibility. How well a corporation uses its information and communication technology (ICT) resources determines its success or failure in today's cutthroat economic climate. When properly utilized, an organization's information and communication systems may boost productivity, efficiency, creativity, and competitiveness. Businesses that invest in information and communication technology (ICT)

communication, cooperation, data-based decision making, and creative output, according to a large body of research. However, in order to reach their full potential, information and communication technology (ICT) resources must be properly managed and strategically coordinated. Making the most of a company's ICT resources and getting where it needs to go requires solid management practices, aligning ICT strategy with business goals, and a commitment to cyber security. Businesses may improve their chances of succeeding in today's competitive, technologically-driven market by adopting and making effective use of information and communication technology (ICT).

#### ICT RESOURCES: AN OVERVIEW

ICT (Information and Communication Technology) resources play a crucial role in the functioning and success of organizations in today's digital age. These resources encompass a wide range of technologies, tools, and systems that enable the collection, storage, processing, and dissemination of information within an organization. By effectively integrating and managing these resources, organizations can enhance their productivity, efficiency, and overall effectiveness. An enterprise needs adequate ICT (Information and Communication Technology) resources to compete in the modern economic environment. Numerous tools, methods, and systems can facilitate the collection, storage, processing, and dissemination of data inside an organization. Incorporating and strategically utilizing these resources helps businesses to increase output, effectiveness, and efficiency. The field of ICT relies significantly on several pieces of hardware. Processing, storing, and transmitting data and information necessitates the use of computers, servers, and networking equipment. Computers have become the principal location of work for many people, simplifying a wide range of tasks such as data processing, document creation, and communication. However, it is the job of servers to process enormous data loads. Using networking equipment like routers, switches, and cables, businesses may set up local area networks (LANs) and wide area networks (WANs) to provide improved connectivity and information exchange across their various IT resources.

ICT assets also include software programs. From the most basic office productivity tool to the most intricate commercial software system, software's are designed to do something specific. Word processors, spreadsheets, and presentation software are all examples of productivity tools that may be used by employees to develop, revise, and publish written materials. It is easier for teams to work together and for customers to feel like they are part of the process thanks to the integration of collaboration software, project management software, and customer relationship management (CRM) systems. Accounting or inventory management systems, for example, are examples of industry-specific applications that may further streamline processes and boost efficiency. Databases are a crucial aspect of every organization's IT infrastructure because of how crucial it is to store, manage, and retrieve vast volumes of structured data. A database is an efficient and well-organized method of storing and retrieving data. NoSQL databases, on the other hand, are adaptable and scalable enough to deal with enormous amounts of unstructured or semi-structured data, while relational databases rely on tables and relationships to store and manage data. Businesses may benefit from better decision making and more organizational support if database management was improved.

The communication infrastructure of an organization is crucial to its ability to communicate both internally and externally. It is much easier to work together and share resources when all of the computers and other gadgets in the same building or office are connected. WANs facilitate communication and the sharing of data between geographically separated users, such as branches of the same organization or remote workers. Organizations also deploy VPNs to prevent unauthorized individuals from accessing private data when using public networks for collaboration and communication. Because to the proliferation of wireless networks and mobile devices, individuals are no longer limited by their location while working together or sharing information. How companies communicate with their clients, vendors, and other interested parties has been profoundly altered by the advent of the Internet. The Internet is a worldwide communications network that facilitates electronic commerce and information sharing among businesses of all sizes. In order to promote their products and services and interact with customers, businesses might have an online presence. To cut down on infrastructure expenses and increase adaptability, businesses are increasingly depending on web-based applications and cloud computing services to remotely store and access data and software resources.

Investments in information and communication technology (ICT) have been shown in several studies to increase productivity in the workplace. Information and communication technology (ICT) resources, as argued by Seddon and Kiew (1996), significantly contribute to the dissemination of knowledge and the enhancement of company productivity. They stress that better utilization of these assets results in better decision-making, simpler procedures, and increased productivity. Venkatesh and Bala (2008) stress the importance of information and communication technology (ICT) resources, especially computer hardware and software, in accomplishing organizational objectives. They argued that if workers had access to cutting-edge tools, it would boost morale and productivity. Only by effectively integrating and managing their ICT resources can businesses realize their full potential. In order for businesses to make the most of its information and communication technology (ICT) resources, experts like Melville et al. (2004) emphasize the need of strategy alignment. They claim that aligning your ICT resources with theirs will boost your company's chances of success. To maximize the value of information and communication technology (ICT) assets, it is not enough to only allocate resources wisely and implement security measures. Riemenschneider et al. (2002) argue that IT governance is essential for ensuring that IT resources are used in a way that advances business objectives and mitigates risk.

In order to acquire, store, analyze, and disseminate data, businesses can take advantage of ICT resources such as software, hardware, networks, and services. Technology, software, databases, networks, and the Internet all play vital roles in the provision of these assets. Businesses may see gains in productivity, efficiency, and general effectiveness through better integrating and managing their ICT resources. Knowledge sharing, decision making, staff productivity, and overall work satisfaction are just some of the organizational outcomes that have been shown to benefit from increased access to ICT resources. Furthermore, organizations will not be able to fully leverage ICTs if their strategies are not aligned and sound management practices are not in place. Businesses might potentially gain an edge in the fiercely competitive digital market by adopting and making smart use of ICT resources.

#### ICT TECHNIQUES FOR EFFECTIVE LABOUR OPERATION

In today's fast-paced economy, businesses are always looking for methods to increase productivity while decreasing expenses. The current information and communication technology (ICT) resources must be utilized for these goals to be attained. Processes can be automated,

workflows may be improved, and operational efficiency can be increased with the help of ICT resources used effectively. In order to improve operational efficiency, this article analyses the primary ICT assets and the academic studies that back up their influence. Enterprise resource planning (ERP) systems are a well-known example of an information and communication technology used by businesses to improve internal processes. Accounting, HR, SCM, and CRM are just some of the business processes that might benefit from the integration offered by an enterprise resource planning (ERP) system. Through this connection, information may be shared in real time, and collaboration across departments can increase. Additionally, by automating regular operations and preventing data from being input repeatedly, ERP systems save redundant human work. Researchers have examined the outcomes of implementing ERP systems and determined that it increases productivity. According to a meta-analysis of ERP studies undertaken by Seddon et al. (2003), organizations that successfully implemented ERP systems saw gains in operational efficiency, reduced lead times, and enhanced information flow. ERP systems were also brought up, namely how they help with better resource allocation, more precise data, and more sound decisions overall.

Technology like Business Process Management (BPM) tools is another example of how ICT may be utilized to boost efficiency. Companies may model their processes, evaluate them, and make improvements with the help of business process management (BPM) software. By removing inefficiencies, standardizing procedures, and computerizing formerly manual processes, these solutions help firms operate more efficiently. It's possible that organizations may increase productivity by analysis and visualizations of processes, followed by modifications to enhance efficiency. Weske (2007) argues that BPM (business process management) technologies are essential. Weske argues that BPM systems help firms succeed because they reduce inefficiency, businesses should make use of a wide range of information and communications technology (ICT) resources, not just ERP and BPM systems. For instance, workflow management systems let firms automate and control the flow of documents and activities inside workflows. Task delegation, project monitoring, and team collaboration are all simplified with the help of such tools.

Workflow management systems have been shown to boost productivity, according to research by Richter, Schmidt, and Stocker (2012). Organizations using workflow management systems reported shorter process lead times, more job visibility, and more efficient resource allocation. The research also shows how these changes might boost process quality, reduce mistake rates, and make workers happier. Data analytics and business intelligence technologies might provide useful insights for companies. Using data analytics, businesses may streamline operations and improve decision-making by gleaning actionable insights from mountains of data. Businesses now have the ability to monitor and assess KPIs in real time thanks to the dynamic dashboards and reports provided by BI systems.

The potential of data analytics and BI tools to boost productivity has been lauded by academics. According to LaValle et al. (2011), businesses that employ data analytics effectively make better decisions, run more efficiently, and generate more revenue. The research demonstrates the significance of utilizing analytics tools to get actionable insights from data in order to enhance resource allocation and streamline procedures. Businesses that want to succeed need to make the most of the opportunities presented by modern forms of electronic communication and information storage. ERP software unites and streamlines activities across divisions, whereas BPM software enables firms to analyze, assess, and improve their processes.

Data analytics and BI tools may help with decision making and process optimization, while workflow management solutions can help with automating activities and improving collaboration. Shorter lead times, more process visibility, and happy customers are just some of the ways that leveraging these ICT resources may improve operational efficiency. Businesses may improve their operations, boost productivity, and gain a competitive edge by making smart use of their information and communication technology resources.

### ICT TECHNIQUES FOR DECISION MAKING BASED ON DATA

Modern businesses understand the value of making decisions based on facts. Successful data collection, analysis, and interpretation may provide insights and a competitive edge for businesses. The use of data in organizational decision-making is greatly aided by the tools made possible by information and communication technology (ICT). This article gives a synopsis of the most useful ICT tools for supporting data-driven decision making and the studies that prove their worth. The ability of information and communication technology to gather and retain massive volumes of data is crucial to the success of data-driven decision making. Databases, data warehouses, and big data infrastructure are all examples of ICT resources that help businesses collect and store information about their customers, the marketplace, and their own operations. Businesses may utilize this knowledge as a starting point for gathering data that might guide their decisions. Scholars have emphasized the importance of data collection and storage for making decisions based on evidence. When it comes to understanding and making decisions, having access to and keeping track of essential data is crucial, as stated by Davenport and Harris (2007). Businesses that have invested in data storage and management systems, so the argument goes, are better prepared to use data in strategic decision making.

Using ICT resources, such as data storage and collecting but also advanced analytics tools and procedures, is crucial to evidence-based decision making. Insightful conclusions may be drawn from a company's data with the help of these technologies. With the use of data mining, predictive analytics, and machine learning algorithms, organizations can better utilize the data at their disposal to make choices. Several studies have looked at the effects of sophisticated analytics technology on data-driven decision making, making it a popular topic in academic circles. For instance, Chiang and Dey (2011) emphasize the usefulness of data mining tools in assisting in decision-making. Based on their findings, data mining might help businesses improve their decision-making and results by revealing previously unknown relationships and patterns in their data.

One other essential tool for making decisions based on data is a business intelligence system. Such systems make it easy to understand and study data by providing interactive dashboards, reports, and visualizations. Quick, reliable data on which to make choices may be obtained with the use of BI tools. Decisions should always be supported by data, hence BI tools are essential. Companies who have implemented BI systems have an edge in the market, according to studies by Raghunathan et al. (2010). A number of recent studies have demonstrated the usefulness of BI systems in providing up-to-date information to decision-makers. Data visualization tools are only one example of how technology may help people make better decisions. Companies may make even the most complicated data easily digestible by using these tools to create aesthetically appealing presentations. The ability to quickly spot patterns, anomalies, and connections between data points is a significant benefit of data visualization.

Few (2012) stressed the value of data visualization in the decision-making process. The findings of this research highlight the importance of data visualization for aiding decision-makers in swiftly digesting information, seeing trends, and uncovering hidden insights. Using data visualization tools, decision-makers may learn more from the data and better explain their results to others. Data-driven decision making is greatly aided by the availability of ICT resources inside a company. The capacity to gather and retain massive volumes of data has provided businesses with a solid basis for doing research and developing conclusions. Companies may benefit from extracting useful information from their data with the use of sophisticated analytics tools like data mining and predictive analytics. With the help of BI systems and data visualization tools, large datasets can be thoroughly analyzed and understood, opening the way for data-driven decision making. Decision-making is aided by spending money on things like data storage, sophisticated analytics, and visualization tools. Businesses may improve their responsiveness in today's data-driven market by making better use of their information and communication technology resources.

#### USE OF ICT FOR PROMOTING CREATIVITY AND FLEXIBILITY

Organizations need to value innovation and flexibility to succeed in today's competitive business environment. Information and communication technology (ICT) provides a number of useful tools for encouraging creative thinking at work. The resources available allow for effective innovation, cooperation, and response to shifting market conditions. This part, backed by research, delves into how ICT resources encourage creative problem-solving and flexible strategies. Cloud computing, along with other ICT tools, is a huge boon to creative problemsolving. With cloud computing, businesses may have a scalable IT infrastructure, with resources like servers, databases, and software made accessible on-demand to accommodate future expansion. This allows businesses to try out novel concepts, create prototypes, and assess cutting-edge solutions without spending a fortune in the beginning. Researchers have found evidence that the introduction of cloud computing has facilitated the spread of novel ideas. Berman, Vey, and Wang (2012) argue that cloud computing is essential for innovation because it allows for the quick deployment and scaling of applications. Using cloud computing, recent research shows, can reduce the time it takes to bring a product to market.

Virtual reality (VR) is a kind of ICT that encourages creative thinking in its users. Virtual reality (VR) opens up novel possibilities for improving product design, employee training, and customer service. Virtual reality (VR) has the potential to enhance concept simulation, prototype testing, and the collection of useful consumer feedback in the business sector. The importance of virtual reality (VR) to the creative process is highlighted by Del Giudice et al. (2019). According to the results, VR may help businesses be more innovative by allowing them to test out new ideas, boost teamwork, and provide clients with more sensory-rich services. According to the study, businesses that successfully use VR technology are also more likely to create innovative new goods and services.

Creative problem-solving and organizational flexibility are both greatly aided by the use of AI technology. AI-powered computers can sift through mountains of data to identify actionable trends and generate reliable forecasts. Machine learning and natural language processing are two examples of AI technologies that are helping businesses automate their processes, better meet the demands of their customers, and foster a culture of creativity. Academics have extensively recognized the revolutionary effect that AI technology has had on the imaginative process. As an illustration, Brynjolfsson and McAfee (2017) emphasize the benefits of AI in helping businesses create new business models, improve their decision-making procedures, and find hidden value in their data. Businesses that use AI have been shown to benefit in areas such as innovation and responsiveness to market shifts. Organizations can benefit from the use of information and communication technology (ICT) solutions that encourage collaboration and the free exchange of ideas. Project management software, virtual meetings, and internal social networks are all examples of collaboration technologies that facilitate communication, teamwork, and the development of novel approaches to problems.

Academic studies back the idea that using collaborative technology might boost one's ability to think creatively. Raja et al. (2012) present the following as an example of the positive effects of collaborative technologies on the creative process. According to studies, employing such tools improves coordination, speeds up the spread of information, and prepares the way for the development of novel concepts. In order to generate new ideas and take them through to fruition, businesses need to use collaborative tools successfully. It is crucial for a company to have access to information and communication technology (ICT) resources that allow for quick and flexible operations. When businesses have access to ICT tools like agile development frameworks and collaborative project management software, they can adapt more quickly to shifts in the market, in consumer tastes, and in the technologies themselves.

According to research by Sutherland and Altman (2014), embracing agile practices significantly improves a business's capacity to respond to change. Companies are praised for their use of agile practices, which allow them to effectively iterate, experiment, and pivot in response to market changes and consumer feedback. The study found that firms that use agile approaches backed by information and communication technology resources are better equipped to deal with and adapt to change. The creation of a culture that appreciates innovation and change requires substantial investments in information and communication technology (ICT). Virtual reality (VR) technology paves the way for organizations to explore unknown creative area, try out new ideas, and develop old ones. Discoveries, automated procedures, and the development of novel concepts are all made possible by AI technology. When businesses utilize agile approaches backed by ICT resources and collaborative platforms that foster the interchange and development of new ideas, they may be better able to respond quickly to shifting market conditions. Creativity and adaptability are essential in today's unpredictable economic climate, and research suggests that these ICT tools have a favorable effect on both.

#### FACILITATING INNOVATION AND ADAPTABILITY

Only through effective management can the full potential of investments in Information and Communication Technology (ICT) be reached. Every company has to establish a plan, allocate enough funds, make security a top priority, and routinely assess and monitor its ICT infrastructure. This section provides an overview of the theoretical underpinnings of ICT resource management in enterprises. Strategic planning is essential before attempting ICT resource management. If a company wants to get the most out of its technical investments, its ICT (information and communications technology) strategy needs to be in line with its long-term objectives. Evaluating existing and future technical needs, pinpointing problem areas, and establishing a strategy for implementing and integrating ICT are all part of the strategic planning process. Strategic long-term planning is essential when dealing with information and communication technology (ICT) assets, according to academics. Luftman and Brier (1999)

noted that businesses have a greater probability of success if they have ICT plans that are wellarticulated and are aligned with organizational objectives. These studies show that with proper strategic planning in place, businesses may improve their efficiency, effectiveness, and return on investment.

Allocating funds while managing ICT assets is also crucial. To get the most out of ICT, businesses need to properly manage their financial, human, and technological resources. Budgeting for the purchase of gear and software, hiring and retaining qualified IT staff, and finding an appropriate physical place from which to perform ICT services all fall under this category. According to Applegate, Austin, and Soule (2009), one of the key aspects of managing ICT is distributing resources. Successful outcomes are more likely when resources are allocated to ICT initiatives based on economic value and alignment with organizational goals. If businesses are able to allocate their IT budgets effectively, they may see a rise in productivity. Prioritising security for information and communication technology assets is crucial. Companies are increasingly worried about cyber security as they rely on ICT infrastructures to store and process sensitive data. Firewalls, encryption, restricted access, and staff education are just some of the security precautions that businesses may take to keep their data safe from hackers and secure.

Academics have spent a lot of time studying the impact of cyber security on IT asset management. For instance, Zhu, Kraemer, and Xu (2006) analyze the effects of security breaches on an organization's output and reputation. According to their findings, businesses that place a premium on security and make investments in cyber security technology and practices are better able to reduce risk, safeguard sensitive data, and keep the confidence of their stakeholders. Successful IT management requires constant monitoring and assessment. The effectiveness of an organization's ICT systems may be improved by regular performance evaluations that can reveal trouble spots and suggest fixes. System uptime, performance indicators, user happiness, and compliance with regulations are just some of the things that need to be tracked.

Venkatesh et al. (2011) write on the value of monitoring and assessment in the administration of IT resources. The research suggests that businesses create measurements, gather data, and analyze performance indicators to spot waste, maximize utilization of resources, and enhance their information and communication technologies. Constant monitoring and appraisal of ICT resources allows for proactive management, which in turn aids businesses in adapting to shifting technological environments. Only with properly overseen information and communication technology (ICT) resources can a company realize its full potential. Strategic planning might be used to better match ICT projects with overarching company goals. Effective resource allocation may help a business get the most out of its money, employees, and infrastructure. Information and user safety may both be protected by adhering to security best practices. The IT infrastructure of a company might be improved by constant monitoring and review. Many studies have shown that these management technology (ICT) assets.

#### LIMITATION AND POSSIBLE WAYS OUT

The utilization of information and communication technology (ICT) resources has the potential to greatly increase productivity but is not without its difficulties. In this article, we'll take a look at the typical obstacles encountered by businesses when attempting to manage their ICT assets,

as well as some potential solutions. These findings are consistent with those discovered in academic studies:

- The fast rate at which technology is evolving is a huge problem for businesses. With so many options available, it can be difficult for businesses to choose, acquire, and use the best ICT resources for their needs. Incompatible legacy systems are another potential source of disruption for contemporary businesses. One method for firms to get ahead of this difficulty is to invest heavily in the education and training of IT workers. To achieve this, it is important to encourage a growth mentality by staying abreast of technological developments and participating in appropriate training programs and conferences. Investing in the professional development of IT workers may help firms make better use of their information and communication technology (ICT) resources.
- When time and money are few, it can be difficult to effectively handle information and communication technologies. Due to a lack of capital, some businesses may be unable to upgrade their IT systems or employ qualified new staff members in this field. Finding and keeping good employees may be difficult because of a lack of available IT professionals. Firms can deal with resource shortages with the use of cloud computing and outsourcing. Cloud computing eliminates the need for businesses to invest heavily in ICT infrastructure by providing scalable and cost-effective resources. By forming partnerships with or outsourcing some IT tasks, businesses may overcome resource constraints and get access to professional expertise.
- There has been an increase in both security and privacy worries as firms become more reliant on ICT. Loss of money, reputation, and legal implications can all occur from cyber-attacks and data breaches. Following data protection regulations and adopting other rigorous security measures can help businesses protect themselves against cyber threats. A comprehensive cyber security plan is necessary for firms to handle security and privacy concerns. Firewalls, encryption, access controls, and routine audits are all crucial security measures to take. Employee training seminars are another method of educating people about the value of cyber hygiene and data protection. Companies that employ threat intelligence tools and keep up with security trends can better detect and prevent attacks.
- Employees that are not used to or are reluctant to adapt to change may push back against the introduction of new information and communication technology (ICT) resources and tools. Resistance to adopting new technologies can have an adverse effect on workplace efficiency. Businesses should prioritize change management tactics to help employees adapt to new procedures. Employees should be informed of the reasons for and gains from ICT efforts, included in making relevant decisions, provided with training and assistance prior to, during, and after implementation, and given a forum to voice any issues or questions they may have. We can aid in spreading the usage of cutting-edge ICT technologies by supporting an attitude of lifelong learning, creativity, and flexibility.
- The interoperability of an organization's systems and applications, as well as the integration of its many ICT resources, can be difficult to manage. Information flow, cooperation, and the ability to respond to new data are all slowed by incompatibilities. The use of compatible systems and standards should be prioritized by enterprises as a means to address integration and interoperability issues. It might be less difficult to

integrate and share data between systems when open standards and APIs (Application Programming Interfaces) are used.

To effectively manage ICT integration activities and guarantee resource and application compatibility, businesses should build cross-functional teams and governance structures. It may be challenging for a firm to keep track of all of its information technology and communication assets. Emerging technologies, limited resources, concerns about data security and privacy, reluctance to change, and integration challenges are just some of the factors that might hinder an organization's productivity. Companies may come out on top, though, if they take precautions. Businesses may be able to get the most out of their ICT resources and improve performance by adopting practices such as continuous learning, exploring alternative solutions, prioritizing cyber security, employing change management practices, and promoting interoperability. The literature backs up these methods and gives us new insights into the challenges of ICT resource management.

# CONCLUSION

In this chapter, we explored the possibility that a company's productivity may rise after it made investments in information and communication technology (ICT). We have looked at how the availability of ICT tools may improve the effectiveness of operations, data-driven decisionmaking, creativity, and flexibility. Successful businesses in today's information age are those who make good use of and manage their IT resources. Businesses may be able to save time, money, and resources by combining their IT resources. As a result, we may reduce costs and enhance our service to customers. The capacity to collect, evaluate, and interpret data to spot patterns, openings, and threats puts firms in a stronger position to make decisions and formulate strategies. The efficiency with which an organization handles its information technology is crucial to its success. A firm that wants to prosper should adopt ICT policies that are in line with its long-term goals, manage its resources sensibly, place a high priority on security, and routinely monitor and examine its ICT systems. In today's era of rapid technological advancement, it is more important than ever for businesses to take charge of their ICT investments. To survive in today's fast-paced digital economy, businesses must adopt new technology, stay up with industry changes, and foster a culture of creativity and adaptation. Businesses may be better able to position themselves for success and deal with the complexity of the modern business climate if they use the transformational potential of ICT resources.

# Suggestions

There is potential for further efficiency gains if organizations adopt and implement these recommendations regarding their ICT usage and management:

- In order to get the most out of their information and communications technology (ICT) investments, businesses should encourage and prepare their staff to use emerging technologies.
- Businesses need to acquire the necessary abilities to manage their ICT resources, encourage collaboration, and timely provide value to their stakeholders.

- Businesses should facilitate workers' use of data and analytics in decision making, promote data-driven experimentation and innovation, and provide workers latitude in drawing inferences and making choices.
- The ethical implications of data collecting and analysis highlight the need of addressing concerns related to data privacy and the appropriate application of artificial intelligence.
- To keep up with the speed of technological development, businesses should create a culture in which workers are actively encouraged to assess the success of their information and communications technology (ICT) strategies and practices on a regular basis and make modifications as needed.

## REFERENCES

- Agarwal, R., & Prasad, J. (1998). A conceptual and operational definition of personal innovativeness in the domain of information technology. *Information Systems Research*, 9(2), 204-215.
- Beck, K., Beedle, M., van Bennekum, A., Cockburn, A., Cunningham, W., Fowler, M., ... & Kern, J. (2001). *Manifesto for agile software development*. Agile Alliance.
- Brynjolfsson, E., & McAfee, A. (2014). *The second machine age: Work, progress, and prosperity in a time of brilliant technologies.* WW Norton & Company.
- Compeau, D. R., & Higgins, C. A. (1995). Computer self-efficacy: Development of a measure and initial test. *MIS Quarterly*, 19(2), 189-211.
- Davenport, T. H. (2014). *Big data at work: Dispelling the myths, uncovering the opportunities.* Harvard Business Review Press.
- Davenport, T. H., & Patil, D. J. (2012). Data scientist: The sexiest job of the 21st century. *Harvard Business Review*, 90(10), 70-76.
- Dery, K., Sebastian, I. M., & Winkler, R. (2015). The role of user training in ICT acceptance, use, and satisfaction: A meta-analysis. *Information & Management*, 52(3), 317-330.
- Floridi, L., & Cowls, J. (2019). A unified framework of five principles for AI in society. *Harvard Data Science Review*, 1(1), 45-61.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362.
- Highsmith, J. (2002). *Agile project management: Creating innovative products*. Addison-Wesley Professional.
- Johnson, D. G., & Nissenbaum, H. (1995). Computers, ethics, and social values. Prentice Hall.
- Mayer-Schönberger, V., & Cukier, K. (2013). *Big data: A revolution that will transform how we live, work, and think.* Houghton Mifflin Harcourt.
- Mittelstadt, B. D., Allo, P., Taddeo, M., Wachter, S., & Floridi, L. (2016). The ethics of algorithms: Mapping the debate. *Big Data & Society*, *3*(2), 2053951716679679.
- Moor, J. H. (1985). What is computer ethics? *Metaphilosophy*, 16(4), 266-275.
- Rigby, D. K., Sutherland, J., & Takeuchi, H. (2016). Embracing agile. *Harvard Business Review*, 94(5), 40-50.
- Ross, J. W., Beath, C. M., & Goodhue, D. L. (2016). Develop long-term competitiveness through IT assets and capabilities. *MIS Quarterly*, 40(2), 483-502.

Schwaber, K. (2004). Agile project management with Scrum. Microsoft Press.

Sutherland, J. (2014). Scrum: The art of doing twice the work in half the time. Crown Business.

- Tidd, J., & Bessant, J. (2018). *Managing innovation: Integrating technological, market and organizational change*. John Wiley & Sons.
- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation.* Harvard Business Review Press.