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MANAGEMENT INFORMATION SYSTEMS FUNCTIONALITY AND OFFICE MANAGERS' PERFORMANCE IN COMMERCIAL BANKS IN NIGERIA.

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ABSTRACT

This paper examined the Management Information Systems Functionality as a tool for Office Managers Effectiveness in Commercial Banks, with a view to adequately awaken the interest of office managers on the importance of establishing, maintaining and updating their Management Information systems. Thus, this study and other empirical studies have shown that most business organizations fold-up in not more than 10years of operations which could be traceable to the oversight on the past recorded performances of the organization or lack of functional Management information systems for strategic decisions and operations. Many organizations established information systems, butunctionality or activeness or usability does not commensurate with expected output. This paper concludes that the Application of Appropriate Management Information Systems Structure, Managerial Professionalism, Information Technological Innovations In The Banking Sector, will enable the office managers to effectively perform their managerial functions. The study therefore recommends that managers of all levels in organizations should endeavour to regularly Use, Upgrade, Update and Secure their MIS Technologies to ensure higher productivity.

INTRODUCTION

The idea of Management Information Systems (MIS) functionality for managers' performance is an age-long phenomenon in all spheres of organizations even before the invention of computer and its usefulness in storing information. Recently people see MIS as synonymous with computer information due to the huge contribution of computer system in information storage. Obviously, the introduction of computer in information system has not only enhanced documentations but has also given the organizations the platform to share their resources and information via internet connectivity, facilitates data processing interest in MIS and gives faster access to relevant information for timely decision making in organizations (Lucy, 2005). Management Information Systems (MIS) has been in existence but with different nomenclatures in past eras which range from Management Information System and Adversary (MISA) in 1970's, Executive Information System (EIS) in 1980's, and from 1990's as business Intelligence (BI). Management Information Systems or 'MIS' therefore describes a planned system of collecting, storing, and disseminating data in the form of information needed to carry out the functions of management (Wikipedia, 2019).

Overview of Management Information Systems Functionality

Management Information Systems (MIS), represents the formal way of capturing, processing, and dissemination of organizational information within and outside the organization promptly for an effective and efficient job (Weihrich and Koontz, 2005). MIS in the modern times entails the use of Information Technology (IT). The implementation of computer based Management information system has made it easier for data to be gathered, processed and disseminated. It is obvious that without the IT introduction into the Management Information System, the managers' job will be burdensome, and inefficient. MIS is designed to gather, compare, examine and share information which in turn provides the foundation for sound decision making in the organization, productivity and efficiency (Nwachukwu, 1993); all positive minded managers of organizations strive to meet their targets by applying effectiveness and efficiency. Management as the process of coordinating both work and human activities to achieve higher productivity, needs good information System to enable appropriate decision making in the organization, through past records of performance of

the organization, managers are able to forecast or predict future occurrence. The work of managers of different levels is concerned with coordination of all resources of the organization in several department or units towards actualization of set goals. Management Information System (MIS), is concerned with planning for growth, management and the use of telecommunication tools to enable people perform jobs related to information processing and administration effectively. Weihrich and Koontz (2005), see MIS as a formal way of gathering, processing and disseminating information within and outside the organization promptly.
Management Information Systems cannot be useful, functional and readily available without the information system managers known as the Chief Information Officers (CIO) and the Chief Technology officers (CTO). These officers are controllers and managers of organizational inflow and outflow of information. They are responsible for gathering, inputting, processing, storing and disseminating of information within and outside the organization. Also they oversee the technological aspect of the information management as well as outsourcing. Once decisions are made by the top managers, they are passed down to the CIOs or CTOs for circulation policies. The information system is used to provide reports, extract data and enhance decision making processes of middle and operational level managers in the following ways as opined by Otamiri 2013;

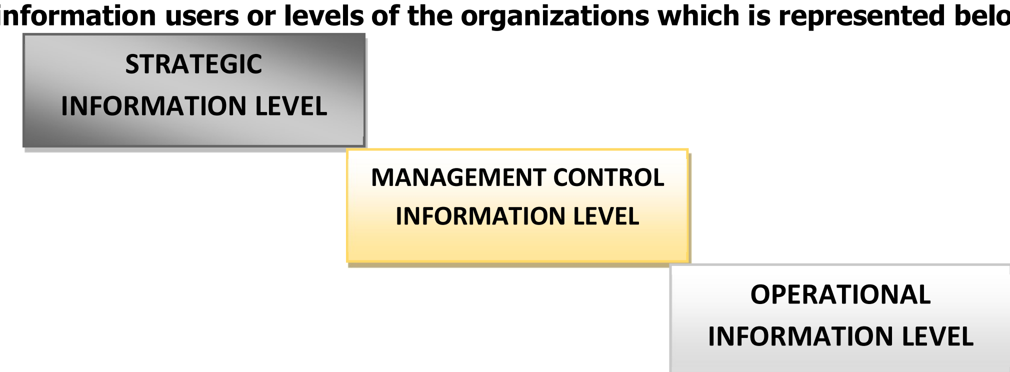
Decision Support System (DSS): this is a computer program applications used by middle and higher managers to compile information from the different information sources for support problem solving decision making. DSS is a tool to managers for easy solution to problems.

Executive Information System (EIS) is a reporting tool that enhances fast access to summarized reports from different units of the organizations such as human resources, operations and accounting.

Marketing Information Systems are management information system designed specifically for managing the marketing aspects of the business.

Accounting information system: this focused on both financial and material accountability of the organization. MIS provides this department information on this. We also have the human resources management information system, office automation system, school information management system (SIMS), Enterprise resource planning (ERP) (Wikipedia, 2019).

The information system of every organization is useful to the three levels of information users or levels of the organizations which is represented below:



Information pyramid coined from Otamiri, 2003.

Strategic Information Level: this is the apex in the information system structure of organization; they generate policies, rules etc for the smooth running of the organization. The information here is for decision makers of organization and they include the board of directors, the CEO's, top managers, share holders etc who are responsible for processing organizational operational certificates, articles of association, memorandum of association etc.

Management Control Information Level: every organization is creates influencing factors and conditions within its environment. Control is one of the managerial functions by which managers ensure that set standards for performance and productivity are maintained (Lewis and Fandi, 2005). Management control information enables managers to investigate output and expected outcome, and helps managers make necessary adjustment where it is needed (Hicks and Gullet, 1981). This level of information is for the execution of policies from the information generated by the top managers.

Operational Information Level: This level of information is for the work force level of personnel that has no right in decision making. They are to carry out what the information from the management control level pass on to them. Although, this level of management has no direct input into the policies of the organizations but their performance and output are the mirrors via which the decision makers forecast and implement policies for improvement.

This paper is designed to:
Examine the effects of Management Information Systems functionality on the performance of office managers in banking sector. The study examined the relationship between the MIS functionality and the degree of managers' effectiveness.

Statement of Problem
The high level of banks-close-down in recent times has stirred up financial management of financial institutions (Banks) to sit up for relevant and adequate information in the form of Management Information systems (MIS) to achieve high level of productivity and business sustainability. Nwachuchukwu (2009) sees management as the process of supervising, controlling and coordinating all activities to attain optimum result with organizational resources. The views of Nwachukwu point us to the need for higher attainment of results which can only be achieved by understanding past records on performances, where and how it was done and making improved input toward higher achievements. MIS could be seen as planned system of collecting, storing, and disseminating data in the form of information needed to carry out the functions of management (Wikipedia, 2019).Management Information Systems (MIS), represents the formal way of capturing, processing, and dissemination of organizational information within and outside the organization promptly for an effective and efficient job (Weihrich and Koontz, 2005). MIS in the modern times entails the use of Information Technology (IT).
The functionality of MIS lies on the application of its objective which entails making available adequate relevant information to all levels of management at the right time for decision making processes of organizations (Robert, 2000). The elements of management information systems include the imputation of data into a computer, processing of data for information, presentation of the output of the data, storing of the information into a computer system memory, disseminating and management of generated information and this has enabled smooth documentation, retrieval and dissemination of information.
Management Information System (MIS) is a system consisting of people, machines, procedures, databases and data models as components. The system gathers data from Internal and External sources of an organization; processes it and supplies to Managements Information to assist in the process of decision making. Thus, an information system is "a system consisting of the network of all communication channels used within an organization". Investing in information systems can pay off for a company in many ways which include, supporting core competency, it enhances information distribution channels management, builds brand equity, IT investment can boost production processes, allows company flexibility in its output level (Gupta, 2019).

Functions of MIS in Commercial Banks

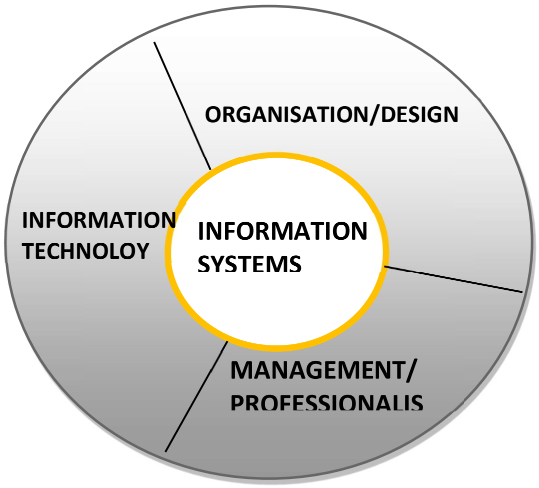
Banking sectors especially the Commercial Banks in Nigeria, have extensive range of customers like individuals, institutions, trusts, business organizations, Government, and local bodies. The managers in the banks have the service as well as the financial goals to achieve. It is therefore, necessary to set the internal standards, accuracy, responsiveness and timeliness via MIS functionality. The banks deal with some transactions, which also vary widely regarding length and complexity. The MIS in banking industry revolves around solving customers' problem in financial matters such as depositing and withdrawal of monies, obtaining loan assistance for their needs, tax inquiries, investment guidance in stocks and securities, paying of electrical bills, duties etc. Therefore, the MIS is to be designed to identify, decide and develop service strategy for offering a distinctive service to the broad range of customers seeking a variety of services. MIS design for banks includes customer database which entails customer - individuals, company, institutions, etc. Banking industries like in other industries have need for good and relevant information; good information aids good decisions and leads to effective performance in managerial function and in turn should lead to the attainment of the organizational goal. In an information age as ours, managers need to be equipped with relevant and quality information for accurate decision making. These requires timely and suitable information; banks must react quickly to change in interest rate and other volatile variables in their operation because any wrong step can lead to loss of money and assets which may be irrevocable unlike in some other industries. Banking industry has employed computer earlier than other industries and the reasons for this early introduction of computer to process and manage the information system of the bank is for accuracy and productivity. The need to automate this system may be of two reasons viz (a) Excessive work as a result of an over load of operations which the manual method cannot handle properly. (b) It may be as a result of the banking industry with an aim improving its competitive position. The banks, Insurance Company, brokerage houses, saving institutions etc. offer similar services to their customers. This exposures of its customers to many different satisfying or similar services makes them very difficult to stay in business, therefore better services have to be offered by the bank and these come from good decision making which in itself is a good information system product.

The objectives of MIS in banking industry include the following:

1. To facilitate the practice of electronics banking (E-banking) in Nigeria effectively in order is to reduce the problem or barriers of effective communication and processing of data in the banking industry.
2. Management information system encourages the effective performance or implementation of automated teller machine (ATM)
3. Management information system encourages the effective implementation of universal banking system (U-Banking). If helps the bank to perform automated clearing system services. It assists in gathering none and better information in the banking industry. Management information system reduces information processing cost. Management information system aim at reducing works in the banking industry. Management information system ensures proper and adequate documentation of the banking industry. 4. Management information systems reduce the number of errors and mistakes that occur in the banking industry. Information systems play an important supportive role in most sectors of the economy.

This study was developed to answer the question related to the impact of Management information systems functionality on office managers' performance in Nigeria banking sector; in the light of the facts that organizations invest significant resources in the adoption of IS, this research attempts to assess the impact of MIS systems on the performance perceived by the user (the managers) in the commercial banks. An information system comprises of all the components that collect, manipulate, and disseminate data or information. It usually includes hardware, software, people, communications systems such as telephone lines, and the data itself. The activities involved include inputting data, processing of data into information, storage of data and information, and the production of outputs such as management reports.

The Dimensions of Management Information Systems



Overview of Managerial Professionalism

Different authors have attributed different propositions to the concept of "management" and professionalism. Professionalism describes the expert knowledge, skills and relevant behavior that an employee exhibits in job performance. Profession explains ones specific vocation such as medicine, engineering, lawyer, teaching etc.; expertise and skills make a person knowledgeable in his field or profession. Profession is a term used to describe large scale of one's professed knowledge and skills. (Koehn, 1991). Banking profession therefore provides a knowledgeable license to Bank Managers to work and operate in their field in most authentic and effective way (May, 1998). The word "profession" literally describes an occupation in which specific education or training is required to function (Lawal, 1993).

In the assertion of DeGeorge (1990), it was revealed that due to lack of high degree of expert skills and knowledge, individuals who claimed to be professionals do not meet up with expected performance at work. Professionalism is the capacity of high degree standard which person needs to have in his vocation. (Ozga, 1995). Friedson (1994), noted that there is confusion on the distinction between experts and researcher. It is obvious that some managers with high degrees cannot do their jobs effectively as noted by McEwan (2001), rather they use other junior workers to do their jobs while they observe and supervise them. Some junior workers in some organizations secretly teach their superiors their jobs. Such a manager cannot effectively carry out the managerial duties. Professional knowledge could be acquired via formal learning either by training or retraining and this is a way out for such unskilled managers. The concept of professionalism as described by Faour (2008), is the thorough compliance to uncompromised courtesy, honesty and responsibility in ones relationship with customers. Professionalism deals with diligence to a certain standard of expected behavior (Walker, 2007). Professionalism is further buttressed by Sleem (2008) as a special knowledge acquire in learning and training backed up with three basic principles namely, cognitive-possessed skill, normative skill which gives to the user and organizational skill and these enable the professional to deliver cognitive skill in a normative way. It was reviewed by Graham (2007), that professionalism is more than skills which is strategically observed. The management professionals must be able to understand some basic concepts that make up the profession which include customers' value and focus; this is concerned with organizations of goals and resources to achieve efficiency, the aim of having a competitive advantage over other competitors, the ability to control both human and material resources to achieve productivity, make every effort to achieve sustainable output and also to imbibe ethical practices (Lawal, 1993).

Essential factors for managerial professionalism

*Specialized and technical knowledge: professional managers should acquire and sustain high expertise knowledge and skills in order to give a high standard opinion and scholarly principles for accomplishment of managerial task effectively (Cheetham & Chivers, 2000). An effective manager should be innovative and full of sound judgment and reasoning skills in the application of technical and expertise knowledge (Trevino Katherine & Nelson, 2010).

*Sustaining high standards through self-governance: This entails the relation of professional responsibilities and matters, self regulation, self discipline, ethical principles, good behaviours, mutual accountability among team members in organizations. Managers represent the image of organization and a true image of profession. (Segon &Booth, 2010)

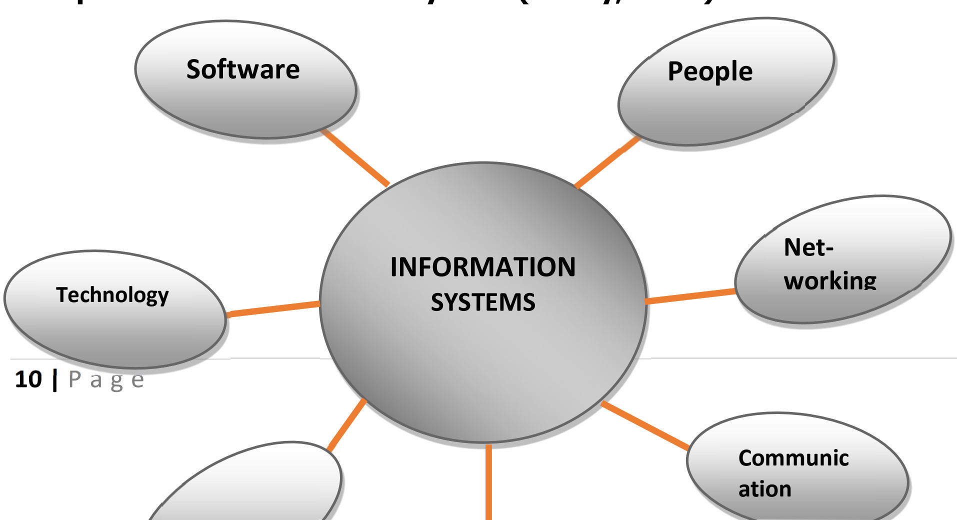
*Regular training and retraining: For effectiveness in managerial functions, learning and training do not come to an end. It is throughout one's life for a continuous upgrading and updating. Studying of journals, attending trainings and courses, seminars and conferences should be a regular lifestyle for increasing professional competency (Lusch & O'Brien, 1997).

*Public satisfaction/ interest: With the evolvement and advancement in technology, professional managers should endeavour to make relevant changes in the organizations for a better customer services. The managers are accountable for effective service delivery and for productivity should create environment suitable for customers' satisfaction and motivation of team members (Trevino & Nelson, 2010). More so, competency in managerial functions must not be undermined; professional managers should take active part in providing packages of interest to their environs (Cameron & Whetten, 2007).

2. Information Technology / Innovation

The concept of innovation entails the successful exploitation and utilization of ideas, a meaningful outcome of the creative process which opens a new vista for generating and applying specific patterns/procedures for products, services, processes that are visible and useful (Victor and Nzor, and Abolo, 2011). Information technology (IT) is a contemporary term that describes the combination of computer technology (hardware and software) with telecommunications technology (data, image, and voice networks).Information Technology is at the root of information systems; often there is confusion between Information System and Information Technology. To clarify this, information systems are applications having functionalities which can be exploited by the business and information technology and provides capabilities which enable these applications. For example, telecommunication is the technology that enables a computer to communicate with a remote terminal. This communication function could be used by an organization by placing these terminals at customers|| sites thereby allowing customers to use an organization's computer for a variety of purposes such as order entry or inquiring order status. Thus, information systems are the ends and information technology are the means. (Yekini et al, 2013).

Components of Information System (Raddy, 2018)



Drawing from Raddy 2018, the various parts that are needed for functional information management system include, people (users and operators), the technology (the knowledge or know-how), hardware (computer system, etc), software (packages), data (useful information), communication (medium) and then the network for storage, dissemination and sourcing of information. All of these parts are expected to be regularly upgraded for better services.

Concept of Office Managers' performance

The Management of organizations needs to measure the level of performances both at the managerial level and at the operational level by conducting Performance appraisal which is the basis for setting objectives and planning work schedules, rewards, evaluation, estimation of costs and means of determining when problems arise (Obioma and Onyeaghala, 2011). This is observable in terms of productivity, profitability and sustainability of business organizations.

Performance management is a systematic process for improving managers' and organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standard and competency requirements. (Armstrong, 2009), Performance management is much more than appraising of individuals. It contributes to the achievement of culture change and it is integrated with other key Human Resource activities, especially human capital management, talent management, learning and development and reward management.

Office managers' performance can be viewed as a way of observing, monitoring, reporting and evaluating the performance of an organization with a view to ensure that predetermined goals and objectives are achieved. Herbert (2006) added that organizational performance can be determined by the extent to which stated goals and objectives are met; this is observable by the functionality of Management information Systems of the organizations.

Every profit-oriented organization such as the commercial banks has their objectives and goals targeted at profitability, growth, productivity, favourable market competition, sustainability etc. If this must be achieved, there is a need for performance effectiveness (Nwachukwu, 2000). Performance is evaluated by the level of effectiveness and efficiency maintained overtime; this idea is to ensure fewer materials input for a profitability output (Salau, Adeniji and Oyewunmi, 2014).

MIS Functionality and managers' Performance

Management of organization that does not have relevant information to make plans, coordinate, control and direct the organization, will be running into huge losses at the end of the day (Nwachukwu, 2009). He argued that management Information system has no value or usefulness until it is transferred to knowledge for planning by the users- 'Managers'. MIS functionality is evidenced when there is increase in profits, reduction in costs and effectiveness in resources utilization. A functional MIS attributes include accessibility, comprehensiveness, accuracy, appropriate for issue at hand, timely, lacks ambiguity, must be flexible, verifiable, quantifiable etc. This shows that for information to be useful for decision making, it must have passed through the above test and criteria (Ihunda, 2001).

Functional Management information system in organization brings about possible positive changes in productivity and profitability, improves performance and efficiency as well as strategically positions organizations to compete favourably in the business market (Barney, 1991). MIS is useful for the achievement of long term and short term objectives (Martin, 1988). For management of organizations to access relevant information for appropriate decision making, the information system of the organization should be functional i.e. able to gather data, process out information from it and then get knowledge of phenomenon in the organization. Information System represents the warehouse of the product of processed data and strategic knowledge (Otamiri, 2000) and should serve the need of the managers. He stated that there are fundamental features that should be ascribed to a valuable information system which include accessibility, accuracy, completeness, flexibility, economical, relevance, timely, secured and simply; it is obvious that not all pieces of information are needed in the organization. The Managers report to the Executive Directors, they have strong people skills and the ability to manage a wide variety of administrative and clerical tasks, proficient with computers and the use of Microsoft Office software, including Word, Excel, PowerPoint and Publisher. These important members of executives of organizations are responsible for the designing, implementation and management of MIS of the organizations. They therefore must be professionals. Performance management should be a mechanism in the hands of banks owners for the alignment of personnel or managers objectives.(Walker, 2011). It controls and facilitates sound decision-making in organization. Mastsumoto-Izadifar, (2009). Innovative performance management structure is very paramount to sustain development in an information era as ours (Ndubai, 2008). Management Information System has made significant contributions to improve management information for strategic decisions and promises greater contribution in the future. However, Management Information Systems has limitations obstructing its development and management; lack of proper objectives and goals for MIS projects, lack of management participation and development of MIS, lack of adequate control measures and evaluation of MIS, lack of appropriate MIS designs, lack of identification of information needs of the management, lack of flexibility in terms of upgrading and updating, lack of proper implementations of MIS in decisions, lack of MIS managerial professionalism etc. The importance of MIS as a discipline covers the application of people, technologies, and procedures collectively called information systems, to solving business problems and this requires Databases, Qualified System and Management Staff, Top Management Support, Active Participation of Operating Management, Control and Maintenance of Management Information System and periodic evaluation for effective functionality.

METHODOLOGY

Data used for analysis were obtained from both the Primary and secondary sources. The primary data was gotten from the history of commercial banks and the field sources. Most of the secondary data employed were gotten from relevant textbooks, journals, newspapers, conference papers etc. a simple percentage analysis was used for the analysis, questionnaire instrument was administered to office 120 office managers in 17 Commercial Banks in Port Harcourt to elicit information for the study. Direct approaches and interviews were used to administer and retrieve data.

Results of findings

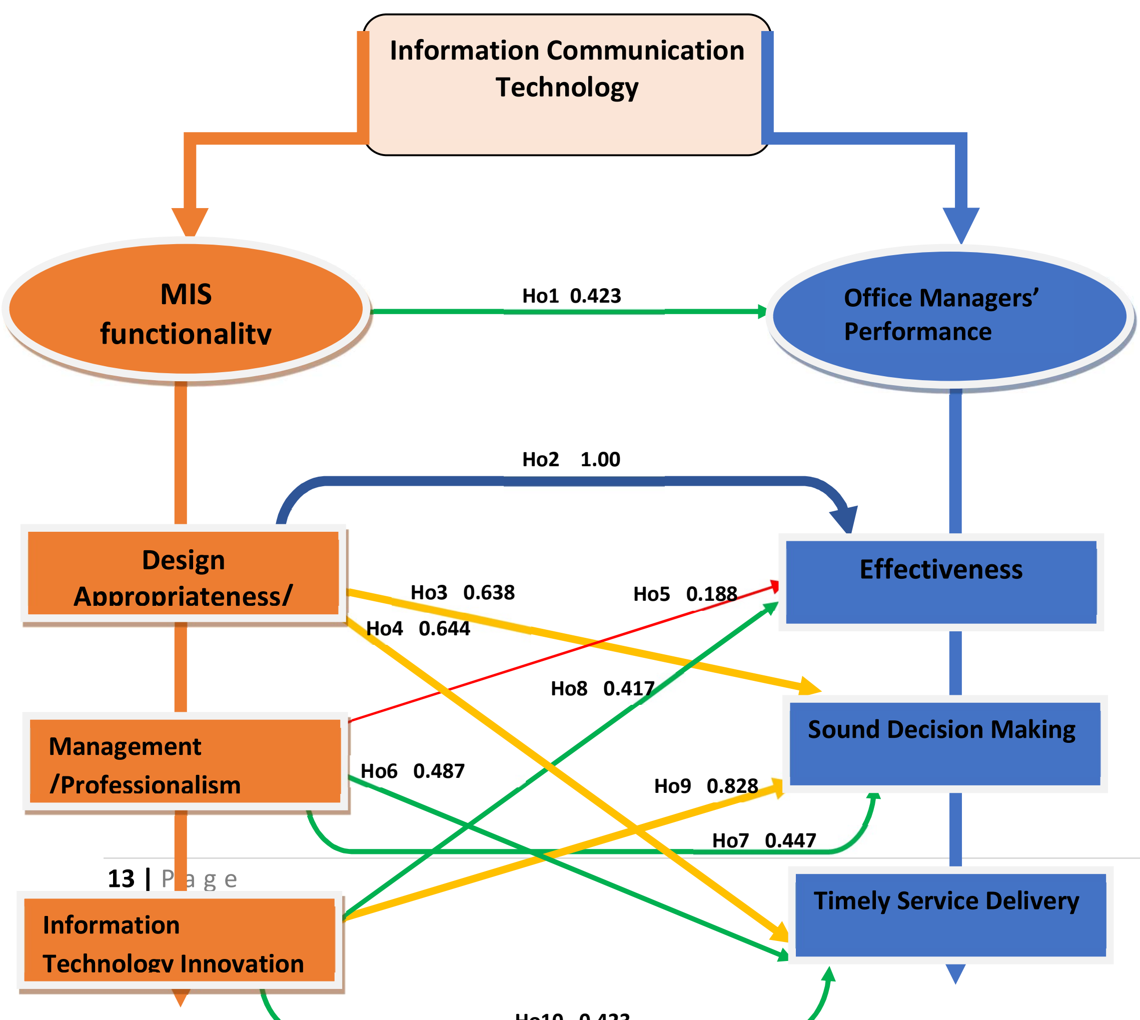
The data collected and analyzed were used to test the hypotheses as shown in the table below, explained thus:

HYPOTHESES	RESULT
Ho1: There is no significant relationship between management information systems functionality and managers' performance effectiveness.	+ve Moderate correlation (.423) REJECTED
Ho_2: There is no significant relationship between MIS design appropriateness and o managers' job effectiveness.	+ve Very Strong Correlation (1.00) REJECTED
Ho_3: There is no significant relationship between MIS design appropriateness and managers' efficiency in decision making	+ve Strong Correlation (.638) REJECTED

Ho_4: There is no significant relationship between MIS design appropriateness and managers' timely service delivery.	+ve Strong Correlation (.644) REJECTED
Ho5: There is no significant relationship between managerial professionalism and managers' job effectiveness.	+ve Very Weak Correlation (.188) REJECTED
Ho_6: There is no significant relationship between managerial professionalism and managers' efficiency in decision making.	+ve Moderate Correlation (.487) REJECTED
Ho_7: There is no significant relationship between managerial professionalism and managers' timely service delivery.	+ve Moderate Correlation (.447) REJECTED
Ho_8: There is no significant relationship between information technology innovation and managers' job effectiveness.	+ve Moderate Correlation (.417) REJECTED
Ho_9: There is no significant relationship between information technology innovation and managers' efficiency in decision making.	+ve Strong Correlation (.828) REJECTED
Ho_{10}: There is no significant relationship between information technology innovation and managers' timely service delivery.	+ve Moderate Correlation (.423) REJECTED

Source: PPMC output 2020.

Heuristic Model



Source: 2020 field output

MIS functionality and Office managers' performance effectiveness Heuristic Model (2020)

Key to Heuristic Model

Weak relationship
Moderate Relationship
Strong Relationship
Very strong relationship

The study shows that the result of all the tested hypotheses were below 0.05 significant level. Therefore, the null hypotheses were rejected and the alternatives accepted. This means that "there is significant relationship between Management Information System functionality and Office Managers' Performance effectiveness" in commercial bank, Port Harcourt, Rivers State.

CONCLUSION AND RECOMMENDATION

Based on the findings made by the researcher, the study concludes that the Functionality of Management Information Systems in Commercial Banks should not be undermined. Everything should be put in place to make it active and useful. MIS represents all intellectual properties, useful information available for managers' job, and is tool for forecasting future outcomes and should be treasured. Therefore, commercial bank managers agreed that without the functionality of MIS in their banks, their decisions will be speculations and without base. The study revealed that putting up appropriate MIS structure, using professional managers and frequently updating and upgrading the Information systems of banks, the mangers will be able to perform effectively.

More so, the Commercial Banks which have the obligation to keep peoples financial properties, have great need to maintain a functional Management Information Systems so as to frequently relate different clients financial records, link up to different units operations, and make necessary decisions to improve customers services. It was revealed that electronic and internet based information system are highly practiced in banking sectors. But, the respondents did not hesitate to point out the need for paper based information system as alternative because it enables smooth running of their financial businesses even when there are electronic and network failures.

The decentralisation of Management information systems in banks is the best way to make accessibility of MIS easier and faster. With the innovations in technological gadgets and knowledge, managers are able to facilitate their jobs with lesser employees and productivity becomes easier. With regards to the professionalism need in the managerial positions, unqualified and inexperienced personnel who handle managerial jobs are encouraged to update their knowledge and skills and attend managerial seminars/workshops etc. to enable them professionally handle the position effectively. It is expedient to understand that every present has a past and in terms of MIS, the past events have a lot to do with the future outcomes of businesses. Therefore, there is a need to keep the information pool of every organisation active and functional for decisions, updating and upgrading it and the managers are encouraged to use them regularly.

The study observed that the impact of Management Information Systems functionality on managers' effective cannot be overemphasized and should not be undermined because it plays significant roles in the decision-making process of any organization. In any organization, a decision is made on the basis of relevant information which can be retrieved from the MIS. It enables coordination among the departments in the organization, satisfies multiple need of an organization across the different functional department and enables the management in finding out problems

There are three main challenges to MIS functionality and they include, High cost of developing new computerized based information system and the need to update equipment regularly for the organization database. Secondly, the training and retraining of Employees which is required to enable employees build up the capacity and competency to meet changing business competitiveness and environment otherwise it will be difficult for the organization to stay in the market. Thirdly, the MIS cost of maintenance sometimes constitute problems rising from server or/and website crash. Sometimes it leads to the loss of information. Maintenance and database security are therefore paramount to prevent or tackle such problems.
A good Management Information Systems is therefore a need to management of organizations because it enables them to increase customer satisfaction, improve quantity and quality of information, improve quality and quantity of management decisions, improve responsiveness number of the competitor's condition, improved operational efficiency and flexibility, improve quality of internal and external communications, improve quality of planning, improve quality control and supervision.

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