

HUMAN RESOURCE INFORMATION SYSTEM AND HUMAN RESOURCE PRACTICES IN DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT

This study investigated the relationship between human resource information system and human resource management practices in Deposit money banks in Rivers State, the cross-sectional survey research design was employed and 150 staff of three banks were engaged. The questionnaire was the instrument was adopted. The Spearman Rank order correlation was used for test of hypotheses. The findings revealed that there is a significant relationship between human resource information system and human resource management practices in money deposit banks in Rivers State. the study concluded that human resource information system influences human resource management practices (HRMP) performance in deposit money banks in Rivers State, Nigeria. The study recommend that Human resource management practitioners of deposit money banks should adopt a manpower planning scheme that would attracts the right quality and quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization through the effectual use of management information system.

Keywords: *Human Resource, Information , System, Management*

INTRODUCTION

Rouse (2019) refers to human resource information system (HRIS) as a software that provides a centralized repository of employee master data that the human resource management (HRM) group needs for completing core human resource (core HR) processes. It is a software package developed to aid human resources professionals in managing data. Human resource professionals utilize these systems to facilitate work flow, improve efficiency and store and collect information (Sampurna, 2016). HRIS is an information system, which is basically used to track data relating to human resource. It is one of the management information systems. There has been a lot of change as to how employee data were stored before compared to present systems used in organization. It integrates information like employee details, pay roll, benefits, performance tracking and appraisal etc (Sheehan, Holland & De Cieri, 2006). Technological advancement led to a lot of changes in human resource management which influence the storage of data from manual ledgers and books to computer hard drives and magnetic tapes. Storage of data became easier and a lot of manual work was removed. Hedrickson in Barkha (2013) defined human resource information system (HRIS) as integrated systems used to gather, store and analyze information regarding an organization's human resources. In other word human resource information system is software application used to acquire, store, manipulate, analyze, retrieve and distribute information about an organization's human resources.

Human resources planning can be described as a process of ascertaining manpower requirements of an organization that align with the strategic goals of the organization. Human resources planning allow companies to plan ahead so they can maintain a steady supply of skilled employees. That's why it is also referred to as workforce planning. The process is also used to help companies evaluate their needs and to plan ahead to meet those needs. Human resource planning needs to be flexible enough to meet short-term staffing challenges while adapting to changing conditions in the business environment over the longer term. Human resource planning starts by assessing and auditing the current capacity of human resources.

Human resource planning is the process by which management determines how an organization should make from its current manpower position to its desired manpower position with well defined objectives of human resource planning, human resource plan needs of the organization, manpower planning in advance as well as creating Proper Work Environment. Planning in human resource management practice is the first step for determining the success of any strategic initiative and ensuring achievement of pre-defined goals as it establishes a road map for realization of several action plans. Effective planning begins with information gathering, defining or establishing objectives and implementing sound decisions for ensuring achievement of organizational goals. Human resource planning addresses the issues of number of employees in the organization, skills and knowledge of the employees a company possesses, proper utilization of the resources and motivational tools required for the employees.

The researcher believes that a workplace cannot be adjudged to be effectual in human resource management practices unless among other things there is a reasonable level of manpower planning, performance appraisal and career advancement among the workers. This of course would be feasible when MIS is holistically enshrined in the operation of the organization.

Relationship between Human Resource Information System and Human Resource Management Practices

Ho₁: There is no significant relationship between human resource information system and human resource planning in deposit money banks in Rivers State, Nigeria.

Ho₂: There is no significant relationship between human resource information system and performance appraisal in deposit money banks in Rivers State, Nigeria.

Ho₃: There is no significant relationship between human resource information system and career advancement in deposit money banks in Rivers State, Nigeria.

The holistic information of workforce is a necessity if organizations must attain their predetermined goals and objectives. Information ranging from biodata and workplace data are of vital importance to the HR managers. The birth, age, sex, language, hobbies, educational attainments, work experiences, skills, etc help the HRM practitioners to place the employees at the optimum position in the organization to enhance the productivity and performance of both organizations and employees. Through the adoption of HRIS the human resource managers are able to facilitate work flow, improve efficiency and store and collect information tied to employees of the organization (Sampurna, 2016). Reports gotten from HRIS portray details of individual employee's attributes and performance in the organization. These attitudes could be positive or negative while performance could be low or high. The interesting part of this HRIS reports is that it gives premises to the HR managers on what to do to its workforce among others in terms of manpower planning, career advancement, performance appraisal, engagement. HRIS reports are given to the human resource manager for further review and improvement of human resource management practices via skill levels, efficiency level, multi-tasking level, promotion, raises, skill upgrades, forecasting, recruitment and selection, training and development of manpower planning, performance appraisal and career advancement. Through HRIS reports from the day one of entry to the present day of an employee are assembled for human resource management decisions via promotion, raises, incentives, performance, engagement, etc. (Hannon, 2010). Assessing employees' tasks and assignments performance can be easily done through a holistic HRIS that encompasses the employment contract and relationship between the organization and employees. Also, existing biodata and core work data are used to determine the effectiveness and efficiency of an employee by the human resource manager. This serves as platforms to improve workforce efficacy through modern corporate human resource management practices such as HR planning, career advancement, performance appraisal, compensation and engagement (Keller & Pfattheicher, 2011; Brijesh, et al 2013; Sharma & Sharma, 2014). Typical human resource information system (HRIS) record employee information, wage and salary data,

review dates, benefits, education and training, attendance, performance data, appraisal results etc. The human resource information system provides the plethora of information about the human resource in the organization to the users to take rational decisions relating to human resource. It helps to conduct all the functional areas of human resource management in a cost-effective manner thus improve its practices while promoting both individual goals and organizational goals, effectively and efficiency (Abdul & Fahad-Ul-Haq, 2016; Ahmad, et al 2017; Ajao, 2017; Armstrong & Taylor, 2014; Hakimpoor & Khairabadi, 2018).

Resource-Based View (RBV) Theory

This theory was fathered by Barney Jay in 1991. The theory sees resources as key to superior firm performance. If a resource exhibits value, rarity, imitability and organization (VRIO) attributes, the resource enables the firm to gain and sustain competitive advantage (Barney, 1991).

Assumptions of Resource-Based View Theory

There two critical assumptions of RBV. They assume that resources must:

1. **Heterogeneous.** The first assumption is that skills, capabilities and other resources that organizations possess differ from one company to another. If organizations would have the same amount and mix of resources, they could not employ different strategies to outcompete each other. What one company would do, the other could simply follow and no competitive advantage could be achieved. This is the scenario of perfect competition, yet real world markets are far from perfectly competitive and some companies, which are exposed to the same external and competitive forces (same external conditions), are able to implement different strategies and outperform each other. Therefore, RBV assumes that companies achieve competitive advantage by using their different bundles of resources (Rothaermel, 2012).
2. **Immobile.** The second assumption of RBV is that resources are not mobile and do not move from company to company, at least in short-run. Due to this immobility, companies cannot replicate rivals' resources and implement the same strategies. Intangible resources, such as brand equity, processes, knowledge or intellectual property are usually immobile (Rothaermel, 2012).

Implication of Resource-Based View Theory to the Study

It is intriguing to note that skills, capabilities and other resources that organizations possess differ from one company to another. Nevertheless, all organizations want to be at the forefront of growth, development and competitive edge. Thus, for them to achieve these feats, they must build a robust workforce which are employee that will marshal other resources to attain organization's actualizations among deposit money banks, this would be feasible when management adopts a modern management information system (OLAP, DSS and HRIS) that would enable bang activities to be carried out both on online platforms and offline platforms for easy reporting and enhanced decision making process for the betterment of its human resource management practices (HR planning, performance appraisal and career development), thus keeping the organization afloat on success. Since the deposit money banks seek for perfect competition to outperform, they must adopt sophisticated MIS platforms and tools to trigger the management of people while attaining their predetermined goals and objectives, effectively and efficiently. It is demanding of top management of deposit money banks to consider the influx of external and competitive forces (technological inventions) in the banking industry. This will give them an insight on how to balance their management information system (OLAP, DSS and HRIS)

and human resource management practices (HR planning, performance appraisal and career development).

METHODOLOGY

The crosssectional survey design was adopted, while the population of the study consisted of three (3) Deposit money Banks currently operating in Rivers State, Nigeria. They include:

- i. Access Bank Nigeria Plc.
- ii. Guaranty Trust Bank Plc.;
- iii. United Bank For Africa Plc.;

Employing simple random sampling technique, fifty (50) branches of the three selected Deposit money Banks (Access Bank of Nigeria Plc., 19 branches; UBA Plc.,16 branches; and GT Bank Plc., 15 branches) operating in Rivers State of Nigeria were adopted for the study. These were adopted by the research due to the banks visibility, proximity, accessibility and capital base.

Number of Sampled Banks

S/N	Bank Name	Number of Branches	Number of Selected Managers
1.	Access Bank of Nigeria Plc.	19	57
6.	GT Bank Plc.	15	45
9.	UBA Plc.	16	48
Total		50	150

Source: Researcher's Random Selection, 2019.

The questionnaire was the major instrument for data collection. Mean and standard deviation were used for the univariate analysis while the bivariate analysis was done using Spearman rank order correlation in SPSS Version 22.0.

Results

Human Resource Information System and Human Resource Management Practices

Ho₁: There is no significant relationship between human resource information system and human resource planning in deposit money banks in Rivers State, Nigeria.

Ho₂: There is no significant relationship between human resource information system and performance appraisal in deposit money banks in Rivers State, Nigeria.

Ho₃: There is no significant relationship between human resource information system and career advancement in deposit money banks in Rivers State, Nigeria.

Correlation between Human Resource Information System and Human Resource Management Practices

			Human Resource Information System	Human Resource Planning	Performance Appraisal	Career Advancement
Spearman's rho	Human Resource Information System	Correlation Coefficient	1.000	.334**	.528**	.453**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	123	123	123	123
	Human Resource	Correlation Coefficient	.334**	1.000	.575**	.666**

Planning	Sig. (2-tailed)	.000	.000	.000	.000
	N	123	123	123	123
	Correlation Coefficient	.528**	.575**	1.000	.414**
Performance Appraisal	Sig. (2-tailed)	.000	.000	.	.000
	N	123	123	123	123
	Correlation Coefficient	.453**	.666**	.414**	1.000
Career Advancement	Sig. (2-tailed)	.000	.000	.000	.000
	N	123	123	123	123

** Correlation is significant at the 0.01 level (2-tailed). Source: SPSS Output.

Column two of table above reveals r value of 0.332 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating human resource information system and human resource planning. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{01}) which states that there is no significant relationship between human resource information system and human resource planning in deposit money banks in Rivers State, Nigeria is rejected and the alternate hypothesis (H_{a1}) accepted. This implies that there is a relatively weak correlation between human resource information system and human resource planning in deposit money banks in Rivers State, Nigeria.

Column three of table above reveals r value of 0.528 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating human resource information system and performance appraisal. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{01}) which states that there is no significant relationship between human resource information system and performance appraisal in deposit money banks in Rivers State, Nigeria is rejected and the alternate hypothesis (H_{a2}) accepted. This implies that human resource information system has a relatively positive relationship with performance appraisal in deposit money banks in Rivers State, Nigeria.

Column four of table above reveals r value of 0.453 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 relating human resource information system and career advancement. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between human resource information system and career advancement in deposit money banks in Rivers State, Nigeria is rejected and the alternative hypothesis (H_{a3}) accepted. This implies that there is a weak positive correlation between human resource information system and career advancement.

Human Resource Information System and Human Resource Management Practices

The test of hypotheses seven, eight and nine revealed that there is a significant positive relationship between human resource information system and human resource planning, performance appraisal and career advancement of deposit money banks in Rivers State. These findings are in nexus with the views of James, et al (2014) which asserted that HRIS (training and development) enhances firm performance. Also, Nagendra and Deshpande (2014) stressed that the greatest uses of HRIS were its contribution to the efficiency and effectiveness of HR planning through HRIS skills' inventory, HRIS training needs analysis, HRIS succession planning and HRIS labour demand and supply analysis. Undoubtedly, the holistic information of workforce is a necessity if organizations must attain their predetermined goals and objectives. Information ranging from biodata and workplace data are of vital importance to the HR managers. The birth, age, sex, language, hobbies, educational attainments, work experiences, skills, etc help the HRM practitioners to place the employees at the optimum position in the organization to enhance the productivity and performance of both organizations and employees. Through the adoption of

HRIS the human resource managers are able to facilitate work flow, improve efficiency and store and collect information tied to employees of the organization (Sampurna, 2016). Reports gotten from HRIS portray details of individual employee's attributes and performance in the organization. These attitudes could be positive or negative while performance could be low or high. The interesting part of this HRIS reports is that it gives premises to the HR managers on what to do to its workforce among others in terms of manpower planning, career advancement, performance appraisal, engagement. HRIS reports are given to the human resource manager for further review and improvement of human resource management practices via skill levels, efficiency level, multi-tasking level, promotion, raises, skill upgrades, forecasting, recruitment and selection, training and development of manpower planning, performance appraisal and career advancement. Through HRIS reports from the day one of entry to the present day of an employee are assembled for human resource management decisions via promotion, raises, incentives, performance, engagement, etc. (Hannon, 2010). Assessing employees' tasks and assignments performance can be easily done through a holistic HRIS that encompasses the employment contract and relationship between the organization and employees. Also, existing biodata and core work data are used to determine the effectiveness and efficiency of an employee by the human resource manager. This serves as platforms to improve workforce efficacy through modern corporate human resource management practices such as HR planning, career advancement, performance appraisal, compensation and engagement (Keller & Pfattheicher, 2011; Brijesh, et al 2013; Sharma & Sharma, 2014). Typical human resource information system (HRIS) record employee information, wage and salary data, review dates, benefits, education and training, attendance, performance data,/appraisal results etc. The human resource information system provides the plethora of information about the human resource in the organization to the users to take rational decisions relating to human resource. It helps to conduct all the functional areas of human resource management in a cost-effective manner thus improve its practices while promoting both individual goals and organizational goals, effectively and efficiency (Abdul & Fahad-UI-Haq, 2016; Ahmad, et al 2017; Ajao, 2017; Armstrong & Taylor, 2014; Hakimpoor & Khairabadi, 2018).

Through the tracking of employees and their employment specific information, their productivity, performance and job satisfaction are promoted (Gill & Johnson, 2010). More so, when workforce is effectively managed by the human resource managers, overall organizational effectiveness is attained. The human resource manager gets reports on existing strength and weakness of the employees, thus shape his rationality in manpower planning, trainings and development, compensation, engagement, career advancement, effectiveness and efficiency.

According to Hee et al (2019), performance appraisal, compensation, benefits, competences and development plans are easily maintained and decided through the aid of human resource information system. Employees can search for a new career within the organization and be aware of the future trainings. Human resource information system (HRIS) also allows managers to follow employee's job performance and planned versus used hours for a certain assignment. Human resource information system offers various reports available. Typical human resource program involve things such as record keeping, recruiting, selection, training, employees retention and compensation. It should be noted that it is not technology, but the art of human and human management using software package as concerned to employees or individuals in the organization, from the very first day of contact (recruitment) to the last day of retirement or termination of employment. (Barkha, 2013).

Furthermore, human resource management experts promote their practices through the understanding of patterns for human resource policies, actions and employee behaviors as well as identifying gaps in human resource systems and effectiveness of human resource systems, to help them boost their performance while maximizing organizational attainments. Organizations productivity increase by using human resource information system because it process collected

information in to meaningful aspects. Human resource information systems are designed to be flexible and transparent amongst human resource managers and top management, so that they can quickly view and update employee status according to organization hierarchy. This system also provides human resource information to manage employee database (Bourini, 2011). Human resource information system also support long range planning with information for labor force planning and supply and demand forecasts, staffing with information on equal employment, separations and applicant qualifications, and development with information on training program costs and trainee work performance (Kadhim, 2012; Al-Shibly, 2011).

Human resources management practitioners use reports of HRIS to better decision making, enhance salary administration, integrate functions and activities: develop the human resource (career advancement, engagement, participation, efficiency and effectiveness), plan a robust manpower to accelerate organization's attainments (Rouse, 2019). Its reports also help the HR managers to marry the corporate strategy and human resource strategy of the organization. Furthermore, workforce issues such as positions and departments, tasks and responsibilities, absence and leave, workflows, incentives, recruitment and applicant tracking and work analysis are better enhanced by HR managers when organization adopts an effectual HRIS (Sharma & Sharma, 2014; Jodi, 2017; **Devashish, 2019**; Heathfield, 2019; Smriti, 2017).

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that human resource information system influences human resource management practices (HRMP) performance in deposit money banks in Rivers State, Nigeria.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Since software applications of MIS such as OLAP, DSS and HRIS make use of internet, there should be ample available of internet services to promote MIS effectuality and human resource management's practices among deposit money banks.
2. There should be adequate budget for MIS adoption in deposit money banks. This will provide funds for improving on the available MIS infrastructure and facilities, provide alternative power support, develop staff on MIS skills and motivate them to embrace modern management techniques that will improve human resource practices and the overall performance of firms.
3. It is undoubted that globalization is putting a high pressure on banking sectors worldwide, which makes leadership very concern of using all means to enhance the success of HRM strategies and practices. Thus, among others, human resource management performance appraisal, career advancement and planning would be enhanced when deposit money banks enshrine a comprehensive HRIS.
4. It is a sin-qua-non for every deposit money bank who aspires to be in business while gaining competitive advantage edge in its industry to formulate and implement technological and financial policies that would make it flexible for the firm to adopt a befitting MIS (OLAP, DSS and HRIS) in order to promote both workforce and organizational effectiveness.

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