

E-Performance Management and Institutional Productivity of Rivers State-Owned Tertiary Institutions

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Abstract: *This study investigated the relationship between E-Performance Management and Institutional productivity of Rivers State owned-tertiary institution. The population was 40 Human Resource Managers of the Rivers State Owned-Tertiary Institutions. A census study was adopted. The Cross-Sectional Survey research design was adopted to gather data from respondents. The Spearman's Rank Order Correlation Coefficient was adopted to test the hypothesis at 0.05 level of significance. The Cronbach Alpha was used to test the reliability of the instrument at 0.70 statistically, the finding revealed that, there is a significant relationship between E-Performance Management and Institutional Productivity of Rivers State Owned-Tertiary Institutions. The study concluded that there is a positive association between predictor and the criterion variables. The study recommended that Management of the institutions should implement a robust e-recruitment system that can revolutionize the hiring process, making it more efficient and transparent. By leveraging digital platforms, institutions can reach a wider pool of qualified candidates, reducing time and resources spent on traditional recruitment methods.*

Keywords: *E-Performance Management, Resource Optimization, Institutional Productivity*

INTRODUCTION

Digital human resource management is a concept which utilized the Information Technology for effective management of the human resource, its functions and applications in the firm. Digital human resource management enables systematic procedure for collecting, sorting, storing, maintaining and recovering data required by the organizations about its human resources (Singh, Jindal, & Samim, 2011). Digital human resource management 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). Digital human resource management is a software package that provides a complete management information system for human resource activities in business and provides timely, accurate and diverse information to

organization management based which enabled management to make quality strategic decisions related to the human resources .However the extent to which Digital human resource management is used in a strategic management fashion differed across firms, with the majority of firms continuing to use Digital human resource management just to mainly replace the manual processing of human resource records and reduce operational costs associated with manual transactions (Bee & Bee, 2002).

Digital human resource management 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 Digital human resource

management 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). Digital human resource management 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-

Research Hypotheses

From the foregoing, the following hypotheses are derived:

Ho₁: There is no significant relationship between e-performance management and quality service of Rivers State-owned tertiary institutions.

E-Performance Management

Human resource information systems can be integrated to the ERP solutions, which can enable companies to enjoy the ultimate benefit of an all-in-one system that can decrease errors, lower cycle times, reduces turnaround time, and support management

strategic, mundane tasks required to run the administrative-side of HR. The decisions made should also increase in quality and as a result, the productivity of both employees and managers should increase and become more effective (Ball, 2001).

Similarly, most non-teaching in universities have no knowledge and capacity to handle computers or successfully preside over meetings such that they can take and read minutes of meetings. This issue of inefficiency among non-academic staff has become a menace and has damaged the university image both in the domestic and global level. It has even brought a set back to the academic activities in the universities (Samuel & Chipunza, 2013). The inefficiency due to lack of innovativeness that is practically prevalent among the non-teaching staff of most federal and state universities in Nigeria especially when it comes to effective and efficient administrative handling of academic activities with regard to issues concerning students, academic staff, financial planning, budgetary system/ allocation, manpower coordination, and planning system is glaring. The lack of effective structure and the rigid bureaucratic system being practiced by these public universities coupled with managerial incompetence of non-teaching staff contributes to the dissatisfaction experienced by students and stakeholders.

Ho₂: There is no significant relationship between e-performance management and resource optimization of Rivers State-owned tertiary institutions.

decisions. Performance management is an integral part of this capability and allows managers and employees to monitor, schedule and complete the review process on line.

Again, advances in technology over the past decade make it possible to deploy performance management tools to the workforce—including employees, managers allow HRIS professionals the opportunity to roll out new productivity measurements faster, better and cheaper than ever. Also, reporting technology, including data marts, data warehouses and executive dashboards, brings the results of these tools directly to those who make decisions about how the workforce impacts the business like never before. The performance evaluation subset of HRIS includes information regarding performance ratings, the date these ratings are received, type of appraisals that were used, comments therein and performance objectives and goals. Recent human Resource information system simulations have also been used to even predict future performances of employees (Harris et al, 2011). The strategic role that learning functions play within organizations today

i. Score Card

The HR score card is one of the strategies that come into focus when clarifying HR impact on organizational performance. Operational outcomes of the score card process may include customer satisfaction, service quality, speed of delivery and productivity; doing more

ii. Employee Turn- over Record

Employee turnover, which is the total of the number of employees who resign for whatever reason, plus the number of employees terminated for performance reasons, and that total divided by the number of employees at the beginning of the year. This may be measured by analyzing the records that human resource information systems contain of each employee. The separation section lists reason and date of separation for each employee; monthly or when requested; the HRIS group will query the database and provide Departmental Heads with Turnover Reports by posting graphs of each report on the Intranet. It is only a handful of firms which have embraced this level of HRIS such as that the workforce analytics module in Human

and executives—with little to no infrastructure or training. Technologies such as on-demand, XML integration and hosted solutions

demands that performance management, learning management and other strategic components of human capital management (HCM) become integrated and work together as a seamless process, instead of the siloed approach that HR has taken for the past 60 years. Many organizations feel that they have an integrated process today, but what they actually have is an interface; a point at which independent systems interact. In the recently published IHRIM and Knowledge Infusion Workforce Performance survey, more than 95 percent of respondents said that their workforce performance processes are either somewhat or very limited. Organizations finally see the need to bring the two important processes of performance and learning together. The question is how to accomplish this initiative (Averbrook 2012).

with less (Hagood and Friedman, 2002). Further HR should improve on its score keeping process; measuring HR's impact on organizational performance as well as alternate HR roles in the score keeping process.

Resource Information Systems can be used to give crucial information about return on investment on employees. All this information allows for proper decision making in an organization. Furthermore, recent human Resource information system simulations have also been used to even predict future performance of employees (Muriithi, Gachunga & Mburugu, 2014). All this information allows for proper decision making in an organization. As talent becomes harder to find, recruiters look within their own house for the next applicant for that all-important job. Recruiters want the ability to understand internal applicants in greater detail than the external candidates, including a performance

history and learning details to assess their fit for open positions.

The integration of performance into the HRIS, where recruiting data often is housed, would open a new door for continued focus on internal mobility. Also, through competency increases in performance and the impact that compensation has on performance. Organizations that take an interactive view of the performance management process and ensure that compensation is just one of many outcomes, which might also include promotion, new opportunities for learning and development, and other forms of recognition, understand the importance of integrating performance and human resource information systems to measure total compensation and rewards. Organizations that still rely on a manual, semi-automated process as a once-a-year, meet-the-requirement tool will soon realize that the war for talent and staffing shortages will make it necessary to approach pay-for performance as an integrated process (Midiwo, 2015).

Core HR Information - to manage the performance management process in the most effective and efficient manner possible, organizations must leverage the data that exists within their HR systems. This includes basic data, such as name, department and supervisor, but organizations do not often take advantage of other data that could be instrumental to the process. This data includes other employees in the department to support the 360-degree review process, the employees' matrix reporting structure that many organizations adopt today and the comparative data available based on the job

Institutional Productivity

Institutional productivity can be simply defined as a company's results and achievements compared to goals and objectives (Richard, Devinney, Yip & Johnson, 2009). Cho and Dansereau (2010) define institutional productivity about the organisation's goals and objectives. Tomal and Jones (2015) refer to institutional productivity as the actual results or outputs of an organisation as measured against that

management - understanding the skills and abilities of the workforce continues to baffle most executives. What has been missing in all links from compensation to performance is measurement of year-over-year

code of the employees. The ability to compare and contrast performance of employees with like jobs gives managers and executives visibility and decision-making tools that they have never had in the past.

Reporting and Metrics - another missing link for the performance management process that HRIS technology can assist with is in the area of reporting and metrics. The two reports that managers traditionally focus on in this area are transactional: How many have been turned in, and how do we look compared to a typical performance bell curve? This information may be great to have, but does it drive business results? Executives want answers to strategic questions, such as: What revenue increases have resulted from a performance management process and allocation of compensation increases? How has customer satisfaction increased because of an increased investment in agents? And how has employee turnover decreased because of a renewed focus on people? The sooner that those involved in the performance management process stop looking in the mirror at their performance throughout the process and put in place measures that explain how the process has impacted business results, the more value and attention performance management will receive from executives (Midiwo, 2015).

organisation's intended outputs. Institutional productivity reflects the way an organisation takes advantage of tangible and intangible resources to achieve its goals (Hunger & Wheelen, 2012) and the culmination of an organisation's working process and activities. Nnabuife (2009) defines institutional productivity as setting up a structure or mending an already existing one to suit the organisational environment and the demands

of technology. Moullin (2007) identified institutional productivity as, a measure which is used by organisations so that they can manage their efficiency well, and deliver their worth to shareholders and clients. Since institutional productivity is a multidimensional concept, it seeks to measure companies' of the strategic management process. The practice of strategic management is justified in terms of its ability to improve an organization performance measured in terms of profit and return on investment. For evaluation and control to be effective, managers must obtain clear prompt and unbiased information from the people below them in the organization hierarchy.

Firm performance is one of the most relevant constructs in the field of strategic management; a construct commonly used as the final dependent variable in various fields (Cho & Pucik, 2005; Richard, Derinney, Yip, & Johnson 2009). It is believed that the essence of performance is the creation of value, therefore, value creation, as defined by the resource provider, is the essential overall performance criteria for any organization (Monday, *et al.*, 2015). Continuous performance is the focus of any organization because only through performance are organizations able to grow and survive (Gavrea, *et al.*, 2011). A business organization could measure its performance using the financial and non-financial measures.

E-Performance Management and Institutional Productivity

Michael-Ofre and Opusunju (2021) examined the effect of e-performance appraisal on employees' performance in the presidential amnesty office, Abuja. The study made use of a survey research design; where primary data were collected from a census sample of 122 management and operational level employees in the Presidential Amnesty Programme Office in Abuja. All the questionnaire issued was completed and returned representing a 100% response rate. The questionnaires contained closed-ended questions that were rated on a Likert-5-point Scale of? Strongly Agree, Agree, Undecided, Strongly Disagree and Disagree.? The data was then analysed with the Multiple

achievement of the objectives proposed for different stakeholders in a given period (Richard *et al.*, 2009).

Performance is the end result of activities (Bayo & Hamilton, 2022). It includes the actual outcome

The concept of firm productivity has been viewed by different authors from various perspectives, and consequently there is no consensus on a particular definition. Hence, it has been variously defined by various authors. According to Olabisi, Olagbemi and Atere (2013) firm's performance is complex, and is characterized by the firm's ability to create acceptable outcomes and actions. According to Adeleke, Ogundele and Oyenuga, (2008), a firm is said to achieve an effective performance if it makes use of its resources to attain high level of performance. They also affirm that a business firm is effective if it attains its sales or market share goals which depend on efficiency. Moullin (2003) as cited in Wu (2009) defines firm performance in terms of how well an organization is managed and the value the organization delivers to customers and other stakeholders. In the view of Laitinen (2002), as cited in O'Regan and Ghobadian (2007:14) firm performance is "the ability of an object to produce results in a dimension determined a priori, in relation to a target".

Linear Regression. Arising from the result, the model was significant at 0.000 and the null hypothesis was rejected. It was concluded that the employee performance Presidential Amnesty Programme Office in Abuja is affected by e-Performance Appraisal, however, of the proxies tested, e-Performance Review is insignificant, while Goal Setting and Feedback are significant. The study recommends that organisations that seek to increase their employee performance should shift from the traditional performance appraisal system to the e-Performance Appraisal system. This is because e-

Performance Appraisal has a positive effect on employee performance.

Tharangani (2020). A Study on the intention to use e-performance appraisal system among the bank managers in Rathnapura District. It follows the deductive approach and quantitative methodology. The survey questionnaire used validated measuring impact on perceived ease of use, perceived usefulness, and attitude to use. Furthermore, the results of the mediated regression analysis supported the mediating effect of attitude to use. As the results, researcher found that the attitude to use EPA system plays the role of mediation as partially and fully in between the independent variables and dependent

Research Design

The cross-sectional survey design was adopted and used for this study because it enables the researcher to take a snapshot of respondents analyse and as well as

Population of the Study

The population for this study consists of the four-government owned tertiary institutions in Rivers State. The institutions are as follows; Rivers State University, Ignatius Ajuru

Sample of the Study

This study will focus its data collection to the Establishment Unit of the Registry where personnel matters are handled in these institutions. However, preliminary field survey revealed that there are at least ten (10)

Method of Data Collection Techniques

Primary data will be collected through designed questionnaire to be distributed to all management and supervisory staff of all

Method of Data Analysis

The purpose of analysis was to the reduce data to intelligible and interpretable forms so that the relations of the research problems can be studied and tested. Data from the field will be sorted and cleaned. It will then be categorized and coded systematically and entered into the data editor of the Statistical

instruments. This study carried out by distributing 125 questionnaires among the bank managers who worked in selected 14 banks in Rathnapura district. In this study used simple random sampling method for selecting sample. The results of the study suggested that the behavioral intention of the EPA system has a significant

variable. Moreover, the results of the study suggest the management, supervisors, and employees to enhance the use of the EPA system in the organizations. Also, the current study contributes to the existing knowledge in the context of the EPA system and can recommend targeting other respondents from other industries.

generalization, it also was used because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization.

University of Education Rumuolumeni, Port Harcourt, Kenule Benson Polytechnic Bori and Captain Elechi Amadi Polytechnic Rumuola.

managers in each of the Establishment Unit in these institutions. These respondents will be drawn from administrative units, human resources unit, operations. Therefore, the study respondents were 40 HR Managers.

selected Rivers State owned tertiary institutions in Rivers State.

Package for Social Sciences (SPSS) version 23.0. To examine the strength of the relationship between variables, Spearman's Rank Order Correlation Statistics was employed. Analysis and tests for hypothetical statements was based on the adoption of a

95% confidence interval at a 0.05 level of significance.

Results

E-Performance Management and Institutional productivity Measures

Correlations matrix for E-Performance Management and measures of institutional productivity

			E-Performance Management	Growth Rate	Resource Optimisation
Spearman's rho	E-Performance Management	Correlation Coefficient	1.000	.506**	.443**
		Sig. (2-tailed)	.	.000	.000
		N	35	35	35
	Growth Rate	Correlation Coefficient	.506**	1.000	.767**
		Sig. (2-tailed)	.000	.	.000
		N	35	35	35
	Resource Optimisation	Correlation Coefficient	.443**	.767**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	35	35	35

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

RQ1: What is the relationship between E-Performance Management and Institutional productivity of Rivers State-Owned Tertiary Institutions?

The correlation coefficient (rho) result in table 4.18 was used to answer research question 3. Table shows a Spearman Rank Order Correlation Coefficient (rho) of 0.506 on the relationship between e-performance management and growth rate. This value implies that a moderate positive relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in growth rate was as a result of the adoption of e-performance management. Therefore, there is a substantial correlation between e-

performance management and growth rate of Rivers State-Owned Tertiary Institutions.

Secondly, Table shows a Spearman Rank Order Correlation Coefficient (rho) of 0.443 on the relationship between e-performance management and resource optimisation. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in resource optimisation was as a result of the adoption of e-performance management. Therefore, there is a moderate positive correlation between e-performance management and resource optimisation of Rivers State-Owned Tertiary Institutions.

E-Performance Management and Institutional Productivity

Results of data analysis revealed that there is a positive and significant relationship between e-performance management and institutional productivity of Rivers State-Owned Tertiary Institutions. The finding in this research still

revealed that Michael-Ofre and Opusunju (2021) examined the effect of e-performance appraisal on employees' performance in the presidential amnesty office, Abuja. The study made use of a survey research design; where

primary data were collected from a census sample of 122 management and operational level employees in the Presidential Amnesty a 100% response rate. The questionnaires contained closed-ended questions that were rated on a Likert-5-point Scale of? Strongly Agree, Agree, Undecided, Strongly Disagree and Disagree.? The data was then analysed with the Multiple Linear Regression. Arising from the result, the model was significant at 0.000 and the null hypothesis was rejected. It was concluded that the employee performance Presidential Amnesty Programme Office in Abuja is affected by e-Performance Appraisal, however, of the proxies tested, e-Performance Review is insignificant, while Goal Setting and Feedback are significant. The study recommends that organisations that seek to increase their employee performance should shift from the traditional performance appraisal system to the e-Performance Appraisal system. This is because e-Performance Appraisal has a positive effect on employee performance. Our study also agrees with Tharangani (2020). Who Studied on the intention to use e-performance appraisal system among the bank managers in Rathnapura District. It follows the deductive approach and

Programme Office in Abuja. All the questionnaire issued was completed and returned representing quantitative methodology. The survey questionnaire used validated measuring instruments. This study carried out by distributing 125 questionnaires among the bank managers who worked in selected 14 banks in Rathnapura district. In this study used simple random sampling method for selecting sample. The results of the study suggested that the behavioral intention of the EPA system has a significant impact on perceived ease of use, perceived usefulness, and attitude to use. Furthermore, the results of the mediated regression analysis supported the mediating effect of attitude to use. As the results, researcher found that the attitude to use EPA system plays the role of mediation as partially and fully in between the independent variables and dependent variable. Moreover, the results of the study suggest the management, supervisors, and employees to enhance the use of the EPA system in the organizations. Also, the current study contributes to the existing knowledge in the context of the EPA system and can recommend targeting other respondents from other industries.

CONCLUSION

The study concludes that e-performance management positively influence institutional productivity of Rivers State-Owned Tertiary Institutions.

Specifically, also and in line with the objectives of this study, the study concludes that e-performance management positively influences institutional productivity of Rivers State-owned tertiary institutions.

RECOMMENDATIONS

Based on the findings and conclusion above, the following recommendations are hereby made:

1. Management of the institutions should invest in a learning management system (LMS) that offers a diverse range of courses, enables personalized learning paths, and provides analytics to track progress. This approach not only enhances the knowledge base of the workforce but also fosters a culture of

continuous learning, positively impacting institutional performance.

2. Management of the institutions should provide a robust e-performance management system that is essential for setting clear expectations, monitoring progress, and providing constructive feedback. This approach promotes accountability, recognizes achievements, and facilitates regular performance discussions, contributing to a more engaged and motivated workforce

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