

Chapter 10

Online Analytical Tool and Human Resource Practices

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Introduction

Good and perpetual jobs are being victimized through corporate cost-cutting moves by deposit money banks at the outlay of its employees or workers. Many workers in the bank today are being sourced, contracted and hired under the canopy of legal definitions, terms and conditions from the outsourcing firms. Thus, paying attention to the management of human resources in the organization has been trivialized. This act militates against the growth and development of human resource processes and practices in the organization. Furthermore, employees under permanent employment are continuously losing their jobs and are being either re-employed as or replaced by casual or contract workers. Casual work which is supposed to be a form of temporary employment has assumed the status of permanent employment in many deposit money banks in Nigeria without the statutory benefits associated with permanent employment status. They are subjected to lower compensation, poor career advancement and poor performance as they are less treated by MIS analysts and practitioners.

Management of human resources in the banking sector remains a serious issue in the drive towards achievement of organizational goals and objectives. For this reason, deposit money banks are insistently imbibing the culture of designing and using management information system for many of their operations and activities. In the banking system online analytical processing (OLAP) which deals on transactions reporting single and multidimensional data has only been tied to sales, marketing, profits and times range at which these data were enhanced. For sure, OLAP helps the firm to know its performance status. But it should be noted that the end report of this sales are not adequately used to measure the strengths and weaknesses of human resource management practices since it is humans that manipulates this software for organization's operations. Observably, the Nigerian Banking Sector has been demeaning the relationship with their workforce and MIS adoption. The causality of workers' replacement of permanent staff, stagnation or denial or delay of due promotion, poor appraisals to aid performance and planning and others just to mention to an extent tells of the mismanagement of human resource in the firms.

Undoubtedly, local and international empirical studies on the relationship between management information system and human resources management practices have not been given much attention. However, only few studies MIS and HRMP have been carried out (Majed, 2016; Wobo & Chuku, 2018). Others studies were conducted on MIS and organizational performance, and other related dependent variables (Jehad, Nazem & Fayez, 2009; Akram, 2011; Minwer, 2016; Yusuf, Isyaka & Aina 2014; Shehadeh & Nazem, 2013; Hakimpoor & Khairabadi, 2018). None of these studies specifically examine how dimensions of management information system such as online analytical processing, decision support system and human resource information system with measures of human resource management practices such as human resource planning, performance appraisal and career advancement in deposit money banks in Rivers State, Nigeria. Presently, the business world

is moving towards globally technological driven practices. Thus, we really need to find out how software applications of MIS enhance human resource management practices. This is the knowledge gap this study seeks to fill. This gives credence to this study.

Online Analytical Processing and Human Resource Management Practices

OLAP is very useful in the banking system due to the influx of technology in the financial world where transactions and other related banking activities are carried out. It is business-friendly user application of MIS. Analysts, administrators, managers and policy makers use OLAP to easily perform multidimensional analysis of large volumes of business data in their operations (Salton and McGill, 2013). Through the analysis of banking operations aided by OLAP, human resource managers are able to draw out functional human plans that would drive the vision, mission and goals of the organization. In analytics, OLAP is often required to aggregate, group and join data as information management system to arrive at a conclusion or decision. The magic behind OLAP derives from its ability to pre-calculate and pre-aggregate data which serves as premises for human resource managers to know the stance of their workforce in relation to its mandate.

Reports from OLAP authorize and give premises for human resource managers to gain insight into transaction-information derived from all dealings of the business. (Nandagopal, et al 2010). OLAP tools enable users especially management information systems analyst and experts in the deposit money bank sector to analyze different dimensions of multidimensional data. For example, it provides time series and trend analysis views of financial and non-financial transactions carried by the bank. It collates reports for human resource management use. Through the use of OLAP the human resource manager can detect where there is a flaw in competency among human, thus plan its training and development to upskill them with the requisite knowledge and ideas to boost performance (Gray, et al 2016; Smriti, 2017; Mayhew, 2019). **OLAP** tools such as roll-up, drill-down, slice and dice enhance intelligent solutions containing human resource practices as it promotes among others human resource performance appraisal, human resource planning, manpower budgeting, manpower forecasting, human resource compensation, human resource appraisal in skill level, efficiency level and multi-tasking appraisal. Thus, OLAP as a form of management information systems enables managers, executives and administrators to perform ad hoc analysis of record in multiple dimensions, providing the insight and understanding they require for better decision making tied to the workforce (Gray, et al 2015).

Online analytical processing as the name itself indicating is for the data analytic purpose, hence it enables us (management information system users) to analyze information from multiple database systems at the same time. In other words, we can tell that it is a computing method that allows users in every sector of business including deposit money banks to easily extract required data and query data in order to analyze it from different points of view. It is basically based on the huge data that is called data warehouse; it collects the required data from the data warehouse and perform the business required analysis to take some decision that would propel employees to perform in organizational activities to improve profit, sale, brand, marketing, customer relations, productivity and effectiveness for the success of the business (Berkhin, 2012). Therefore the OLAP uses in business intelligence to queries aid in trends analysis, sales forecasting, financial reporting, planning purposes, budgeting and so other things.

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Dong-Jun, and Breidenbach, (2012) opined that online analytical processing is a powerful technology behind many Business Intelligence (BI) applications which discovers data, report viewing capabilities, complex analytical calculations, and predictive “what if” scenario, budget planning, forecast planning etc. Online analytical processing makes working so easy in managing information and business reporting for sales, management reporting, marketing, business process management, financial reporting, budgeting and forecasting and more. Note all these transactional activities are carried by employees in the deposit money banks. Where there is a drop in activities as tied to the expected performance, it is expected of the human resource manager to appraise their performance. It is also expected of the human resource manager to diagnose the corporate strategy in relation to the human resource strategy as used by the firm. This will give the human resource management an insight on how to better the workforce through effective human resource management practices (Kimball, 2016). Human resource managers cannot perform better without the broader analysis of business intelligence. Through the analysis of business intelligence from MIS tools such as OLAP, reports on employees’ effectiveness and efficiency are easily sourced out which serves as a fertile ground for continuous manpower planning, forecasting, recruitment, training and development, skill level appraisal, efficiency level appraisal, multi-tasking ability appraisal, promotion, raises and skill upgrade (Codd, et al, 2013; Prachi, 2015; Andazola, 2018).

However, in deposit money banks human resource managers can only work efficaciously to better employees when they inclined to getting business reporting for sales, marketing, communication reporting and production reporting and others. Skill level, efficiency level multi-tasking level of an employee can be appraised through the collection of spreadsheet of employee performance or management. This can be easily promoted through the use of OLAP among deposit money banks. According to O'Brien and Marakas, (2019) OLAP cube contains data categorized by some dimensions (such as customers, time period, geographic sales region and services) derived by multidimensional tables in the data warehouses. It is the employees that garner activities of these dimensions. Thus, managing the workforce is essential if these activities must enhance predetermined goals and objectives of the organization.

A roll-up involves the computation of the data relationships for one or more dimensions. Dimensions as used here can be sales, marketing, opening of account, employee’s redress, etc. are human resource driven activities. The human resource manager ensures its workforce accomplish these activities towards the attainment of organizational goals. Since the human resource manager is rationally bent to ensuring workforce are productive to both themselves and the organization at large, it must plan the individuals required to fit in for the job through forecasting, recruitment, selection, training and development. It must also consider the appraisal system while assessing the skill level, efficiency level and multi-tasking level. It must also advance its workforce through promotion, raises and skill upgrade (Lee, Kim, & Kim, 2014). As the roll-up operation performs aggregation on a data cube, either by climbing up a concept hierarchy for a dimension or by dimension reduction, it also show aggregates the data by ascending the location hierarchy from the level of city to the level of country. For example, the use of roll-up can give an aggregate data report to human resource management on performance of high ranking positions among employees in Polaris bank plc, giving details of their productive and job satisfactory level (Liu, et al, 2013). Plotting for sales of shares and opening of accounts can be done from time period to years and months and to days and so on in the banking system. Through the application of drill-down users who navigate reports to human resource manager seek ways to remedy the

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flaws as seen among employees (Hristovski, 2018). Human resource management practitioner would quickly view a nationwide breakdown of delivery times, answer the question which states have the slowest delivery times, which states have the fastest delivery times, within those states which counties or regions have the fastest or slowest delivery times, and finally drill down among employee's work activities to see the specific logistic reports for any given delivery all while remaining in one report view. This helps them in fronting their prowess in the management of individuals in the workplaces. Drill through reports specifically also allow you to show data in a completely different report structure with one click. This can be useful in many ways including something like a logistics report, where you may want to click through to specific shipping details document of daily task activities and performance, shaping human resource management practices.

Force-Field Theory of Change

Sarkar and Singh (2006) developed a theory about organizational change called the force field theory. George (2013) describe the force-field theory as a broad variety of forces arise from the way an organization operates, from its structure, control systems and culture that makes it oppose change. At the same time, a wide variety of forces arise from changing task and general environments that push organizations towards change. These two sets of forces are always in opposition in organization. For organizations to re-engineer, top management must find ways to increase the forces for change, decrease the resistance of change, or do both at the same time. Lewin's force field analysis is used to distinguish which factors in a firm drive an individual towards or away from a desired state, and which resist the driving forces. These can be analyzed in order to inform decisions that will make change more acceptable (Walker & Ruekert, 2014). Forces are more than attitudes to change. Kurt was aware that there is a lot of emotion beneath people's change of attitude. To recognize what makes individual resist or accept change it is important to know the morals and skills of that particular individual. Thus, creating self-responsiveness and intelligence in emotions can aid in understanding these powers that work within people. It's the behaviour of individuals that will alert you to the presence of driving and restraining forces at work (Chalos, 2015).

CONCLUSIONS

The study concluded that management information system (MIS) influence human resource management practices (HRMP) performance in deposit money banks in Rivers State, Nigeria. Effective practice of management information system (MIS) such as online analytical processing (OLAP), brings about corresponding improvements in the performance of human resource management practices (HRMP). Human resource managers who do not practice the use of management system (MIS) will find it difficult to perform their statutory duties effectively.

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