

## Human Resource Information System and Employee Commitment of Hotels in Port Harcourt, Rivers State, Nigeria, Nigeria

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**Abstract:** *This study intends to examine the relationship human resource information systems and employee commitment of hotels in Port Harcourt, Rivers State, Nigeria. The study adopted the cross-sectional research survey design. Primary source was generated through self-administered questionnaire. The population of the study was 350 employees of 20 selected 3-star hotels in Rivers State. A sample size of 187 was calculated using the Taro Yamene sample size formula. The research instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 to be selected. Data generated will be analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses was tested using the Spearman's Rank Order Correlation Statistics. The findings of the study revealed that there is a significant relationship between human resource information systems and employee commitment of hotels in Rivers State. Therefore, the study concludes that human resource information systems significant influences employee commitment of hotels in Rivers State. The study thus recommends that management and HR managers of hotels need to continue investing towards improvement of the human resource information systems with a view to enhancing their service delivery such as investing in online recruiting tools for pre-employment screening, personality assessments and testing to screen candidates to allow selection of qualified candidates who match the organization's values and culture with minimal human interaction.*

**Key words:** *Human Resource Information Systems, Employee Commitment, E-Recruitment, Affective Commitment, Normative Commitment and Continuance Commitment*

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### INTRODUCTION

The dramatic changes in the business environment over the last four decades have forced organizations to respond in a strategic manner in order to survive and progress. Every strategic

response made by the organization presupposes the involvement of people. People have a role to play in the implementation of strategic responses for they impact significantly on firm performance (Kandula, 2006). Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brown & Taylor, 2011 cited in Kamau, 2015).

John and Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010).

The addition of information technology to the human resource industry had revolutionized the contemporary and modern workplace. The HR professionals now have an improved capacity not only to gather information, but also to store, sort and retrieve it in a timely and effective manner. This has not only increased the efficiency of the organization but also the effectiveness of the human resource management function and department (Mujtaba, Afza, & Habib, 2011). Human resource information is key to making strategic decisions on human resources and providing an opportunity for human resource professionals to contribute to organizational strategy. The provision of HRIS has increased quite significantly among organizations of different sizes due to their ability to enhance the strategic human resource management role in the company or firm.

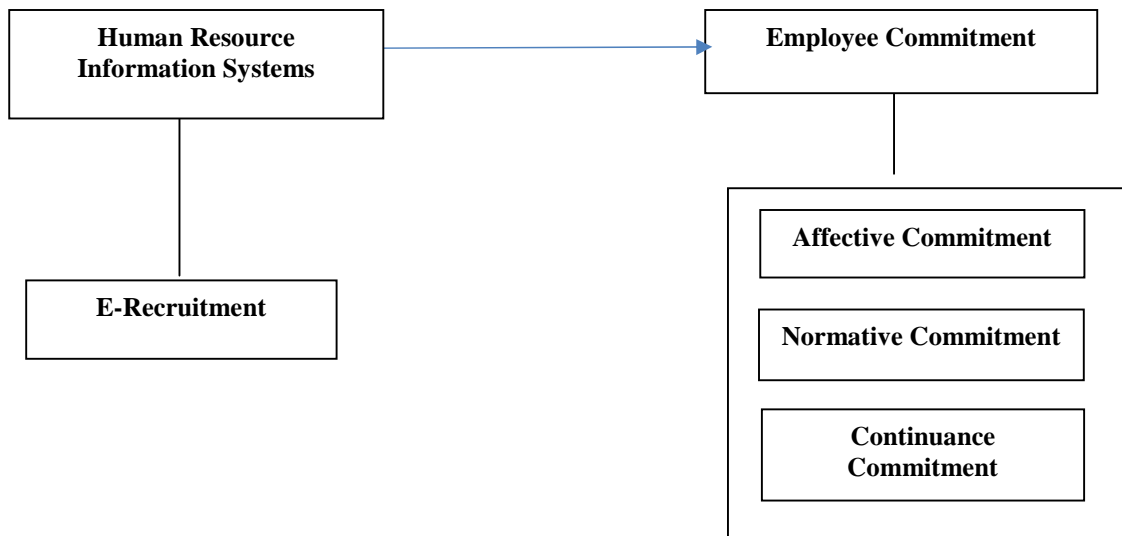
Human Resource Information System (HRIS) is a concept which utilized the Information Technology for effective management of the human resource, its functions and applications in the firm. HRIS enables systematic procedure for collecting, sorting, storing, maintaining and recovering data required by the organizations about its human resources (Singh, Jindal, & Samim, 2011). Human Resource Information Systems (HRIS) is a computerized system typically comprised of a data base or inter related database that track and monitor employees and their employment specific information (Gill & Johnson, 2010).

The computerization of HRIS had resulted in an integrated database of human capital files which produced reports for the human resource function and department. For this, the human resource department needed accurate and timely data with regard to its human resources. HRIS supported organization planning, administration, decision making and control. The system supported modules and applications such as employee selection and placement, payroll, pension and benefits management, intake and training and development projections, career pathing, equity monitoring and productivity evaluation. The information systems increased administrative efficiency and reproduced reports capable of improving decision making in human resources. HRIS had also helped with projecting staffing demand and supply needs, improving both data maintenance process and data input process within the firm. The HRIS improved the training process, eliminated procrastination of HR functions resulting to cost

saving on the HR functions. The information generated from HRIS increased coordination between the HR department and the top administrators in organizations and mainly the operational managers. The purpose of this study was to examine the relationship between human resource information system and employee commitment of three- star hotels in Rivers State?

Furthermore, this study was guided by the following research questions:

- i. What is the relationship between e-recruitment and affective commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria?
- ii. What is the relationship between e-recruitment and normative commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria?
- iii. What is the relationship between e-recruitment and continuance commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria?



*Fig.1 Conceptual Framework for the relationship between human resource information system and employee commitment*

*Source: Desk Research (2020)*

## LITERATURE REVIEW

### Human Resource Information System

A Human Resources Information System (HRIS) is a soft-ware or online solution that is used for data entry, data tracking and the data information requirements of an organization's human resources (HR) management, payroll and bookkeeping operations. An efficient HRIS provides: administration of all staff data, reporting and evaluation of staff data, company-related records, including staff handbooks, disaster evacuation methods and security recommendations, rewards management, such as enrollment, status modifications and updating of personal data. It is an information system or managed service that provides a single, centralized view of the data that a human resource management (HRM) or human capital management (HCM) group requires for completing human resource (HR) processes such as recruitment, placement, payroll management

and other human resource practices (Rouse, 2014). Human resource information systems may also be viewed as a way, through software, for businesses big and small to take care of a number of activities including solutions in recruiting, training and payroll. A human resource information system allows a company to plan its HR costs more effectively, as well as to manage them and control them without needing to allocate too many resources toward them. In most situations, human resource information systems may also lead to increases in efficiency when it comes to making decisions in HR and as a result enabling the HR practitioner to obtain many hours of his or her day back instead of spending these hours dealing with non-strategic, mundane tasks required to run the administrative-side of HR.

### **E-recruitment**

E - recruitment function is a sub process such as long and short-term candidate attraction, the generation, pre-screening, and processing of applications or the contracting and on boarding of new hires. Online job advertisements on corporate web sites and internet job boards, online Curriculum Vitae databases, different forms of electronic applications, applicant management systems, corporate skill databases, and IS supported workflows for the contracting phase are only few examples of the various ways by which information systems today support recruitment processes (Gurol, Wolf and Ertensir 2010). In HR planning process it is easier to follow workforce gaps, the quantity and quality of the labour force and to plan future workforce requirements with the help of HR knowledge systems (Dessler, 2005).

### **Employee Commitment**

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1997; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mindset are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

### **Measures of Workers Commitment**

#### **Affective Commitment (AC)**

According to Meyer & Allen (1997) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi *et al*, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

### **Normative Commitment (NC)**

According to Madi, *et al* (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Bal,*et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that coworkers' commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Bal, *et al*, 2014).

### **Continuance Commitment (CC)**

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997).

### **Human Resource Information System and Employee Commitment**

A central theme within the human resource management literature concerns the identification of "best practices" that enhance both organizational performance and employee commitment. Research in this area is driven by efforts to find links between these practices and firm level outcomes, such as higher productivity, lower turnover, low rates of absenteeism and higher levels of financial performance (Arthur, 1994; Huselid, 1995). Research exploring the impact of these human resource practices on employee 18 commitment is considerably more limited (Guest, 1999). Yet, there is an implicit assumption within the literature that these human resource practices may be applied both across and within organizations, yielding desirable firm level outcomes and employee behaviors.

Shiri (2012) in his study on human resource management indicates that HRM is especially important in a knowledge-based institution, where ideas and expertise are greatly valued, and a creative and innovative workforce is necessary to meet the challenges of this new dispensation. Efficient and effective management of human capital is increasingly an imperative and complex process. As a result, there has been a considerable increase in the number of organizations; public universities inclusive are gathering, storing, and analyzing information regarding their human resources through the use of software which is human resource information system. Shiri

observed that this increasing application of HRIS is meant to increase performance of individual organizations which use the systems.

The study postulates the following hypotheses to be tested:

**Ho<sub>1</sub>:** There is no significant relationship between e-recruitment and affective commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

**Ho<sub>2</sub>:** There is no significant relationship between e-recruitment and normative commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

**Ho<sub>3</sub>:** There is no significant relationship between e-recruitment and continuance commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

### METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The population of the study is 350 employees of 20 selected 3- star hotels in Rivers State. A sample size of 187 was ascertained using the Taro Yamene sample size formula. The research instrument was validated through by experts as provided by supervisors vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

### DATA ANALYSIS AND RESULTS

*Table 1 Correlation Matrix for e- Recruitment and Employee Commitment*

			E- Recruitment	Affective Commitment	Normative Commitment	Continuance Commitment
Spearman's rho	E-Recruitment	Correlation	1.000	.828**	.824**	.578**
		Coefficient				
		Sig. (2-tailed)		.000	.000	.000
		N	150	150	150	150
	Affective Commitment	Correlation	.828**	1.000	.753**	.776**
		Coefficient				
		Sig. (2-tailed)	.000	.000	.000	.000
		N	150	150	150	150
	Normative Commitment	Correlation	.824**	.753**	1.000	.708**
		Coefficient				
		Sig. (2-tailed)	.000	.000	.000	.000
		N	150	150	150	150
Continuance Commitment	Correlation	.578**	.776**	.708**	1.000	
	Coefficient					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	150	150	150	150	

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

*Source: SPSS output version 23.0*

**Ho<sub>1</sub>:** There is no significant relationship between e-recruitment and affective commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between e- Recruitment and Affective Commitment. The  $\rho$  value 0.828 indicates this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between e-recruitment and affective commitment of three- star hotels in Port Harcourt, Rivers State.

**H<sub>02</sub>:** There is no significant relationship between e-recruitment and normative commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between e-recruitment and normative commitment. The  $\rho$  value 0.824 indicates this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship e-recruitment and normative commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

**H<sub>03</sub>:** There is no significant relationship between e-recruitment and continuance commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between e-recruitment and continuance commitment. The  $\rho$  value 0.578 indicates this relationship and it is significant at  $p < 0.000 < 0.05$ . The correlation coefficient represents a moderate correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between e-recruitment and continuance commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

## **DISCUSSION OF FINDINGS**

The results from the test of hypotheses revealed that there is a significant positive relationship between human resources information system and employee commitment of hotels in Port Harcourt, Rivers State, Nigeria. This finding agrees with Gurol, Wolf and Ertemsir (2010) who stated that E - recruitment function is a sub process such as long and short-term candidate attraction, the generation, pre-screening, and processing of applications or the contracting and on boarding of new hires. Online job advertisements on corporate web sites and internet job boards, online Curriculum Vitae databases, different forms of electronic applications, applicant management systems, corporate skill databases, and IS supported workflows for the contracting phase are only few examples of the various ways by which information systems today support recruitment processes. In HR planning process it is easier to follow workforce gaps, the quantity and quality of the labour force and to plan future workforce requirements with the help of HR knowledge systems (Dessler, 2005).

Also, our study corroborates with the findings of Dery, Grant & Wiben, (2009) who opined that many companies have seen a need to transform the way human resource operations are performed in order to keep up with new technology and reducing the number of employees. The internet has therefore become an increasingly popular way to recruit applicants. Delivering

human resource services online supports more efficient collection, storage, distribution and exchange of data.

### **CONCLUSION AND RECOMMENDATIONS**

This study thus concludes that human resource information system significantly influences employee commitment of three- star hotels in Port Harcourt, Rivers State, Nigeria.

The study recommends that management and HR managers of hotels need to continue investing towards improvement of the human resource information systems with a view to enhancing their service delivery such as investing in online recruiting tools for pre-employment screening, personality assessments and testing to screen candidates to allow selection of qualified candidates who match the organization's values and culture with minimal human interaction.

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