



The Impact of Human Resource Information Systems (HRIS) on Organizational Performance in Selected Universities in Taraba State

¹Sampati Umaru Tanimu., ²Danladi Husaini, PhD. & ³Prof. Asaju Kayode

¹Department of Public Administration, Taraba State Polytechnic Suntai

²Department of Public Administration, Taraba State University, Jalingo

³Department of Public Administration, Federal University Wukari, Taraba State

Abstract

This study examined the influence of Human Resource Information Systems (HRIS) on organizational performance in selected universities in Taraba State, Nigeria. Specifically, the study investigated the HRIS tools adopted by the universities, assessed the effectiveness of HRIS in enhancing human resource management practices, examined its effect on organizational performance, and identified the challenges associated with HRIS implementation. A mixed-methods research design was adopted, combining quantitative and qualitative approaches with data were collected through questionnaires, interviews, and observation checklists from a proportionately selected sample of 376 respondents drawn from a population of 6,359 staff of Federal University Wukari, Taraba State University, Jalingo, and Kwararafa University, Wukari. Descriptive and inferential statistical techniques were employed to analyze the quantitative data, while qualitative responses were analyzed thematically. The study concludes that HRIS is a strategic resource that enhances administrative efficiency and organizational effectiveness in universities. It recommends increased investment in ICT infrastructure, continuous staff training, strengthened management support, and improved policy implementation to maximize the benefits of HRIS in Nigerian universities.

Keywords: Human Resource Information System (HRIS), Organizational Performance, Human Resource Management, Universities, Taraba State, Nigeria.

Introduction

Globally, the management of Human Resource (HR) has become increasingly complex, especially within universities where diverse categories of staff must be effectively coordinated to achieve institutional goals. As a result, organizations have adopted various HR tools to enhance efficiency in recruitment, training, performance management, and employee relations. Traditionally, these tools were manual and often inefficient, leading to delays, inaccuracies, and poor coordination. However, advancements in information and communication technology have led to the development of more sophisticated systems such as the HR Information System (HRIS), which integrates multiple HR functions into a unified digital platform.

At national level, universities occupy a distinctive position in the organizational landscape. They are simultaneously employers of large and diverse workforces, producers of knowledge, providers of educational services, and subjects of extensive regulatory and accreditation oversight. The management of academic staff, non-academic personnel, technical staff, and support workers across multiple faculties, departments, and campuses generates enormous volumes of personnel-related data and correspondingly complex HR management challenges. Traditional paper-based and manual HR management systems which remain prevalent in many Nigerian universities are demonstrably incapable of meeting these challenges with the accuracy, speed, and transparency that contemporary institutional governance demands (Dessler, 2020; Nwosu & Abubakar, 2023). The adoption of HRIS tools is therefore not merely a technological upgrade but an institutional necessity for any university that aspires to administrative excellence and competitive relevance.

At the local level, Taraba State, located in the north-eastern geopolitical zone of Nigeria, is home to a growing number of universities that collectively employ thousands of academic and non-academic staff and serve tens of thousands of students. Among the most prominent of these institutions are the Federal University Wukari, Taraba State University Jalingo, and Kwara University Wukari institutions that represent the federal, state, and private ownership categories respectively within the state's university system.

This study is designed to investigate the HR tools adopted in selected universities in Taraba State, determine the effectiveness of HRIS in enhancing human relations practices, examine its effects on overall institutional performance, and identify the challenges militating against its adoption. Through this approach, the study aims to provide practical insights that will support improved HR management and organizational performance in Nigerian universities, particularly within Taraba State. The specific objectives are to examine:

- i. The HRIS tools adopted in the selected Universities.
- ii. The effectiveness of the HRIS in enhancing Human Relations practices in the selected Universities.
- iii. The effects of the adoption of HRIS on the overall performance of the selected universities.
- iv. The challenges militating against the adoption of HRIS tools in the selected universities.

Literature Review

Conceptual Review

HR Information Systems

A key element of organizational strategy that emphasizes the productive and efficient use of personnel to accomplish organizational goals is HRM. Recruitment, training, remuneration, separation, and performance management are all included in HRM. Technology has revolutionized HR practices through the integration of HRIS, automating several tasks and improving data-driven decision-making in HR-related operations (Aliyu, Salisu & Musa, 2023). IS facilitate data analysis, coordination, control, and decision-making inside an organization. As a subset of IS, HRIS combines technical capabilities with the fundamental HR functions to produce a more effective workflow. Better data handling, more accessibility to employee-related data, and improved strategic decision-making processes for HR professionals are all guaranteed by the system. HRIS potentially address issues with performance monitoring, organizational development, and personnel data management. HRIS is systematically used to collect, store, manage, and interpret data related to the HR function of an organization, as it integrates HRM functions with technology, streamlining processes like recruitment, payroll, performance appraisals, and employee training (Esther, 2021).

In Nigerian public institutions, HRIS adoption will play a significant role in improving organizational performance by automating core HR activities, and facilitates real-time access to employee data, which allows for more accurate performance evaluations and timely interventions. Toye (2023), explained that this system will enables university management to align key functions with institutional goals, which can boost overall job satisfaction and productivity, moreover, Implementing HRIS leads to better decision-making capabilities among managers. Accordingly, Adesina et al. (2023) averred that organizations in Nigeria that use, HRIS gains better data management, which immediately leads to better employee performance decision-making. The automation of repetitive HR operations is one of IS's primary contributions to HRIS; HR

professionals can concentrate on more important tasks by using HRIS to automate payroll, attendance monitoring, and performance review procedures, This enhanced lowering human mistake and raising worker productivity levels. HRIS makes it possible to monitor employee performance in real time by integrating performance tracking technologies, such that managers can evaluate staff performance against predetermined KPIs, get real-time data on output, and make appropriate modifications which enhances performance management and guarantees that workers are always conscious of how they contribute to the objectives of the organization. However, Chukwuemeka, & Adegbite, (2023), averred that HRIS come in various types, each designed to meet specific needs and functionalities within an organization which include the following:

- i. Core HRIS: Focuses on basic HR functions such as employee data management, payroll, benefits administration, and compliance tracking and serves as the central database for all employee information.
- ii. Talent Management Systems (TMS): designed to assist in recruiting, on boarding, performance management, learning and development, and succession planning with aim to optimize employee performance and engagement.
- iii. Recruitment Management Systems (RMS): Specifically focused on the recruitment process, from job postings to applicant tracking and on boarding and helps streamline and enhance the hiring process.
- iv. Payroll Systems: Automates payroll processing, tax calculations and reporting and ensures compliance with tax laws and regulations while facilitating direct deposits and automatic deductions.
- v. Learning Management Systems (LMS): focuses on employee training and development by facilitating online learning, tracking progress, and offering training resources and supports continuous employee development and skill enhancement.
- vi. Self-Service HRIS: Provides employees with access to personal HR information, allowing them to update personal details, request time off, and access payslips and enhances employee engagement and reduces administrative workload.
- vii. Performance Management Systems (PMS): Concentrates on tracking and managing employee performance through goal setting, feedback, evaluations, and appraisals whereas facilitates alignment of individual performance with organizational objectives.
- viii. Workforce Management Systems (WMS): Focuses on scheduling, time and attendance tracking, and labor management and helps optimize workforce efficiency and ensure adequate staffing levels.
- ix. Compensation Management Systems (CMS): Aids organizations in managing employee compensation, including salary structures, bonuses, and incentives and ensures internal equity and adherence to budgetary constraints.
- x. HR Analytics and Reporting Systems: Provides analytical tools and dashboards to track KPIs related to HR functions and assists in data-driven decision-making and strategic HR planning.
- xi. Integrated HRIS Solutions: Comprehensive platforms that combine multiple HR functions into a single system and Streamlines HR processes and improves data consistency.
- xii. Cloud-Based HRIS: Hosted on the cloud and accessible via the internet, allowing for flexibility, scalability, and remote access and Reduces the need for on-premises infrastructure and maintenance.

Organizations may choose a single type of HRIS or a combination of systems tailored to its specific needs, size, and budget. The right choice typically depends on the organization's goals, existing systems, and the specific HR functionalities required.

Organizational Performance

The effectiveness of an organization is dependent on the performance of its workforce, and HRIS is becoming more crucial to improving performance, particularly in Nigeria. HR encompasses hiring, training, performance reviews, and employee management which can be made more efficient by using HRIS. These processes directly impact the output and morale of employees. HRIS considerably improves worker performance by offering instruments for efficient performance evaluation and supervision. Organizations use it to monitor worker advancement, point areas in need of development, and give prompt feedback. For example, HRIS aids in the management of personnel data, decision-making, and more efficient performance reviews in Nigerian institutions, all of which raise employee motivation and performance results (Amer, 2023).

Furthermore, through providing data-driven insights into HR practices like fair compensation and training opportunities improves employee happiness and retention, and assist in addressing performance gaps in Nigeria's Federal Universities. Universities better drive organizational and employee performance by aligning HR practices with larger institutional goals through the use of HRIS for strategic HR management (Amer, 2023). Organizational performance focuses on how effectively an organization meets its goals and objectives, often measured through various metrics and indicators that reflect its efficiency, productivity, financial health, and overall success.

Mbogo & Okutoyi (2017) reveals the essential factors influencing organizational performance as leadership and management, employee engagement, strategic alignment, technology and tool, organizational culture and training and development. A positive culture that fosters collaboration, innovation, and accountability promotes higher performance levels and continuous investment in employee training and professional development contributes to a more skilled and motivated workforce.

Review of Relevant Empirical Studies

Bony & Fatema (2024) examined the impact of Human Resource Information Systems (HRIS) on the financial profitability of commercial banks in Bangladesh. The study employed a quantitative research design using survey questionnaires and financial data analysis to investigate the relationship between HRIS adoption and profitability indicators such as revenue per employee, employee satisfaction, Return on Assets (ROA), Return on Equity (ROE), and Return on Investment (ROI) on HRIS expenditure. The findings revealed that effective implementation and utilization of HRIS significantly improved both financial and organizational performance by increasing employee engagement, productivity, and operational efficiency. The study concluded that organizations that strategically invest in HRIS experience better financial outcomes and enhanced workforce performance.

Ngirwa & Magege (2023) investigated the effectiveness of HRIS on organizational performance in the banking sector using Azania Bank Limited in Tanzania as a case study. A

descriptive research design was adopted involving 133 employees selected from the bank's headquarters. Data were collected through structured questionnaires and analysed using descriptive statistics, correlation, and multiple regression analysis in SPSS. The study established that HRIS significantly improved employees' and managers' access to human resource information, enhanced communication, and improved service delivery. However, the authors also noted that low digital literacy among employees constituted a challenge to effective HRIS utilization, thereby suggesting the need for continuous staff training and digital capacity building.

Islam (2023) examined the impact of HRIS on organizational efficiency in Finland with emphasis on the integration of software, hardware, organizational procedures, and data management. The study reported that organizations implementing comprehensive HRIS experienced substantial improvements in operational efficiency, strategic human resource planning, and organizational effectiveness. The findings further demonstrated that HRIS serves as an important strategic resource capable of aligning human resource functions with organizational goals, thereby enhancing institutional performance.

Amro, Sahar, & Ghaith (2023) investigated the relationship between HRIS, organizational citizenship behaviour, and organizational success within the Jordanian banking sector. Using a quantitative approach and stratified random sampling, data were collected from 141 HR professionals working in Jordanian commercial banks. Statistical analysis showed that HRIS had a significant positive influence on organizational success, while organizational citizenship behaviour significantly moderated the relationship between HRIS adoption and organizational performance. This implies that the benefits of HRIS are maximized when employees willingly demonstrate positive work attitudes beyond their formal responsibilities.

Abuhantash (2023) investigated the role of HRIS in organizational performance through a mixed-methods approach involving systematic literature review, case studies, and empirical analysis. The study found that HRIS implementation positively influences organizational efficiency, effectiveness, and competitive advantage by improving decision-making processes, automating routine HR activities, and supporting strategic organizational objectives. The researcher concluded that successful HRIS implementation is an important determinant of sustainable organizational performance.

Sayem & Siddiqua (2022) assessed the impact of HRIS on organizational performance among Bangladeshi companies. Using a descriptive research design and primary survey data, the study revealed that although many organizations had adopted HRIS, its application was largely restricted to administrative functions such as payroll preparation and attendance management. More advanced HR functions including recruitment, performance management, succession planning, and employee development remained underutilized. Consequently, the authors recommended broader utilization of HRIS capabilities to maximize organizational performance.

Mutio & Samuel (2022) examined the effect of HRIS on employee performance in Independent Commissions in Kenya. Guided by the Unified Theory of Acceptance and Use of Technology and Resource Flow Theory, the researchers employed a descriptive research design involving 303 respondents selected through stratified random sampling. Correlation analysis indicated that electronic recruitment and electronic training significantly improved employee

performance. The findings emphasized that technology-driven HR practices contribute significantly to organizational productivity and employee effectiveness.

Kaaria (2022) investigated the relationship between HRIS, top management commitment, and organizational performance among commercial state corporations in Kenya. Using questionnaires and interviews administered to senior HR managers and chief executives from 55 corporations, the study employed descriptive statistics, Pearson correlation, ANOVA, and regression analysis. Results showed that HRIS positively influenced organizational performance, while top management commitment significantly strengthened HRIS acceptance and utilization. The study concluded that management support remains a critical success factor for effective HRIS implementation.

Juma (2022) evaluated the effectiveness of HRIS functions on the performance of higher learning institutions using the Tengeru Institute of Community Development in Tanzania. The study found significant positive relationships between HRIS personnel records management, payroll management, employee relocation management, and institutional performance. The findings demonstrated that HRIS contributes to improved administrative efficiency and service delivery within higher education institutions.

Amara, Bibimoune & Kara (2022) examined the impact of HRIS implementation on organizational performance in Algeria. Based on interviews with managers and HR executives, the study established that HRIS improved HR processes, time efficiency, quality of information, and managerial decision-making. However, HRIS did not significantly reduce operational costs, indicating that the benefits of HRIS are more pronounced in administrative effectiveness than immediate financial savings.

Nthiga & Nyang'au (2021), Mjomba & Oyagi (2021), Khrais (2021), Esther (2021), Anupa (2021), Moussaa & Arbi (2020), & Hatib (2020) similarly reported positive relationships between HRIS adoption and organizational performance across water companies, manufacturing firms, oil and gas companies, software firms, banks, and public organizations. Collectively, these studies found that HRIS enhances information management, innovation capability, strategic decision-making, employee performance, organizational effectiveness, and competitiveness. Nevertheless, they also identified barriers such as inadequate ICT infrastructure, limited technical skills, organizational resistance to change, privacy concerns, and incomplete utilization of HRIS functionalities.

Overall, the empirical literature demonstrates overwhelming evidence that HRIS positively influences organizational performance irrespective of geographical location or sector. However, the majority of the reviewed studies were conducted in banking institutions, manufacturing firms, oil and gas companies, commercial organizations, and public corporations outside Nigeria. This contextual and geographical gap provides a strong justification for the present study, which seeks to empirically investigate the influence of HRIS on organizational performance in selected universities in Taraba State, Nigeria.

Theoretical Framework/Review

The Resource-Based theory (RBV) proposed by Werner in 1984 is a major theory that has been adopted to analyze the interrelationship between HRIS and Organizational Performance.

The basic argument is that organizational performance is determined by the strength of its HRs it owns. When the theory is applied to analyze the effect of HRIS; HR is considered organizational resources that enhance organizational capabilities and eventually lead to higher performance, whereas is applied to analyze the value of HRIS and Information systems are usually considered to be a type of resources.

Cole & Kelly (2015) averred that a system is a set of interrelated parts which form a whole that was propounded and promoted by Ludwig Von Bertalanffy in (1940). Further, the introduction to cybernetics, explained that the supplemental insights and intuitions to the legendary theory, which was described as an approach to rational and persuasive thinking rather than a comprehensible and standardized theory (Gladding, 2013).

Technology Acceptance Model was developed by Davis came in 1980s as one of the most essential research models linking the factors contributing to the acceptance of information technology and organizational performance which serves as an effort to predict the intention of using and endorsing information technology and systems by innumerable individuals and organizations worldwide (Dulcici, *et al.*, 2012).

Dynamic Capabilities Theory was developed by David Teece, Gary Pisano, and Amy Shuen in 1997 which emphasizes in competitive survival in response to the dynamic nature of contemporary organizational environments. The theory believes that the organization's capacity to assimilate, shape, and revamp external and internal proficiencies with a view to quickly changing the milieus surroundings.

The Adaptive Structuration Theory (AST) was inspired by Anthony Giddens's concept of structuration. AST was developed by M. Scott Poole based on the work of Giddens, Robert McPhee, and David Seibold. Poole took a critical approach to the linear models of communication and determined that group dynamics are too complicated to be reduced a few propositions or a predictable chain of events. Poole believes that group members affect outcomes and calls his theory adaptive because he thinks that group members intentionally adapt rules and resources to accomplish goals. AST is an approach for studying the role of advanced information technologies in organizational performance (Poole & DeSanctis, 1990). The theory seeks to understand the types of structures that are provided by advanced technologies and the structures that actually emerge in human action as people interact with these technologies (Poole, 2000).

Methodology

The design of this study is a survey method which aimed at providing the opinions of the respondents on the empirical assessment of the HRIS and organizational performance of the Universities in Taraba State. This study was conducted in three purposively selected tertiary institutions in Taraba State namely Federal University Wukari (FUW); Taraba State University (TSU); and Kwara University Wukari with a sample size of 376 out of 6,359 total population was proportionately selected using Taro Yamane and adopted a mixed-methods approach by collecting both quantitative and qualitative data whereas Questionnaire, Interview, Observation Checklist are the instruments used for Data Collection. **The study adopt descriptive statistics tools** which summarize and interpret data sets using measures like mean and standard deviation whereas **inferential statistics** makes predictions or inferences about a population based on a sample of data, including hypothesis testing and confidence intervals.

Conclusion and Recommendation

The study concludes that HRIS have become indispensable tools for enhancing organizational performance in universities. The conceptual review demonstrates that HRIS integrates core human resource functions such as recruitment, payroll administration, performance appraisal, employee development, and records management into a unified digital platform, thereby improving efficiency, transparency, and decision-making. The empirical evidence reviewed consistently indicates that organizations that effectively adopt HRIS experience improved employee performance, enhanced organizational effectiveness, better service delivery, increased productivity, and stronger strategic decision-making across different sectors and countries.

From the theoretical perspective, the Resource-Based View, Technology Acceptance Model, Dynamic Capabilities Theory, Systems Theory, and Adaptive Structuration Theory collectively establish that HRIS represents a strategic organizational resource whose successful adoption depends on organizational capabilities, management commitment, employee acceptance, and the effective integration of technology into institutional processes. Consequently, universities that invest in robust HRIS infrastructure are better positioned to achieve sustainable organizational performance and administrative excellence.

Overall, the convergence of the conceptual, empirical, and theoretical evidence supports the position that effective HRIS implementation is a critical driver of improved human resource management practices and organizational performance in Nigerian universities. However, realizing these benefits requires continuous investment in ICT infrastructure, employee capacity development, supportive leadership, and institutional policies that promote technology adoption.

The study therefore recommends that:

- i. University management should invest in comprehensive and integrated HRIS platforms that automate recruitment, payroll, employee records, performance management, training, and other core HR functions.
- ii. Regular training and capacity-building programmes should be organized to improve employees' digital literacy and enhance effective utilization of HRIS applications.
- iii. Governments, university governing councils, and regulatory agencies should provide adequate funding for ICT infrastructure, internet connectivity, cybersecurity, and system maintenance to ensure sustainable HRIS implementation.
- iv. University management should formulate clear institutional policies that encourage the acceptance and effective utilization of HRIS while ensuring data security, privacy, and compliance with relevant regulations.
- v. HRIS should be fully integrated with strategic planning and institutional performance management systems to facilitate evidence-based decision-making and improve organizational competitiveness.

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