

Decision Support Tool and Human Resource Practices in Deposit Money Banks in Rivers State

Dr. Nwakaego Chukuigwe

Department of Management, Faculty of Business Studies

Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria

Abstract: *This study investigated the relationship between decision support tool and human resource management practices in Deposit money banks in Rivers State, the cross-sectional survey research design was employed and 150 staff of three banks were engaged. The questionnaire was the instrument was adopted. The Spearman Rank order correlation was used for test of hypotheses. The findings revealed that there is a significant relationship between online analytical tool and human resource management practices in money deposit banks in Rivers State. the study concluded that decision support tool influences human resource management practices (HRMP) performance in deposit money banks in Rivers State, Nigeria. The study recommend that Human resource management practitioners of deposit money banks should adopt a manpower planning scheme that would attracts the right quality and quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization through the effectual use of management information system.*

Keywords: *Decision Support Tool, Human Resource, Management*

INTRODUCTION

MIS which is highly needed in the banking sector is decision support system (DSS). Within the context of this work, DSS refers to the software application that helps the managerial decision makers to take timely and accurate decisions by utilizing data and models to solve semi-structured and unstructured problems (Qian, Huang & Chan, 2004). The decisions taken by them are show lines of report to the human resource managers. The HRM is interested in the productivity and job satisfaction of the workers. The extent to which human resource management practitioners in the banking sector in Nigeria and Rivers State in squarely adopt plan their manpower, appraise their workforce and advance the career of their workers portrays the level of DSS (as communication-driven DSS, model-driven DSS and document-driven DSS). This extent would be attained through DSS reports and models (feasible regions) where decisions are taken by human resource managers (Management Study Guide, 2019; Prachi, 2015; Yao, 2010; Georgiana, 2016).

Human resource information system (HRIS) within the context of this work refers to software that provides a centralized repository of employee master data that the human resource management group needs for completing core human resource processes and practices (Rouse, 2019). This software application aids human resources practitioners in managing human data. By the term human data, we mean all workers or employees of the organization. Reports from this platform facilitate decision making processes towards the enhancement of better performance among organization's workforce (Sampurna, 2016). We identified the strategic HRIS, tactical HRIS and operational HRIS as most demanding elements of HRIS that must be taken into cognizance with the HR practices of deposit money banks. The strategic HRIS deals with the long term management of humans in the workplace, tactical HRIS is tied to the middle term management of workforce, while operational HRIS is stringent to the management of workforce per annum.

The HR managers use it to assess the skill level, efficiency level and multi-tasking level of workers in the organization. Career advancement denotes the progressive movement of a worker within and outside the organization while enhancing his or her socio-economic growth and development. The researcher believes that a workplace cannot

be adjudged to be effectual in human resource management practices unless among other things there is a reasonable level of manpower planning, performance appraisal and career advancement among the workers. This of course would be feasible when MIS is holistically enshrined in the operation of the organization.

Relationship between Decision Support System and Human Resource Management Practices

- Ho₁: There is no significant relationship between decision support system and human resource planning in deposit money banks in Rivers State, Nigeria.
- Ho₂: There is no significant relationship between decision support system and performance appraisal in deposit money banks in Rivers State, Nigeria.
- Ho₃: There is no significant relationship between decision support system and career advancement in deposit money banks in Rivers State, Nigeria.

Computerization of program using DSS supports determinations, judgments, and courses of action on the human resource dealings in banking institutions. Human resource management practices in today's deposit money banking system cannot be complete without the inclusion of DSS in the workplace. For example, through DSS human resource managers are able to determine target goals accomplished by employees. Human resource managers plan manpower, appraise performance and advance careers of its workforce through reporting lines of model-driven, communication-driven and document driven DSS in organizations who are inclined to the use of technology to process information. Specifically, as modern-driven decision support system accesses and manipulates statistical, financial, optimization, or simulation models. Human resource managers are able to optimize decisions on models on how to improve their worker's activities towards organizational ends. These models though vary in nature but it is geared No organization can perform without communication. Communication is the life energetic force of two or more workers in the

Report on sales figures and volume of sales per sales personnel can be gotten through the use of DSS. A decision support system gathers and analyzes data, synthesizing it to produce comprehensive information reports of all activities carried by humans in the organization. Through this system, human resource managers detect flaws among individual performance, and thus seek ways to plan a good manpower sophistication, creating enabling work environment (compensation, career advancement, appraisal, motivation, engagement, etc) for a better performance of human resources in the organization (Troy, 2019; Andazola, 2018). The operations managers in line with other departments in a firm compile information and data on firm's daily activities synthesize it into actionable intelligence, and giving the human resource management a good lift in enhancing its human resource management practices.

towards the management of workforce which are in line with the corporate strategy of the firm. Such models could be sales models, productivity models, customer relation models, all to boost human resource management practices. The analysis of models try to show the strength and weakness of employees' performance and how they can be effectively enhance through manpower planning, forecasting, recruitment, training and development, skill level, efficiency level, multi-tasking appraisal, promotion, raises and skill upgrade (Georgiana, 2016; Kukreja, 2018). organization. Communication cuts across the internal and external

environment of the firm. Communication-driven DSS fosters collaboration between cross-functional business teams at same or different locations. It allows geographically separated decision makers connect face-to-face in real time. It also allows data sharing with rest of the team members, work groups or task forces (Prachi, 2015). The indispensability of communication-driven DSS cannot be emphasized as it contributes significantly to the practices of the human resource management. Human resource managers are able to decide on the interaction relationship between an employee and a client in the bank. Reports on meetings, redressing complaints, processing of transactions, etc are much concern to the human resource manager. These reports unravel the performance of their workforce which further determine their next step of decision as regards a better human resource management practices such as manpower planning, performance appraisal and career advancement. Human resource managers are able to appraise skill level, efficiency level and multi-tasking appraisal level of an individual employee or group of employees working on a shared task (Georgiana, 2016). Through web or a client server, reports are being gotten as regards to a redress on a particular client from a designated employee. The human resource manager uses this to appraise the employee's human relation skill, cognitive skill, efficiency skill and others just Through the transactions of the banking world, human resource managers discern and delineate the career advancement of her workers. Among others, this is easily done through a survey eliciting employees' present job satisfaction and future propositions either to quit or remain with the bank. Nevertheless, a rise in pay, promotion and skill upgrade of employees would positively or negatively determine the job satisfaction of employees. Remember, the sole aim of human resource experts is to help the workforce attain the organizational goals while attaining theirs too (Sampurna, 2016; Kadhim & SadikMohamadTaqi, 2012; Barkha, 2013). Reports from DSS are further used as premises to balance the human resource management practices of the organization.

to mention a few. Not only on that, lagging in manpower sophistications could pose human resource managers to undergo a human resource planning that would enhance human resource effectiveness in the workplaces. Reports on human activities gotten from communication-driven DSS platforms such as groupware, bulletin boards, audio and video conferencing are primary technologies for communication which can improve human resource management decision on the effectiveness and efficiency of workers in the organizational setting (Galipalli & Madyala, 2012).

Through the use of diverse DSS tools such as communication-driven DSS, model-driven DSS and document-driven DSS, human resource management practitioners elicit employees performance as regards their skill level (i.e giving a detail of their competency as tied to a particular task or responsibility), efficiency level (i.e the management of resources) and multitasking level (i.e their ability to execute tasks or responsibilities that require multiple skills). These performance indices help the human resource manager to plan the manpower needed to effectively harness the organizational goals and objectives. Through DSS the human resource manager is able to know who performs more than the other in relation to the daily activities of the organization in deposit money banks such as transactions, complaint's redress, information disposal, etc.

Remember, no organization can exist without utmost consideration of clients' needs for a better operations and satisfaction. Likewise, no matter how good the needs are or profitable the needs would be in terms of injecting growth and development of firms, the employees must also be considered since they enhance organizational activities and performance. Thus, the continuous improvement of the human resource in terms of manpower planning, performance appraisal, career development, compensation, etc. is a sacred call if organization must remain in business. Electronic mails, interactive videos Video conferencing, audio conferencing, file sharing and report boards are

paradigms of group support tools. Advisors, sellers, consumers as well as researchers refer to them as groupware. It allows the group associates to study, arrange and produce information in a controlled way (Galipalli & Madyala, 2012). Human resource managers elicit report on employee's decision making irrespective of their locations and time zones, report on participation among team members, report on multi-tasking activities of employees, report on forgetfulness of activities by employees, report on input of ideas among employees, report on employee

productivity and report on employee behaviour. All these are gotten through decision support system via model-driven, communication-driven and document-driven DSS (Prachi, 2015). Documentation of activities among employees is very crucial to an organization (Georgiana, 2016). Even though digitizing documents can be time consuming and costly, its reports are paramount to the effective management of human and non-human resource in the organization.

Force-Field Theory of Change

Sarkar and Singh (2006) developed a theory about organizational change called the force field theory. George (2013) describe the force-field theory as a broad variety of forces arise from the way an organization operates, from its structure, control systems and culture that makes it oppose change. At the same time, a wide variety of forces arise from changing task and general environments that push organizations towards change. These two sets of forces are always in opposition in organization. For organizations to re-engineer, top management must find ways to increase the forces for change, decrease the resistance of change, or do both at the same time. Lewin's force field analysis is used to distinguish which factors in a firm drive an

individual towards or away from a desired state, and which resist the driving forces. These can be analyzed in order to inform decisions that will make change more acceptable (Walker & Ruekert, 2014). Forces are more than attitudes to change. Kurt was aware that there is a lot of emotion beneath people's change of attitude. To recognize what makes individual resist or accept change it is important to know the morals and skills of that particular individual. Thus, creating self-responsiveness and intelligence in emotions can aid in understanding these powers that work within people. It's the behaviour of individuals that will alert you to the presence of driving and restraining forces at work (Chalos, 2015).

Implication of Force-Field Theory of Change to the Study

The implication of this theory is that for top management to enhance effective human resource practices it must inject viable software applications of MIS (OLAP DSS and HRIS) that would drive performance and competitive edge. For change to happen the status quo or equilibrium must be upset either by adding conditions (MIS) that favor the change or by lowering forces of resistance. What Kurt Lewin argues that when driving forces (MIS: Software applications) are stronger than forces of restraining (mere traditional information management), equilibrium will change particularly if understanding how human resource management practices go through change and reasons for change resistance. Driving

forces which are MIS in nature will always be there to make change more attractive to HRM practices, and restraining forces that are in place to maintain things the way they are, thus boost their performance among others: HR planning, performance appraisal and career advancement (Setegn, Ensermu & Moorthy, 2013). Successful change is realized by either establishment of the driving forces (intriguing MIS) or lowering the restraining forces (creating enabling environment for human resource management to strive). The force field analysis incorporates with Lewin's three stage theory of change as one goes towards relaxing the existing balance going towards the anticipated change, and freezing the transformation at the latest level

for a new equilibrium to exist that resists further change. Force-Field Theory of Change usually focuses on the subjectivity of associating scores to the driving or restraining forces of change. The model functions within partial settings and that there are conditions outside these environment in which Lewin's theory may not applicable. Finally this model of analysis is a technique that may be useful in all situations. This study is essential because it shades some light on how re-engineering process is supposed to be

implemented and the benefits and demerits of re-engineering process using this theory. Thus, MIS as mechanisms to reengineer HRM practitioners are essential in the deposit money banks, successful re-engineering process will be attained through either increasing the motivating forces (modern MIS innovations) or weakening the restrictive forces (technological diffusions) which are pitfalls to modern effective HRM practices (Setegn, et al 2013).

Methodology

The cross sectional survey design was adopted, while the population of the study consisted of three (3) Deposit money Banks currently operating in Rivers State, Nigeria. They include:

- i. Access Bank Nigeria Plc.
- ii. Guaranty Trust Bank Plc.;
- iii. United Bank For Africa Plc.;

Employing simple random sampling technique, fifty (50) branches of the three selected Deposit money Banks (Access Bank of Nigeria Plc., 19 branches; UBA Plc., 16 branches; and GT Bank Plc., 15 branches) operating in Rivers State of Nigeria were adopted for the study. These were adopted by the research due to the banks visibility, proximity, accessibility and capital base.

Number of Sampled Banks

S/N	Bank Name	Number of Branches	Number of Selected Managers
1.	Access Bank of Nigeria Plc.	19	57
6.	GT Bank Plc.	15	45
9.	UBA Plc.	16	48
Total		50	150

Source: Researcher's Random Selection, 2019. The questionnaire was the major instrument for data collection. Mean and standard deviation were used for the univariate analysis

while the bivariate analysis was done using Spearman rank order correlation in SPSS Version 22.0.

Results

Decision Support System and Human Resource Management Practices

Ho₄: There is no significant relationship between decision support system and human resource planning in deposit money banks in Rivers State, Nigeria.

Ho₅: There is no significant relationship between decision support system and

performance appraisal in deposit money banks in Rivers State, Nigeria.

Ho₆: There is no significant relationship between decision support system and career advancement in deposit money banks in Rivers State, Nigeria.

Table 4.17: Decision Support System and Human Resource Management Practices

			Decision Support System	Human Resource Planning	Performance Appraisal	Career Advancement
Spearman's rho	Decision Support System	Correlation Coefficient	1.000	.755**	.571**	.788**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	123	123	123	123
	Human Resource Planning	Correlation Coefficient	.755**	1.000	.565**	.712**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	123	123	123	123
	Performance Appraisal	Correlation Coefficient	.571**	.565**	1.000	.534**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	123	123	123	123
	Career Advancement	Correlation Coefficient	.788**	.712**	.534**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000
		N	123	123	123	123

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

Source: SPSS Output.

Column two of table above reveals r value of 0.755 at a significance level of 0.00 (0.564) which is less than the chosen alpha level of 0.05 for the hypothesis relating decision support system and human resource planning. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{01}) which states that there is no significant relationship between decision support system and human resource planning in deposit money banks in Rivers State, Nigeria is rejected and the alternate hypothesis (H_{a1}) accepted. This implies that there is a significant positive correlation between decision support system and human resource planning.

Column four of table above indicates r value of 0.788 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to decision support system and career advancement. In line with the decision rule, since the significance value rejected and the alternate hypothesis (H_{a3}) accepted. This implies that decision support system has a strong positive correlation with

Column three of table above reveals r value 0.751 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating decision support system and performance appraisal. Since the significance value is less than the alpha level of 0.05, it is factually right to reject the null hypothesis (H_{01}) which states that there is no significant relationship between decision support system and performance appraisal in deposit money banks in Rivers State, Nigeria is rejected and the alternate hypothesis (H_{a1}) accepted. This implies that a strong positive correlation between decision support system and performance appraisal in deposit money banks in Rivers State, Nigeria.

0.001 is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between decision support system and career advancement in deposit money banks in Rivers State, Nigeria is

career advancement in deposit money banks in Rivers State, Nigeria.

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that management information system (MIS) influence human resource management practices (HRMP) performance in deposit money banks in Rivers State, Nigeria. Effective practice of management information system (MIS) such as decision support tool (DSS),

brings about corresponding improvements in the performance of human resource management practices (HRMP). Human resource managers who do not practice the use of management system (MIS) will find it difficult to perform their statutory duties effectively.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. MIS of deposit money banks should be designed in such a way that it will adequately ensure the free flow of information and reporting for judicious decision making in manpower planning, performance appraisal and career advancement of employees while driving competitive advantage edge attainment.
2. Proper orientation should be conducted in order to help human resource managers make adequate

use of MIS facilities in generating reports for better decisions in the management of employees in deposit money banks.

3. The information specialists (including systems analysts, designer, ICT personnel, accountants and operations researchers) should cooperate and become more conscious and ware of managerial functions needs so that more effective MIS is developed towards effective management of human resources in the firm.

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