

HUMAN RESOURCE SUPPORT SYSTEM AND ADMINISTRATIVE EFFECTIVENESS OF TERTIARY INSTITUTIONS IN SOUTH-SOUTH, NIGERIA.

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ABSTRACT: *The study examined human resource support systems and administrative effectiveness of heads of tertiary institutions in South-South, Nigeria. The objective of the study was to examine how the human resource support systems 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 research design for the study was a correlational research design. The population of the study consisted of one hundred and eight (108) administrative heads from thirty-six (36) selected tertiary institution in South-South, Nigeria, including Vice Chancellors, Rectors, Provosts Registrars, and Bursars. Using the census sampling technique because of the manageable size of the population, the sample size was maintained as one hundred and eight (108) administrative heads from thirty-six (36) tertiary institutions in South-South, Nigeria. Mean and standard deviation were used to analyze the research questions; the tests of hypotheses (bivariate analysis) were done using Spearman Rank Order Correlation. The results of the study showed that there is a significant positive relationship between human resource support systems and 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 support systems such as human resource support systems 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 support Systems for administrative heads and other administrators to utilize in carrying out their functions effectively.*

Keywords: *Human Resource Support System, Administrative Effectiveness, Tertiary Institution*

INTRODUCTION

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 support system and the effective administration of tertiary education in South-South, Nigeria.

Aim and Objectives of the Study

The main aim of this study is to examine how human resource support 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.

Research Questions

The following research questions guided this study:

1. what is the relationship between human resource support system and efficient personnel administration of heads of tertiary institutions in South-South, Nigeria , Nigeria?
2. what is the relationship between human resource support system and effective time management of heads of tertiary institutions in South-South, Nigeria?
3. what is the relationship between human resource support system and financial efficiency of heads of tertiary institutions in South-South, Nigeria?

Research Hypotheses

The following hypotheses guided this study:

- Ho₁: there is no significant relationship between human resource support system and efficient personnel administration of administrative heads in tertiary institutions in South-South, Nigeria.
- Ho₂: there is no significant relationship between human resource support systems and effective time management of heads of tertiary institutions in South-South, Nigeria.
- Ho₃: there is no significant relationship between human resource support system and financial efficiency of heads of tertiary institutions in South-South, Nigeria.

HR Support Systems

The numerous activities, programs, and initiatives that organizations utilize to aid in the development of human resources are known as human resource support systems, as the name suggests. These systems, which are usually managed by the human resources department of a firm, include formal mentorship, career management, performance evaluation and feedback, training and development, and a variety of employee services and support programs. The main objective of these initiatives is to support employee development as a means of enhancing both personal and organizational performance. These initiatives also aim to strengthen workers' dedication to the company and their work-related attitudes. Daniel (2021) mentioned the following human resource support systems:

- i. **Career Management:** Modern businesses are aware that it is their duty to help staff members manage their careers. The idea of person-environment (P-E) fit, or the notion that employees are more content with their jobs, are more dedicated to the organization, and perform better when their job requirements and working conditions are consistent with their personalities and talents, serves as the foundation for the provision of this career management assistance. In order to maximize the possibility of achieving P-E fit and assure a ready supply of human resources to fill important roles, organizations must assist employees in managing their careers..
- ii.
- iii. ii. **Mentoring Programs:** The favorable effects that mentorship programs can have on an employee's socialization and professional development have continuously been acknowledged in research on individual career development. An experienced organizational associate (the mentor) and a less experienced colleague interact on a personal level while at work (the protégé). The more seasoned mentor offers the protégé continual guidance, encouragement, and sponsorship inside the company. According to research, mentoring is linked to a range of advantageous effects, such as increased organizational commitment, work satisfaction, and pay for the protégé. Employees who take on mentor roles often benefit in other ways, such as increased involvement in the company and feelings of worth. Given the benefits, many significant businesses have put formal mentoring programs in place, which pair up junior and senior employees to establish a formal mentor-protégé correlation.
- iv. iii. **Employee Personal Services and Assistance Programs:** Usually, large companies offer a range of services to aid employees in striking a balance between work and personal obligations, allowing for personal growth, and dealing with personal problems. Legal assistance, on-site or nearby child care, social or recreational activities, such as an on-site health club, and many other amenities, such as on-site laundry or meal service, are just a few of the personal services that can be made available to employees. Personal services can also include financial and banking options, such as access to a credit union or an on-site ATM. Organizations frequently offer assistance services to help employees deal with personal issues like substance misuse or addiction, stress, or depression in addition to these employee initiatives. This kind of service typically uses a phone line that the distressed employee can call to get counseling or a discreet recommendation for expert therapy.
- v. iv. **Training and Development:** Training and development, which covers many kinds of official and informal processes to build a higher-performing workforce, is typically regarded as the most significant of the human resource support systems. Employees are meant to be able to learn new skills or adjust to new work practices through training programs. Employees can improve their performance with the use of remedial training. A company's internal training team, a worker's departmental management, or an outside training agency can all provide training.

- vi. Development programs, which show an organization's long-term interest in its people, are more future-focused than training. In essence, these initiatives work to "build" in employees the skills that the firm will need in the future. These programs may include job rotations, seminars, university-based training programs, mentorship, behavior modeling, 360-degree feedback, and one-on-one coaching, depending on the business.
- vii. v. **Performance Appraisal and Feedback:** The discussion or "feedback" of the contents of each employee's performance appraisal and the related work of doing so constitute another important area of human resource support systems. Organizations use the performance evaluation and feedback process for a variety of reasons. From an administrative perspective, appraisal enables ranking of personnel based on job performance, which subsequently influences decisions regarding salary and promotion. From a developmental standpoint, performance reviews and feedback advise both the employer and the employees of the steps that must be taken to raise both individual and group performance. Attending a specific training session, changing jobs or operating departments, or perfecting a particular talent are some examples of these activities..
- viii. **Transaction Processing System:** Software that guarantees the completion of a business transaction and keeps track of transactions is known as a transaction processing system (Indeed Editorial Team, 2022). An equivalent system used by ecommerce platforms for e-commerce is called an online transaction processing system (OTPS). By storing, delivering, and receiving data via a database, the TPS makes sure that every transaction is successful. In addition to reading credit cards, printing receipts, and accepting and storing cash, the business point of sale system (POS) is supplemented by this system. For instance, if a buyer buys a book from a store, they might use a credit card to pay. A Transaction Support System collects the client's card detail, contacts their bank, and decides whether to accept or reject the purchase based on the current balance on their account.

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.

Person–Environment Fit Theory

Lewin and Edwards' Person-Environment Fit Theory gained popularity in 1962, as noted in Osita (2019). This theory, which is a theory of psychological stress, states that understanding people's cognitive, emotional, and behavioral reactions, such as stress, as well as operational productivity level, depends on how they interact with their environment (i.e., P E). The following are the pertinent presumptions of this theory that are regarded appropriate for this work:

A person's level of productivity could be hampered by tension and unease brought on by a mismatch between them and their workplace;

The capacity (skill sets) of the employee will decide the degree of workload and how the external environment will impact their production (Lewin and Edward as cited in Odu, 2018). This phase of the theory emphasizes how much the capacity of a tertiary institution head, such as a vice chancellor, rector, bursar, or registrar, to effectively and efficiently use any manifestation of HR Information System at their disposal will affect how stressful the work will be, as well as their effective time management, efficient personnel administration, and financial efficiency in the school.

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productive time management, efficient personnel staff administration, and financial efficiency in the school.

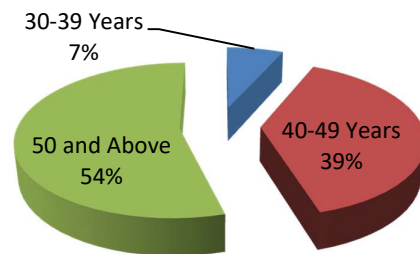
METHODOLOGY

The correlational research design was adopted. The study concentrated on the Administrative heads of tertiary institutions in South-South, Nigeria. These formed the population under this study. For the study, the population was one hundred and eight (108) administrative heads from thirty-six (36) selected tertiary institutions (three universities, two polytechnics and one college of education) in South-South, Nigeria, including the Vice Chancellors of the Universities, the Rectors of the Polytechnics, the Provosts of the College of Education, Registrars, and Bursars. The research instrument for collecting data for this study was questionnaire. The univariate analysis was done using mean and standard deviation while the bivariate analysis was done using Spearman Rank Order Correlation. **Demographic Analysis**

RESULTS

The demographic characteristics of our respondents covered factors such as age, educational attainment, work experience, and gender.

Age Distributions



Pie Chart of Age Distributions

Source: SPSS Output

The age distributions in the 36 tertiary institutions in South-South, Nigeria, are shown above. The percentage of respondents who are 50 years of age or older is shown on the chart in green, while the percentage of respondents who are 30 to 39 years old is shown in blue, and the percentage of respondents who are 40 to 49 years old is shown in red. This illustration is shown in the SPSS table below:

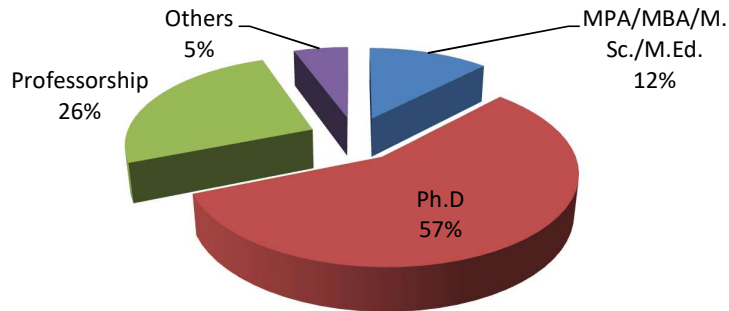
Age Distributions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 to 39 Years	6	7.0	7.0	7.0
	40 to 49 Years	35	39.0	39.0	46.0
	50 Years and Above	49	54.0	54.0	100.0
	Total	90	100.0	100.0	

Source: SPSS Output

According to the above-mentioned age distributions table, six (6) respondents, or 7% of the total, were between the ages of 30 and 39; thirty-five (35) respondents, or 39% of the total; and forty-nine (49) respondents, or 54% of the total; were between the ages of 40 and 49. The distributions demonstrate that there is a substantial gap between the population of people 50 years of age and older and everyone else. The majority of persons in those positions are elderly, which is the cause.

Educational Attainment Distributions



Pie Chart of Educational Attainment Distributions

Source: SPSS Output

The distributions of educational attainment in the 36 South-South Tertiary Institutions are shown above. The percentage of respondents who are professors is shown on the graph in green; the percentage of respondents who have other degrees is shown in purple; the percentage of respondents with an MPA, MBA, M.Sc., or M.Ed. is shown in blue; and the percentage of respondents with a Ph.D. is shown in red. This illustration is shown in the SPSS table below:

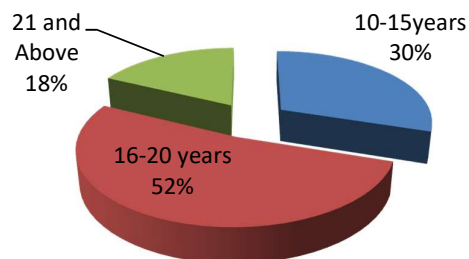
Educational Attainment Distributions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MPA/MBA/M.Sc./M.Ed	11	12.0	12.0	12.0
	Ph.D	51	57.0	57.0	69.0
	Professorship	23	26.0	26.0	95.0
	Others	5	5.0	5.0	100
	Total	90	100.0	100.0	

Source: SPSS Output

Eleven (11) respondents, or 12% of the total respondents, held an MPA, MBA, M.Sc., or M.Ed degree. Fifty-one (51) respondents, or 57% of the total respondents, held a Ph.D. Twenty-three (23) respondents, or 26% of the total respondents, were professors. Five (5) respondents, or 5% of the total respondents, held any other degree. The distributions demonstrate that the population of Ph.D. holders and others differ by a large margin. The rationale is that most of the roles that function as respondents in this work require a person to obtain a Ph.D.

Work Experience Distributions



Pie Chart of Work Experience Distributions

Source: SPSS Output

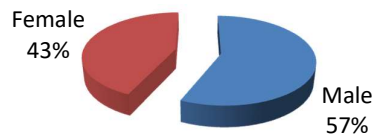
The distributions of work experience among the 36 tertiary institutions in the South-South are shown above. The chart's green portion represents the proportion of respondents with experience of 21 years or more; the blue portion, that of respondents with experience of 10 to 15 years; and the red portion, that of respondents with experience of 16 to 21 years. This illustration is shown in the SPSS table below:

Age Distributions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-15 Years	27	30.0	30.0	30.0
	16-20 Years	47	52.0	52.0	82.0
	21 Years and Above	16	18.0	18.0	100.0
	Total	90	100.0	100.0	

Source: SPSS Output

According to the age distribution table above, twenty-seven (27) respondents, or 30% of the total, have experience of 10 to 15 years; forty-seven (47) respondents, or 52% of the total, have experience of 16 to 20 years; and sixteen (16) respondents, or 18% of the total, have experience of 21 years or more. According to the distributions, there is a considerable difference between the population of responders with 16 to 20 years of experience and everyone else. Because it typically requires at least 16 years to reach the levels of responders in this work.



Gender Distributions

Pie Chart of Gender Distributions

Source: SPSS Output

The age distributions in the 36 tertiary institutions in South-South, Nigeria, are shown above. The chart's red portion represents the proportion of female respondents, while its blue portion represents the proportion of male respondents. This illustration is shown in the SPSS table below:

Age Distributions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	51	57.0	7.0	7.0
	Female	39	43.0	39.0	46.0
	Total	90	100.0	100.0	

Source: SPSS Output

According to the age distributions table above, 49 out of the total respondents, or 57% of them, are men, while 39 out of the total respondents, or 43% of them, are women. The distributions demonstrate that there is a large gap between the population of men and women. The explanation is that males appear to hold most of those positions in greater numbers than do females.

Bivariate Analysis

Human Resource Support System and Administrative Effectiveness

Ho₁: there is no significant relationship between human resource support system and efficient personnel administration of administrative heads in tertiary institutions in South-South, Nigeria.

Ho₂: there is no significant relationship between human resource support systems and effective time management of heads of tertiary institutions in South-South, Nigeria.

Ho₃: there is no significant relationship between human resource support system and the financial efficiency of heads of tertiary institutions in South-South, Nigeria.

Correlations between Human Resource Support System and Administrative Effectiveness

		HR Support System	Efficient Personnel Administration	Effective Time Management	Financial Efficiency	
Spearman's rho		1.000	.715**	.671**	.532**	
	HR Support System	Correlation Coefficient				
		Sig. (2-tailed)	.000	.000	.000	.000
		N	90	90	90	90
	Efficient Personnel Administration	Correlation Coefficient	.715**	1.000	.553**	.513**
		Sig. (2-tailed)	.000	.	.000	.000
		N	90	90	90	90
	Effective Time Management	Correlation Coefficient	.671**	.553**	1.000	.773**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	90	90	90	90
	Financial Efficiency	Correlation Coefficient	.532**	.513**	.773**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000
	N	90	90	90	90	

Source: SPSS Output

The r value in column two of table 4.20 above is 0.715 at a significant level of 0.00, which is lower than the specified alpha level of 0.05 for the hypothesis relating to effective personnel management and a system to support human resources. The null hypothesis (Ho₁), which asserts that there is no significant relationship between human resource support system and effective personnel administration of administrative heads in tertiary institutions in South-South, Nigeria, was rejected because the significant level is less than the alpha level of 0.05. This suggests that the efficient personnel administration of administrative heads in tertiary institutions in South-South, Nigeria, and the human resource support system have a strong beneficial link.

The r value in column three of table 4.20 above is 0.671 at a significant level of 0.00, which is lower than the specified alpha level of 0.05 for the hypothesis relating to efficient time management and human resource support systems. The null hypothesis (Ho₂), according to which there is no significant relationship between human resource support systems and effective time

management of heads of tertiary institutions in South-South, Nigeria, was rejected since the significant level is less than the alpha threshold of 0.05. This suggests that in South-South, Nigeria, efficient time management by heads of tertiary institutions is strongly correlated with human resource support systems.

The r value in column four of table 4.20 above is 0.532 at a significant level of 0.00, which is lower than the alpha level of 0.05 chosen for the hypothesis relating to the effectiveness of the financial support system for human resources. The null hypothesis (H_{03}), which asserts that there is no significant relationship between human resource support system and financial efficiency of heads of tertiary institutions in South-South, was rejected since the significant level is less than the alpha threshold of 0.05. This suggests that there is a rather strong positive association between the South-postsecondary South's institution heads' financial efficiency and their support system for human resources. These findings showed that improving the human resource support system at a company, like a university, improves administrative effectiveness.

Discussion of Findings

HR Support System and Administrative Effectiveness

The tests of hypotheses one to two revealed that there is a strong positive correlation between human resource support system and administrative effectiveness of heads of tertiary institution in South-South, Nigeria while the test of hypothesis three showed that there is a relatively high positive correlation between human resource support system and financial efficiency of heads of tertiary institutions in South-South, Nigeria. These findings make it clear that the employment of HR Support Systems, such as transaction processing systems, workflow systems, and decision support systems in an administrative setting, aids in increasing administrators' effectiveness. These results support Maduagwu and Ugwu's (2018) claim that HRIS significantly affects an organization's capacity to achieve enhanced satisfactory shareholder returns, improved competitiveness, and sustainable corporate growth. Human resource management (HRM) is the science and art of regulating the interactions and activities of the workforce in order to successfully and effectively fulfill corporate, employee, and community goals, according to Hasibuan (2012). Ama et al. (2015) discovered that HRIS accurately analyzed each job position and its job title within the organization, providing insight into organizational training needs, choosing the right people to be trained at the right time, evaluating the effectiveness of training programs, and helping decision-makers rank successors more quickly and more effectively. According to Rivai et al., one aspect of general management called human resource management (HRM) includes planning, organization, effectiveness, and regulating elements (2014). The aforementioned two reasons suggest that planning, organizing, effectiveness, and regulating activities are part of managing human resources in order to identify, interpret, and accomplish organizational goals.

In order to assist administrative heads with personnel management, tertiary institutions use HRIS, such as Transaction Processing System, Work Flow System, and Decision Support System. This makes it simpler to maintain the workforce. It is also used to streamline employees' work processes. The management of the business provides this system so that employees can more easily engage with employment data, such as details on tasks or jobs, assignments allocated to employees, hiring, payroll, and master employee data. Additionally, the employees can keep track of their performance by performing the task and having the system record it. The participants in the interviews claim, however, that the employee has difficulty submitting the deadline stated on time within the same deadline. It is essential to thoroughly evaluate the data and system deadlines offered in order to determine how well the HRIS affects employees' performance. The performance of a company's employees is one indication that it is on track to achieve its goals. One of the many ways a firm may help its staff perform better is through the effective implementation of HRIS. As opposed to this, Bastian in Fahmi (2015) asserts that performance is a declaration of how effectively an activity, program, or policy has achieved in attaining the organization's goals, objectives, mission,

and vision as outlined in the development of a strategic plan for the business. In light of this, it is possible to define performance as the result of an activity, program, or body of work being successful in both quality and quantity. According to Bernardin et al. (2015), performance is the record of results obtained while carrying out a job function or activity.

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.

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