

HUMAN RESOURCES INFORMATION SYSTEM AND ADMINISTRATIVE EFFECTIVENESS OF HEADS OF TERTIARY INSTITUTIONS IN SOUTH-SOUTH, NIGERA.

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ABSTRACT

The study examined human resource information systems and administrative effectiveness of heads of tertiary institutions in South-South, Nigeria. The objective of the study was to examine how the dimensions human resource information systems such as HR support system, HRIS skills, and HRIS components relate with administrative effectiveness of heads of tertiary institutions in South-South, Nigeria in terms of efficient personnel administration, effective time management, and financial efficiency. The study concluded that the adoption of human resource information systems such as human resource support systems, human resource information system skills, and human resource information system components promotes administrative effectiveness, especially in terms of efficient personnel administration, effective time management, and financial efficiency. Among other things, the study recommended that management of tertiary institutions should make available state-of-the-art Human Resource Information Systems for administrative heads and other administrators to utilize in carrying out their functions effectively.

Keywords: Human Resource Information System, Effective Management, Administrative Effectiveness

INTRODUCTION

Every institution's ability to function effectively and continue to exist rests in great part on how well its human resources are managed. Indiscipline, unprofessionalism, absenteeism, a lack of employee engagement and unhappiness, as well as monetary and material losses, may become the norm in an organization if there is a disorganized framework for the effective administration of human resource policy. Without a doubt, this will have a detrimental impact on the school's ability to achieve its administrative goals and objectives.

The use of human resource information systems has been widely adopted in higher institutions in the developed world for easy information manipulation and proper decision making in the attainment of educational goals, putting an end to the pitfalls that characterized the traditional method of manually capturing, computing, processing, and managing human resource information in higher educational institutions. However, there are concerns about the state of administrative operations in South-South tertiary institutions. It is claimed that principle officers, who serve as top administrative officers, are fighting to ensure efficient and transparent administrative procedures in the schools. However, the researcher's observations showed instances of delays and even errors in processing staff pay, pensions, and benefits; poor staff attendance monitoring; improper staff recruitment and training procedures; a herculean task in course/work scheduling; an unprogrammed employee performance and evaluation system; a lack of an automated employee database profile that also impedes and delays employee rewards and timely promotion; and misplacing crucial financial and human resources.

These difficulties may be brought on by the principal administrative officers' (PAOs) incapacity to use the human resource information system (HRIS) to streamline the operational processes in their particular schools. While previous researchers have studied the topic of human resource information systems and its link with other dependent variables as seen above, Mwanyika (2009) employed a case study method in his study at CRDB Bank Plc. Her research sheds light on the role that human resource information systems (HRIS) play in carrying out HR procedures and activities. Sanaa (2008) conducted another study on the factors influencing the adoption of HRIS among private enterprises in Yemen.

The researcher discovered that HRIS adoption increased employee morale by making an organization more competitive, reliable, and cost-effective in its operations. When Hussein (2008) conducted a case study on "The role of Human Resources Information System in improving Management of Resources in the Public Sector at the President's Office- Public Services Management," it became clear that, despite an appealing establishment level of computerization and Human Resources Information System adoption, the HRIS has not yet been successful in enhancing management of human resources in the public sector. Hanadi (2010) offered the study's findings, which showed that the four Jordanian mobile businesses' (152) respondents' utilization of HRIS in strategic human resources planning. Additionally, strategic human resource planners understood the value of utilizing human resource information systems in their planning. But the researcher has noticed that none of the scholars who have studied this issue have thought about the prospect of easing the administrative tasks of heads of tertiary institutions by utilizing human resource information systems (HRIS). This work is therefore poised to unravel the relationship between human resource information system and the effective administration of tertiary education in South-South, Nigeria.

Conceptual Framework

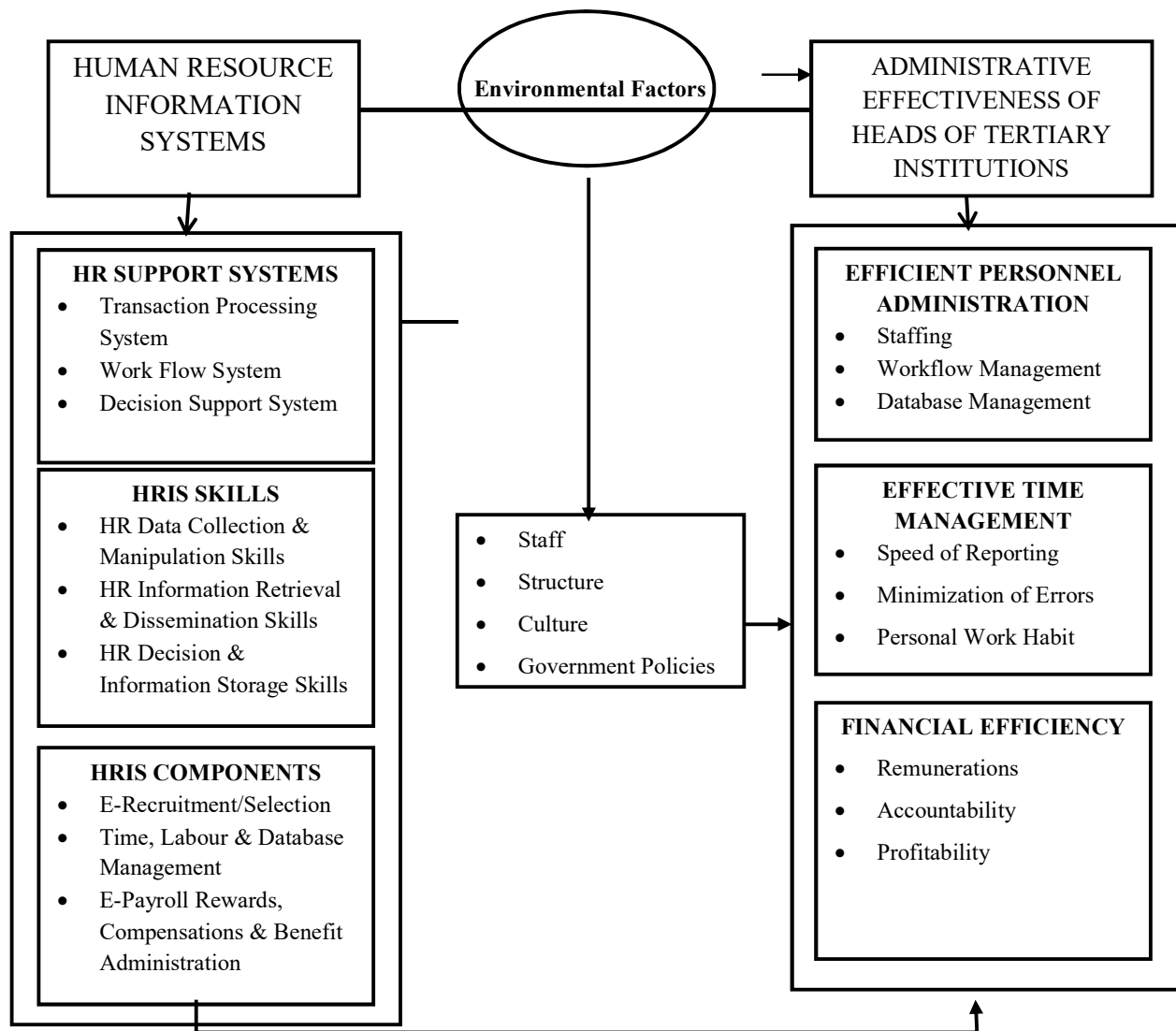


Figure 1.1: Conceptual Framework on the relationship between human resource information system and administrative effectiveness

Source: Researcher's Conceptualization, Onwubuche (2022)

Aim and Objectives of the Study

The main aim of this study is to examine how human resource information system relates with the administrative effectiveness of heads of tertiary institutions in South-South, Nigeria.

Specifically, this study seeks to investigate:

- 1) the relationship between human resource support systems and efficient personnel administration of heads of tertiary institutions in South-South, Nigeria.
- 2) the relationship between human resource support system and effective time management of heads of tertiary institutions in South-South, Nigeria.
- 3) the relationship between human resource support system and financial efficiency of heads of tertiary institutions in South-South, Nigeria.
- 4) the relationship between skills in human resource information system and efficient personnel administration of heads of tertiary institutions in South-South, Nigeria.
- 5) the relationship between skills in human resource information system and effective time management of heads of tertiary institutions in South-South, Nigeria.
- 6) the relationship between skills in human resource information system and financial efficiency of administrative heads of tertiary institutions in South-South, Nigeria.
- 7) the relationship between the components of human resource information system and efficient personnel administration of heads of tertiary institutions in South-South, Nigeria.
- 8) the relationship between the components of human resource information system and efficient time management of administrative heads of tertiary institutions in South-South, Nigeria.
- 9) the relationship between the components human resource information system and financial efficiency of administrative heads of tertiary institutions in South-South, Nigeria.
- 10) how environmental factors moderated the relationship between human resource information system and administrative effectiveness of heads of tertiary institutions in South-South, Nigeria.

The Concept of Human Resource Information Systems

A system, according to the Longman Dictionary, is a collection of connected components that operate as a unit to achieve a specific goal. A system is made up of a number of parts that work together to serve a certain function. The system is capable of turning the information gathered through ordinary human and machine interactions into useful data that is then used by decision-makers to make useful decisions. The system itself, which is a collection of defined and interconnected components and is typically referred to as every direct or indirect complicated component or element that is coupled in a casual network, is the most significant entity in a management information system. All of these complicated components have more or less stable relationships with at least some other complex components during any given time period (Thierauf, 1984). Therefore, a well-designed and interactive system is one that gives managers at all levels the greatest and most helpful information.

One could define information as a stream of data that has been transformed into a format that is understandable to its users. Information is just organized facts with meaning, to put it simply. It is impossible to overstate the importance of information sharing within and outside of a company to achieve its objectives. According to Oguta (1999), the notion of information in an organization is more intricate and challenging than its fragmentary uses. Information is made up of facts providing knowledge about a certain event or scenario that may serve as the basis for job performance and decision-making, as further explained by Oguta (1999). Alabi (1999) further emphasized that information has to do with knowledge gained and is the outcome of data being structured or analyzed in some meaningful ways or in a convenient form that is understood by the recipient for simple job performance and decision-making.

Effective job performance and decision-making cannot be attained in institutions like universities without a well-planned and well-organized system of information (Fashiku, 2008). Relevant information advances knowledge, lessens ambiguity, and accomplishes the desired goal (Fashiku, 2008). According to Saad (2000), accurate information that is pertinent for a purpose, sufficiently accurate, complete, and coming from a dependable source, communicated to the right person in time, and that is detailed enough for the user's comprehension, is crucial to staff members' ability to perform their jobs. According to Dan-Isa (2001), the administration of any institution should assess all information received on its quality for increased performance. In the same vein, Stator and Grudints (1983) explained that accurate, quantifiable, verifiable, accessible, precise, free of prejudice, timely, clear, suitable, and comprehensive information should be provided.

An information system is a group of processes, techniques, tools, people, and technology that are coordinated to obtain important data and information. Additionally, this system must be able to keep the data till the user requests it. It should be able to process data and respond to its end user by giving them the responses to all of their inquiries. In order to give the end user with the precise information they need, information systems should engage and communicate with them (Knight and Silk, 1990). Hardware, software, data, procedures, and people are examples of a collection of components that interact to produce information, and these components are present in every information system (Kroenke, 2007). The majority of IS is made up of hardware, software, data, processes, and people. Hardware examples include computers, storage devices, keyboards, and communication devices, while word processing software is also important. The language, words, phrases, and paragraphs in reports all include information or data. Procedures also deal with how to use a program and the tasks that go along with it. The last element is people. Information systems (IS) focus on the assembly of hardware, software, data, procedures, and people in addition to computers, programs, and communication devices; in other words, an information system is a system of communication between people. The five components play a significant part in this (Davis, 2009; Kroenke, 2007). In addition, Gurbaxani and Whang (1991) asserted that information systems serve a variety of functions within an organization, including enhancing operational efficiency, handling business transactions, facilitating decision-making, keeping track of and evaluating employee performance, and maintaining documentation and channels of communication.

The Concept of Administrative Effectiveness

The capacity of administrators to manage their time effectively to accomplish school goals is known as administrative effectiveness. Time management is the smart and efficient use of an administrator's work time to accomplish organizational and personal goals, according to Anyaogu (2016). It entails determining the tasks that need to be completed, planning and scheduling organizational tasks, prioritizing these tasks, allotting time to the tasks based on their perceived importance in boosting productivity, minimizing interruptions and frivolities, and handling routine tasks so that the important tasks can get the attention they require. The creation of procedures and equipment to boost production and efficiency is referred to as time management (Omoyi & Momoh, 2013). They also cite time as a constraint for successful executives. Therefore, it is essential that every administrator look for strategies to enhance time management.

Many different techniques have been used to describe management. The process or method by which a group of individuals at the highest level of an organization organize, coordinate, communicate, control, and lead the actions and activities of others who work there in order to achieve organizational goals is referred to as management (Njoku, 2015). Anyaogu (2016) claimed that management is simply the process of accomplishing goals through people. It is a procedure used by one or more people to coordinate the actions of others in order to achieve results that cannot be attained by a single person acting alone. The term "educational management" in the context of academia refers to the administration of management under its purview, including

planning, organizing, directing, supervising, managing, budgeting, prioritizing, scheduling, reporting, delaying, evaluating, etc. According to Kayode and Ayodele (2015), academic administrators must perform the aforementioned basic duties:

- i. Passing on tasks and responsibilities to the employees;
- ii. Organizing the efforts of staff to accomplish the purpose;
- iii. Planning for present and forthcoming expenditures;
- iv. Directing and motivating staff of the institution;
- v. Deciding the purposes of the institution;
- vi. Dodging postponement or delay in accomplishing scheduled programmes;
- vii. Regularly reviewing the institution's achievements, development, and failures.
- viii. Upholding peace, order and discipline;
- ix. Planning for academic or curricular and co-curricular activities;
- x. Exercising control over the staff;
- xi. Manage the materials and finance;
- xii. Supervising the work of academic and non-academic employees;
- xiii. Maintaining records and human relationship;

Because tertiary institutions are businesses, they must run efficiently. Organization effectiveness was defined by Ogundele (2012) as the sum of all organizational goodness, including things like production, cost performance, turnover, output quality, profitability, and efficiency. Regardless of the specific functions it performs, it has the ability to endure, adapt, maintain, and develop (Schein, 1983). Effectiveness in organizations is a broad term that is challenging to quantify (Daft, 2003). Numerous factors at the organizational and departmental levels are taken into account. It assesses the organization's progress toward its many objectives. Managers find it challenging to assess performance in relation to objectives that are not specific or quantitative. Nevertheless, performance assessment that is linked to the implementation of a plan can aid businesses in achieving their objectives. The classic and contemporary approaches were highlighted by Daft as the two main methods for measuring organizational effectiveness. The objective approach, the system resource approach, and the internal process approach are examples of traditional approaches. This study's goal approach to organizational effectiveness focuses on outputs, asking whether an organization accomplishes its objectives in terms of the level of outputs it wants to produce. This technique therefore outlines the organization's output goals and evaluates how successfully they have been met. It is founded on the idea that organizations have objectives they must meet. Since it is an ill-defined notion, it can be challenging for many firms to quantify organizational effectiveness. The organization chooses proxy metrics to indicate organizational effectiveness rather than measuring it directly.

Socio-Technical Theory

This study has accepted a second theory. Based on their work with English coal mine miners at the Tavistock Institute in London during World War II, it is credited to Eric Trist, Ken Bamforth, and Fred Emery (https://en.wikipedia.org/wiki/Socio_technical_system, 2017). The two basic constructs that make up the theory are socio and technical. While "technical" refers to devices and technology, "socio" refers to people and society. The term "socio-technical" describes how social and technical aspects of an organization are interrelated.

According to this idea, business organizations are made up of people who collaborate in social groups, use tools, methods, and knowledge to alter the system for the better, achieve organizational objectives, and surpass competitors (Walker et al., 2016). According to this idea, demands from the external environment have an impact on changes in an organization's information systems, which in turn affects how well an organization can compete in the market. According to the socio-technical theory, organizational strategies, procedures, infrastructure, and technology change as a result of or in response to social changes (Norris & Moon, 2005). Tertiary institutions in Nigeria are in fierce competition with one another across states, geopolitical regions,

and the entire country. To keep up and outperform their rivals, each institution must equip its office with all the necessary digital tools, platforms, and skills (such as HR Support Systems, HRIS Skills, and HRIS Components), enabling institution heads to greatly increase their administrative effectiveness in terms of effective personnel management.

The foundation of the socio-technical theory is two fundamental presumptions:

- i) "The interaction of social and technical factors create the conditions for successful or unsuccessful system performance" (Walker et al., 2016). These interactions are comprised partly of linear 'cause and effect' relationships, the relationships that are normally 'designed', and partly from 'non-linear', complex, even unpredictable relationships, which are those that are often unexpected.
- ii) The second key tenet of socio-technical theory is that "optimization of either socio, or much more frequently the technical, tends to increase not only the quantity of unpredictable, "un-designed," non-linear relationships, but also those relationships that are actually detrimental to the system's performance" (Walker et al., 2016). This second part of the theory suggests that, in order to attain the desired results, tertiary institutions' human and technological resources must be optimized concurrently. The joint optimization principle of socio-technical theory implies that, unless it is paired with an upgrade of those facilities, institutional heads' continued capacity building to increase their familiarity with the digital tools at their disposal may not result in their effectiveness in the workplace. There will inevitably be administrative effectiveness when human capability is created alongside enabling digital infrastructure and technology throughout tertiary institutions, primarily on the part of the heads.

CONCLUSIONS

Administrators, such as the heads of tertiary institutions, can use the human resource information systems (HRISs) as real tools to carry out tasks like payroll computation, electronic recruitment and selection, information dissemination and retrieval, information storage, etc., resulting in efficiency, effective time management, and financial efficiency, among other things. Accordingly, the study comes to the conclusion that implementing human resource information systems, such as human resource support systems, human resource information system competencies, and human resource information system components, encourages administrative effectiveness, particularly in terms of efficient personnel administration, efficient time management, and efficient financial management. As a result, businesses like tertiary institutions who do not prioritize effectiveness in their administrative systems ought to, among other things, make these systems available and implement them.

RECOMMENDATIONS

Base on the findings of the study, the following recommendations are made:

1. Management of tertiary institutions should make available state-of-the-art Human Resource Information Systems for administrative heads and other administrators to utilize in carrying out their functions effectively.
2. Transaction Processing System should be used to handle financial and other transactions, in order to enhance effective personnel administration and financial efficiency, among others.
3. Tertiary institutions should adopt the use of decision support system in handling effective decision making, thereby promoting administrative effectiveness.
4. Management of tertiary institutions should equip their administrators with human resource data collection and manipulation skills, so as to build on their data processing and information dissemination abilities.

5. Management should host on-the-job digital training sessions that will cover HR information retrieval and dissemination skills, and as well as HR decision and information storage skills, in order to enhance personnel administration.
6. Human Resource Management should utilize e-recruitment/selection in carrying out their recruitment and selection exercises, thereby promoting effective time management and efficient personnel administration.
7. Management should encourage the use of time, labour and database management for efficient personnel administration and effective time management.
8. Management should create an enabling environment in terms of staffing, structure, and culture for the easy adoption of human resource information system that will bring about administrative effectiveness.
9. Management should respond quickly to concerns of technical breakdown in any aspect of their HR information system, as this will ensure continuous flow of administrative activities.
10. Management should imbibe e-payment, rewards, compensations, and benefits, hence promoting efficient administrative system.

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