

Human Resource Management and Management Information System in A Select Deposit Money Banks in Akwa Ibom State

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ABSTRACT: *This research was designed to examine the relationship between Human Resource Management and Management Information System in a Select Deposit Money Banks in Akwa Ibom State. A survey research design was adopted for the study and a sample size of 181 respondents was drawn from the population of 330. For the objective of the study to be achieved, four hypotheses were formulated. The major instrument for data collection was a structured questionnaire administered to the respondents using Random Sampling Techniques. Data collected were analyzed using simple percentage and Pearson Product Moment Correlation. Results show that there is a significant correlation between system software, Supervisor support, employee network design, business and process knowledge and Management Information System. Based on the finding of the analysis, it is concluded that Software design, supervisor support, employee network design, business and process knowledge are significant positive determinants of Human resource management. Companies that consider the application of management information system dimensions are likely to record a better HRM Key Performance Indicators (KPI). Although all four (4) management information system dimensions were strongly correlated, the coefficient for business and process knowledge was seen as the dimension that had the highest significant influence at 0.874 on the human resource. Consequently, it is recommended that Deposit Money Banks in Akwa Ibom State should help in the development of human resources management information system to measuring goals through training programs.*

KEYWORDS: human resources management, management information system, software design, supervisor support, employee network design, business and process knowledge

INTRODUCTION

Social and organizational changes in the economic environment are numerous and diverse. Therefore, it is important for Human Resource Management (HRM) to be comprehensive, high in quality, fast, flexible and in line with upcoming trends, because it is one of the parameters of a successful business (Charles, 2002). The use of information and

communication technology becomes imperative for HRM, as well as other activities in the company. Vincent and Joseph (2013) define Human Resource Management as a “management function within organizations that is concerned with people and their relationships at work”. O'Brien, (2011) also defined Human Resource Management (HRM) as the management of an organization's workforce, or human resources. Human Resource Management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories related to the behavior of people and organizations. Effective use of information systems in management decision making gives power to managers and help organization succeed (Namani, 2010).

The Management Information System (MIS) technology plays a crucial role in organization as well as government establishments, and they build their competitive advantage on credibility and information. Every aspect of management in the modern age relies heavily on information to thrive. Nothing moves without information and it is generally believed that information is power and that, he who has it has power. It has even been described as a singular resource needed to develop other resources, including workers in an organization (O'Brien, 2011). That is why Odger and Keeling (2002) deduced that, one-way businesses meet information needs is to use Management Information System. One approach by which an organization can utilize the company's capability is through the development of MIS.

The Management Information System is a collection of men, tools, procedures and software to perform various business tasks at various levels in the organization. Many organizations have spate MIS departments which are involved in maintaining records, performing transactions, report generations and consolidation of the important information which will be supplied to the various levels of the management. MIS primarily serves the functions of controlling and decision-making at the managerial level. MIS has three basic levels: operational, middle management and corporate management where the information is passed from bottom to top. There is no universally accepted definition of MIS and those that exist reflect the emphasis and perhaps prejudice of their authors. However, the term MIS can be seen as a database management system tailored to the needs of managers or decision-makers in an organization (Kotler, 2006). It should be noted from the above definition that the emphasis is on the uses to which the information is put. Planning, directing and controlling are the essential ingredients of “Management”. In essence, the processing of data, information, and communicating the resulting information directly to the user, is the key function of MIS (Khan, 2016).

This explains why standard and digitalized information processing devices such as the computer, word processing, and internet are highly welcome by organizations across the world. Kotler (2006) in a simpler manner defines MIS “as a planned system of collecting, processing, storing and dissemination of data in the form of information needed to carry out the functions of management. In a way, it is a documented report of the activities that were planned and executed”. In other words, MIS is an integrated user-machine system for providing information to support the operation of management analysis and decision-making function, which utilize computer hardware and software as well as a manual application for

its procedures. Despite the utilization of MIS in its various forms there still seems to be some problems that infringe on the effectiveness of decision-making by managers and the productivity of employees in an organization (Abdullahi, 2004). These include issues bordering on monitoring the system perhaps as a result of limited number of departmental managers and supervisors or their exit and also non-qualitative factors like morale of workers, attitudes of workers to work as well as the lack of flexibility of MIS to update itself, thus calling for an investigation to provide needed balance (Akinola, 2003). Management Information System (MIS) seeks to know the motive for work and to find ways by which their realization can be helped and encouraged.

Statement of the Problem

As organizations become more complex, the amount of information needed increases, hence the need for information systems and technology in human resource management for competitiveness. The organization determines what kind of information it will need by also deciding what kind of decision it will be making based on the Management Information System adopted. Because these needs are likely to change over time, it is also necessary to build a certain amount of flexibility. However, Management Information System (MIS) is more than a simple aggregation mechanism for inventory control and accounting; it is the foundation for a set of management tools enabling managers to establish objectives for the use of their organization's human resources and to measure the extent to which those objectives have been achieved.

Management Information System (MIS) helps management in effective planning, organizing and controlling its workforce to achieve desired results. It therefore, means that the ineffective utilization of Management Information System (MIS) can result in low- and poor-quality production by workers. This also implies that Management Information System (MIS) is a necessity for successful management which could adversely affect the productivity of workers if not properly managed. Designing and implementing an effective information system for Human Resource Management become a challenge to most organizations and ministries. The cost and management of these systems at times become constraints in the achievement of organizational goals. Thus, this study seeks to examine the relationship between Management Information System and Human Resource Management in an organization.

Objectives of the Study

The main objective of this study is to examine the relationship Between Management Information System and Human Resource Management in a select deposit money banks, Akwa Ibom State However, the specific objectives of this study include;

1. to examine the relationship between adoption of system software and Human Resource Management in selected deposit money banks in Akwa Ibom State.
2. to assess the relationship between supervisor support and Human Resource Management in selected deposit money banks in Akwa Ibom State.

3. to examine the relationship between employee network design and Human Resource Management in selected deposit money banks in Akwa Ibom State.
4. to ascertain the relationship between business and process knowledge and Human Resource Management in selected deposit money banks in Akwa Ibom State.

Research Questions

From the objectives of the study pointed above, this study seeks to give answer to the following questions:

1. what is the relationship between system software and Human Resource Management in selected deposit money banks in Akwa Ibom State?
2. what is relationship between supervisor support and Human Resource Management in selected deposit money banks in Akwa Ibom State?
3. what is relationship between employee network design and Human Resource Management in selected deposit money banks in Akwa Ibom State?
4. what is relationship between business and process knowledge and Human Resource Management in selected deposit money banks in Akwa Ibom State?

Statement of Hypotheses

The following hypotheses will be tested in their null form in this study:

- H0₁:** There is no significant relationship between system software and Human Resource Management in selected deposit money banks in Akwa Ibom State
- H0₂:** There is no significant relationship between supervisor support and Human Resource Management in selected deposit money banks in Akwa Ibom State
- H0₃:** There is no significant relationship between employee network design and Human Resource Management in selected deposit money banks in Akwa Ibom State
- H0₄:** There is no significant relationship between business and process knowledge and Human Resource Management in selected deposit money banks in Akwa Ibom State.

LITERATURE REVIEWS

Introduction/Overview of the Study

The review of related literature was divided into the following sub-topics: theoretical framework, conceptual framework which include concept of Management Information System, Human Resource Management, dimensions of Management Information System and review of literature.

Human Resource Management (HRM) argued to be a replacement of the term personnel management in organizations. In the light of this, experts like Armstrong (2007) sees HRM as

‘old wine in new bottles’; while Guest (1987) argued that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggests that Human Resource (HR) tasks are majorly concerned with the administrative activities such as recruitment, reward systems, promotion, and so on. However, it does not make HR administrators ‘having a seat at the table’ meaning that HR administrators is not regarded as a strategic business partner, therefore does not contribute to the success of the business.

Storey (1995) defines HRM as “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”; while Byars & Rue (2004) see HRM as “activities designed to provide for and coordinate the human resources of an organization.” In addition, Boxall & Purcell (2000) argue that “HRM includes anything and everything associated with the management of employment relationships in the firm.”

Conceptual Framework

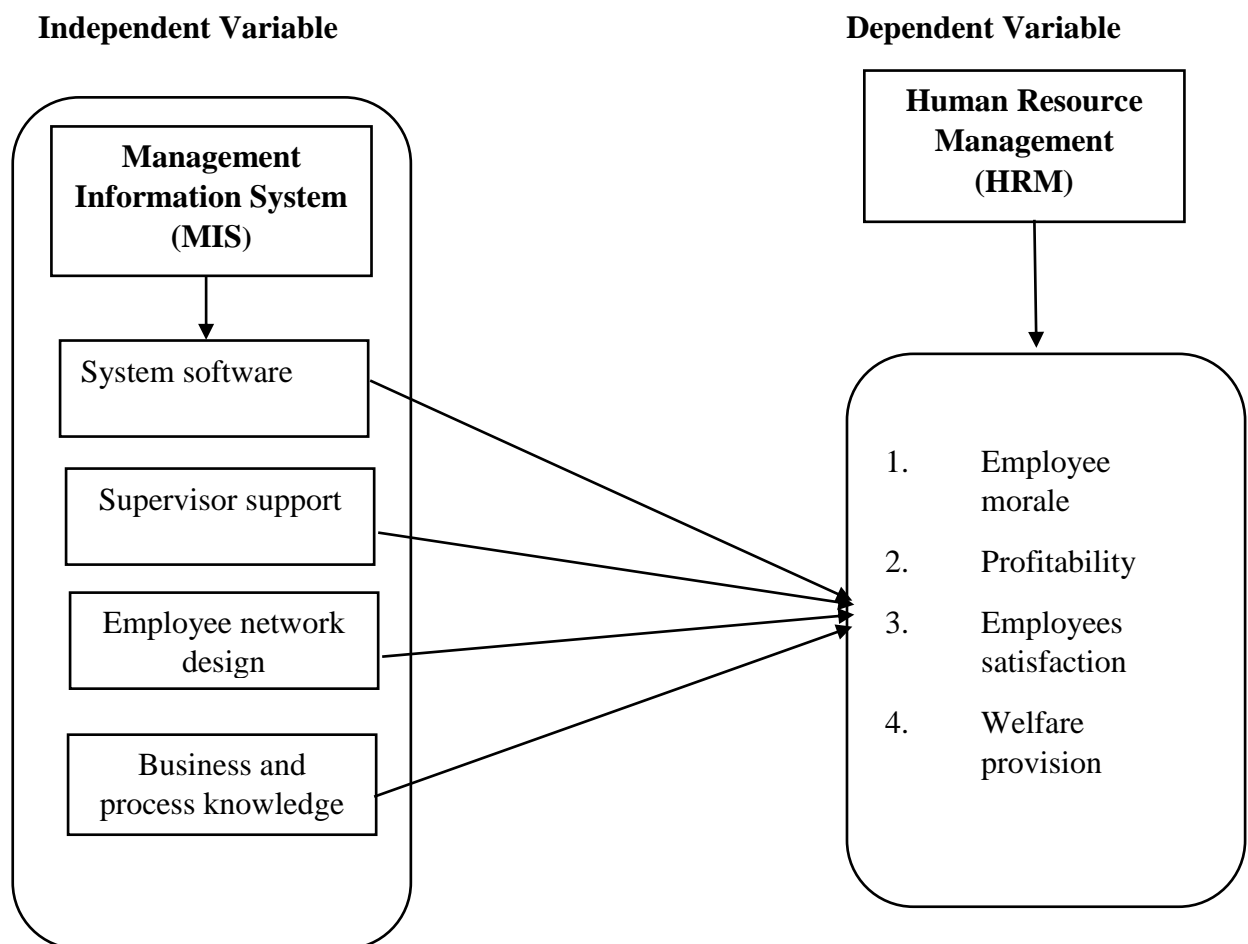


Figure (1): Study Model by of HRM and MIS by the researcher (2021)

Concepts of Human Resource Management (HRM)

HRM is concerned with the human beings in an organization. “The management of man” is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handing by management personnel” (Ganesan 2014). When the term HRM first became popular there was criticism of it as it referred to people as resources, as if they were any other factor of production to be leveraged into economic value. However, Boxall and Purcell (2016) regard this as a misunderstanding of the term. They suggest that it is not people that are referred to as ‘human resources’, rather their knowledge, skills and energies which they use in their daily roles: ‘People are not human resources. On the contrary, people are independent agents who possess human resources, which are the talents they can deploy and develop at work and which they take with them when they leave the organisation’ (authors’ emphases). However, the authors add that referring to people as human resources is ‘a mistake made in a variety of textbooks and dictionaries’.

Armstrong (2009), has it that “the overall purpose of human resource management is to ensure that the organization is able to achieve success through people.” In addition, he pointed out that “HRM strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management, and generally creating ‘a great place to work’.” Human resources is simply defined as “The people an organization employs to carry out various jobs, tasks and functions in exchange for wages and other rewards”. (Delaney, and Huselid, 2005).

Another wide used definition is by (Dessler 2013), he defines Human Resource Management as “The process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns.” Since the mid-70’s, human resource management (HRM) has gained prompt acceptance as professional titles, in seminar programs, in business books in universities and colleges and in the title of lecturer posts (Huselid, 1995). Human Resource Management (HRM) is considered as a strategic asset and research has indicated that HR policies and practices are an important sources of a firm’s competitive advantage in the marketplace since they are difficult to trade or imitate. According to (Batti, 2014), Human Resource Management is deemed a major management function in any organization regardless of its activity. It creates the most crucial condition for organizational performance. Human Resource Management is “a process that assists organizations recruit, selects and develops staff within the organization”.

Dimension of Human Resource Management

Employees Satisfaction and Management Information System

Employees are more loyal and productive when they are satisfied and their satisfaction affects the customers satisfaction as well as organizational productivity (Hunter and Tietyen 2007). There is no limit to employees satisfaction, it may vary from employee to employee. Sometimes employees need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction, (Miller, 2006). Good relationships, high salary, good working conditions, training and education opportunities, career developments or any other benefits may lead to employee satisfaction. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work (Gerhart, 2013). Many measures support that employee satisfaction is a factor of motivation, employee goal achievement and positive employee morale in the work place. Cranny, Smith and stone (2012) defined employee satisfaction as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with he/she actually receives. According to Moyes, Shao and Newsome (2008), they postulate that employee satisfaction is how pleased an employee is with his or her position of employment.

Employee Morale and Management Information System

Morale is an employee's outlook towards different stakeholders of an entity and is a psychological state of affairs for contentment, poise and resolution. In an organizational concept morale is an important factor which determines the performance of an organization. Which means morale will create a positive attitude among employees and that will helps to attain organizational commitment and goals, hence morale determine the performance of an organization (Morgan, 2012). Hence, it could be said that employee morale explains the outlook, contentment and poise that employee's feel at work.

When employees are affirmative about their environment and think that they can meet their most significant desires at work, employees morale is encouraged or elevated. Likewise, if employees are dissatisfied and discontented about their place of work and suffer a laissez-fair attitude and as if they cannot gratify their goals and needs. Thus, it could be concluded that Morale is one of the factors which measures bad or good performance of an organization.

Usha Tiwari (2014) indicates that employees morale and its impact on the efficiency of employee still exist in good manner and further indicates that relationship with the fellow workers, team spirit in direct work environment, working condition of work place, holidays provided, management and employees are allowed to talk freely are the most important factors which determine the employee's morale. In addition, another study argues that communication plays an important role in increasing the satisfaction of employees and this satisfaction leads to high morale (Upadhyay and Gupta 2012).

Employees' welfare and Management Information System

Welfare is a broad concept referring to the state of living of an individual or a group, in a desirable relationship with the total environment – ecological, economical and social. The term welfare includes both the social and economic contents of welfare. Brikend (2011) defined economic welfare as that part of social welfare which can be brought directly or indirectly into relation with the measuring need of money. According to him, "the economic welfare of a community of a given size is likely to be greater; the larger the share that accrues to the poor.

Manzini and Gwandure (2011) studied that the concept of employee's welfare has been used by many organizations as a strategy for improving organizational effectiveness; especially in the mobile industry since work related problems can lead to poor quality of life for employees and a decline in performance. It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effects on the life of the workers and their family members. Brikend (2011) in a study observed that job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions. It is one of the major challenges for today's organization. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work.

Patro (2012) identified that the employees are assets of any organization. The needs of the employees must be satisfied in order to meet the goals of the organization. Any organization would be effective only when there is high degree of co-operation between the employees and their management. Meena and Dangayach (2012) analyzed the employee satisfaction of Private Sector Banks and Public Sector Banks, Five banks were considered in which, three were public sector banks (State Bank of India, Bank of Baroda, and Punjab National Bank) and the remaining two were private sector banks (ICICI Bank and HDFC Bank). It was found that satisfied employees made positive contributions to the organizational effectiveness and performance of the banks. Parul and Ashok (2013) concluded in terms of proving that different welfare provisions provided to the employees working in an organization under Factories Act, 1948 are having positive relationship with the employee's satisfaction, after analyzing the correlation between these two factors. The reason behind this result is that these are the factors that lead to satisfaction and if these facilities are not present, it sometimes leads to dissatisfaction. Parul and Ashok (2013) studied that staff well-being and their level of satisfaction and engagement have been found to directly impact on organizational performance and ultimately organizational success.

Concepts of Management Information System

Larsson and Malmsjö (2008) see Management Information System as system used for supporting decision making in general on all levels in an organization. MIS serve the management level of the organization, providing managers with reports and access to the organization's current performance and historical records. Typically, MIS are oriented almost exclusively to internal, not environmental or external, events. MIS primarily serves the

functions of planning, controlling, and decision making at the management level (Laudon and Laudon, 2006). Nonaka and Takeuchi (1995) on the other hand see MIS as a term given to the discipline focused on the integration of computer systems with the aims and objectives of an organization. Management Information System is the series of processes and actions involved in capturing raw data, processing the data into usable information, and disseminating the information to users in the form needed. An MIS is not simply a computer program, and it involves more than just calculating numbers.

Robbinson (2006) views that MIS cannot be understood without first distinguishing between data and information. Data are unprocessed facts that give no insight by themselves whereas information is processed or transformed data that help someone make a decision or gain insight. For example, comparing a full management information system includes all the systems an institution uses to generate the information that guides management's decisions and actions. In large institutions, the MIS tends to be mostly or entirely computer-based, requiring software programs to capture and report on the necessary information. The development and management of information technology tools assist executives and the general workforce in performing any tasks related to the processing of information. MIS and business systems are especially useful in the collation of business data and the production of information in the form of reports to be used as tools for decision-making.

Dimensions of Management Information System (MIS)

System Software and Human Resource Management

The field of information systems investigates Information and Communication Technology (ICT) in organizational or community settings. It is an applied research discipline in which the "focus should be on how to best design IT artifacts and IS systems to increase their compatibility, usefulness, ease of use or on how to best manage and support IT or IT-enabled business initiatives" (Benbasat and Zmud, 2003). The IS field had some difficulties in defining itself and in marking its boundaries against engineering on one side and behavioural science on the other. The dilemma is that if a technology approach to IS is chosen, then there is no clear borderline to engineering. Similarly, if a behavioural approach to IS is chosen, then other behavioural disciplines could readily do IS research (Lee, 2000). IS research frequently utilizing theory from other disciplines like computer science and social science to solve problems at the intersection of information technology and organizations (Benbasat and Zmud, 2003).

Supervisor Support and Human Resource Management

According to organizational support theory (Sadiya, 2015) supervisor support facilitates changes in employee's levels of affective commitment (Sadiya, 2015). Supervisor support is defined as employee's views concerning the degree to which their supervisors value their contributions and care about their well-being (Kottke & Sharafinski, 2008). As agents of the organization, supervisors are responsible for directing and evaluating employees' job performance. Thus, employees often view their supervisor's feedback as indicative of the organization's orientation toward them (Eisenberger and Levinson, 1965). Moreover, because employees are aware that their supervisor's evaluations of their job performance are often

communicated to executives, who are seen as the representatives of the organization, the association between affective commitment and supervisor support is further strengthened (Eisenberger et al., 2002).

Employee Network Design and Human Resource Management

Employee's Network design refers to work arrangement or rearrangement aimed at reducing or overcoming job dissatisfaction and employee's alienation arising from repetitive and mechanistic tasks. Through job design, organization's try to raise productivity levels by offering nonmonetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increases challenge and responsibility of one's work. Job enlargement, job enrichment, job engineering, job rotation and job simplification are various techniques used in a job design exercise. Opatha (2002) see job design as the functions of arranging task, duties and responsibilities in to an organizational unit of work. The process of job design has been defined as the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder.

Business and Process and Human Resource Management

Process management is almost 100 years old concept (Tinnilä 2009). It has been seen as a challenger to product control concepts. The basic idea of business processes and their management has been to create value for the customer through activities in an organization (Laamanen and Tinnilä 2009; Bund 2005) and to fulfil other strategies such as providing returns to stakeholders (Strnadl 2006). The development of process methodologies started in the 1970s, while Business Process Reengineering (BPR) and other methods were introduced from the 1990s onwards. Palmberg (2009) has researched the history and development of BPM. Palmberg Møller (2008) concludes based on a wide literature review, that there is no clear definition of BPM rather states that it is to be seen more as a collection of certain matters rather than as one clear term. Also, Lindsay (2003) writes "definitions of business process given in much of the literature on Business Process Management are limited in depth and their related models of business processes are correspondingly constrained".

Empirical Reviews

Al-Shawabkeh (2014) study on Human Resource Information Systems and their impact on Human Resource Management Strategies: A Field Study in Jordanian Commercial Banks. The purpose of the study was to examine the impact of Human Resource Information System (HRIS) on Human Resource Management Strategies. A simple random sampling of (7) banks were adopted. (190) questionnaires were distributed (185) surveys were included in the analysis". The dependent variable human resource management and the independent variable includes Planning HR systems, Staffing HR systems, Training HR systems, Assessment HR systems, Compensation HR systems. The Study exposed that HRIS had a significant effect at level ($P \leq 0.05$) on Human Resource Management Strategies in Jordanian Commercial Banks. The study concluded that a statistically significant impact at level ($P \leq 0.05$) of "planning HR Systems, Staffing HR Systems, Training HR Systems, Assessment HR Systems, and compensation HR Systems) on HRM Strategies in Jordanian Commercial Banks".

Kavoo-Linge (2015) studied application of modern Human Resource Management practices by women SME owner/managers in Kenya. The purpose of this study was to explore the application of modern human resource management practices by women SME owner/managers in Kenya. The study used a cross-sectional survey design was adopted. Data was collected using a structured questionnaire. The data was analyzed using descriptive statistics, Pearson correlation and qualitative methods. the dependent variable human management and the independent variable includes commissions and employee performance, salary and employee performance, medical allowance and employee performance and transport and employee performance. The results finding showed that out of the 100 questionnaires that were issued to respondents, 58 were returned. The study concluded that the women managers also needed to develop affordable compensation systems which could appeal to their employees.

In 2016, Siengthai studied the Impact of Human Resource Information System (HRIS) on Organizational Effectiveness: A Case Study of the Textile Industry in Thailand. The purpose of this exploratory study was to investigate the impact of HRIS on organizational effectiveness. A questionnaire survey was conducted during December 2012-March 2013. About 354 questionnaires were mailed to the random sample drawn from the Textile Directory (2006). A total of 63 usable returned questionnaires were obtained. Descriptive statistics were used to analyze the obtained data. The dependent variable organizational effectiveness and independent variable includes time savings, cost savings, information effects, decision making and strategic impact. The study findings revealed that the sample respondents perceived that HRIS had a positive impact on organizational effectiveness with respect to human resource processes, time savings, cost savings, information effects, decision making and strategic impact of HR role.

Theoretical Framework

Herzberg Two Factor Theory

Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), whereas responses about bad feelings are associated with job context (hygiene factor). Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision and company policy (Herzberg, 1966). In the retail setting, Winer and Schiff (1980) have conducted studies using Herzberg's two-factor theory. They found that "achievement" was the highest rated motivator. Likewise, "making more money" received the second-highest rating in the study, followed by "chances of promotion" and "recognition".

In contrast, Lucas (1985) discovered that the "supervisor-employee relationship" was a significant factor influencing worker satisfaction in a study of U.S. retail stores, and two hygiene factors were reported as significant, namely "company policy" and "relationship with peers". Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. They are necessary only to avoid bad feelings at work. On the other hand, motivators are the real factors that motivate employees at work.

METHODOLOGY

Research Design

A research design is the 'procedures for collecting, analyzing, interpreting and reporting data in research studies' (Creswell and Clark 2007). It is the overall plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. The study makes use of descriptive survey research designs. The research objectives for this study are formulated based on the steps that would be taken in order to resolve the problem statement as formulated.

Population of the Study

Population here can be explained as the entire set of circumstances the researchers wants to make a broad view of (Dawson, 2009; Simons 2016). The total population for this study comprised the senior, middle and intermediate management staff of selected deposit money banks in Akwa Ibom State.

The sample population were drawn from a total member of 330 management Staff of selected deposit money Banks in Uyo metropolis. A breakdown of the figures is shown below in table below

A Select Deposit Money Banks and Number of Staff

S/N	SELECTED Deposit Money BANKS	NUMBER OF STAFFS
1.	Union Bank, Abak Road & Udo Udoma branches	33
2.	First Bank Plc, Aka Road, Udo Udoma & Oron Road, Uyo branches	36
3.	United Bank of Africa (UBA), Aka Road, udo Udoma & Nwaniba branches	36
4.	Access Bank, Aka Road, Willington & Udo Udoma branches	35
5.	Guaranty Trust Bank (GTB), Abak road & Udo Udoma branches	25
6.	FCMB, Abak Road, & Oron Road branches	31
7.	Keystone Bank, Abak Road, & Ikot Ekpene Road Branches	15
8.	Eco Bank, Wellington Bassey & Oron Road branches	30
9.	Zenith Bank, Oron Road, Abak road & Udo Udoma branches	44
10.	Fidelity Bank, Abak Road & Udo Udoma branches	20
11.	Sterling Bank, Oron Road & Oron Road	25
	Total Population	330

Source: Field Survey 2022

The information is obtained from the Human Resource department of the various branches as at May 16th, 2022.

The selection of the commercial banks listed above in table 3.0. This number was randomly selected for the study which was 330. This was done by picking folded pieces of paper randomly from a container which had names of the seventeen 18 deposit money banks present in Uyo metropolis. Folded pieces of paper were picked separately for each of the departments.

Determination of Sample Size and Sampling techniques

In determining the sample size for the target population for this study, Taro Yamane statistical formula is apply as stated thus:

$$\text{Formula } n = \frac{N}{1 + N(e)^2}$$

$$n = 181$$

Sources of Data Collection

In the literature review, there are basically two sources of data, primary and secondary sources. While primary data sources include soliciting responses by employing questionnaires or personal interviews secondary data were sourced from literatures, textbooks, journals, publications, etc (Baridam, 1999). In this study, primary data will be adopted.

Validation of Instrument

Best and Kahn (2006) defined validity as the quality of a data gathering instrument or procedure that enables it to measure what is supposed to measure. In justifying the validity of this study, a number of steps was be taken. First, the use of random sample provided the study with rich information that enabled the generalization of finding to wider populations. Second, the data collection methods through the use of questionnaire and interview will ensured excellent results.

Reliability of Instrument

Reliability is the degree of consistency that the instrument or procedure demonstrates (Best and Kahn 2006). In this study reliability was achieved by measuring consistent results from the respondents. Reliability of data were assured through information collected from relevant respondents with specific attention to key issues related to entrepreneurial relation and organizational sustainability, factors which hinder performance, proper wording of instructions and logical arrangement of questions that will be asked. Furthermore, Cronbach Alpha was adopted to test for internal consistency of the construct at 0.951. An acceptable lower limit could be as low as 0.5 (Field, 2005; Buehl and Zoefel, 2005; George and Mallery, 2003; Nunnally, 1978). Therefore, a Cronbach Alpha Co-efficient of above 0.5 indicates internal consistency of items and can be relied on to explain the relationship between the variables under measurement. The Cronbach's Alpha is preferred because it gives a more accurate estimate of instrument reliability (Olaitan and Nwoke, 2000). Thus, the coefficients for the items in the instrument for this study were greater than 0.5 and found reliable.

Method of Data Analysis

Marshall and Rossman (1999) describe data analysis as the process of bringing order, structure and meaning to the mass of collected data. The type of data collected determines not only whether quantitative techniques can be used but also the specific quantitative techniques to be used (Lancaster 2005). The levels of quantitative analysis included descriptive statistics. However, in this study, the Pearson Product Moment Correlation analysis will be employed. Similar studies were carried out recently by several authors in (Okunade, 2019).

Test of Hypotheses

The hypotheses were tested using the Pearson Product Moment Correlation (PPMC). The hypotheses were tested at 0.05 level of significance. The null hypotheses will be rejected if the probability value (p-value) is less than 0.05 ($p < 0.05$).

Table 4.3.1: Pearson Product Moment Correlations Analysis

		System Software	Supervisor Support	Employee Network Design	Business And Process Knowledge	Human Resource Management
System Software	Pearson Correlation	1	.948**	.937**	.948**	.779**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	158	158	158	158	158
Supervisor Support	Pearson Correlation	.948**	1	.998**	1.000**	.672**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	158	158	158	158	158
Employee Network Design	Pearson Correlation	.937**	.998**	1	.998**	.602**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	158	158	158	158	158
Business and Process Knowledge	Pearson Correlation	.948**	1.000**	.998**	1	.874**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	158	158	158	158	158
Human Resource Management	Pearson Correlation	.779**	.672**	.602**	.874**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	158	158	158	158	158

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey Data, (2022).

Test of Hypothesis One (H₀₁)

There is no significant relationship between system software and human resource management in selected deposit money banks in Akwa Ibom State. From the analysis, the correlation coefficient (R) for the first hypothesis (H₀₁) was $R_{x_1} = 0.779$, suggesting a strong positive correlation between system software and human resource management. The result was statistically significant ($R_{x_1} = 0.779$; $n = 159$; $p = 0.000$). Based on this, it is safe to assume that system software will influence human resource management. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between system software and human resource management.

Test of Hypothesis Two (H₀₂): There is no significant relationship between supervisor support and human resource management in selected deposit money banks in Akwa Ibom State.

From the analysis, the correlation coefficient (R) for the second hypothesis (H₀₂) was $R_{x_2} = 0.672$, suggesting a positive correlation between supervisor support and human resource management. The result was statistically significant ($R_{x_2} = 0.672$; $n = 159$; $p = 0.000$). Based on this, it is safe to assume that supervisor support will influence human resource

managemnt. Since the p-value is less than 0.05($p=0.000<0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between supervisor support and human resource management.

Test of Hypothesis Three (H0₃): There is no significant relationship between employee network design and human resource management in selected deposit money banks in Akwa Ibom State.

From the analysis, the correlation coefficient (R) for the third hypothesis (H0₃) was $R_{x_3} = 0.602$, suggesting a positive correlation between employee network design and human resource management. The result was statistically significant ($R_{x_3} = 0.602$; $n = 159$; $p = 0.000$). Based on this, it is safe to assume that employee network design will influence human resource management. Since the p-value is less than 0.05($p=0.000<0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between employee network design and human resource management.

Test of Hypothesis Four (H0₄): There is no significant relationship between business and process knowledge and human resource management in selected deposit money banks in Akwa Ibom State. From the analysis, the correlation coefficient (R) for the third hypothesis (H0₄) was $R_{x_3} = 0.874$, suggesting a positive correlation between business and process knowledge and human resource management. The result was statistically significant ($R_{x_4} = 0.874$; $n = 159$; $p = 0.000$). Based on this, it is safe to assume that business and process knowledge will influence human resource management. Since the p-value is less than 0.05($p=0.000<0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between business and process knowledge and human resource management.

DISCUSSION OF THE FINDINGS

The study showed a significant positive relationship between each of the four dimensions of management information system (system software, supervisor support, employee network design and business and process knowledge) and human resource management in selected deposit money banks in Akwa Ibom State. The result of first hypothesis testing shows that there is a significant positive relationship between system software and human resource management with a correlation coefficient of $R_{x_1} = 0.779$. This finding is in agreement with the work of Benbasat and Zmud, (2003), that management information system dimensions like the system software have a significant impact on the job satisfaction level of human resource management and translated into better productivity in terms of quality service delivery to the firms.

The result of the second hypothesis demonstrates that supervisor support with human resource management significantly influences performance with a correlation coefficient of $R_{x_2} = 0.672$. The result is in agreement with previous studies done by Sadiya, (2015), supervisor support facilitates changes in employees' levels of affective commitment. Moreover, because employees are aware that their supervisor's evaluations of their job

performance are often communicated to executives, who are seen as the representatives of the organization, the association between affective commitment and supervisor support is further strengthened by (Eisenberger et al., 2002).

The result of the third hypothesis posits a significant positive relationship between motivation of salesforce and salesforce performance with a regression coefficient of $R_{x_3} = 0.602$. This is an indication of a positive correlation between employee network design and human resource management. The finding is in line with the works of Opatha (2002) "Job design is the functions of arranging task, duties and responsibilities in to an organizational unit of work". The process of job design has been defined as, "specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder.

The result of the fourth hypothesis posits that there is a significant relationship between business and process knowledge and human resource management in selected deposit money banks in Akwa Ibom State. From the analysis, the correlation coefficient (R) for the third hypothesis (H_{04}) was $R_{x_3} = 0.874$, suggesting a positive correlation between business and process knowledge and human resource management. The result was statistically significant ($R_{x_3} = 0.874$; $n = 159$; $p = 0.000$). Based on this, it is safe to assume that business and process knowledge will influence human resource management. Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant positive relationship between business and process knowledge and human resource management. This is supported by Yusuf and Aina (2018) Conclusively, lack of management skills on MIS process by most business organization in Nigeria does not only affect the effective performance of MIS but also reduce their ability to compete favourably in the market with their large-scale industrialist counterpart which has been a major stumbling block for the development and growth of business organizations in Nigeria

CONCLUSION

From the study conducted, it is obvious that software design, supervisor's support, employee network design, business and process knowledge are relational dimensions that can influence Human Resource Management in selected deposit money banks in Akwa Ibom State. The empirical results of the study clearly underscore the following: Software design, supervisor support, employee network design, business and process knowledge are significant positive determinants of Human resource management. Companies that consider the application of management information system dimensions are likely to record a better HRM Key Performance Indicator (KPI). Although all four management information system dimensions were strongly correlated, the coefficient for business and process knowledge was seen as the dimension that had the highest significant influence at 0.874 on the human resource management.

Recommendation

The study recommends the human resources management information systems responsible people in deposit money banks in the city of Uyo to make it able to identify company training needs in the long term, and to identify individual needs. Deposit money banks in Uyo should help in the development of human resources management information system to measuring goals through training programs. Overcoming the difficulty in dealing with the human resources management information system at the implementation of training programs. Deposit money banks in Uyo should study the reason of resistance to the applied update from some staff to training programs and try to get rid of it.

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