

**HUMAN RESOURCE INFORMATION SYSTEM AND ORGANIZATIONAL EFFECTIVENESS: A STUDY OF
SELECTED FIRMS IN ENUGU STATE**

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ABSTRACT

This study examined Human Resource Information System and its effect on Organizational Effectiveness. It adopted a survey research design while data was gathered from both primary and secondary sources. The statistical tool used for data analysis is the MannWhitney test (U) using the 17.0 version of statistical package for social sciences (SPSS). The study concluded based on the results obtained that HRIS has significant impact on the ability of organizations to attain enhanced satisfactory shareholder's return, improved competitiveness and sustainable corporate growth. Furthermore, the study asserts that organizations that must be effective must create a platform for proper integration of their human resource information into the mainstream of their strategy formulation, since it is the human resource that sees to strategy and programme implementations which is key to organizational effectiveness. The study recommends that to ensure that HRIS contributes to enhanced productivity, employees especially those in HR and ICT units should be trained on regular basis in order to acquaint them with relevant information and skills to face the changing organizational environment and that the cost of maintaining HRIS structures in the organization should be controlled in order to ensure that it does not negate the competitiveness of the organization.

KEYWORDS: Corporate growth, HRIS, Market competitiveness, Shareholder's return

INTRODUCTION

Over the years, there has been a shift of perception on the role of Human Resource department from being a transaction and administrative to a strategic internal business partner. This perception is helped first by the ancient managerial belief that human resource is the single most important resource in the organization and secondly the advancement in the adoption of technology in human resource and organizational processes. Furthermore, the globalization phenomenon has brought with it an increased complexity and dynamism in the operational environments of business making it imperative to change the approach of human resource management. The need to cut human resource management cost in line with economic realities, promote self-service and ensure optimum return from human resource, in pursuit of the overall effectiveness of the organization has led to the adoption of human resource information system (HRIS) by many organizations. While the adoption of HRIS is predominant in the private sector, public sector organizations especially in developing economies like Nigeria are yet to take full advantage of this system. A Human Resource Information System is software that has a database, which allows the entering, storage and manipulation of data regarding employees of an organization. Typically, the Human Resource Information Systems provides management with all employee information, reports and analysis of employee information, and company-related documents such as employee handbooks, emergency evacuation procedures, and safety guidelines. Human Resources Information System provides details on administration, payroll, recruitment, and training. This system is expected to deliver valuable results to an organization's human resources division and the organization as a whole. It is an essential tool that aids management in making strategic decisions (Noor and Razali, 2011). The design of the human resource information systems assist in measuring the value of the human resources in a fiscal way and contributes to plan these resources on the economic unit, as well as the national through the contribution in drawing the labor and employment policies and the other linked polices as migration, payments, promotions, and motives in a scientific way (Dessler, 2005). According to Gürol, Wolff, & Ertemsir (2010), if organizations are to survive and achieve long-run viability, they must be effective. Yet organizational effectiveness evaluation has been limited by a variety of factors especially the ambiguity surrounding the concept of organizational effectiveness itself. The long-established approaches used by organizational theorists to define organizational effectiveness have emphasized different perspectives with respect to the organization type and degrees of importance of the various constituency groups comprising the organization. Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to achieve (Mitchell, 2013). According to Richard, Timothy,

George and Gerry (2000) organizational effectiveness captures organizational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers). Different researchers have different thoughts about performance. Mostly researcher's used the term performance to express the range of measurements of transactional efficiency and input & output efficiency. The context of organizational effectiveness appears to be broad i.e. cutting across all industries. It is therefore instructive to note that organizational effectiveness can be analysed with industry specific indices.

STATEMENT OF THE PROBLEM

The continued existence of every organization among other things depends on the performance of her human resource. Where there is no instituted system for effective administration of human resource policy in an organization, indiscipline, financial recklessness and other wasteful organizational practices may become the order of the day and this will definitely affect the profitability of the organization negatively. Moreover, operational efficiency is a key to improved organizational effectiveness. Where there is no adequate control, operational efficiency may become unattainable and this factor affects the competitiveness of the organization negatively. To be effective, organizations desire growth. This however, must not be at the expense of human resource wellbeing, where human resource information system is inadequately operated; violation of rights according to labour contracts becomes imminent. This does not only attract sanctions from the regulatory body but also depletes the image of the organization which impedes the growth of the organization. The problems identified above leads to customer's dissatisfaction and low patronage which may lead to organizational ineffectiveness. The problem of this study therefore is to investigate the impact human resource information system has on organizational effectiveness.

OBJECTIVES OF THE STUDY

1. Examine the impact of operational human resource information system on shareholder's return.
2. Examine the impact of tactical human resource information system on the market competitiveness of organizations.
3. Investigate the impact of strategic human resource information system on corporate growth

HYPOTHESES

The following hypotheses will be raised for this study;

H₀₁: Operational human resource information system does not have significant impact on shareholder's return

H₀₂: Tactical human resource information system does not have significant impact on organizational market competitiveness

H₀₃: Strategic human resource information system does not have significant impact on corporate growth

REVIEW OF RELATED LITERATURES

The human resources information system is one of the sub-systems within the information systems. It is concerned with providing all the historical, present and future information related to human resources to the parties interested, whether they are internal or external ones. It identifies the value of human resource which is considered the sources that have the greater value in the economic units particularly in the service and industrial projects (Dessler, 2005). The human resources information system assists in measuring the value of the human resources in a fiscal way. It also contributes to planning these resources, as well as drawing labor and employment policies and other linked policies such as migration, payments, promotions, and motivation in a scientific way.

Organizations must treat information as any other resource or asset. It must be organized, managed and disseminated effectively for the information to exhibit quality. Within an organization, information flows in four basic directions; upward, downward, horizontal and outward/inward (Haag & Cummings, 2008). Taking into account that there is a huge amount of information flow in organizations, it is possible to understand the importance of information systems in organizations. The information systems field is arguably one of the fastest changing and most dynamic of all the business processes because information technologies are among the most important tools for achieving business firms' key objectives. Until the mid-1950s, firms managed all their information flow with paper records. During the past years, more and more business information and the flow of information among key business actors in the environment has been computerized. Businesses invest in information systems as a way to cope with and manage their internal production functions and to cope with the demands of key actors in their environments. HRIS was primarily seen as MIS sub functions within HR areas intended to support the "planning, administration, decision-making, and control activities of human resource management. During the 1990s, along with the adoption of more complex HR practices focused on a company's overall performance goal, HRIS correspondingly evolved into more sophisticated information expert systems featuring analytical tools to support

decision-making in managing human capital (Ostermann et al, 2009). Information technology in the past decade drastically changed the human resources function, providing support for mainly administrative activities such as payroll and attendance management.

In the beginning, information technology today enhances many of the recruitment function's sub processes such as long and short-term candidate attraction, the generation, pre-screening, and processing of applications or the contracting and deployment of new hires. Online job advertisements on corporate web sites and internet job boards, online CV databases, different forms of electronic applications, applicant management systems, corporate skill databases, and IS supported workflows for the contracting phase are only few examples of the various ways by which information systems today support recruitment processes (Keim & Weitzel, 2009). HRIS can support long range planning with information for labor force planning and supply and demand forecast; staffing with information on equal employment, separations and applicant qualifications; and development with information on training programs, salary forecasts, pay budgets and labor/employee relations with information on contract negotiations and employee assistance needs (Shibly, 2011).

TYPES OF HUMAN RESOURCE INFORMATION SYSTEMS

❖ **Operational Human Resource Information System:** Operational human resource information systems provide the manager with data to support routine and repetitive human resource decisions. A number of operational-level information systems collect the data relating to human resources including the information about the organization's positions, workforce and governmental regulations (Collins and Smith, 2006).

(a). Employee Information Systems: The human resource department must have the information of the organization's employees profile for taking various decisions. An employee profile includes personal and organization related information, such as name, address, sex, minority status, marital status, citizenship, years of service or seniority data, education and training, previous experience, employment history within the organization, salary rate etc. (Dessler, 2005).

(b). Position Control Systems: A job is usually defined as a group of identical positions. A position, on the other hand, consists of tasks performed by one worker. The purpose of this system is to identify each position in the organization, the job title, its classification and the currently assigned to the position to the employees. This system allows a human resource manager to identify the details about vacant positions in the organization (Beltran-Martin et al, 2008).

(c). Applicant Selection and Placement Information Systems: After manpower planning has been identified and a suitable pool of job candidates recruited, the candidates must be screened,

evaluated, selected and placed in the various positions in the organization. The primary purpose of the applicant selection and placement information system is to assist human resource staff in these tasks (Beltran-Martin et al, 2008).

(d). Performance Appraisal Information Systems: The systems include performance related data and productivity information data. This data is used as evidence in employee grievance matters. Careful documentation of employee performance, method of measuring the performance of employees and reporting system is critical. Performance management information can lead to a number of decisions beyond merely supporting the operational decision to retain, promote, transfer, or terminate the employees in the organization (Ostermann et al, 2009).

❖ **Tactical Human Resource Information System:** Tactical information systems are used to provide managers with support for decisions related with allocation of resources. Major important decisions in human resource management include recruitment decisions; job analysis and design decisions, training and development decisions, and employee compensation plan decisions (Schuler et al, 2001).

(a). Job Analysis and Design Information Systems: This system includes data from interviews with supervisors and workers and positive action guidelines and information from sources external to the firm, such as labor unions, competitors, and government agencies. The outputs of the job analysis information system are job descriptions and job specifications which provide managers with the basis for many tactical human resource decisions (Huselid, 1995).

(b). Information Systems for Recruitment: For the recruiting function, the organization needs to develop a recruiting plan. The plan specifies the positions to be filled and the skills required of the employees for these positions. For this purpose, a recruiting information system is necessary which collects and processes the many different types of information like a list of unfilled positions; the duties and requirements of these positions; lists of planned employee retirements, transfers, or terminations; and summaries of employee appraisals. Other inputs to the recruiting plan include data about turnover rates and about the success of past placements (Ferris et al, 1998).

(c). Compensation and Benefits Information Systems: The Compensation and Benefits Information Systems support a variety of tactical human resource decisions, especially when compensation and benefits information is related to information from internal and external sources. Compensation and benefit plans can play an important part in improving an organization's productivity (Becker et al, 2001).

(d). Training and Development Information Systems: Training and development systems must meet the needs of jobs available in the organization as identified through the position control system and

the job analysis and design system. The training should also be directed to the persons interested and it should benefit those (Becker et al, 2001)

❖ **Strategic HRIS:** Strategic HRIS helps the organization to implement strategic human resource management.

(a). Information Systems for Workforce Planning: Organization involved in long-term strategic planning, such as those planning to expand into new market areas, construct factories or offices in new locations and want to add new products, will need information about the quantity and quality of the available workforce to achieve their goals. Information systems that support workforce planning serve this purpose (Ferris et al, 1998).

(b). Information Systems Supporting Labour Negotiations: Negotiating with craft, maintenance, office, and factory unions requires information gathered from many of the human resource information systems. The human resource team completing the negotiating needs to be able to obtain numerous ad hoc reports that analyse the organization's and union's positions within the framework of both the industry and the current economic situation (Haag and Cummings, 2008).

(c). Specialized Human Resource Information Systems Software: A great deal of software has been specifically designed for the human resource function. This software is available for all types and sizes of computers, including microcomputers. Software specifically designed for the human resource management function, can be divided into two categories: comprehensive human resource information systems software and limited-function packages that support one or a few human resource activities (Huselid, 1995).

(d). Comprehensive and Computerized HRIS: In the last few years, the software industry has produced several products that organize the various human resource information systems into integrated software referred to as human resource information systems or HRIS software. In general, the computerization of HRIS has resulted in an integrated database of human resource files like position files, employee files, job analysis and design files and many other human resource files are constructed in a coordinated manner using database management systems software so that application programs can produce reports from any or all of the files (Karakanian, 2000).

(e). Limited-function HRIS: Numerous commercial software packages are sold for use on mainframes, minicomputers, and microcomputers that are designed to handle one or a small number of human resource functions. Microcomputer versions of these single-function software packages are relatively inexpensive and easy to operate and allow the human resource manager to automate a function quickly and easily (Beltran and Martin et al, 2008).

(f). Training Software: Many training software packages are available for all types and sizes of computers to provide online training for employees. They include; Management training software; sales training software; microcomputer training software; and word processing training software. These software packages can be used in computer-based training programmes designed by human resource department for training specific employees in group and independent study programmes. Computer-based training aids often simplify the trainer's job and allow the trainer to individualize instruction more easily than in traditional, group-based training classes (Dutton et al, 2006).

HUMAN RESOURCE INFORMATION SYSTEM: IMPORTANCE AND BENEFITS

Practically, organizations are urged to apply HRIS unless they are convinced of the benefits that this would bring to their organizations (Ngai and Wat, 2006). The most common benefits of HRIS include improved accuracy, the provision of timely and quick access to information, and the saving of costs. In a similar vein, Beckers and Bsat (2002) five reasons, which justify why organizations should use HRIS. These reasons related to the facts that HRIS helps organizations:

- (1)** To increase competitiveness by developing and enhancing HR procedures and activities
- (2)** To generate or create a greater range of HRM reports
- (3)** To shift the role of HRM from transactions to SHRM
- (4)** To reengineer the whole HRM/personnel department/section of organizations.
- (5)** HRIS can be used to support strategic decision making, to evaluate programs or policies, or to support daily operating concerns.

Integrating the technologies of HRIS into traditional HR functions example; compensation, staffing and training etc. leads to some sort of reengineering of its processes. However, this process of change has created significant benefits to HR professionals such as;

Increased Efficiency: Rapid computing technology has allowed more transactions to occur with fewer fixed resources. Typical examples are payroll, flexible benefits administration, and health benefits processing. Though technologies of early mainframes provided significant efficiencies in these areas, the difference is that the record processing efficiencies that were once only available to large firms are now readily available to any organization size (Ulrich, 2001).

Increased Effectiveness: Most often, as with processes, computer technology is designed to improve effectiveness either by in terms of the accuracy of information or by using the technology to simplify the process. This is especially the case where large data sets require reconciliation. However, onerous manual reconciliation processes may be executed faster, but also with near perfect accuracy using automated systems.

IT-Enabled Processes: While many of the application areas' gains are through increased effectiveness and efficiency over manual processing, some are only possible using contemporary technologies. Most notably, computer-based (web-based) training is a growing area of HR practice that was not available until computer software was created. Even computer based training was not as practical as it is today because it was geographically dispersed until the training was upgraded from computer-based to web-accessible training.

ORGANIZATIONAL EFFECTIVENESS

Ogundele (2012) defined organization effectiveness as a totality of organization goodness, a sum of such elements as production, cost performance, turnover, quality of output, profitability, efficiency and the like. It is capacity to survive, adapt, maintain itself and grow; regardless of the particular functions it fulfills (Schein, 1983). Effectiveness is a broad concept and is difficult to measure in organizations (Daft, 2003). It takes into consideration a range of variables at both the organizational and departmental levels. It evaluates the extent to which the multiple goals of the organization are attained. It is difficult for managers to evaluate performance on goals that are not precise or measurable. However, performance measurement that is tied to strategy execution can help organizations reach their goals. Daft identified two major approaches to measurement of organizational effectiveness – the traditional and contemporary approaches. The traditional approaches include the goal approach, the system resource approach and the internal process approach. The goal approach to organizational effectiveness which this study considers is concerned with the outputs, whether the organization achieves its goals in terms of its desired level of outputs. This means that this approach identifies the organization's output goals and assesses how well they have been attained. It is based on the fact that organizations have goals they are expected to achieve. Organizational effectiveness is an abstract concept and is difficult for many organizations to directly measure. Instead of measuring organizational effectiveness directly, the organization selects proxy measures to represent effectiveness.

DETERMINANTS OF ORGANIZATIONAL EFFECTIVENESS

Nikitina (2008), identified the following variables often cited as determinants of organizational effectiveness: clarity of purpose, that is, clearly spelt out goals and objectives in terms of their clarity, prioritization and capacity for implementation; facilitative organizational culture; rational organization structure; rational organization processes; ability to acquire resources (financial, human); internal harmony; satisfaction of strategic constituencies both internal and external; ability to adjust and respond to dynamic changes and requirements of and in the environment; and transformational leadership; and clarity of purpose. Clarity of purpose is important to the success of

any organization. Having clear goals and strategic direction will help provide a sense of where the organization is and where it is going. Goals are conceptions of desired ends. Most organizational scholars advise that organizations will be better placed to effectively achieve their intended outcomes if they set goals that are Specific, Measurable, Attainable, Realistic and Timely also referred to as SMART

Facilitative Organizational Culture: While well formulated organizational goals are important, it is an organization's culture that gives life to its goals and helps make their realization possible. According to International Development Research Centre (IDRC) (2006), culture is the sum total of the values, beliefs, customs, traditions and meanings related to goal fulfilment and developed over the history of an organization that make it unique, govern its character and drive the organization. Organizational culture can be a powerful motivating force which through embodying the values sanctioned by the organization, frames the boundaries of acceptable attitudes and behavior and creates a shared ethos. Culture can thus help determine the extent to which members of an organization will and are expected to extend themselves to fulfil tasks.

Rational Organization Structure: It is difficult to get a proper definition of the term rationality as the concept can be applied to many different elements in human life. According to Wessels and Pauw (2003), the concept of rationality can be applied to persons, beliefs, decisions and procedures. In this light, a person is said to be rational when he takes decisions that promote the achievement of his goals; a belief is said to be rational if there is good reason to hold on to it or believe it; a decision is said to be rational if it contributes to the goals of the person(s) making it; and a procedure is said to be rational if it consistently contributes to the sought after results. Thus rationality when seen in terms of the four different scenarios above can be seen to refer to reasoning strategies that are effective for accomplishing goals. A rational organizational structure thus refers to a structure which is capable of accomplishing the goals the organization seeks to accomplish.

Rational Organization Processes: Organizational process are the internal management systems – the many mechanisms that guide interactions among people to ensure that on-going work is accomplished rather than hindered or blocked. These include planning, problem-solving/decision-making, communication, monitoring and evaluation (IDRC, 2006). Organizational experts often emphasize the link between effective planning and organizational effectiveness. In this regard, strategic planning in organizations is deemed to be critical as it sets the overall directions and, at operational levels, the process by which the organizational goal is translated into specific objectives and methodologies to accomplish goals.

Ability to Acquire Resources: Crucial to effective achievement of goals is the ability to acquire and manage resources. Cameron (1980), argues that the more of the needed resources an organization can obtain from its external environment, the more it is able to be effective in achieving its goals. Resources include staff, finance-money, and administrative resources (infrastructure and technology). Scott (1998), however, argues that of all the many resources required by organizations, the most vital are the contributions of its staff. Not only are these contributions themselves of infinite variety, they are also the ultimate means by which all other resources are acquired. It is thus important that an organization is able to attract the right and best people to enable it achieve its objectives. This in essence means that it has to provide good terms and conditions of service relative to similar organizations in its environment.

Internal Harmony: According to Cameron (1980), effective organizations are those with an absence of internal strain, whose members are highly integrated into the system, whose internal functioning is smooth and typified by trust and benevolence toward individuals, where information flows smoothly both vertically and horizontally, and so on. This scenario portrays an absence of conflict. Organizational experts admit that conflict is normal and part of everyday organizational life. However, although conflict can stretch our minds to see in new ways and create new solutions to vexing problems, it is also capable of producing chronic ineffectiveness in organizations if handled poorly.

Satisfaction of Strategic Constituencies both Internal and External: An organization is more likely to be effective in achieving its objectives if all of its strategic constituencies are at least minimally satisfied (Cameron, 1980). A strategic constituency is any group of individuals who have some stake in an organization. They could be internal for example employees, policy organs and Board of Directors or external, that is, those powerful groups outside the organization that have a significant impact on its functioning, for example shareholders and other stakeholders. With regard to employees, organizational analysts are in agreement that an organization's ability to effectively achieve its objectives depends in part on its ability to create an environment that motivates and stimulates its personnel. Organizations are thus encouraged to continuously seek ways to keep their staff motivated.

Adaptability to Change: Weick (1977) emphasizes this dimension when he insists that effective organizations are characterized by a diversity of linguistic forms, techniques for breaking out of normal cognitive and normative constraints, structural units that are loosely articulated so as to maximize sensitivity to the environment and diversity of response. In other words, institutions

should not be too rigid if they wish to prosper in a volatile, uncertain, complex and ambiguous environment.

Transformational leadership: Yukl (1994), defines transformational leadership as the process of influencing major changes in the attitudes and assumptions of organizational members and building commitment for the organization’s mission, objectives and strategies. In order to be transformational, Selznick (1957) specifies four major functions of top leaders. The first is to define the institutional (organizational) mission and role. The second task entails the institutional embodiment of purpose, which involves choosing the means to achieve the ends desired or ensuring that the structure reflects and is designed to accomplish the mission effectively. The third task is to defend the organization’s integrity.

METHODOLOGY

Saunders et al (2007), defines research design as the general plan of how the research questions would be answered. The research design for this study is the survey research design while data was gathered from both primary and secondary sources. However, the major instrument for data collection was a five point likert scale questionnaire titled human resource information system and organizational effectiveness questionnaire (HRISandOE). The statistical tool used for data analysis is the MannWhitney test (U) using the 17.0 version of statistical package for social sciences (SPSS). The Mannwhitney test is expressed thus;

$$U_1 = R_1 - \frac{n_1(n_1 + 1)}{2}$$

Where R₁ = Rank of the sample size, n₁ = sample size while U = Mann Whitney test statistic

Results and Discussion

SPSS OUTPUT FOR HYPOTHESIS ONE

NPAR TESTS

/M-W= HRISandSR BY RANKS (5 1)

/STATISTICS=DESCRIPTIVES

/MISSING ANALYSIS.

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
HRISandSR	25	30.4000	17.40211	.00	67.00
RANKS	25	3.0000	1.44338	1.00	5.00

Mann-Whitney Test

Ranks

	RANKS	N	Mean Rank	Sum of Ranks
	1.00	5	3.00	15.00
HRISandSR	5.00	5	8.00	40.00
	Total	10		

Test Statistics^a

	HRISandSR
Mann-Whitney U	.000
Wilcoxon W	15.000
Z	-2.611
Asymp. Sig. (2-tailed)	.009
Exact Sig. [2*(1-tailed Sig.)]	.008 ^b

a. Grouping Variable: RANKS

b. Not corrected for ties.

SPSS OUTPUT FOR HYPOTHESIS TWO

NPART TESTS

/M-W= HRISandMC BY RANKS (5 1)

/STATISTICS=DESCRIPTIVES

/MISSING ANALYSIS.

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
HRISandMC	25	30.4000	16.67833	.00	58.00
RANKS	25	3.0000	1.44338	1.00	5.00

Mann-Whitney Test

Ranks

	RANKS	N	Mean Rank	Sum of Ranks
	1.00	5	3.00	15.00
HRISandMC	5.00	5	8.00	40.00
	Total	10		

Test Statistics^a

	HRISandMC
Mann-Whitney U	.000
Wilcoxon W	15.000
Z	-2.619
Asymp. Sig. (2-tailed)	.009
Exact Sig. [2*(1-tailed Sig.)]	.008 ^b

a. Grouping Variable: RANKS

b. Not corrected for ties.

SPSS OUTPUT FOR HYPOTHESIS THREE

NPAR TESTS

/M-W= HRISandCG BY RANKS (5 1)

/STATISTICS=DESCRIPTIVES

/MISSING ANALYSIS.

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
HRISandCG	25	30.4000	14.42221	.00	60.00
RANKS	25	3.0000	1.44338	1.00	5.00

Mann-Whitney Test

Ranks

	RANKS	N	Mean Rank	Sum of Ranks
	1.00	5	3.50	17.50
HRISandCG	5.00	5	7.50	37.50
	Total	10		

Test Statistics^a

	HRISandCG
Mann-Whitney U	2.500
Wilcoxon W	17.500
Z	-2.108
Asymp. Sig. (2-tailed)	.035
Exact Sig. [2*(1-tailed Sig.)]	.032 ^b

a. Grouping Variable: RANKS

b. Not corrected for ties.

DISCUSSION OF FINDINGS

In this study, the major finding revealed that human resource information system (HRIS) has significant impact on the effectiveness of organizations. This assertion is drawn from the output of the data generated after been subjected to statistical analysis with the Mann Whitney test (U).

Hypothesis one showed that HRIS has significant impact in determining the shareholder returns of the organizations under study as the level of significance was greater than the p-value (i.e. $0.05 > 0.008$). The output of hypothesis two proved that HRIS plays significant impact in determining the market competitiveness of Nigerian organizations as the null hypothesis was rejected in place of the alternative, this is because the level of significance is higher than the p-value (i.e. $0.05 > 0.008$). Hypothesis three result showed that HRIS plays significant role in determining the corporate growth of the organizations under study as the alternative hypotheses was accepted in place of the null hypotheses as a result of the p-value being lesser than the level of significance (i.e. $0.032 < 0.05$). These findings are in consonance with James et al (2014), when in their study they developed a positive link between the financial performance of firms and HRIS adoption. This study however is different from most studies especially the ones reviewed in this work as they focused on the internal constituency of firm performance while this study has its focus more on the external constituency of firm performance

CONCLUSION

This study concludes that HRIS has significant impact on the ability of organizations to attain increased productivity, enhanced satisfactory shareholder’s return, improved competitiveness and sustainable corporate growth. Furthermore, the study asserts that organizations that must be

effective must create a platform for proper integration of their human resource information into the mainstream of their strategy formulation in all spheres since it is the human resource that sees to strategy and programme implementations which is key to organizational effectiveness

RECOMMENDATIONS

Sequel to the findings and conclusions above, the following recommendations were made by the researcher;

- (1)** To ensure that HRIS contributes to enhanced productivity, employees especially those in should be trained on regular basis in order to acquaint them with relevant information and skills to face the changing organizational environment
- (2)** The cost of maintaining HRIS structures in the organization should be controlled in order to ensure that it does not negate the competitiveness of the organization.

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