HUMAN RESOURCE INFORMATION SYSTEM AND ORGANIZATIONAL EFFECTIVENESS: A STUDY OF SELECTED STATE-OWNED ENTERPRISES IN RIVERS STATE, NIGERIA

Biobele Richard BRIGGS[1,] Lenu Goodluck WEGE[2] &
Eyidia Thankgod DIMKPA[3]

[1,2] Department of Business Administration and Management, School of Management Sciences,
Kenule Beeson Saro-Wiwa Polytechnic, Bori, Rivers State, Nigeria
[1]Email: rwbiobriggs@gmail.com; briggs.biobele@kenpoly.edu.ng
[2]Email: wege.lenu@kenpoly.edu
[3]Department of Management, Ignatius Ajuru University of Education, Port Harcourt.eyidiathankgod06@gmail.com

ABSTRACT

This study investigated the impact of the Human Resource Information System (HRIS) on organizational effectiveness, with a particular focus on its influence on productivity, market competitiveness, and shareholder satisfaction. The research adopted a survey design, targeting staff from two selected state government enterprises in Rivers State, Nigeria. Using Yaro Yamene's sample size determinant, a sample size of 159 employees was determined from a population of 264. Data were gathered from both primary and secondary sources, including questionnaires, interviews, direct observation, and relevant literature. The primary data collection instrument was a five-point Likert scale questionnaire titled "Human Resource Information System and Organizational Effectiveness" (HRIS and OE). The data were analyzed using the linear regression via SPSS version 20.0. The findings revealed that HRIS significantly impacts organizational productivity, market competitiveness, and overall effectiveness with p-values of 0.028, 0.009, and 0.009 respectively at $p \leq 0.05$. Hence, HRIS is crucial for achieving increased productivity, enhanced shareholder returns, and improved competitiveness. Therefore, there should be regular training for employees, especially in Human Resources, Accounting, and Administration, to ensure they are equipped with the necessary skills to adapt to the changing

organizational environment. Additionally, organizations should manage the costs of maintaining HRIS to avoid negatively impacting their competitiveness.

Keywords: Human, Resource, Information, System, Organizational, Effectiveness, Enterprises

JEL Classification Code: L25, M12, O15

1. INTRODUCTION

The understanding of human resources departments as strategic and transactional internal partners in all organizations has changed throughout time. This view is supported, first, by the long-standing management conviction that an organization's people are its most valuable asset and, second, by the growing integration of technology into organizational and human resource procedures. Furthermore, the phenomenon of globalization has increased the complexity and dynamism of commercial operating environments, necessitating a shift in the way human resource management is approached. The introduction of the human resource information system (HRIS) was unavoidably prompted by the need to reduce the cost of human resource management in accordance with economic realities, encourage self-service, and guarantee the maximum returns of human resource units in the overall performance of the organization.

A human resource information system is a piece of software with a database that enables the entry, storing, and processing of personnel data for a company. The management reports and analysis of personnel data as well as company-related documentation like safety rules, emergency evacuation plans, and employee handbooks are often provided via the HR Information System. The Human Resources Information System offers information about hiring, payroll, administration, and training. It is anticipated that this method would provide significant benefits for both the human resources department and the organization at large. For this reason, it is a crucial instrument that helps management make strategic choices (Noor & Razali, 2011). By helping to draw labour and employment policies and other related policies like migration, payments, promotions, and motives in a scientific manner, the design of human resources information systems also helps to measure the value of human resources in a fiscal way and helps to plan these resources on an economic unit as well as a national one (Dessler, 2005).

Organizations need to be successful in order to endure and attain long-term viability, Gürol *et al.* (2010). However, a number of issues, most notably the uncertainty surrounding the idea of organizational efficiency itself, have hindered the assessment of organizational performance. Organizational theorists have long used established methods to define organizational success, but these methods have focused on differing viewpoints of the nature of the organization and the relative significance of its constituent groups. In addition, definitions of the organization and organizational effectiveness have conceded attempts to find commonality in favour of focusing largely on the differences between organizations and their constituents. This has reduced the idea of organizational effectiveness's usefulness and caused it to become more fragmented. The development of a useful tool that addresses the shortcomings and difficulties in the current approaches to organizational effectiveness evaluation is important from both a theoretical and practical standpoint, given its central importance to researchers, management practitioners, and many other organizational participants.

The idea of organizational effectiveness refers to how well an organization performs in reaching the goals it has set for itself (Mitchell, 2013). Organizational effectiveness, according to Richard, *et al.* (2009), encompasses both organizational performance and the various internal performance outcomes that are typically connected to more effective or efficient operations, as well as other external measures that are related to factors other than those that are solely connected to economic valuation (either by managers, customers, or shareholders). Diverse scholars have varying opinions on performance. The majority of academics used the word "performance" to describe the variety of metrics used to assess input and output efficiency as well as transactional efficiency.

1.1 Statement of the Problem

Among other factors, the success or failure of an organization's human resource department determines whether or not the business will be around. According to Noor and Razali (2011), a lack of a defined system for managing human resources may lead to financial irresponsibility, a lack of discipline, and other inefficient behaviours inside the company, all of which have an impact on its efficiency. Organizational effectiveness may be enhanced via operational efficiency. A company's ability to compete takes a hit when operational efficiency becomes unachievable due to a lack of proper control. Businesses aim for expansion if they want to succeed. But this can't come at the price of workers' rights guaranteed by their contracts, and a poorly integrated HR information system is a certain way to make that happen. According to Mitchell (2013), this not only leads to penalties from the regulatory authority but also damages the company's reputation, which in turn hinders its expansion. Customer discontent and poor patronage are direct outcomes of these challenges, which in turn may contribute to organizational ineffectiveness. This research aims to evaluate the effects of human resource information systems on organizational efficiency and effectiveness, since experts have long hypothesized about their potential applications in boosting organizational performance.

1.2 Objectives of the Study

The general objective of this study is to investigate the impact of human resource information system on organizational effectiveness. The study aims to assess the impact of:

1. Human resource information system on organizational productivity.
2. Human resource information system on shareholder’s return.
3. Human resource information system on the market competitiveness of organizations.

1.3 Research Questions

The following research questions will serve as guides to this study;

1. What is the major impact of human resource information system on organizational productivity?
2. What impact has human resource information system on shareholder’s return?
3. What is the impact of human resource information system on the market competitiveness of the organizations?

1.4 Hypotheses

The following hypotheses will be raised for this study;

H_{01}: human resource information system does not have significant impact on organizational productivity

H_{02}: human resource information system does not have significant impact on shareholder's return

H_{03}: human resource information system does not have significant impact on organizational market competitiveness

2. REVIEW OF RELATED LITERATURE

2.1 Human Resources Information System (HIRS)

Within the larger framework of information systems, there exists a subsystem known as the human resources information system (HIRS). Human resource management focusses on keeping all relevant parties, both internal and external, up-to-date on all HR-related information, both past and future. Specifically, for service and industrial projects, it determines the worth of human resources, which are seen as the most valuable assets in economic units (Dessler, 2005).

By helping to scientifically draw labour and employment policies and other related policies like migration, payments, promotions, and motivations, HR information system design aids in fiscally measuring the value of human resources and contributes to planning these resources on the economic unit and the national level. Human resources play a pivotal role in industrial and service projects because they influence the market valve of these economic units in commercial and bank projects. These resources also have the potential to shape and occupy both tangible and intangible assets, which could impact the performance continuation of these corporations. Consequently, it is necessary to keep track of all data related to human resources so that they can be used to improve performance in all areas (Collins & Smith, 2006).

Businesses should value data the same way they would any other asset. The information can only be of high quality if it is well-managed, distributed, and organized. According to Haag and Cummings (2008), there are four main routes in which information flows inside an organization: upwards, downwards, horizontally, and outwards/inwards. It is feasible to grasp the significance of information systems in organizations when one considers the massive volume of data flowing through them. Because information technologies are among the most crucial instruments for accomplishing business organizations' primary goals, the information systems sector is among the most rapidly evolving and dynamic in the business processions.

Over the last decade, advancements in information technology have had a profound impact on HR practices. Information technology has evolved from its original purpose of supporting administrative tasks like payroll and attendance management to improving many subprocesses within the recruitment function. These include, but are not limited to, the following: long- and short-term candidate attraction; application generation, pre-screening, and processing; and contracting and onboarding. Among the many ways in which information systems now facilitate recruitment processes are online job ads on corporate websites and internet job boards, databases of curriculum vitaes, various electronic applications, applicant management systems, databases of corporate skills, and workflows supported by IS during the contracting phase (Keim & Weitzel, 2009). Long-term planning, staffing, development, and labor-employee relations can all benefit from HRIS data, which includes labour force planning, supply-and-demand forecasts, data on equal employment opportunity, separations, and applicant qualifications, as well as data on training programs, salary forecasts, pay budgets, and contract negotiations (Al-Shibly, 2011).

From basic data storage and transmission to more involved financial activities, an HRIS can handle it all. The capabilities of HRIS are expanding in tandem with the development of new technologies. The HR department is the intended target of HRIS (Ruël *et al.*, 2004), however line managers, the organization as a whole, and even HR itself may reap several advantages from implementing HRIS (Parry, 2009). Proponents of HRIS point to its use as a chance for HR experts to work more closely with upper management as strategic partners. Beadles *et al.* (2005) found that HRIS helps HR functions become more efficient and provides better information for decision making.

In the future, human resources professionals will have more time to make strategic decisions because to the rise of web-based HR services and the outsourcing of people-management tasks (Keim & Weitzel, 2009). By handling or at least assisting with data storage and retrieval, reporting and statistics, program monitoring, and key administrative support tools, HRIS is believed to help to overall company performance (Ostermann et al, 2009). Any company that wants to manage its human resources effectively needs an HRIS. In order to streamline their HR processes, several companies have started using HRIS. For HRIS to be effective, it has to meet both the organization's and its users' demands (Noor & Razali, 2011).

2.2 Dimensions of Human Resource Information Systems

- Operational Human Resource Information System: In order to back up the manager's repetitive and regular HR choices, operational HR information systems provide data. A variety of HR-related operational-level information systems compile details on the company's employees, job titles, and compliance with applicable laws and regulations (Collins & Smith, 2006).
- Employee Information Systems: In order to make a number of choices, the HR department needs access to the company's personnel profile. Details about an employee's identity and background, including their name, address, sex, marital status, citizenship, number of years of service, education level, training, work history, salary, and more are all part of an employee profile (Dessler, 2005).
- Position Control Systems: Typically, a job is defined as a set of related but distinct tasks. Conversely, a position is a set of duties that one employee is responsible for carrying out. Every position in the company, together with its classification, job title, and the personnel presently allocated to it, will be included in this system. A human resources manager may use this system to find out specifics about open jobs in the company (Beltran-Martin *et al*., 2008).
- Applicant Selection and Placement Information Systems: Following the identification of manpower planning and the recruitment of a suitable pool of applicants for the position. In order to achieve this goal, it is necessary to screen, assess, select, and assign applicants to different roles within the organization. Assisting HR professionals with these duties is the major goal of the candidate placement and selection information system (Beltran-Martin *et al.,* 2008).
- Performance Appraisal Information Systems: This system contains performance-related data and productivity information. This data serves as crucial evidence in employee grievance matters. Ensuring meticulous documentation of employee performance, establishing a reliable method for measuring their progress, and implementing an effective reporting system are of utmost importance. Understanding performance management information can have a significant

impact on the decisions made within an organization. It goes beyond just determining whether to keep, promote, transfer, or let go of employees.

2.3 Tactical Human Resource Information System

- Strategic information systems are utilized to assist managers in making informed decisions regarding resource allocation. When it comes to human resource management, there are several crucial decisions that need to be made. These decisions include recruitment, job analysis and design, training and development, and employee compensation plans (Schuler *et al*., 2001).
- Job Analysis and Design Information Systems: This system incorporates data gathered through interviews with supervisors and workers, as well as positive action guidelines and information obtained from external sources, such as labour unions, competitors, and government agencies. Job descriptions and job specifications are the valuable outputs of the job analysis information system. They serve as essential tools for managers to make tactical human resource decisions (Huselid, 1995).
- Information Systems for Recruitment: Developing a recruiting plan is essential for the organization's recruiting function. The plan outlines the necessary positions and the specific skills needed for each role. To fulfil this objective, a recruiting information system is essential for gathering and analyzing various types of information. This includes maintaining a record of vacant positions, outlining the responsibilities and qualifications for these roles, tracking upcoming employee retirements, transfers, or terminations, and summarizing employee performance evaluations. Additional factors to consider for the recruiting plan are the turnover rates and the track record of previous placements (Ferris *et al,* 1998).
- Compensation and Benefits Information Systems: The Compensation and Benefits Information Systems are valuable tools for making tactical human resource decisions, particularly when it comes to integrating compensation and benefits information from both internal and external sources. Compensation and benefit plans have a significant impact on enhancing an organization's productivity (Becker *et al*., 2001).
- Training and Development Information Systems: Training and development systems should align with the requirements of the available positions within the organization, as determined by the position control system and the job

analysis and design system. The training should be tailored to individuals who are interested and should provide them with tangible benefits (Becker *et al.*, 2001).

2.4 Strategic HRIS

Strategic HRIS helps the organization in to implement strategic human resource management.

- Information Systems for Workforce Planning: For organizations focused on long-term strategic planning, such as those aiming to expand into new market areas or establish new facilities, obtaining information about the quantity and quality of the available workforce is crucial to achieving their goals. According to Ferris *et al.* (1998), information systems that support workforce planning are designed to fulfil this purpose.
- Information Systems Supporting Labour Negotiations: Gathering information from various human resource information systems is essential when negotiating with craft, maintenance, office, and factory unions. For the human resource team to successfully negotiate, they must have access to a variety of on-demand reports that analyze the organization's and union's positions in relation to the industry and the current economic climate (Haag & Cummings, 2008).
- Specialized Human Resource Information Systems Software: There is a wide range of software available that caters specifically to the human resource function. This software is compatible with a wide range of computer systems, from small microcomputers to larger ones. There are two main types of software for human resource management: comprehensive systems that cover all aspects of HR, and limited-function packages that focus on specific HR activities (Huselid, 1995).
- Comprehensive and Computerized HRIS: Over the past few years, the software industry has seen the emergence of numerous products that streamline and integrate human resource information systems. These software solutions, commonly known as HRIS software, have revolutionized the way organizations manage their HR data. The computerization of HRIS has led to the creation of an integrated database for human resource files. These files, including position files, employee files, job analysis and design files, and others, are organized using database management systems software. This allows application programs to generate reports from any or all of the files (Karakanian, 2001).

- Limited-function HRIS: There are a variety of commercial software packages available for mainframes, minicomputers, and microcomputers that are specifically designed to handle human resource functions. Microcomputer versions of these single-function software packages are affordable and user-friendly, enabling human resource managers to quickly and effortlessly automate tasks (Beltran-Martin *et al*., 2008).
- Training Software: There are numerous training software packages available that cater to various computer types and sizes, allowing for convenient online employee training. They offer a range of software options, including management training software, sales training software, microcomputer training software, and word processing training software. These software packages are perfect for computer-based training programs created by the human resource department to train employees in both group and independent study programs. Computer-based training aids can greatly simplify the trainer's responsibilities and make it easier to provide personalized instruction compared to traditional group-based training classes (Dutton *et al*, 2006).

2.5 Organizational Effectiveness

According to Ogundele *et al.* (2012), organization effectiveness encompasses various aspects such as production, cost performance, turnover, quality of output, profitability, and efficiency. It is a measure of the overall goodness of an organization. It is the ability to thrive, adjust, sustain itself, and expand, regardless of the specific roles it plays. Organizational effectiveness can be a challenging concept for many organizations to measure directly. Instead of directly measuring organizational effectiveness, the organization chooses proxy measures to represent effectiveness. Proxy measures can encompass various factors, such as the number of individuals served, financial performance, sales figures, the demographics of the population segments served, and the level of demand for the organization's services within those segments.

Measuring effectiveness in organizations can be quite challenging, as it is a complex and multifaceted concept (Daft & Armstrong, 2021). It considers a wide range of factors at both the organizational and departmental levels. It assesses the degree to which the organization achieves its various objectives. Managers often face challenges when it comes to assessing performance on goals that lack precision or measurability.

Implementing performance measurement that aligns with strategy execution can greatly assist organizations in achieving their objectives. In his research, Daft and Armstrong (2021) has outlined two primary methods for measuring organizational effectiveness: the traditional approach and the contemporary approach. There are several traditional approaches that can be used, such as the goal approach, the system resource approach, and the internal process approach. Organizational effectiveness is a key focus of this study, specifically examining whether the organization successfully achieves its desired level of outputs. This approach focuses on identifying the organization's output goals and evaluating their level of achievement. Organizations are driven by the expectation of achieving their goals. According to Hall & Clark (1980), it is crucial to prioritize operative goals over official goals. The official goals can often be quite abstract and challenging to measure, whereas the operative goals are more tangible and directly reflect the organization's actual activities. Business organizations often utilize the goal approach due to its ability to easily measure output goals (Daft & Armstrong, 2021.

2.6 Determinants of Organizational Effectiveness

According to Nikitina (2008), there are a number of factors that contribute to an organization's performance. These include: a well-defined mission and objectives that are easy to understand and execute; a supportive work environment; a well-thought-out structure and procedures; the capacity to attract and retain talent; a harmonious internal environment; the ability to adapt to changing circumstances; the capacity to meet the needs of both internal and external stakeholders; and, of course, transformational leadership; and

Clarity of goals*:* Having clear goals allows employees to understand how their individual and team plans support their company's overall vision, mission, and values. This boosts motivation and improves performance. Setting clear goals allows employees to assess their performance, pinpoint areas for improvement, and create strategies to enhance their skills and performance. It is committed to constant improvement. Clear goals help employees understand the skills and resources needed to achieve them. Setting realistic and time-bound goals helps employees understand how to align their personal work plan with the plans and goals of their work unit. Setting SMART goals enables individuals within an organization to have a clear sense of direction, ultimately leading to increased organizational effectiveness.

Facilitative Organizational Culture*:* Having clearly defined organizational goals is crucial, but it is the culture of an organization that breathes life into these goals and enables their achievement. As per the International Development Research Centre (IDRC, 2006), culture encompasses the collective values, beliefs, customs, traditions, and meanings that have evolved over time within an organization. This unique culture shapes the character and motivates the organization. Organizational culture has a significant impact on motivation as it reflects the organization's values, sets the standards for attitudes and behaviour, and fosters a sense of shared purpose. The culture of an organization plays a crucial role in shaping the level of effort and expectations placed on its members to complete tasks. Certainly, culture has the potential to drive individuals to exceed their organizational capacity. Cultural values reflect the collective beliefs and aspirations of the organization. When people become part of a company, in addition to understanding its formal structure, a significant amount of their time is dedicated to assimilating into the informal aspects, such as the company culture. Understanding the organizational culture is a process that requires time and cannot be easily explained in a document or directive.

Rational Organization Structure: Creating suitable organizational structures has been a long-standing challenge for managers and students of organizational development. It has been recognized that the most suitable structure is the one that aligns with the specific situation (IDRC, 2006). It is crucial to ensure that the organizational structure adequately enables the organization to effectively carry out its tasks. Departments or other groupings must have a clear understanding of their roles within the organization, possess the necessary authority to fulfil their responsibilities, and be held accountable for their work. Additionally, it is crucial to ensure efficient coordination by connecting the specialized tasks of individuals or groups, enabling them to collaborate towards shared objectives.

Rational Organization Processes: Organizational processes are the internal management systems that facilitate smooth interactions among individuals, ensuring that work progresses without any hindrances or obstacles. These skills are essential for success in business and require careful consideration, effective problem-solving, clear communication, and thorough evaluation. Organizational experts frequently highlight the connection between efficient planning and organizational effectiveness. Strategic planning in organizations is crucial as it establishes the overall direction and operational processes needed to achieve goals. Monitoring and evaluation processes are crucial for comparing actual outcomes with planned goals and overall organizational objectives. Organizational scholars emphasize the importance of monitoring and evaluation in organizations' pursuit of growth and knowledge. They suggest that effective policies and procedures should be implemented to guide these processes.

Ability to Acquire Resources: Acquiring and managing resources is essential for successfully achieving goals. According to Cameron (1980), the effectiveness of an organization in achieving its goals is directly related to its ability to acquire necessary resources from the external environment. Resources encompass a range of valuable assets, such as personnel, financial resources, and administrative infrastructure and technology. Scott (1998), however, argues that among the numerous resources needed by organizations, the most crucial ones are the contributions made by its staff. These contributions come in a wide range of forms and are crucial for acquiring all other resources. It is crucial for an organization to be able to attract the most suitable individuals who can help it accomplish its goals. This essentially means that it must offer favourable terms and conditions of service compared to other organizations in its environment. Additionally, it is crucial for an organization to thoroughly hire individuals who are highly qualified.

Internal Harmony: According to Cameron (1980), effective organizations are characterized by a lack of internal tension, strong integration among members, smooth internal operations marked by trust and kindness towards individuals, and seamless flow of information both vertically and horizontally. This situation depicts a lack of disagreement. Experts in organizational management acknowledge that conflict is a common occurrence and a natural part of daily operations within an organization. However, conflict has the potential to expand our perspectives and generate innovative solutions to challenging issues. On the other hand, if not managed properly, it can lead to long-term inefficiency within organizations. According to Common Ground Associates (1998), organizations are faced with a crucial decision when dealing with conflict. They can either utilize the conflict as an opportunity for growth and learning, or allow the conflict to consume and ultimately destroy them. They also note that the issue is that numerous experts suggest that conflict should be handled, while warning that conflict, by its very nature, cannot be controlled. It is either resolved or it persists, simmering beneath the surface like an infection. Eventually, it will either leave lasting damage or erupt with even greater intensity.

Satisfaction of Strategic Constituencies both Internal and External: An organization has a higher chance of being effective in achieving its objectives when it ensures that all of its strategic constituencies are satisfied to some extent (Cameron, 1980). Any group of individuals who have a stake in an organization can be considered a strategic constituency. There are two types of groups that can have a major influence on an organization's operations: internal and external. Internal groups include employees, policy organs, and the Board of Directors. On the other hand, external groups consist of powerful entities outside the organization, such as shareholders and other stakeholders. When it comes to employees, experts in organizational analysis agree that an organization's success in achieving its goals relies on its ability to foster a motivating and stimulating work environment for its staff. It is important for organizations to constantly find ways to maintain high levels of motivation among their staff. One effective approach is to provide incentives that encompass fair compensation, acknowledgement, skill development, and career paths that foster communication within the organization and ensure employee progress and advancement (IDRC, 2006).

Adaptability to Change: Many scholars, particularly those who embrace the open system perspective, emphasize the significance of being adaptable and flexible to changes in the environment as key factors for organizational effectiveness. Weick (1977) highlights the importance of this aspect by emphasizing that successful organizations possess a variety of linguistic forms, methods for challenging conventional thinking and norms, and loosely connected structural units that enhance adaptability to the environment and promote diverse responses. Put simply, institutions must be adaptable in order to thrive in a volatile, uncertain, complex, and ambiguous environment. For an organization to successfully adapt to change, it is crucial to establish and implement efficient procedures for change management.

Transformational leadership: Leadership has been a popular topic for quite some time. In the realm of navigating fast-paced, intricate, and unpredictable environments, this has become a crucial consideration for organizations. The fundamental issue lies in management's tendency to prioritize efficiency over effectiveness, which ultimately hinders their ability to produce desired outcomes.

3. METHODOLOGY

The research design for this study is the survey research design, focusing on the population members of staff from two selected state government enterprises in Rivers State. The researchers utilized the Yaro Yamene's method to choose a sample size of 159 staff members as respondents. The data used in this study was collected from a variety of sources, including questionnaires, interviews, direct observations, journals, articles, internet sources, textbooks, and records from organizations. Nevertheless, a crucial tool used for gathering data was a questionnaire called the Human Resource Information System and Organizational Effectiveness Questionnaire (HRIS and OE), which utilized a five-point Likert scale. The statistical tools utilized for data analysis involve the linear regression with the version 21.0 of the statistical package for social sciences (SPSS).

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4. RESULTS

In this section, the researchers presented the SPSS output of the data gathered and analyzed

Table 1 Questionnaire Return Rate

Question	**Response**	**Respondents**	
		No.	**%**
Questionnaire return rate	Returned	152	95.60
	Not returned	7	4.40
Total		**159**	**100**

Source: *field survey, 2024*

The table above shows that out of the 159 questionnaires distributed to the respondents, 152 copies were duly completed and returned given a return rate of (95.60%) while 7 or (4.40%) copies of the questionnaire was not returned

4.1 Test of Hypotheses

Hypothesis One

H_{01}: human resource information system does not have significant impact on organizational productivity

Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Productivity	4.2039	1.15282	152
HRIS	3.8750	1.16978	152

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.422[a]	.178	.172	1.04877	1.869

a. Predictors: (Constant), HRIS

b. Dependent Variable: Organizational Productivity

ANOVA[a]

Model		Sum of Sqs	df	Mean Square	F	Sig.
1	Regression	35.690	1	35.690	32.448	.000[b]
	Residual	164.987	150	1.100		
	Total	200.678	151			

a. Dependent Variable: Organizational Productivity

b. Predictors: (Constant), HRIS

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.593	.295		8.784	.000
	HRIS	.416	.073	.422	5.696	.000

a. Dependent Variable: Organizational Productivity

From regression analysis above, the test of hypothesis one presented indicated that HRIS has impact on organizational productivity as shown by the mean values 3.8750 and 4.2039 in the descriptive statistics. The t – statistics revealed that the coefficient was statistically significant ($p = 0.000$) at $P \leq 0.05$. The results of the F – statistics of the regression model has a significant level of (0.000) at $P \leq 0.05$; hence, it is an indication that our regression model is an important better fit to predict the impact of HRIS on organizational productivity. Thus, we rejected the null hypothesis and concluded that human resource information system has significant impact on organizational productivity.

Hypothesis Two

H_{02}: human resource information system does not have significant impact on shareholder's return

Descriptive Statistics

	Mean	Std. Deviation	N
Shareholder's Return	4.3092	1.18620	152
HRIS	4.2237	1.20813	152

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.765[a]	.585	.582	.76685	2.039

a. Predictors: (Constant), HRIS

b. Dependent Variable: Shareholder's Return

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.258	1	124.258	211.303	.000[b]
	Residual	88.209	150	.588		
	Total	212.467	151			

a. Dependent Variable: Shareholder's Return
b. Predictors: (Constant), HRIS

Coefficients

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.138	.227		5.015	.000
	HRIS	.751	.052	.765	14.536	.000

a. Dependent Variable: Shareholder's Return

From regression analysis above, the test of hypothesis two indicated that HRIS has impact on shareholder's return as shown by the mean values of 4.2237 and 4.3092 in the descriptive statistics. The t – statistics revealed that the coefficient was statistically significant ($p = 0.000$) at $P \leq 0.05$. The results of the F – statistics of the regression model has a significant level of (0.000) at $P \leq 0.05$; hence, it is an indication that our regression model is an important better fit to predict the impact of HRIS on shareholder's return. Thus, we rejected the null hypothesis and concluded that human resource information system has significant impact on shareholder's return.

H_{03}: human resource information system does not have significant impact on market competitiveness

Descriptive Statistics

	Mean	Std. Deviation	N
Market Competitiveness	4.1842	1.14753	152
HRIS	4.2895	1.13716	152

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.751[a]	.563	.560	.76081	1.594

a. Predictors: (Constant), HRIS

b. Dependent Variable: Market Competitiveness

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	112.017	1	112.017	193.523	.000[b]
	Residual	86.825	150	.579		
	Total	198.842	151			

a. Dependent Variable: Market Competitiveness

b. Predictors: (Constant), HRIS

Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.935	.242		3.872	.000
	HRIS	.757	.054	.751	13.911	.000

a. Dependent Variable: Market Competitiveness

From regression analysis above, the test of hypothesis three showed that HRIS has impact on market competitiveness as revealed by the mean values of 4.2895 and 4.1842 in the descriptive statistics. The t – statistics revealed that the coefficient was statistically significant ($p = 0.000$) at $P \leq 0.05$. The results of the F – statistics of the regression model has a significant level of (0.000) at $P \leq 0.05$; hence, it is an indication that our regression model is an important better fit to predict the impact of HRIS on market competitiveness. Thus, we rejected the null hypothesis and concluded that human resource information system has significant impact on market competitiveness

Discussion of findings

According to this study, it was found that the effectiveness of organizations is significantly influenced by the human resource information system (HRIS). This statement is based on the results of the data that was analyzed using the linear regression model. The results of hypothesis one indicates that the use of HRIS has a significant impact on the productivity of the organizations in the study. This is supported by the fact that the level of significance was less than the p-value ($0.000 < 0.05$). In hypothesis two, the null hypothesis was rejected in favour of the alternative hypothesis because the p-value was less than the level of significance ($0.000 < 0.05$). The results of hypothesis three indicate that HRIS has a significant impact on the market competitiveness of Nigerian organizations. The null hypothesis was rejected in favour of the alternative hypothesis, as the level of significance was found to be higher than the p-value ($0.000 < 0.05$). The findings align with James et al (2014), who found a positive correlation between the financial performance of companies and the adoption of HRIS. This study, in contrast to most studies, examines not only the internal constituency of firm performance but also the external and internal constituency of organizational effectiveness.

CONCLUSION

This study suggested that HRIS plays a crucial role in helping organizations achieve higher productivity, increased shareholder satisfaction, and improved competitiveness. In addition, the study emphasizes the importance of organizations creating a platform for integrating human resource information into their strategy formulation. This integration is crucial for effective implementation of strategies and programs, which ultimately leads to organizational effectiveness.

RECOMMENDATIONS

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

i. To ensure that HRIS contributes to enhanced productivity, employees especially those in Human Resource, Accounting and Administrative unit should be trained on regular basis in order to acquaint them with relevant information and skills to face the changing organizational environment
ii. 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.
iii. Organizations should establish continuous monitoring and evaluation mechanisms for HRIS performance to assess its impact on productivity and competitiveness and make necessary adjustments for optimal outcome

Competing Interest: The authors declare that there is no competing or conflicting interest in this manuscript.

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QUESTIONNARE

HUMAN RESOURCE INFORMATION SYSTEM AND ORGANIZATIONAL EFFECTIVENESS: A STUDY OF SELECTED STATE-OWNED ENTERPRISES IN RIVERS STATE, NIGERIA

Instruction: Tick (v) to fill the appropriate space or box applicable to you. Please carefully read through the statement below and give honest response

Key: 1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Statement	1	2	3	4	5
Impact of Human Resource Information System (HRIS) on organizational Productivity					
Implementation of HRIS can significantly improve overall productivity an organization.					
HRIS makes it easier to manage employee effectiveness, leading to higher productivity.					
Integration of HRIS reduces bureaucratic procedures, allowing more focus on core activities.					
HRIS helps in efficiently allocating resources, thereby enhancing productivity.					
Impact has Human Resource Information System (HRIS) on shareholder's Return					
Adoption of HRIS has positively affected the profitability of the organization, benefiting shareholders.					
HRIS reduces operational cost and increase shareholder returns.					
Shareholder satisfaction improves due to the increase transparency facilitated by HRIS.					
HRIS enhances the organization's financial performance, leading to higher return on investment for shareholders.					
Impact of Human Resource Information System (HRIS) on the Market					

Competitiveness of the Organization					
HRIS has helped organizations to recruit top talents, thus enhancing competitive advantage in the market.					
Introduction of HRIS increases organization's responsiveness to market developments.					
HRIS has contributed to better decision-making, enhancing our market position.					
Implementing HRIS has increased efficiency and kept the organization competitive in the industry.					