

**ELECTRONIC HUMAN RESOURCES MANAGEMENT AND ADMINISTRATIVE
EFFECTIVENESS OF HEADS OF TERTIARY INSTITUTIONS IN SOUTH-SOUTH,
NIGERIA.**

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ABSTRACT

The study examined electronic human resource management and administrative effectiveness of heads of tertiary institutions in South-South, Nigeria. The objective of the study was to examine how the dimensions human resource information systems such as HR support system, EHRM components relate with administrative effectiveness of heads of tertiary institutions in South-South, Nigeria in terms of efficient personnel administration, effective time management, and financial efficiency. The results of the study showed that there is a relationship between human resource information systems such as HR support system, EHRM skills, and EHRM components and administrative effectiveness of heads of tertiary institutions in South-South, Nigeria in terms of efficient personnel administration, effective time management, and financial efficiency. The study concluded that the adoption of human resource information systems such as human resource support systems, human resource information system skills, and human resource information system components promotes administrative effectiveness, especially in terms of efficient personnel administration, effective time management, and financial efficiency. Among other things, the study recommended that management of tertiary institutions should make available state-of-the-art Human Resource Information Systems for administrative heads and other administrators to utilize in carrying out their functions effectively.

Keywords: *Electronic Human Resource Management, Administrative Effectiveness, Time Management*

INTRODUCTION

The use of human resource information systems has been widely adopted in higher institutions in the developed world for easy information manipulation and proper decision making in the attainment of educational goals, putting an end to the pitfalls that characterized the traditional method of manually capturing, computing, processing, and managing human resource information in higher educational institutions. However, there are concerns about the state of administrative operations in South-South tertiary institutions. It is claimed that principle officers, who serve as top administrative officers, are fighting to ensure efficient and transparent administrative procedures in the schools. However, the researcher's observations showed instances of delays and even errors in processing staff pay, pensions, and benefits; poor staff attendance monitoring; improper staff recruitment and training procedures; a herculean task in course/work scheduling; an unprogrammed employee performance and evaluation system; a lack of an automated employee database profile that also impedes and delays employee rewards and timely promotion; and misplacing crucial financial and human resources.

The areas of most importance to employees are salaries, pay, and benefits, which they depend on to support their way of life. Employees strive to effectively utilize their skills, abilities, and competences. Earning promotion possibilities and career advancement are two more reasons to work, along with financial gain and other rewards. The personnel must carry out their jobs so that they not only receive pay, but also benefits and incentives. An EHRM system enables a company to simplify the management of employee benefits. Employees and new hires can frequently enroll in benefit plans online. Additionally, they might be able to log in to the system to check on and change their current coverage throughout the year, updating their status, dependent information, and contact information as necessary. Each employee will be able to check his pay stub online, apply for loans, and view any other benefits to which he is entitled, which will make compensation and benefits administration much easier to manage.

These difficulties may be brought on by the principal administrative officers' (PAOs) incapacity to use the human resource information system (HRIS) to streamline the operational processes in their particular schools. While previous researchers have studied the topic of human resource information systems and its link with other dependent variables as seen above, Mwanyika (2009) employed a case study method in his study at CRDB Bank Plc. Her research sheds light on the role that human resource information systems (HRIS) play in carrying out HR procedures and activities. Sanaa (2008) conducted another study on the factors influencing the adoption of HRIS among private enterprises in Yemen. The researcher discovered that HRIS adoption increased employee morale by making an organization more competitive, reliable, and cost-effective in its operations.

Electronic Human Resource Management Skills/ Human Resource Information Management (HRIS)

A software program called a human resource information system (HRIS) was created to help human resources workers manage data. These systems are used by human resource workers to streamline workflow, boost productivity, and store and gather data. Many businesses provide HRIS packages to employers. HRIS products can be altered to meet the unique demands of the organization. The variety of responsibilities that the Human Resource Department (HRD) is in charge of speaks to the HRIS's powerful capabilities. The HRIS-digitized textbook processes have virtually remained unchanged. The components are technological requirements to complete such procedures and facilitate work for all stakeholders including HR specialists. The components of HRIS include the following:

- i. **Recruitment and Onboarding:** Finding the ideal candidates to join the organization is one of HRD's most fundamental jobs. Finding that one person with the ideal attitude, background, set of abilities, and pay grade is a difficult assignment. It can be a laborious and repetitive process to recruit. It is the ideal subject for automation and digitization. Indeed, HRIS monitors and tracks candidates from the job posting through the interview notes and on to hiring and onboarding. In order to find eligible candidates who meet the employment requirements, it uses analytics and artificial intelligence to sift through the many documents submitted by applicants. Pre-screening becomes quicker while yielding more fruitful results.
- ii. **Employee interface and management:** Speaking about openness, an employee interface is another feature of a successful HRIS. The HRD can reduce the amount of

paperwork by giving employees restricted access to modify their personal and financial information. Their direct managers will also benefit greatly from giving them the ability to review their own hours and performance online.

- iii. Database: A database is at the core of every entity whose name contains the word "information system." To continuously manage and transform various forms of data into information that is available for analysis or decision-making, persistent storage is required. Modern cloud-based databases protect private data while providing on-demand access to authorized users.
- iv. Talent management and training: The organization as a whole benefits when employees' skill sets are improved so they can stay competitive. For reviews and promotions, it's also critical to maintain track of their developing credentials and ongoing performance. It is shown in a whitepaper published by the Society of Human Resource Management that practically all businesses use HRIS in some capacity. The goal of modern HR is to be an efficient back-office support function that benefits the organization as a whole rather than merely being an expense of doing business..
- v. Time Tracking and scheduling: Employee hours are one piece of information that many businesses track. Many businesses rely on having someone keep an eye on the store. It is the HRD's role to make sure that a qualified person is on duty and that management are present to ensure quality work. Additionally, it is the HRD's duty to monitor their development and pay them appropriately for their time and work. Hours tracking and monitoring in real-time are essential HRD and, consequently, HRIS activities.
- vi. Payroll and benefits: Payroll and compensation preparation are simple to compute and prepare when a third party, impartial machine is used for timekeeping. It saves time and lowers the likelihood of a clerical error. automating benefits and payroll while maintaining their openness to the business and the employees themselves. The HRIS serves as the objective processor, saving the HRD staff time while maintaining payroll accuracy.

Notwithstanding, the study has E-recruitment/selection, Time, labour and database management, and E-payroll rewards, compensations & benefit administration as the indicators of HRIS components.

E-Recruitment/Selection: The most crucial HRIS elements, according to this argument, are hiring and employee retention. It goes without saying that it serves as the foundation for all HR systems and policies. A human resources professional's main responsibility is to find new talent, secure it, keep it engaged, and ultimately retain it. Additionally, HRs must make sure that workers receive the necessary training, adequate pay, and benefits from the company in order for them to be able to execute their jobs.

Time, Labour and Database Management: Activities like labor and time management can take a lot of time. Employees can enter their own hours worked, managers can quickly confirm vacation requests thanks to the HRIS package, and the information is transmitted straight into the payroll. The HR division's capacity to monitor punctuality and attendance is also enhanced through time and labor management. A database for storing personnel data is part of the core HRIS solution. All employee information may be entered into the system

by HR professionals and accessible 24/7 from anywhere. The database contains many types of information that HR experts gather, such as performance evaluation results, emergency contact information, and salary history. The main database can alternatively be thought of as a digital copy of paper files.

E-Payroll Rewards, Compensations and Benefit Administration: The areas of most importance to employees are salaries, pay, and benefits, which they depend on to support their way of life. Employees strive to effectively utilize their skills, abilities, and competences. Earning promotion possibilities and career advancement are two more reasons to work, along with financial gain and other rewards. The personnel must carry out their jobs so that they not only receive pay, but also benefits and incentives. An HRIS system enables a company to simplify the management of employee benefits. Employees and new hires can frequently enroll in benefit plans online. Additionally, they might be able to log in to the system to check on and change their current coverage throughout the year, updating their status, dependent information, and contact information as necessary. Each employee will be able to check his pay stub online, apply for loans, and view any other benefits to which he is entitled, which will make compensation and benefits administration much easier to manage. This self-service system makes it possible for benefits to be handled effectively with the least amount of staff, saving an organization both time and money. The benefits of e-payroll rewards, compensations and benefit administration include:

- i. **Paperless Employment Office:** By automating and unifying personnel administrative processes, HRIS reduces paperwork. HRIS uses automation to accomplish its fundamental goals of cost and time reduction. As most routine tasks are automated, paperwork can be minimized to the absolute minimum.
- ii. **Profitable Human Capital Development:** For their performance to meet acceptable standards, employees in an organization require regular training. The cost will increase if an organization invests in training as it should. Organizations must connect their HRIS to e-learning in order for staff to complete training online while incurring the fewest expenditures possible. This will cut down on idling expenses like travel, venue, food, and lodging.
- iii. **Performance Appraisal and Accountability:** The employees' attitudes and behavioral characteristics are among the things that are most important. Employers assess an applicant's behavioral characteristics in addition to their educational background, work history, skills, and abilities. The main factors that affect how well people fulfill their job obligations are their personality qualities. The ability to communicate effectively is the most significant factor. The ability to communicate with others is a must of every job, whether it be a white collar or blue collar one. Therefore, it is essential for people to exercise morals, ethics, honesty, and truthfulness within the organization.

Employees at customer-facing units, for instance, will have their performance monitored online to see if they have accomplished their goals or not. Additionally, tracking absenteeism will aid in employee evaluations by management.

Effective Time Management

The deliberate effort a person makes to be successful and efficient while handling the activities at hand is referred to as time management (Ahmed, 2012). According to Njagi and Malel (2012), organizations are putting more of an emphasis on time management these days because the organization's performance and effectiveness as a whole depend on the efficient use of time; the problem of inefficient or poor time management is fundamental to job performance. Maintaining a schedule of the tasks and activities that have been determined to be essential is part of effective time management. A calendar or daily planner can help you stay organized and focused, but self-control is also necessary.

According to Claessens (2015), time management is a result of a fast-paced world that is getting smaller in terms of distance and the amount of time it takes to communicate or work; as a result, time is clearly important to everyone and the majority of people in the globe. Effective future planning is a crucial component of time management. Effective time management occasionally entails putting in extra work up front while keeping in mind the need to overhaul the organization.

Time is an intangible resource that cannot be kept, recovered, or stopped after it has been used. It is also inelastic, rare, and depletes quickly. Time that has been wasted or lost can never be made up. The productivity level of an institution, its effective and efficient performance, earnings, and the survival of the staff and the institution as a whole are significantly influenced by how administrators spend their time performing their duties. The administrator's ability to effectively and efficiently manage time is just as crucial as his or her ability to effectively and efficiently manage other human, financial, and material resources. This is due to the fact that a poor time administrator/manager would experience low productivity, inefficiency, ineffectiveness, low morale, stress, and frustration both with himself and among his employees if given an abundance of all resources, which is never the case at any time in the current digital era.

According to Achinine (2009), effective time management is the efficient use of a manager's or administrator's corporate time to accomplish both organizational and individual goals. It entails determining the tasks that need to be completed, planning and scheduling organizational activities, prioritizing these activities, allotting time to other tasks based on how important they are for boosting productivity, minimizing interruptions and frivolities, and handling routine tasks so that the truly important tasks can get the attention they deserve.

Stress levels can be increased by time management and organizational issues, particularly for school administrators who must juggle their professional, social, and family obligations. For school administrators, time is a resource that should be used effectively, according to Altun (2011: 5). Self-awareness, dedication, self-control, organization, planning, and discipline are necessary for effective time management. Since the administrator holds a key role, his administrative prowess serves as a gauge of the institutions' chances of reaching the institutions' educational aims and objectives. The managerial skills of school administrators should be evident in their time management techniques. These time management techniques cover topics such as preparation, decision-making, execution, assessment, consciousness, etc. The core of time management, according to Akomolafe and Oluwatimehin (2013), is focusing on results rather than being busy. A wise use of time is a benefit to school organization, to put it nicely. 2011 (Akomolafe).

Both male and female institution managers must use creativity to come up with new approaches to get results in a given amount of time in order to effectively manage their time.

They must be able to manage their calls, emails, and guest time while also keeping visitor wait times to a minimum. Time management is viewed as a technique for administrators to do their administrative tasks efficiently while staying within the confines of the set timetable. Furthermore, effective time management can be further expressed in terms of speed of reporting, minimization of time and personal work habit.

Speed of Reporting: The ability of an HRIS system to produce timely reports and presentations is maybe the biggest advantage it adds to an administrative process. An HRIS system often houses all data related to the company's HR activities, including information on the hiring procedures, including a comprehensive list of all job applicants, a current index of open positions, and electronic copies of each employee's onboarding documents. It also contains information on each employee's salary and incentive pay. The outcomes of annual performance reviews and any disciplinary actions that have been taken against team members are also mentioned. Since all of these numbers are stored in a single database, an administrator has the opportunity to run a number of intricate reports that include some or all of this data. He may, for instance, run a report on prior candidates who have a certain skill set while trying to hire more staff. As an alternative, he can run a compensation report to collect the data he needs to create the annual budget.

Minimization of Errors: Everyone makes errors, but some people are more likely to do so than others. We are all prone to error as humans. We might not enter the required information or read numbers incorrectly. This can be problematic in any setting where accuracy is important. With these ten straightforward recommendations, you can reduce the likelihood of human mistake in the workplace and develop a more productive work process. The following recommendations will assist you in putting some of these tactics into practice in your own company.

- i. **Pinpoint Where You Are Prone To Human Error:** It's critical to pinpoint the precise areas where human error is likely to occur before putting any strategy into action. Conducting thorough employee training sessions and routine audits is the best approach to accomplish this. Knowing which areas of your company need the greatest attention to reduce human errors is also helpful.
- ii. **Execute A System To Minimize The Risk Of Human Error:** After you have determined the areas in which you are prone to error, you should set up procedures to reduce the likelihood that those errors will occur. Consider automating it, for instance, if you occasionally need to manually input the data. Even while it could seem like a pain, automating chores actually makes life lot simpler because it frees you up to concentrate on other elements of your company. Automation will generally allow you to streamline your workflow and save both time and money.
- iii. **Use Checklists To Reduce The Chance Of Mistakes:** Creating automated systems is important, but using checklists as a part of your broader organizational structure is also beneficial. These lists offer detailed instructions on how to carry out a variety of jobs. Additionally, they act as a reminder for things you might otherwise forget. Particularly useful for repeating tasks.
- iv. **Ensure That All Employees Are Aware of Their Roles And Responsibilities:** Additionally, it is essential to guarantee that each employee is aware of their duties. Both

supervisors and non-managerial staff are included in this. Managers must adhere to established procedures even though they typically hold positions of control.

- v. Establish Regular Audits: Another efficient strategy to lower human error is to conduct regular reviews.

Personal Work Habit: Work habits are any actions taken by employees to contribute to meeting the performance requirements of their jobs in a way that complies with business policies (Johnson, 2020). Work habits are the regular actions you take both before and after working hours. These behaviors comprise all of your usual instinctive and subconscious actions and cognitive processes. An environment that values efficiency, productivity, dependability, and teamwork is built on a solid foundation of healthy work practices. Basic work habits include things like cooperation, efficient communication, adherence to rules, organization, timeliness, regular attendance, and time management. Strong personnel may take on additional duties and tasks outside of their normal responsibilities in order to boost productivity and efficiency at the company (profitability). Other businesses should give promotions to employees who consistently build and exhibit great work habits in order to recognize their dedication to the company.

Any behavioral, moral, or practical practice used by employees to support meeting company requirements for job performance is referred to as a work habit (Mark, 2021). A strong foundation of ethical work practices establishes a standard for effectiveness, productivity, dependability, and cooperation. Cooperation, clear communication, adherence to rules, organization, punctuality, regular attendance, and time management are examples of fundamental workplace behaviors. By helping their peers in a support position, employees who practice good work habits can extend the scope of their regular job responsibilities and tasks in order to maximize productivity and company efficiency (profitability).

For many people, upholding traditional good work habits is essential to finding employment and developing a reputation for professionalism among employers and coworkers. Consistently practicing good work habits helps you seem less experienced and younger. And Forbes claims that your inconsistent behavior is more obvious than you would imagine. Some supervisors might think twice before giving you important assignments. The best course of action if you want to be taken seriously at work is to adopt a necessary procedure and establish sane working practices. People will view you as being more competent. You will benefit much from that wherever you work.

Socio-Technical Theory

This study has accepted a second theory. Based on their work with English coal mine miners at the Tavistock Institute in London during World War II, it is credited to Eric Trist, Ken Bamforth, and Fred Emery ([https://en.wikipedia.org/wiki/Socio technical system](https://en.wikipedia.org/wiki/Socio_technical_system), 2017). The two basic constructs that make up the theory are socio and technical. While "technical" refers to devices and technology, "socio" refers to people and society. The term "socio-technical" describes how social and technical aspects of an organization are interrelated.

According to this idea, business organizations are made up of people who collaborate in social groups, use tools, methods, and knowledge to alter the system for the better, achieve organizational objectives, and surpass competitors (Walker et al., 2016). According to this idea, demands from the external environment have an impact on changes in an

organization's information systems, which in turn affects how well an organization can compete in the market. According to the socio-technical theory, organizational strategies, procedures, infrastructure, and technology change as a result of or in response to social changes (Norris & Moon, 2005). Tertiary institutions in Nigeria are in fierce competition with one another across states, geopolitical regions, and the entire country. To keep up and outperform their rivals, each institution must equip its office with all the necessary digital tools, platforms, and skills (such as HR Support Systems, HRIS Skills, and HRIS Components), enabling institution heads to greatly increase their administrative effectiveness in terms of effective personnel management.

The foundation of the socio-technical theory is two fundamental presumptions:

- i) "The interaction of social and technical factors create the conditions for successful or unsuccessful system performance" (Walker et al., 2016). These interactions are comprised partly of linear 'cause and effect' relationships, the relationships that are normally 'designed', and partly from 'non-linear', complex, even unpredictable relationships, which are those that are often unexpected.
- ii) The second key tenet of socio-technical theory is that "optimization of either socio, or much more frequently the technical, tends to increase not only the quantity of unpredictable, "un-designed," non-linear relationships, but also those relationships that are actually detrimental to the system's performance" (Walker et al., 2016). This second part of the theory suggests that, in order to attain the desired results, tertiary institutions' human and technological resources must be optimized concurrently. The joint optimization principle of socio-technical theory implies that, unless it is paired with an upgrade of those facilities, institutional heads' continued capacity building to increase their familiarity with the digital tools at their disposal may not result in their effectiveness in the workplace. There will inevitably be administrative effectiveness when human capability is created alongside enabling digital infrastructure and technology throughout tertiary institutions, primarily on the part of the heads.

The socio-technical theory's selection as the second theory for this study is justified by the way it describes how social and technological factors—in this example, administrative effectiveness and HR information systems—interact to produce either successful or failed system performance. Therefore, as the work aims to gather empirical data on how digital HR Information Systems interact with Administrative Effectiveness, it becomes vital to adopt a theory like this.

Empirical Review

Nur and Poerwita (2020) evaluated the influence of HRIS efficacy on employees' performance at Brankas. This study used a quantitative methodology with a mechanism for collecting data through the distribution of questionnaires. The entire Brankas workforce serves as the study's population. The type of analysis utilized is descriptive and causal with the data analysis used descriptive analysis, simple linear regression, determination coefficient, and hypothesis testing. According to the study's findings, HRIS significantly affects Brankas employees' performance. The findings of this study should be included by Brankas into the process of creating and enhancing the HRIS system in order to make the business more effective at managing time by the deadlines established.

Perera et al. (2017) looked at how HRIS affected the efficiency of HRM at a few significant garment companies in Sri Lanka's Western Province. HRM efficacy was evaluated in terms of recruiting, performance management, and human resource planning processes, whereas HRIS was evaluated in terms of five aspects (top management, effective communication, training, information system, and human resource department). There are 100 employees total from 12 major apparel companies. The convenience sampling approach was used to pick a sample of 90 employees from 12 prominent fashion companies. Twelve major garment companies were chosen as the study's sample, and employees of the whole HR department participated in a self-administered survey utilizing a five-point Likert scale with 28 statements. The statistical data analysis tool SPSS (version 23.0) was used to analyze and assess the data using univariate and bivariate techniques. According to the survey's findings, HRIS accounts for 85% of the variation in HRM effectiveness. The study's findings also showed that the Western Province's large garment companies were using the HRIS for areas including performance management, recruitment, and human resource planning. The researchers advise applying other HRM functions because the study's focus was limited to just three of them in order to fully understand how HRIS affects human resource management effectiveness.

Human Resource Information System and its impact on Organizational Effectiveness were studied by Maduagwu and Ugwu (2018). Data was acquired from both primary and secondary sources using a survey research design. The Mann-Whitney test (U), which is a statistical technique for data analysis, is utilized with the 17.0 version of the statistical package for social sciences (SPSS). Based on the findings, the study came to the conclusion that HRIS significantly affects businesses' capacity to achieve more satisfactory shareholder returns, improved competitiveness, and long-term corporate growth. The study further claims that in order for an organization to be effective, it must develop a platform for the proper integration of information about its human resources into the formulation of its strategies, as it is the human resource that oversees strategy and program implementations, which is essential to organizational effectiveness. The study suggests controlling the cost of maintaining HRIS structures in the organization to ensure that it does not undermine the competitiveness of the organization and that employees, particularly those in HR and ICT units, should receive regular training to familiarize them with relevant information and skills to face the changing organizational environment.

Ama et al. (2015) looked into how the process of manpower activities affects the human resource information system. To determine the advantages, contributions, and limitations of HRIS, the paper conducted interviews with two HRIS managers working in the Greater Region (Ghana) hotel sector. It was discovered that HRIS identified open positions, accurately analyzed each job position and its job title within the organization, providing insight into organizational training needs, selected the appropriate people to be trained at the appropriate time, evaluated the effectiveness of training programs, and made quicker and better decisions about successor ranking. Therefore, it was determined that HRIS was crucial to the management of human resources.

Rahimi et al. (2015) looked at the possible impacts that Kashan, Iran's human resources information system may have on the standard of living at work. 11500 personnel in Kashan's public sector made up the statistical population for this study, which was carried out using a descriptive-correlation methodology. Through the use of cluster random selection,

225 people from the population were chosen to make up the sample. The instruments used included the Quality of Work Life Questionnaire, which has 24 items and 6 parts and is based on a 5-level Likert scale, and the Human Resources Information System (HRIS) Questionnaire, a close-ended questionnaire with 40 items and 4 elements. The validity of the questionnaires' content and design as determined by the researchers and approved by subject-matter experts. The Cronbach alpha reliability coefficients for each phase's questionnaires were .91 for the Human Resources Information System and .90 for the Quality of Work Life. Through the use of SPSS and Amos, the data collected through inferential statistics (correlation, t-test, regression, and structural equation modeling) are computed. The results of this study showed that for the employees who were the subject of it, the quality of work life and the human resources information system are both at acceptable levels. The results of correlation coefficient suggest that there is a significant and favorable association between human resources information system and the quality of life.

In Murang'a County's five Murang'a Water Companies, Wanjiku and Paul (2021) determined the impact of Human Resource Information Systems (HRIS) on employees' performance. Three water companies—Kahuti Water and Sanitation Company, Gatamathi Water and Sanitation Company Limited, and Murang'a South Water and Sanitation Co. Ltd.—were the population of interest. To ascertain the effects of the human resource information system on employee performance, the study used a descriptive approach. A survey instrument was mostly used to collect data for the study. It was gathered by way of a questionnaire. The completed surveys were reviewed for accuracy before being coded and the data examined. The impact of Human Resource Information Systems (HRIS) on employee performance was studied utilizing a correlation model for determining the presence and extent of reliance using significant levels. The study's conclusions showed that the chosen water companies in Murang'a County use human resource information systems. The institutions have adopted HRIS in their operations. The regulatory as well as environmental effects on adoption and implementation of HRIS were factors to consider. An efficient HRIS offers data on nearly everything the companies need to track and analyze about. In order to improve productivity and efficiency on employee performance, the study provided recommendations that water companies and other organizations use a functional human resource information system. The company should upgrade its human resource information systems to make sure that it is utilizing the most recent technology available, which would save time and boost productivity. As the need arises, the firm should keep educating the staff on how to use the HR systems. To prevent data loss, firms should automate all other tasks and offer backup.

CONCLUSIONS

Administrators, such as the heads of tertiary institutions, can use the human resource information systems (HRISs) as real tools to carry out tasks like payroll computation, electronic recruitment and selection, information dissemination and retrieval, information storage, etc., resulting in efficiency, effective time management, and financial efficiency, among other things. Accordingly, the study comes to the conclusion that implementing human resource information systems, such as human resource support systems, human resource information system competencies, and human resource information system components, encourages administrative effectiveness, particularly in terms of efficient

personnel administration, efficient time management, and efficient financial management. As a result, businesses like tertiary institutions who do not prioritize effectiveness in their administrative systems ought to, among other things, make these systems available and implement them.

RECOMMENDATIONS

The following recommendations are made:

1. Human Resource Management should utilize e-recruitment/selection in carrying out their recruitment and selection exercises, thereby promoting effective time management and efficient personnel administration.
2. Management should encourage the use of time, labour and database management for efficient personnel administration and effective time management.
3. Management should create an enabling environment in terms of staffing, structure, and culture for the easy adoption of human resource information system that will bring about administrative effectiveness.
4. Management should respond quickly to concerns of technical breakdown in any aspect of their HR information system, as this will ensure continuous flow of administrative activities.
5. Management should imbibe e-payment, rewards, compensations, and benefits, hence promoting efficient administrative system.

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