Management Information System Tools and Human Resource Management Practices in Selected Commercial Banks in Akwa Ibom State

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ABSTRACT: *This research was conducted to examine the relationship between Management Information System Tools and Human Resource Management Practices in Selected Commercial Banks in Akwa Ibom State. Four objectives and four Research Questions were developed. For the objective of the study to be achieved, four hypotheses were formulated. A survey research design was adopted for the study and a sample size of 181 respondents was drawn from the population of 330. The major instrument for data collection was a structured questionnaire administered to the respondents. Random Sampling Technique was used to pick the size from the population. Data collected were analyzed using simple percentage and Pearson Product Moment Correlation was used in testing the hypotheses. Results showed that there is a significant correlation between system software, Supervisor support and employee network design, and Human Resource Management. Based on the findings of the analysis, it was concluded that Software design, supervisor support, employee network design, business and process knowledge are significant positive determinants of Human resource management. Commercial Banks that consider the application of management information system dimensions are likely to record a better HRM Key Performance Indicators (KPI); Recruitment & Selection, Training & Development, Performance Management and Appraisal Processes, and Compensation and Benefits. 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 Commercial 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, information system, system design, supervisor support, employee network design,

INTRODUCTION

Management Information System (MIS) technology plays a crucial role in organization as well as government establishments, and they build their competitive advantage on

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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 (MIS) is a collection of men, tools, procedures and software to perform various business tasks at various levels in the organization. Many organizations despise 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 is a system using formalized procedures to provide management at all levels in all functions with appropriate information based on data from both internal and external sources, to enable them make timely and effective decisions for planning, directing and controlling the activities for which they are responsible (Argyris, 2007). 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 into information, and communicating the resulting information directly to the user, is the key function of MIS (Khan, 2016). It should therefore be noted that MIS exists in organizations to help them achieve objectives to plan, control their processes, operations and to help deal with the uncertainties, as well as help in adopting changing or indeed initiating changes. Essentially, information has become a critical resource, just like energy, both of which are vital to the wellbeing of individuals and organizations in the modern world. Like energy, politics, and technology are changing, information are captured, processed, stored, disseminated and used (Charles, 2002). MIS is generally thought of as an integrated, user-machine system providing information to support operations, management, and decision-making functions in an organization (Abdullahi, 2004).

Human Resource Management (HRM) is the process which consists of Human Resource Planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labor relations (Dessler, 2007). HRM is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2007); Vincent and Joseph (2013) define Human Resource Management as a "management function within organizations that is

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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. 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). This research was conducted to finding the relationship between Management Information System tools and Human Resource Management practices in selected Commercial Banks in Akwa Ibom State.

Statement of the Problem

Management Information System is an effective tool in Human Resource Management which helps to identify and collect data on all important metrics of the operation of the company. Management and employees receive reports about productivity and effectiveness of her workforce, supervisors are kept up to date with analysis. Management Information System (MIS) also helps management in effective planning, organizing and controlling its workforce to achieve desired results.

However, despite the utilization of MIS tools such as adoption of system software, supervisor support, employee network design and business and process knowledge 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**.** 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. To this end this study sought to examine the relationship between Human Resource Management Tools and Management Information System Practices in Selected Commercial Banks in Akwa Ibom State.

Objectives of the Study

The main objective of this study was to examine the relationship between Management Information System Tools and Human Resource Management Practices in selected Commercial banks in Akwa Ibom State. However, the specific objectives of this study include;

i. to examine the relationship between adoption of system software and Human Resource Management in selected Commercial Banks in Akwa Ibom State.
ii. to assess the relationship between supervisor support and Human Resource Management in selected Commercial Banks in Akwa Ibom State.
iii. to examine the relationship between employee network design and Human Resource Management in selected Commercial 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:

   i.   what is the relationship between system software and Human Resource Management in selected Commercial Banks in Akwa Ibom State?

  ii.   what is relationship between supervisor support and Human Resource Management in selected Commercial Banks in Akwa Ibom State?

 iii.   what is relationship between employee network design and Human Resource Management in selected Commercial Banks in Akwa Ibom State?

Statement of Hypotheses

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

$H0_1$:   There is no significant positive relationship between system software and Human Resource Management in selected Commercial Banks in Akwa Ibom State

$H0_2$:   There is no positive significant relationship between supervisor support and Human Resource Management in selected Commercial Banks in Akwa Ibom State

$H0_3$:   There is no significant positive relationship between employee network design and Human Resource Management in selected Commercial Banks in Akwa Ibom State

LITERATURE REVIEW

Concept of Human Resource Management (HRM)

Human Resource Management (HRM) argued to be a replacement of the term personnel management in organizations. In the light of this, experts like Armstrong (2017) 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 are not regarded as a strategic business partner, therefore does not contribute to the success of the business. Human resource management is the strategic approach to the efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. (Wikipedia.com)

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 organization' (authors' emphases). However, the authors add that referring to people as human resources is 'a mistake made in a variety of textbooks and dictionaries.

HUMAN RESOURCE MANAGEMENT PRACTICES

Recruitment and Selection

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori and Aryeetey, 2011).

Training and Development

Employee training and development includes any activity that helps employees acquire new, or improve existing, knowledge or skills. Training is a formal process by which talent development professionals help individuals improve performance at work. Development is the acquisition of knowledge, skill, or attitude that prepares people for new directions or responsibilities. Training is one specific and common form of employee development; other forms include coaching, mentoring, informal learning, self-directed learning, or experiential learning. Employee training and development can help employees become better at their jobs and overcome performance gaps that are based on lack of knowledge or skills.

Performance Management and Appraisal Processes

A performance management system is a tool or resource, typically a software tool, that companies can use to evaluate the performance of their employees. Performance management is widely considered as a component of business intelligence and software-aided management. A performance management system can be set up in different ways. A typical system may include useful resources for asking questions about performance and for tracking actual production or productivity. It may also have a dashboard that allows users to create reports. An important issue with performance management systems is how useful these systems are in actual business processes. Performance management is often associated with employee evaluations and reviews, which can be subjective to perform. This negatively affects the adoption of performance management systems, as a result.

Compensation and Benefits

Compensation management is the discipline for determining employees' appropriate pay and benefits. A critical element in talent management and employee retention, it uses financial and nonmonetary benefits to attract recruits, reduce turnover, spur performance and boost employee engagement. Compensation management is typically carried out by HR professionals, who are responsible for ensuring that salaries and bonuses remain competitive and benefits change with the needs of the workforce. The HR leaders in this role must gather and analyze internal and external salary figures, demographic and economic statistics and other relevant information. They are also keen to understand the complexities of benefits administration. Compensation and benefits practices affect the behavior of employees. According to abilities, motivation and opportunity theory (AMO), Compensation and benefits form part of the motivation goal of the Human Relation Practices, attracting activities at work and bringing creativity to organizations. Firms attract skilled workers through attractive compensation and benefits packages and innovative reward systems.

Concepts of Management Information System

Lucy (2005) defines Management Information System (MIS) as a term that is synonymous with computer based data processing. Many authors of MIS books lay emphasis on topics such as system analysis, file design and other technical aspects of computer based systems. MIS is seen as processing of data, that is, the routine facts and figures of the organization, into information vital for decision-making. They are qualitatively different from data processing systems and the involvement of the management is vital to the success of MIS design. Data from the external and internal sources is converted to information which can then be communicated in an appropriate form to managers at various levels to aid in decision-making that is timely and effective for planning, directing and controlling the activities of organization for which they are responsible. The emphasis of MIS is on the use of information system not on the product of information. Organizations infuse information system into their operations so as to improve competitiveness and facilitate business growth and success (Fisher & Kenny, 2000.)

Larsson and Malmsjö (2008) saw 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.

DIMENSIONS OF MANAGEMENT INFORMATION SYSTEM (MIS)

System Software

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 behavioral 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 behavioral approach to IS is chosen, then other behavioral 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). For example, from the social sciences, a wide variety of theories have been borrowed by IS researchers (Orlikowski and Barley, 2001), such institutionalist theory (Avgerou, 2000b) and structuration theory (Giddens, 1984).

Supervisor Support

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 and 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

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. Buchanan (2009) it can also be the process of putting together various elements to form a job, bearing in mind organizational and individual worker requirements, as well as considerations of health, safety, and ergonomics.

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Theoretical Framework

Herzberg Two Factor Theory 1966

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.

Human Capital Theory:

Human capital is an illustration of people's investment in themselves, in other word in their skills, that eventually increases their economic productivity. Their theory is based on the idea that human capital leads to creativity which eventually results in receiving higher personal income. This theory's supporters believe that educated people are productive people meaning people who are educated, earn higher personal income than the rest of the population. "Human capital theory rests on the assumption that formal education is highly instrumental and even necessary to increase production capacity of a population" (Olanyan and Okemakinde, 2008).

However, there are some researchers who stand against the human capital theory, such as Fix, Blair (2018) they suggest that the correlation between income and education is weak. "Simple correlations between earnings and years of schooling are quite weak. Moreover, in multiple regressions when variables correlated with schooling are added, the regression coefficient of schooling is very small" (Mincer, 1974 stated in Fix, 2018). Human capital theorists claim that productivity and efficiency of employees increases by education through raising the level of cognitive stock of economically productive human ability that is an outcome of innate

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capability and investment in human beings. According to Babalola (2003) stated in Olanyan and Okemakinde (2008) the logic behind investing in human capital is built on three points of view which are first, the new generation must be provided with the knowledge that previous generations also had. Second, the new generation should be trained in the ways in which the existing knowledge can be used to develop and invent different products or social services. Third, the new generation should be encouraged to discover entirely new approaches in fulfilling the community's needs through creative approaches.

Empirical Reviews

Al-Shawabkeh (2014) study of 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≤ 0.05) on Human Resource Management Strategies in Jordanian Commercial Banks. The study concluded that a statistically significant impact at level (P≤ 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.

Siengthai (2016), 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

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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.

METHODOLOGY

A survey research design approach was adopted for the study. The population of the study were made up of 330 management Staff of selected Commercial Banks in Akwa Ibom State. Data collected were analyzed with the Correlation analysis to ascertain the relationship that exist between the independent and dependent variables. The test will be carried out at a 95% Confidence interval, with 5% (0.05) level of significance. The reliability was determined through the Cronbach alpha reliability test. The resulting coefficient for 20 items was 0.952. Since the result co-efficient was above the threshold of 0.5, the instrument was ascertained reliable and adopted for the study.

Analysis

Table 4.1.9 Percentage analysis of Responses on System Software

SYSTEM SOFTWARE		Extent of Agreement			
	SA	A	D	SD	Total
Management Information System is an information system used for supporting decision making in general on all levels in an organization.	57 (36%)	76 (48%)	15 (9%)	11 (7%)	159 (100%)
MIS primarily serve the functions of planning, controlling, and decision making at the management level.	76 (48%)	66 (42%)	10 (6%)	7 (4%)	159 (100%)
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.	93 (58%)	60 (38%)	1 (0.63%)	5 (3.3%)	159 (100%)
The field of information systems investigates Information and Communication Technology (ICT) in organizational or community settings.	54 (34%)	74 (47%)	20 (13%)	11 (6%)	159 (100%)
Total **Proportion of N** **Percentage of Proportion**	**366** **73.2** **(46%)**	**312** **62.4** **(39%)**	**68** **13.6** **(9%)**	**49** **9.8** **(8%)**	**795** **159** **(100%)**

Source: Field survey 2022

Table 4.1.9 showed the frequency of responses and their percentages on the stress management dimension. Of a proportion of 159 respondents, 73.2 (46%) strongly agreed to questions, 62.4 (39%) agreed, 13.6 (9%) disagreed and 9.8 (8%) strongly disagreed, thus concludes that effective stress management contributes to work life balance.

Table 4.1.10: Percentage analysis of Responses on Supervisor Support

SUPERVISOR SUPPORT		Extent of Agreement			
	SA	A	D	SD	Total
Supervisor support facilitates changes in employees' levels of affective commitment.	86 (54%)	36 (23 %)	22 (14%)	15 (9%)	159 (100%)
Supervisor support leads for employees to high commitment through job satisfaction and motivation.	54 (34%)	74 (47%)	20 (13%)	11 (6%)	159 (100%)
Employees often view their supervisor's feedback as indicative of the organization's orientation toward them.	61 (38%)	65 (41%)	25 (15%)	8 (6.0%)	159 (100%)
As agents of the organization, supervisors are responsible for directing and evaluating employees' job performance.	53 (33%)	65 (41%)	33 (21%)	8 (7%)	159 (100%)
Total **Proportion of N** **Percentage of Proportion**	**340** **68** **(32.7%)**	**276** **55.2** **(37.4%)**	**122** **24.4** **(16.3%)**	**57** **11.4** **(7.9%)**	**795** **159** **(100%)**

Source: Field survey 2022

Table 4.1.10 showed the frequency of responses and their percentages on the communication competency dimension. Of a proportion of 159 respondents, 68 (32.7%) strongly agreed to question, 55.2 (37.4%) agreed, 24.4 (16.3%) disagreed; 11.4 (7.9%) strongly disagreed.

Table 4.1.11: Percentage analysis of Responses on Employee Network Design

EMPLOYEE NETWORK DESIGN		Extent of Agreement			
	SA	A	D	SD	Total
Job design is the functions of arranging task, duties and responsibilities in to an organizational unit of work.	53 (33%)	65 (41%)	33 (21%)	8 (7%)	159 (100%)
In this rapidly changing business environment, it is has become even more critical for jobs design to meet the requirement of challenging work.	86 (54%)	36 (23 %)	22 (14%)	15 (9%)	159 (100%)
Job enlargement, job enrichment, job engineering, job rotation and job simplification are various techniques used in a job design exercise.	86 (54%)	36 (23 %)	22 (14%)	15 (9%)	159 (100%)
Changing technology, advanced communication, and changing organizational structures have all impacted job design.	54 (34%)	74 (47%)	20 (13%)	11 (6%)	159 (100%)
Total **Proportion of N** **Percentage of Proportion**	**279** **70** **(44%)**	**211** **53** **(33%)**	**97** **24** **(15%)**	**49** **12** **(8%)**	**636** **159** **(100%)**

Source: Field survey 2022

Table 4.1.11 showed the frequency of responses and their percentages on the negotiation competency dimension. Of a proportion of 159 respondents, 70 (44%) strongly agreed to questions, 53 (29.2%) agreed, 21 (12.7%) disagreed; 13(7.9%) strongly disagreed and 22 (12.9%) undecided.

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 4.1: 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
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 (H_{01})
There is no significant relationship between system software and human resource management in selected Commercial Banks in Akwa Ibom State. From the analysis, the correlation coefficient (R) for the first hypothesis (H_{01}) was $Rx_1 = 0.779$, suggesting a strong positive correlation between system software and human resource management. The result was statistically significant ($Rx_1 = 0.779$; 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 (H0$_2$): There is no significant relationship between supervisor support and human resource management in selected Commercial Banks in Akwa Ibom State.

From the analysis, the correlation coefficient (R) for the second hypothesis (H$_{02}$) was Rx$_2$ =0.672, suggesting a positive correlation between supervisor support and human resource management. The result was statistically significant (Rx$_2$= 0.672; n= 159; p= 0.000). Based on this, it is safe to assume that supervisor support 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 relationship between supervisor support and human resource management.

Test of Hypothesis Three (H0$_3$): There is no significant relationship between employee network design and human resource management in selected Commercial Banks in Akwa Ibom State.From the analysis, the correlation coefficient (R) for the third hypothesis (H0$_3$) was Rx$_3$ =0.602, suggesting a positive correlation between employee network design and human resource management. The result was statistically significant (Rx$_3$= 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.

DISCUSSION OF THE FINDINGS

The study showed a significant positive relationship between each of the four dimensions of management information system tools(system software, supervisor support, employee network design and business and process knowledge)and human resource management in selected Commercial 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 Rx$_1$= 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 Rx$_2$ = 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).

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The result of the third hypothesis posits a significant positive relationship between motivation of sales force and sales force performance with a regression coefficient of $Rx_3 = 0.602$. 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.

CONCLUSION

Management Information System provides management with strategic data not only in recruitment and retention strategies, but also in merging HRIS data into largescale corporate strategy. The data collected from Management Information System provides management with decision making tool. Through proper HR management, firms are able to perform calculations that have effects on the business as a whole. Such calculations include health-care costs per employee, pay benefits as a percentage of operating expense, cost per hire, return on training, turnover rates and costs, time required to fill certain jobs, return on human capital invested, and human value added. (Asafo,2007,).

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 Commercial Banks in Akwa Ibom State. The empirical results of the study clearly underscore the following: Software design, supervisor support and employee network design, are significant positive determinants of Human resource management. Commercial Banks that consider the application of management information system tools are likely to record a better HRM Key Performance Indicators (KPIs.- recruitment and selection, training and development, performance management and appraisal processes and compensation and benefits)

Recommendations
i. Commercial Banks in Akwa Ibom State should budget more on the acquisition of human resources management information system and also pay more attention on continuous training of staff to enable them have competitive advantage.
ii. Supervisor should ensure that when a new employee joins the team, their supervisor should help them understand their role and support them during their transition. This might include providing workplace orientation and explaining company policies or job duties. The supervisor may manage all onboarding activities, or they may work with the human resources department to make sure the new hire receives the guidance and information they need.
iii. It is recommended that software designs will change HR in its core. It will develop a human-centric mindset that focuses beyond designing programs or processes to create

meaningful experiences. Design brings an innovate approach that will change the way HR teams deliver value, organize work and find solutions.

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