

## Human Resource Information System and Organizations' Performance In Selected Banks In Lagos State

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**Abstract:** *Sustenance of human resource information systems requires an effective management of the information systems. A significant part of this is the employee information system. This study focused on human resource information system and organizations' performance in selected banks in Lagos state. The research design adopted for this study was the survey design. A sample size of 194 was drawn from the total population (503) of the total number of management level staff in the Lagos state head office of three randomly selected banks. Three (3) hypotheses were formulated and tested. One hundred and ninety four (194) questionnaires were analyzed using regression analysis. The result revealed that there is significant relationship between operational functionality and organization's performance and also that there is significant role information management system performs on organization's performance. The findings also revealed that there is significant impact organizational culture has on organization's performance. In light of this finding, it was recommended that the bank should introduce involvement and participation programs in the implementation and evaluation of the HRIS and other computer based programs. Furthermore, thorough training and development programs should be organized within the organization, for both the internal and external employees on the use of ICT based processes.*

**Keywords:** *Information, Operational, Organizational culture and performance.*

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### I. Introduction

Organizations endeavoring to enhance performance have dependably assessed the choices accessible for them of which their human resources are an awesome piece of. It is constantly vital to look at the nature, structure and efficacy of human resources by having a very much characterized database that will give organizations the edge when they look for advantage in such zones. Human Resource is pondered to be organizations' most valuable asset. Human Resource problems have been real worry for managers at all levels, since they every single meet objective through endeavors of others, which require the compelling and effective management of individuals (Cogin, Ng, & Lee, 2016; Kumar & Ganesan, 2012; Cascio, 2018; Banfield, Kay & Royles, 2018). Berber & Slavić (2016) and Netemeyer, Maxham and Lichtenstein (2010) in their field of study, opined that contented and satisfied employees is a pre-condition for satisfied customers. This suggests that businesses should confirm that its workers are skilled and knowledgeable enough to carry out tasks that meet up with required standards. The field of human resources management can be viewed as having embraced or encountered numerous innovations in information and technology. Nowadays, the introduction of Human Resources Information System (HRIS) in organizations has made employee to be efficient and effective in achieving organizational goals and objectives (Banfield, Kay & Royles, 2018; Kumar, Mehra, Inder, & Sharma, 2016; Cogin, Ng & Lee, 2016; Mohamadi, Ghazanfari & Azizi, 2014). The appropriation of human resource information system in organizations have indicated awesome advantages, however there are setbacks that are experienced amid execution. There are sure factors that cause the requirement for human resource information system in associations: huge and complex organizations keep an eye on worker expansive number of representatives in this way embracing HRIS will help them to handle issues that may emerge. In some cases, organizations are geologically scattered consequently they require HRIS to empower them to oversee information from numerous areas (Cascio, 2018; Evanschitzky, Groening, Mittal & Wunderlich, 2011; Grandey, Goldberg & Pugh, 2011). This anticipates wrong data and additional costs that may emerge from overseeing

HR. Another region where HRIS is required is in the area of remuneration and compensation. There are diverse complexities that are related with remuneration administration frameworks as basic leadership is a basic movement in the association.

In the present context of globalization, organizations and its environs have become increasingly complex. Managers in these organizations face growing difficulties in coping with workforces that may be spread across various countries, cultures, and political systems. Given such trends, manual HR systems management is completely inadequate (Kidwell, Eddleston & Kellermanns, 2018; Chelladurai & Kerwin, 2017; Kajonius, Kazemi, & Tengblad, 2016). To increase the effectiveness of HRM, organizations are becoming more and more dependent on HRIS. At the functional level, HRIS can keep track of employees', applicants', and contingent workers' qualifications, demographics, performance evaluation, professional development, payroll, recruitment, and retention (Chelladurai & Kerwin, 2017; Raykov, 2014; Adelekan, 2016). Part of the discovery in the area of human resource information system is that as the complexity of the analyses and tasks of HR personnel increases, the need for more powerful computing capabilities increases commensurately. Also as human capital plays a larger role in competitive advantage, functional managers expect the HRIS to provide functionality to meet their unit's goals and objectives (Shin & Lee, 2016). However, the professional standing of human resources experts has been improved by the specific use of HRIS for strategic partnering this is not as pronounced as that experienced by those from other professions (Hojat, Kowitt, Doria, & Gonnella, 2010; Evanschitzky, Groening, Mittal & Wunderlich, 2011). As the non-strategic utilization of HRIS, paying little respect to organization size, expanded significantly, it was found that HRIS strengthen the employees' certainty since they need to approve of techniques congruity; that somewhat impacts the individual and aggregate execution at work, the management; that key mix, determining and arranging and HR analysis (Kidwell, Eddleston & Kellermanns, 2018; Rukh, Choudhary, and Abbasi, 2015; Adelekan, 2016). Nourishment of HRIS entails an effectual management of the information systems. A substantial part of this is the employee information system. The employee information system is a set of human resource profile and the employee skills inventory that gives position control system to recognize each position in the organization, the job title within which the position is categorized, and the employee currently assigned to the position (Raykov, 2014; Kajonius, Kazemi, & Tengblad, 2016). The more organizations become more complex and their information management needs increase, the need for relevant information systems also increases dramatically (Talley, Kocum, Schlegel, Molix, & Bettencourt, 2012; Adelekan, 2016). With the growing significance of human resource management and growing size of the organizations, maintenance of employee related data and generating reports are very important (Netemeyer et al., 2010; Adelekan, 2016).

Since information management system is inefficient, operations management is defective in measuring organization performance, therefore studying the dependence is vital. In general, human resources are treated as strategic assets required to accomplish sustained competitive advantage and overtake the rivals. But many challenging issues makes the organizations lag behind to enjoy the benefits of this technology such as top management's reluctance, privacy issues for employees, organizational internal resistance to implement HRIS (Hojat, Kowitt, Doria, & Gonnella, 2010; Evanschitzky, Groening, Mittal & Wunderlich, 2011; Rukh et al., 2015). In light of this, organizations not only fail to realize their human potential but also discourage their employees with their subjective and unsystematic decisions, derived from either unsystematic data. However, the need to investigate the effect of organizational culture on employee satisfaction as it relates to organizations' performance is highly important and urgent. Most organizations lack active and effective computer based human resource management systems (HRMS) for various functionalities explicitly maintaining attendance by computerized methods and generating reports for top level management and middle level management in decision making. It was discovered that companies do not give the sufficient importance for frameworks as regards the human resources which they work in, and this leads to shortage in information systems as providing information related to these resources from the particular aspect which could contribute to the increase in employees' performance. Base on this, this is a process that may take a team of individuals anywhere almost ten weeks to three years to accomplish. In the absence of a proper flow of information, many human resource decisions are taken in a subjective and ad hoc manner. The system can therefore not be utilized to satisfy organization's instant needs. The organization has to be patient for the whole duration, up to a maximum of three years, to start using the system. It remains unclear whether the same human resources also have a positive effect on firm performance in sustainable development, which is also considered an important firm strategy as regards the organizational identity orientation. Hence, this study seek to explore the effects of human resource information system on organization's performance.

### **Research Hypotheses**

**H<sub>01</sub>:** There is no significant relationship between operational functionality and organization's performance

**H<sub>02</sub>:** There is no significant role information management system performs on organization's performance

**H<sub>03</sub>:** There is no significant impact organizational culture has on organization's performance.

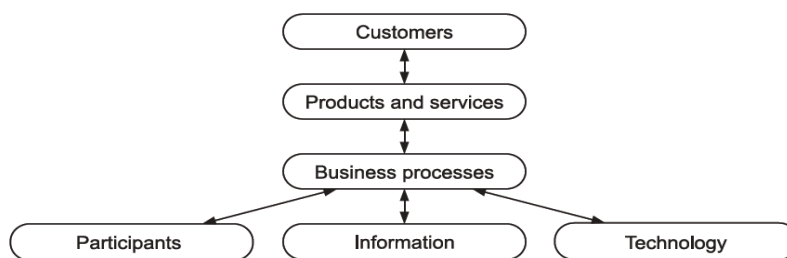
## II. Literature Review

### 2.1 Conceptual Review

According to Kumar and Ganesan (2012) and Roknuzzaman (2007) human resources, in its least complex sense, allude to labor or individuals assets, who are occupied with any hierarchical settings to meet institutional objectives by prudence of their physical and scholarly limit. Labor is characterizes as power accessible from or provided by the physical and scholarly endeavors of man (Keegan, Ringhofer & Huemann, 2018; Adelekan, 2016; Sarkul, 2003; Huselid, 1995). Viable human resources rehearses are found to prompt positive organizational results for example, turnover and profitability (Katz, Kochan & Keefe, 1987; Becker & Gerhart, 1996). Human resource practices are by and large ordered into the following: safety training, communication and feedback, performance evaluation, hiring and selection practices, incentives and rewards, worker participation and management commitment. The introduction of information technology to human resource management activities is usually compelled by potential improvements such as in the speed and efficiency of processes, cost savings, enhanced customer satisfaction, increased accuracy of data, improved transparency and consistency of processes, increased availability of information and the facilitation of a change in the role of human resource managers. Elton Mayo “1880-1949” is seen as the founder of the ‘Human Relations School’ (HRS). The human relations school was distinctive from scientific management, merely employee-oriented instead of task-oriented. The Hawthorne studies gave a stimulus to the Human Relations idea (Keegan, Ringhofer & Huemann, 2018; Storey, 1992). However, it has been stated that the ideas of Taylor and Mayo had the same goal, namely controlling workers and accepting less (Bratton & Gold, 2017; Bruce & Nyland, 2011). The ‘old’ personnel management has developed from its origins in the nineteenth century until now. It started with initiatives of making work less harsh for employees and paying attention to the welfare of the workers (Gutierrez-Gutierrez, Barrales-Molina & Kaynak, 2018; Guest, 2017; Torrington, Hall, & Taylor, 2008), while nowadays HR professionals also decide on strategic level (Torrington et al., 2008; Ferris, Hochwarter, Buckley, Harrell-Cook, & Frink, 1999). Subsequently, personnel management was gradually more incorporated with the management itself rather than that personnel management concerned managing people on behalf of the management (Kidwell, Eddleston & Kellermanns, 2018; Chelladurai & Kerwin, 2017; Torrington et al., 2008). During the 1980s, the term ‘HRM’ replaced ‘personnel management’ (Hu, Zhan, Garden, Wang & Shi, 2018; Banfield, Kay & Royles, 2018; Bratton & Gold, 1994). From the end of the 1990s, more focus is placed upon the strategic role of HRM. Gutierrez-Gutierrez, Barrales-Molina and Kaynak (2018) and Biemans (2007) stated that the influence of HR on business performance increases from personnel management to HRM.

### 2.2 Information System

According to Cinque, Cotroneo, Esposito, Fiorentino and Russo (2018) and Alter (2006) an information system is a software system to capture, manipulate, transmit, store, retrieve, or display information, thereby supporting people, organizations, or other software systems. Organizations provides products to customers to make money. These products can be goods or services. In most organizations, huge volumes of data accumulate: data of employees, data of the delivery of products, data of products, data of customers, and data of other sources (Brown & Duguid, 2017; Olszak & Kisielnicki, 2018; Hekkala, Stein & Rossi, 2018; Stair & Reynolds, 2017; Cinque, Cotroneo, Esposito, Fiorentino & Russo, 2018; Alter, 2006; Alter, 2005). These data consequently play a significant role in contemporary organizations and must be stored, processed and managed which is where information systems come into play.



**Figure 1.** An integrated view of an information system (Alter, 2002)

Alter's framework for information systems in figure 1 above shows an assimilated view of an information system comprising six entities: business processes, participants, information, customers, products and services and technology. This framework leads us to the classes of information systems. The first class of information systems is personal information systems. Such an information system can manage and store information for a private person. Examples are an address book or address database and an audio CD collection. The second class is the enterprise information system is tailored toward the support of an organization. Distinguish between generic types, technologies of information systems and information systems for certain types of organizations, the former class of enterprise information systems supports functionality that can be used by a wide range of organizations. Examples are workflow management systems, finance system and the business intelligence system. The third class of information systems is public information systems. Unlike personal information systems, public information systems can manage and store information that can be accessed by a community. Public libraries, information systems for museums, Web-based community information systems, and Web-based stock-portfolio information systems are examples of public information systems. Concentration will be on enterprise information systems. These systems play a crucial role in a wide variety of organizations and have an enormous economic value. The complexity and importance of such systems provide serious challenges for IT professionals ranging from software engineers to management consultants (Cinque, Cotroneo, Esposito, Fiorentino & Russo, 2018; Alter, 2006; Alter, 2005). Business processes and business process models play a dominant role in enterprise information systems. Enterprise Resource Planning Systems An enterprise resource planning (ERP) system is an information system that supports the main business processes of an organization—for instance, human resource management, sales, marketing, management, financial accounting, controlling, and logistics (Olszak & Kisielnicki, 2018; Hekkala, Stein & Rossi, 2018; Stair & Reynolds, 2017).

In the past, each business process was encapsulated in a separate information system. As most of these business processes use related data, much redundant data had to be stored within the respective information systems. The increasing number and complexity of information systems forced organizations to spend much effort in synchronizing the data of all information systems (Cinque, Cotroneo, Esposito, Fiorentino & Russo, 2018; Alter, 2005). An enterprise resource planning system is a solution to overcome these synchronization efforts by integrating different information systems. It is a software system that is built on a distributed computing platform including one or more database management systems. The computing platform serves as an infrastructure on which the individual business processes are implemented. The bank industry operates on finance systems to support the flow of money within and between organizations. Finance systems typically provide accounting functionality to maintain a consistent and auditable set of books for reporting and management support (Hussain, Guangju, Jafar, Ilyas, Mustafa & Jianzhou, 2018; Alter, 2002). Another important application is the workflow management systems used to automate their business processes by defining, managing, and executing workflows. The execution order of the workflow's activities is driven by a computer representation of the workflow logic. The ultimate goal of workflow management is to make sure that the proper activities are executed by the right people at the right time (Brown & Duguid, 2017; Olszak & Kisielnicki, 2018; Hekkala, Stein & Rossi, 2018; Stair & Reynolds, 2017; Aalst & Hee 2004). Also another significant system used is business intelligence system which provides tools to analyse the performance—that is, the efficiency and the effectiveness of running business processes. These tools extract information on the business processes from the information available in an organization. A good example of such tools are business performance management, business activity monitoring, querying, process mining and reporting, and information mining.

### **2.3 Human Resource Management**

Human Resource Management contains the practices and policies to manage personnel. HRM includes training, acquiring, rewarding, using and providing a safe and fair environment for employees (Ones, Viswesvaran & Schmidt, 2017; Lussier & Hendon, 2018; Dessler, 2009). Human resource management is a unique approach to employment management which gets to accomplish competitive advantage through the strategic development of a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques (Redman & Wilkinson, 2006; Schuler & Jackson, 2005; Kaufman, 2001; Schuler, Jackson & Storey, 2001). According to Beer, Spector, Lawrence, Mills, and Walton (1984) HRM is a strategic approach to the management of human resources that involves all management decisions and actions that affect the relationship between the organisation and employees. While Lussier and Hendon (2018) and defines HRM as a strategic, coherent and comprehensive approach to the management and development of the organisation's human resources in which every aspect of that process is wholly integrated within the overall management of the organisation. Human resource management as a concept got introduced into the Nigeria literature in 1940 during the colonial era; with industrialisation and commercialization, which later became wage employment. Ever since then, there has been a tremendous growth of HR in Nigeria, which in recent years

has been characterised by lack of professionalism and specialisation. The socio-cultural diversity of Nigeria has influenced the HRM practices in Nigeria. Nigeria is characterised by over reliance on culture, language, religion, gender and educational qualifications as a basis for determining who get employed. What this means is that, the opportunity for an average Nigeria to get employed is a factor of the aforementioned variables. According to Fajana (2009), is one of the African countries troubled by abundant labour and scarce talent. Enticing, developing, deploying and retaining best talents had become a challenge. That is Fajana and Ige (2007), claimed that the desire for top performance has driven the need for effective management. Human resource management in Nigeria can be said to be 'still in Infancy' and lot of academic research is still required in this area. Lack of indigenous and comprehensive HRM models is one of the challenges facing HRM practices in Nigeria, which is why the majority of principles and practices evidence in workplaces in Nigeria are all adopted from other countries. Human resource management practices in Nigerian are a convergence with western-inspired approaches, with the evidence of cultural and institutional influences on it. That is, there is a blend of transplanted and indigenous HRM practices. According to Keegan, Ringhofer and Huemann (2018) and Bratton and Gold (2017) sensitivity to individuals' socialization as well as historical, political, economic, and social contexts may enable organisations to capitalise on the potential to transplant forms of HRM from parent country cultures to developing countries like Nigeria.

However, most organizations are categorised by lack of funding for human resource management research and development. Nigeria's democracy has enhanced the practice of HRM, determining the quota of expatriates it permits. Nigeria's economy allows the importation of new technologies to enhance HRM, but training is still a bit slow, thus employment of expatriates to handle such is still encouraged. In Nigeria, there is application of new management techniques and skills used in the running of organizations, all aimed at running a cost-effective system. Human resource management practices in Nigeria cannot be totally dispersed from what is evidence in other countries. Nevertheless, due the distinctiveness of the social-cultural characteristic of Nigeria, HRM in Nigeria is an area open for further research. Good employer-employee relations are therefore critical to the stable and sustainable development of the Nigerian economy, as well as the world economy as a whole. Several other factors have affected HRM practices in Nigeria namely; first, lack the internal manpower to complete all necessary tasks. Second, the complexity of today's business climate as a result of deregulation, globalization, and technology advancements has outpaced many companies' level for companies to get special projects done without adding employees to the payroll (Guest, Michie, Conway & Sheehan, 2003; Baum, 2007; Olofin & Folawewo, 2006). Most organizations in Nigeria now offer a continued education and training to help its people cultivate the right skills and expand their career within a truly global collaborative workplace (Azolukwam & Perkins, 2009; Armstrong, 2006; Reid & Adams, 2001). However, in recent time, Nigerian workplaces are introducing different HR ideologies adopted from foreign organizations. According to Lussier and Hendon (2018) Ones, Viswesvaran and Schmidt (2017) and Brewster and Hegewisch (2017) there has been a tremendous increase in level of contract or temporary employment and most of these activities are contracted out to consultants, via outsourcing thereby reducing the number of personnel in its payroll. The effect of this is that organizations are paying smaller for more work, and at the same are eluding the psychological attachment, loyalty and commitment of their employees.

#### **2.4 Human Resource Information System**

Human resources information system is a system that lets you keep track of all your employees and information about them. It is usually done in a database or, more often, in a series of inter-related databases (Keegan, Ringhofer & Huemann, 2018; Kidwell, Eddleston & Kellermanns, 2018; Chelladurai & Kerwin, 2017; Bratton & Gold, 2017). Any human resource information system should include reporting capabilities. Some systems track applicants before they become employees and some are interfaced to payroll or other financial systems. Human resource information system is a management system designed specifically to provide managers with information to make HR decisions (Lussier & Hendon, 2018; Ones, Viswesvaran & Schmidt, 2017; Brewster & Hegewisch, 2017; Guest, Michie, Conway & Sheehan, 2003; Baum, 2007). According to Kidwell, Eddleston and Kellermanns (2018) and Williams (2017) HRIS is not limited to the computer hardware and software applications that comprise the technical part of the system it also comprises the people, policies, procedures, and data required to manage the HR function. Furthermore, human resource information system shape an integration between human resource management (HRM) and Information Technology. It merges HRM as a discipline and in particular basic HR activities and processes with the information technology field (Keegan, Ringhofer & Huemann, 2018; Kidwell, Eddleston & Kellermanns, 2018; Chelladurai & Kerwin, 2017; Bratton & Gold, 2017). Even though these systems may rely on centralized hardware resources operationally, a small group of IS specialists residing within the personnel department increasingly manage, support, and maintain them. Human resource information system support planning, administration, decision-making, and control (Gutierrez-Gutierrez, Barrales-Molina & Kaynak, 2018; Guest, 2017; Redman & Wilkinson, 2006; Schuler & Jackson, 2005; Kaufman, 2001). The system supports applications such as employee selection and

placement, payroll, pension and benefits management, intake and training projections, equity monitoring, and productivity evaluation. These information systems increase administrative efficiency and produce reports capable of improving decision-making (Lussier & Hendon, 2018; Ones, Viswesvaran & Schmidt, 2017; Brewster & Hegewisch, 2017). Human resource information system can reduce the amount of paperwork and manual record keeping, retrieves information quickly and accurately, allows quick analysis of HR issues. Common characteristics of HRIS are: Personal history - name, date of birth, sex, Work history - salary, first day worked, employment status, positions in the organization, appraisal data, Training and development completed, both internally and externally, Career plans including mobility and Skills inventory - skills, education, competencies (Lussier & Hendon, 2018; Ones, Viswesvaran & Schmidt, 2017; Brewster & Hegewisch, 2017; Guest, Michie, Conway & Sheehan, 2003; Baum, 2007).

## **2.5 Empirical Review**

### **2.5.1 Operational Functionality and Organization's performance**

According to the study on Human resource information systems: operational issues and strategic considerations in a global environment, survey indicates that the HRISs being used in the international context are markedly different from those being used in the domestic (US) and information systems outside the US are operated quite autonomously (Lussier & Hendon, 2018; Ones, Viswesvaran & Schmidt, 2017). The findings indicated that although there were significant results that indicate that higher levels of extent of use of IT do lead to changes in the HR professional's job (Azolukwam & Perkins, 2009; Armstrong, 2006). It was also discovered that HRIS implementation success may be influenced by increasing the degree of trust an individual places in the technology (Keegan, Ringhofer & Huemann, 2018; Chelladurai & Kerwin, 2017; Bratton & Gold, 2017). Another study shows that the pursuit of organisational focused careers was seen to have a number of benefits for the organisation and the individuals involved and that there are diverse ways in which "talent" can be conceptualised and defined.; hence changing the mind-set regarding the value of long serving employees coupled with the changes resulting from the transitioning to a new HRIS thereby encouraging organisations to re-evaluate the skills and capabilities that it desired from the "talent" within the organisation.(Arvidsson et al, 2014). Some other findings suggest that through the understanding of technology trust, organizations may gain an increased ability to improve user satisfaction and use of their HRIS technology investments. The establishment of an HRIS technology trust metric will enable organizations to include an additional quantifiable assessment to measure performance. (Lippert and Swiercz, 2005; Reid & Adams, 2001). Also, strategic use of HRIS is increasingly the norm, irrespective of company size. This has led to the HR profession providing a value-add for the company. Also Hussain (2007), suggested that there may be more benefits in using HRIS for non-strategic purposes; companies may seek to gain efficiencies that allow them to reduce staffing levels of routine administrative tasks.

### **2.5.2 Information Management System and Organization's performance**

Studying the Relationship between Human Resource Information System (HRIS) Functions and Human Resource Management (HRM) Functionalities. It was found that HRIS has a relationship with HRM functionalities. More specifically, it was found that strategic integration, forecasting and planning, human resources analysis, and communication and integration have no relationship with human resource functionalities. Whereas, it was found that performance development, knowledge management, and records and compliance as dimensions of human resources information systems have a relationship with human resources functionalities (Schuler & Jackson, 2005; Kaufman, 2001). Some findings in the study of towards sustainable human resource information systems (HRIS) in the Nigerian banking sector: the role of new media reveal that organizational size is a clear determinant of, first, whether an organization has an HRIS at all and, second, whether it adopts certain modules over others, and third how information is used and analysed. Similarly, the type of software chosen by new HRIS users was typically a low-cost option. In-house database development was an equally popular option for smaller organizations adopting HRIS for the first time (Brewster & Hegewisch, 2017; Guest, Michie, Conway & Sheehan, 2003).

It was also found in the study of antecedents and outcomes of human resource information system (HRIS) use (Barrales-Molina & Kaynak, 2018; Guest, 2017), 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. Results showed that identification of unfilled job positions accurately is the most frequently accepted HRIS feature. Some other from the study of the importance of using human resources information systems (HRIS) and a research on determining the success of HRIS (Hu, Zhan, Garden, Wang & Shi, 2018; Banfield, Kay & Royles, 2018; Guest, 2017) findings suggest that there is evidence linking HRIS recruiting subsystem to the workforce planning of mid to large sized organizations. It was found that higher usage of the training and development function of HRIS resulted in better training needs analysis and better predictability. However, it was seen that HRIS rarely helps in either

predicting accurately or reducing the costs associated traditionally with the entire training process. The study revealed that the relationship between increased usage of HRIS results in an increase in both effectiveness and efficiency of the organization. Therefore, the overall contribution of HRIS to the recruitment and planning functions, as well as to training is beyond doubt (Gutierrez-Gutierrez, Barrales-Molina & Kaynak, 2018).

### **2.5.3 Organizational Culture and Organization's performance**

The study of Impact of Human Resource Information Systems: An Exploratory Study in the Public Sector indicates a significant problem with deciding whether HRIS benefits the organization is that of measuring the effect of HR and more particularly HRIS on the bottom line. Another indication was the frequently mentioned by the respondents was the need for more training on the system. They believed that additional and better training would lead to better results (Adelekan, 2016; Olszak & Kisielnicki, 2018). It was found that the professional standing of HR professionals has been enhanced by the specific use of HRIS for strategic partnering but that this is not as pronounced as that experienced by those from other professions. Also it was found from the review of HRIS impacts implementation in a SME: a Contextualize longitudinal case study that the non-strategic use of HRIS, regardless of company size, increased substantially. It was discovered that HRIS reinforce the employees' confidence because they want to be okay with procedures conformity; that partly influences the individual and collective performance at work (Hu, Zhan, Garden, Wang & Shi, 2018). Research has shown that these IT human resources may play an important role in developing and implementing a successful organizational strategy.

Research has found from the review of barriers to the implementation of human resource information systems that a firm's IT capability, including its HRM in IT, can have positive effects on many dimensions of firm performance, such as financial, marketing and environmental protection performance. The Research suggests that firms' human resource management (HRM) in information technology (IT) may have a positive effective effect on their strategies of sustainable development. Based on the perspective of organizational identity orientation, we argue that firms' collectivistic orientation may moderate the relationship between the HRM and the implementation of the strategy (Redman & Wilkinson, 2006; Schuler & Jackson, 2005).

The finding from a study of information systems in human resource management (HRM) also suggests that in spite of the size of the affiliated colleges HR/personnel departments are of medium to small size. This could pose questions about their roles, activities and functions, as it is expected that as the organizations become larger the functions of HR departments should also become more complex. There was a significant growth of HR department and computer technology had advanced to the point where it was beginning to be used. As a result, there was an increased demand for HR departments to adopt computer technology to process the information more effectively and efficiently (Tripathi, 2011).

## **III. Research Methodology**

The research methodology was designed to investigate the relationship between human resource information system and organizations' performance in selected banks in the banking sector. This research investigated three competitive banks in Lagos state, which is the commercial nerve centre of Nigeria. The estimated research population was 503 management level staff in the Lagos state head office of three randomly selected banks: Access Bank, First Bank and Guaranty Trust Bank. Using the convenience sampling technique, 194 questionnaires were evenly distributed between the three participating banks. Banks are selected using criteria such as ownership structure, years in business, turnover, human capital size and relevance to IT adoption, service delivery, and customer base ranked by CBN. The choice of Lagos is because it is the commercial heart of Nigeria. Primary data were used in collecting data from the major players including Human Resource managers and employees in the banking sector in order to solicit their views on the evolution, adoption, benefits derived, and its effects on organization's performance. A structured questionnaires was adapted to measure the principal factors investigated: 'organizational performance, operational functionality, information management system, decision support system and organizational culture' on a 6-point Likert type scale.

### **3.1 Research Model**

Stated below are the conceptual and regression models. The conceptual model shows the Hypotheses:  $Y = f(X)$

$$Y = f(x_1) \dots \dots \dots \text{Eq 1}$$

$$Y = f(x_2) \dots \dots \dots \text{Eq 2}$$

$$Y = f(x_3) \dots \dots \dots \text{Eq 3}$$

$$Ho_1 \quad Y = \alpha_0 + \beta_1x_1 + \mu \dots \dots \dots \text{Equation 1}$$

$$Ho_2 \quad Y = \alpha_0 + \beta_2x_2 + \mu \dots \dots \dots \text{Equation 2}$$

$$Ho_3 \quad Y = \alpha_0 + \beta_3x_3 + \mu \dots \dots \dots \text{Equation 3}$$

Where:

X = Human Resource Information System (HRIS)

Y = Organization's performance (OE)

- $\alpha$  = Constant
- $\beta_1 - \beta_n$  = Regression coefficients of the independent variable
- $\mu$  = Stochastic Variable
- $x_1$  = Operational Functionality (OF)
- $x_2$  = Information Management System (ISM)
- $x_3$  = Organizational Culture (OC)

#### IV. Data Analysis And Result

##### 4.1 Test of Hypotheses

##### Hypothesis One

**H<sub>1</sub>:** There is no significant relationship between operational functionality and organization's performance

**Table 1: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.752 <sup>a</sup>	.759	.802	.413	1.95321
a. Predictors: (Constant) operational functionality					
b. Dependent Variable organization's performance					

From the model summary table, the value of R is 0.752 which is the correlation between observed and predicted values of the dependent variable (organization's performance), The co-efficient of determination ( $R^2$ ) is 0.759 which means that 76 percent of the total variation in the organization's performance(OG) is explained by the independent variables operational functionality (OP) while the remaining 24 percent unexplained variation is being influenced by other factors outside the model but which are captioned by the error term. Concerning the Standard Error of the Estimate whose value is .413 is the root mean squared error. The Durbin-Watson statistic of 1.95 could be approximated to 2 which indicate the absence of auto-correlation. This implies that the problem of serial autocorrelation does not constitute a problem in the research analysis.

**Table 2: Analysis of Variance Table**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2.103	1	2.194	9.012	.000 <sup>b</sup>
Residual	18.612	193	.242		
Total	20.715	194			
a. Predictors: (Constant) operational functionality					
b. Dependent Variable organization's performance					

**Table 3: Regression Coefficients Table**

Independent Variable	Regression Coefficients	Standard Error	t-statistic	Sig. value
(Constant)	2.123	.213	6.562	.000
X1	.767	.094	2.102	.001

a. Dependent Variable: Y

The F value (F statistic or ANOVA) is 9.012 with 1/193 degree of freedom and significant value of 0.000, meaning a number smaller than 0.0005 (i.e. < 0.05). The table value of F statistic is 2.09. Since the F value obtained from the regression equation (9.012) is higher than the table F value, and the p-value is less than 0.05, it means that there is significant relationship between operational functionality and organization's performance. The t-value of the independent variable in the regression results is 2.102. This means that operational functionality significantly affect organizational performance by 76.7% and the result is significant at 5% level.. Therefore, hypothesis one which states that there is no significant relationship between operational functionality and organization's performance was rejected and the alternative hypothesis which states that there is significant relationship between operational functionality and organization's performance is accepted.

##### Hypothesis Two

**H<sub>2</sub>:** There is no significant role of information management system performs on organization's performance.

**Table 4: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.911 <sup>a</sup>	.840	.809	.402	2.03221
a. Predictors: (Constant) information management system					



b. Dependent Variable organization's performance

From the model summary table, the value of R is 0.911 which is the correlation between observed and predicted values of the dependent variable (organization's performance), The co-efficient of determination ( $R^2$ ) is 0.840 which means that 84 percent of the total variation in the organization's performance (OG) is explained by the independent variables information management system (IMS) while the remaining 16 percent unexplained variation is being influenced by other factors outside the model but which are captioned by the error term concerning the Standard Error of the Estimate whose value is .402 is the root mean squared error. The Durbin-Watson statistic of 2.0 which indicate the absence of auto-correlation. This implies that the problem of serial autocorrelation does not constitute a problem in the research analysis.

**Table 5: Analysis of Variance Table**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.421	1	16.105	17.589	.000 <sup>b</sup>
Residual	11.210	193	.584		
Total	23.631	194			
a. Predictors: (Constant) information management system					
b. Dependent Variable organization's performance					

**Table 6: Regression Coefficients Table**

Independent Variable	Regression Coefficients	Standard Error	t-statistic	Sig. value
(Constant)	.312	.223	2.674	.000
X1	.820	.073	10.216	.000

a. Dependent Variable: Y

The F value is 17.589 with 1/193 degree of freedom and significant value of 0.000 (i.e. < 0.05). The high value of F ratio of 17.589 indicates that the independent variable significantly influenced the dependent variable at 5 percent level. That is, there is significant role of information management system performs on organization's performance.

The t-value of the independent variable is 10.216. This shows that there is significant role of information management system performs on organization's performance by 82% and that the value is significant at 5 percent level. Thus, the null hypothesis two which states that there is significant role of information management system performs on organization's performance was rejected, while the alternative hypothesis which states that there is significant role of information management system performs on organization's performance is accepted.

**Hypothesis Three**

**H<sub>4</sub>:** There is no significant impact organizational culture has on organization's performance.

**Table 7: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.696 <sup>a</sup>	.812	.793	.301	2.03981
a. Predictors: (Constant) organizational culture					
b. Dependent Variable : organization's performance					

From the model summary table, the value of R is 0.696 which is the correlation between observed and predicted values of the dependent variable (organization's performance), The co-efficient of determination ( $R^2$ ) is 0.812 which means that 81 percent of the total variation in the organization's performance (OG) is explained by the independent variables organizational culture (OC) while the remaining 19 percent unexplained variation is being influenced by other factors outside the model but which are captioned by the error term. Concerning the Standard Error of the Estimate whose value is .301 is the root mean squared error. The Durbin-Watson statistic of 2.0 this indicate the absence of auto-correlation. This implies that the problem of serial autocorrelation does not constitute a problem in the research analysis.

**Table 8: Analysis of Variance Table**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.237	1	3.237	9.782	.000 <sup>b</sup>
Residual	17.463	193	.301		
Total	20.700	194			

a. Predictors: (Constant) kidnapping
b. Dependent Variable :economic development of businesses

**Table 9: Regression Coefficients Table**

Independent Variable	Regression Coefficients	Standard Error	t-statistic	Sig. value
(Constant)	3.602	.408	8.826	.000
X1	.597	.094	4.194	.008

a. Dependent Variable: Y

The F value is 9.782 with 1/194 degree of freedom and significant value of 0.000, meaning a number smaller than 0.0005 (i.e. < 0.05). The t-value of the independent variable in the regression results is 4.194. This means that organizational culture has significant effect on organization's performance by 59.7% and the result is significant at 5% level. Therefore, hypothesis four which states that there is no significant impact of organizational culture on organization's performance was rejected and the alternative hypothesis which states that there is there is significant impact of organizational culture on organization's performance is accepted.

#### 4.2 Discussion of Findings

This study examined human resource information system and organizations' performance in selected banks in Lagos state. In order to accomplish the purpose of this study, three hypotheses were formulated. Frequencies and percentages were used in presentation of personal data and answering research questions. ANOVA was used to test the three hypotheses. The result presented shows that there is significant relationship between operational functionality and organization's performance. This finding therefore is in tandem with the result of Raykov (2014) and Ones, Viswesvaran and Schmidt (2017) who also found out that there is significant relationship between operational functionality and organization's performance. The second null hypothesis which states that there is no significant role information management system performs on organization's performance was rejected. The result obtained from this finding reveals that there is significant role information management system performs on organization's performance. This is therefore in tandem with the findings of Rukh, Choudhary & Abbasi (2015) who also find out that there is significant role information management system performs on organization's performance. The third null hypothesis which states that there is no significant impact management decision support system has on organization's performance was also rejected. The results of this finding revealed that there was significant impact management decision support system has on organization's performance. This finding therefore concur with the finding of Shin & Lee (2016) and Banfield, Kay and Royles (2018) who stated as reflected by his study that there was significant impact management decision support system has on organization's performance. The forth null hypothesis which states that there is no significant impact of organizational culture on organization's performance was rejected. The results of this finding revealed that there is significant impact of organizational culture on organization's performance. This finding therefore also agreed with the finding of Talley, Kocum, Schlegel, Molix & Bettencourt, (2012) who stated as reflected by his study that there is significant impact of organizational culture on organization's performance.

#### 4.3 Summary of Findings

Based on the responses stimulated by the respondents and the results from the three tested hypotheses, it was established that there is significant relationship between operational functionality and organization's performance and also that there is significant role information management system performs on organization's performance. The findings also revealed that there is significant impact of management decision support on organization's performance as well as significant impact of organizational culture on organization's performance. The following findings also emerged regarding human resource information system and organizations' performance in selected banks in Lagos state.

- i. Information management system improves data retrieval.
- ii. Information management system enables me to easily access data.
- iii. Information management system are well designed in my organization
- iv. Organizational culture is practiced in my organization
- v. Organizational culture affects employee's performance.

### V. Conclusion And Recommendations

Human resources information systems played a significant role in a company's human resources function. All though, we live and work in the information and computer age. Executing or effecting an operative and efficient Human resources information systems can be sure-fire for human resource to stay on the cutting edge in its bid to deliver more effective and rationalized service. Therefore, the realization that the use of

computerized HRIS is most effective than manual because its help to maintain data with more accuracy in less time. However, Human resources information systems functions increase HRM in terms of administrative purposes and analytical purposes. Human resources information systems serves as a key component of the organization and a good HRIS will deliver important data about human resources needs and capabilities; this information will assist the management team in establishing the organizational mission and setting goals and objectives in motion. Human resources information systems is not limited to the computer hardware and software applications that comprise the technical part of the system. It also comprises the people, policies, procedures and data needed to manage the human resources function. HRIS provides information and guidelines for the operation of HR functions, HRM is still a caretaker of employee records, and however, the existence of an HRIS makes this information readily available and useful for managerial decision making. The system is able to produce more effective and faster outcome than that can be done on papers.

In light of the above-mentioned findings, this study recommends that thorough training and development programs should be organized within the organization, for both the internal and external employees on the use of ICT based processes. The stakeholder should be equipped with comprehensive knowledge if the results of the ICT based processes are to be seen to be beneficial. The study also recommends that the bank should introduce involvement and participation programs in the implementation and evaluation of the HRIS and other computer based programs. This will work to reduce the levels of resistance to change towards their adoption and effective application. This will create an atmosphere of effectiveness. Management should work to make human resources management information system able to provide periodic or special reports to monitor training effectiveness continuously. Finally, the need to use standard tools to monitor working behavior after implementing training programs in the banking sector.

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