

### Chapter 12

#### Information Reporting System and Job Performance

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#### **ABSTRACT**

*The study examined Management Information System and Office Manager's Job Performance in Tertiary Institutions. The study recommended that; Seminars and workshops should be organized to enlighten office managers on the importance of Management information system as it will enhance their job performance; it also recommended that tertiary institutions should engage people that have good competence in Management information system as these will enhance performance.*

#### **INTRODUCTION**

Information systems support all levels of management, from those in charge of short-term schedules and budgets for small work groups to those concerned with long-term plans and budgets for the entire organization. Management reporting systems provide routine, detailed, and voluminous information reports specific to each manager's areas of responsibility. These systems are typically used by first-level supervisors. Generally, such reports focus on past and present activities, rather than projecting future performance. To prevent information overload, reports may be automatically sent only under exceptional circumstances or at the specific request of a manager.

Management reporting systems help in capturing data that is needed by managers to run an effective business. Data could range from financial data, employee headcount, client, accounts, products, client assets in custody, investment performance, etc. The scope of a management reporting system is wide. According to [Shaw](#), (2017), the six reasons why an enterprise needs an effective management reporting system include: Constant need of reports for decision making and analysis of trends, Reports being unavailable with the right stakeholders at the right time, Lack of visibility and a single holistic view of the enterprise performance, Data redundancy, duplication of data leading to data management and quality issues leading to error prone reports, High value resources, Changing a global report to fit local needs

Job performance is referred to as work performance with regards to quality and quantity expected from each employee. Employee ability to perform effectively in his or her job requires that he or she has and understand a complete and up-to-date job description for his or her position. Moreover, he or she must understand the job performance requirements and standards that he or she expects to meet. Always supervisors should review employees' job descriptions and performance requirements with them (Spector, 1997).

#### **Management Information System and Officer's Managers Job Performance**

Management information system used in organization for its business operation (Manish, 2011). It provides strong advancement in the field of information technology through which an organization can easily achieved the strategic objectives. It helps in decision support, venture management, resource and people management and data base retrieval application. The use of management information system in tertiary institutions support management processes, competitive strategies and business operation which result and impact the performance of the work force of the specific organization. MIS plays the life blood role for an organization as no human can survive without it. Investment in MIS by the organization support it in core competencies, it also help in production process, human resources records, financial records and controlling and monitoring of the various

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activities which in turn impact the organization growth and development and also provide sound basis for strategic decision making process. Proper implementation of the technology in the organization can help in three dimensions one is Management information system, employee's act, payroll structure or systems, control and monitoring of the employees and over all organization activities (Sinan Aral, 2010). The overall management can be best managed and controlled and by the appropriate execution of the MIS tools. Each and every departments work with full strength. He further says that the overall activities of the organization largely depends on main three things the proper use of equipped machinery, trained men power and good organization structure which in turn should be supported by best and sound supervision and control system all these bustles can only be best organized and managed when there is more conscious Management information system implemented, not only that but also trained IT specialist employees play an important role in the financial and payroll system of the organization where all the activities carrying on with best possible monitoring system. Large productivity premium totally depends on the management information system of the organization. And also training and employees management is related with great extent to its. Employee's motivation not enough for the complementarities but it should be explained through talent selection of employees (Erik, 2010). He says that all the managers and executives afraid from different hazard analysis. It may be firm low yields, low output, time prediction errors (Alan, 2006). All these things can only be controlled when trained employees with Technology that is Management information system so they can best exercise times which have effects on financial reporting and also improve the estimates and forecasting decisions. The most important mechanisms to achieve the employees performance in any organization is the technology development (Vinod Kumar, 2006). It is a thing through which one organization not only motivates the employees but also try to achieve its stated goals and objectives. Through technological improvement organization committed to achieved its long term objectives and to decide about future course of action. Michael C. Jensen, (2006) stated his research paper that the organization performance always correlates with budget and system. If employees are well trained and budget system is computerized then there may be possible change in the behavior of the staff. Employees can get help from these new technological budgeting system and they can execute all the activities of the organization if there is possible training to employees.

Managers, researchers and strategy makers play very important role in the development of an organization but despite of all these the role of information technology for an organization is indispensable one (Nigel, 2004). Because information technology make link between all the departments and make inter relationship between the departments which integrates all into single framework. The organization performance with great extent associated with information technology. Information technology is valuable for organization but the extent of dimension depends on various factors that is internal and external. He concluded that the use of extensive technology is crucial for the performance of employees and also for organization. In his paper analyzed different things such as job performance, job satisfaction and employees training in job work place, he applied different tool to measure the job satisfaction and which things increase the employees performance, last he found that training is the only element in the work place through which employees can be motivated and its impact on the performance of the employees (Melanie, 2004). He find out from his study through questionnaires which he was taken by selecting 26 countries round the world, he tried to find out that how much investment can be contributed in training, what things concludes the employee training, what is the impact of training in the overall performance of the organization, what can get from training and what is the major benefits of training to employees economically as well as business benefits (Bo- Hanson, 2003). He concluded that the proper investment in MIS and technology can increase the performance and output of the organization. They have presented in their research paper the relationship of investment in of technology and the organization performance, for research purpose they taken hospital to see the impact. (Sarv and Rajiv, 2003). They posited that the actual usage of the technology directly associated with the hospital revenues and quality. Dennis wrote his paper that the organization growth and success is a two way relations one is cause and other is effect, more training in the field of MIS to employees will result more efficient performance of the workers (Dennis, 2002). Because he further point out in his paper that

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these thing is directly associated with the organization long term strategies. The management information system can easily measure the employee's performance and can be best supervised and controlled with the help of this computer technology and the firm can easily revise the strategy. The cause effect relationship cannot be possible by proper implementation and use of computer technology in the organization. The value of IT for business is much more than its concept because the scope of It business research includes the theoretical, logical, conceptual, and experimental studies (Dehning B., Richardson, 2002). More investment in information technology makes a good role in competitive environment of the organization. The use of information technology in business impact the cost reduction and product differentiation and also its application is useful for competition (Belleflamme, 2001). The value of IT is also to business is less but not less application to data modeling and reproduction. Robert, (1996) has pointed up that all the managements level executives should be motivated for the investment in technology and to promote the IT program in the organization which in turn improve the overall performance of the employees and the organization will be able to do all the activities in splendid ways. Robert accomplished that uncover that proper MIS training to employees may not only create value of the organization but also it set and clear the unmeasured directions and dimension. He emphasized on the more investment in the field of technology that is Management information system.

The organization when it invests in the information technology or management information system not only investment but it also create different type of opportunities within the organization which has direct impact on the employees performance and efficiency as well as on the profitability of the organization (Katherine, 1996). Furthermore, various scholars and researchers have found that from their researches that the impact of the technology or management information system not only brings possible changes in the profitability and performance but also in productivity, organization process, economy levels and industry. Information technology that is management information system enables organization to improve performance and efficiency and also make unique in competitive impacts to yield more profit through effective production (Barney, 1991) The management information system very useful for business decision making not only for long term success but also for achieving short term objectives (John and Over Man, 1988). The human resource performance with great extent accelerates through MIS. But often this system does not meet the desirable expectation of the management. The main reason behind that is not proper implementation the system and they do not balance the cognitive and management hierarchies in the organization. To get favorable result from the system must be explicitly assimilate with information needs and cognitive hope of the management. From the above review we can sum up that the impact of the management information system on the organization function, and performance not only but also on the productivity. It support all the department management which performs their functions more effectively, it also link all the departments under one roof and enable the employees to work. It also increase boundary spanning, helps in forecasting, long-term planning and ability to store and retrieve information

### **Concept of Office Manager Job Performance**

Job performance is referred to as work performance with regards to quality and quantity expected from each employee. Employee ability to perform effectively in his or her job requires that he or she has and understand a complete and up-to-date job description for his or her position. Moreover, he or she must understand the job performance requirements and standards that he or she expects to meet. Always supervisors should review employees' job descriptions and performance requirements with them (Spector, 1997).

Individual performance is in general determined by the desire to do the job, motivation, ability, the capability to do the job, and the work environment, the tools, materials, and information needed to do the job. However, motivation plays a vital role since it might influence negatively performance and because of its intangible nature. Enjoying the work environment will obvious make a person work happily at the same time feeling motivated which in return will make a person work harder and hence perform better. (Spector, 1997). Whereas the given motivation is not enough, hence, there will be no satisfaction to the employees and hence their performance level will be poor. This

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means that one's level of efficiency will deteriorate as supposed to if he is not provided with job requirements that can enhance his job performance. In simple and clear description provision of employees need reduces work stress and makes employee work happily as in they become motivated, and motivation leads to satisfaction and satisfaction provides great performance. Therefore Job satisfaction is a result of a good job performance. (Spector, 1997).

In order to tackle the construct job performance from a behavioral perspective, researching the influence of IO on employees' beliefs, intentions and attitudes, the Motowidlo's definition is used within this project: "Job performance is the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time" (2003). This definition is preferred as it accounts for behavior of individuals which can be affected by information overload.

Two things need to be well defined from this definition. First, as stated in the above the objective for every employee the organization it is part of is to create value for it. This value can be created by the employee by carrying out a set of behavioural actions, which in the working context is deduced to a certain behavioural task set. Secondly, the terminology 'set of behavioural sets' implies that the execution of these tasks involves a certain degree of emotional addiction to the accomplishment of the task, as it is part of behavior carried out by the employee.

Borman and Motowidlo (1993) extend this line of thinking by identifying two types of employee behaviour that are necessary to create value for the organization the employee works for, which are task performance and contextual performance. Task performance refers to behaviours that could be directly linked to outcomes of the executed performance, in producing goods or service, or activities that provide indirect support for the organization's primary processes (Borman and Motowidlo, 1997). On the other hand, contextual performance is defined as the individual sets of employee behaviours that cannot be directly related to their main appoint task functions within the organization. However, these behaviours are also at value for the organization, because they shape the organizational, social, and psychological contexts within the organization serving as the critical catalyst for task activities and processes (Werner, 2000).

Decision-makers increase their information processing result of an increase in information load. However when information amount surpasses processing capacity the individual experiences information overload which consequently affect performance.

Hwang (1999) reiterated that once an individual's information processing capacity is surpassed, further information becomes noise and turns out to be a decrease in information processing and decision quality. Chan (2001) highlights that in a study carried out on bank loan officers to predict bankruptcy, it was found that officers operating under information overload require more time to make predictions that were less accurate than when they had not experiences information overload. Zacharakis (2000) states that information overload also interferes with learning and creative problem solving. Available of too much information prevention prevented venture capitalists from making accurate adjustments to their evaluation process which in turn, impeded learning. Cooley (1980) reveals that computers were introduced to enable employees increase their decision-making rate by 1800% or 1900%. However, the objective was not made as this caused a decrease in the ability of workers to solve new problems creatively. Instead creative problem solving rate reduced by 30% in the first hour, 80% in the second and continued to diminish thereafter. This was really a great negative effect on employee operation caused by information overload.

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