

**HUMAN RESOURCE INFORMATION SYSTEM, MANAGERIAL
COMPETENCIES AND EMPLOYEES' BEHAVIOURAL OUTCOMES IN
SELECTED NIGERIAN MANUFACTURING FIRMS.**

**ALEBIOSU, JADESOLA OLOLADE
(20PAC02206)**

JULY 2022

**HUMAN RESOURCE INFORMATION SYSTEM, MANAGERIAL
COMPETENCIES AND EMPLOYEES' BEHAVIOURAL OUTCOMES IN
SELECTED NIGERIAN MANUFACTURING FIRMS.**

BY

**ALEBIOSU JADESOLA OLOLADE
(20PAC02206)**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF POST GRADUATE
STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR
THE AWARD OF MASTERS OF BUSINESS ADMINISTRATION (MBA)
DEGREE IN INDUSTRIAL RELATIONS AND HUMAN RESOURCE
MANAGEMENT IN THE DEPARTMENT OF BUSINESS MANAGEMENT,
COLLEGE OF MANAGEMENT AND SOCIAL SCIENCE, COVENANT
UNIVERSITY.**

JULY, 2022

ACCEPTANCE

This is to attest that this dissertation is accepted in partial fulfilment of the requirements for the award of Masters of Business Administration (MBA) Degree in Industrial Relations and Human Resource Management in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Nigeria.

Mr. Taiwo B. Erewunmi
Secretary, School of Postgraduate Studies

Signature and Date

Prof. Akan B. Williams
Dean, School of Postgraduate Studies

Signature and Date

DECLARATION

I, **ALEBIOSU JADESOLA OLOLADE (20PAC02206)**, declares that this research titled **HUMAN RESOURCE INFORMATION SYSTEM, MANAGERIAL COMPETENCIES AND EMPLOYEES' BEHAVIOURAL OUTCOMES IN SELECTED NIGERIAN MANUFACTURING FIRMS**, was carried out by me under the supervision of Dr. Odunayo P. Salau of the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun state, Nigeria. I attest that this dissertation has not been presented either wholly or partially for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis are duly acknowledged.

ALEBIOSU, JADESOLA OLOLADE

Signature and Date

CERTIFICATION

We certify that this dissertation titled “**HUMAN RESOURCE INFORMATION SYSTEM, MANAGERIAL COMPETENCIES AND EMPLOYEES’ BEHAVIOURAL OUTCOMES IN SELECTED NIGERIAN MANUFACTURING FIRMS**” is an original work carried out by **ALEBIOSU JADESOLA OLOLADE (20PAC02206)**, in the Department of Business Management, College of Management and Social Sciences, Covenant University, Ota, Ogun State, Nigeria, under the supervision of **Dr. Odunayo P. Salau**. We have examined and found this research work acceptable as part of the requirements for the award of Masters of Business Administration (MBA) Degree in Industrial Relations and Human Resource Management.

Dr. Odunayo P. Salau
(Supervisor)

Signature and Date

Prof. Anthonia A. Adeniji
(Head of Department)

Signature and Date

Prof. Akanji R. Bankole
(External Examiner)

Signature and Date

Prof. Akan B. Williams
(Dean, School of Postgraduate Studies)

Signature and Date

DEDICATION

This research work is dedicated to God, the giver of wisdom, knowledge and strength who provided supernaturally all through this programme. To him alone be all the glory.

ACKNOWLEDGEMENTS

First and foremost, my profound gratitude goes to Almighty God for the gift of life, unusual strength, guidance, and grace to complete this project.

I recognize and appreciate the Chancellor of Covenant University, Dr. David O. Oyedepo for the spiritual ambience, and vision and for constantly giving out time both to challenge my potentials in God and to provoke me in the school of exploits. I also appreciate the management team of Covenant University ably led by the Vice Chancellor, Professor Abiodun H. Adebayo, the Registrar, Mr. Emmanuel Igban, the Dean School of Post Graduate Studies, Professor Akan B. Williams, the Sub-dean, Dr Emmanuel O. Amoo, and the Dean, College of Management and Social Sciences Professor Abiola A. Babajide for their support, for performing their duties efficiently. I would like to recognize the leadership of the department ably led by Professor Anthonia Adeniji. I appreciate you ma for your tireless service, encouragement and support and motherly care for myself and my colleagues.

I deeply appreciate my God-sent supervisor in person of Dr. Odunayo P. Salau, who doubles as my academic coach and mentor. I thank you greatly for your support, constant push, words of encouragement and direction throughout the course of the project study. Thank you, sir, for sharing out of your knowledge bank and for being a thorough guardian on this journey, my utmost appreciation sir.

I also appreciate the incumbent PG Coordinator of the department, Dr. Ebe Igbino, for her administrative support. I also appreciate the kind gestures of Professor Rowland Worlu, Dr. Mercy Ogbari, Dr. Falola, H.O., Dr. Agboola, Professor Omotayo Osibanjo, Professor Chinonye Moses, Dr. Daniel Ufua, and specifically Dr. Atolagbe thank you for the support and love ma, you are greatly appreciated and all other great faculty members of the Business Management Department. Thank you for the support all through the course of this programme.

I express my profound gratitude to my parents, Mr K. Alebiosu and Mrs I.T Alebiosu, for being my support and for their relentless prayers, sacrifices, efforts, and encouragement. I also express heartfelt gratitude to Mr. A Adeyemo for his constant and relentless support, sacrifices and literally

walking with me throughout this MBA program. To my siblings, thank you for your continuous support and constant push that I can always be better. I love you all very much.

I sincerely appreciate my friends, course mates and those that I came across on this academic journey, for their support and prayers all through the period of this research, thank you.

I also appreciate all members of the Postgraduate Student Council 2021/2022; it was indeed a privilege to serve with you all. Thank you.

TABLE OF CONTENTS

TITLE PAGE	i
ACCEPTANCE	ii
DECLARATION	iii
CERTIFICATION	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
TABLE OF CONTENTS	ix
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
ABBREVIATIONS	xvi
ABSTRACT	xvii
 CHAPTER ONE: INTRODUCTION	
1.1 Background to the Study	1
1.2 Statement of the Research Problem	5
1.3 Research Questions	8
1.4 Research Objectives	8
1.5 Research Hypotheses	9
1.6 Significance of the Study	9
1.7 Scope of the Study	10
1.8 Operationalization of Research Variable	10
1.9 Operational Definition of Terms	13
 CHAPTER TWO: LITERATURE REVIEW	
2.1 Preamble	15
2.2 Conceptual Framework	15
2.2.1 HumanResource Information System	15
2.2.2 Human Resource Information System dimensions	16
1. Manpower Planning Information	17
2. Payroll Administration Information	17
3. Performance Appraisal Information	19
4. Succession Planning Information	24

2.2.3	Managerial Competencies	26
2.2.4	Dimensions of Managerial Competencies	28
1.	Strategic action competency	28
2.	Communication Competency	28
3.	Self-Management Competency	28
4.	Global Awareness Competency	28
2.2.4	Employee Behavioural Outcomes	29
1.	Employee Commitment	30
2.	Employee Satisfaction	33
3.	Employee Engagement	34
4.	Employee Loyalty	37
2.2.5	The Nigerian Fast-Moving Consumer Goods Manufacturing Industry	40
2.3	Theoretical Review	40
2.3.1	Technology Acceptance Model	41
2.3.2	Diffusion of Innovation Theory	42
2.3.3	Disruptive Innovation Model	43
2.4	Empirical Review	44
2.4.1	Manpower planning, global awareness competency and employee commitment	44
2.4.2	Payroll administration, communication competency and employee satisfaction	47
2.4.3	Performance appraisal, self-management competency and employee engagement	49
2.4.4	Succession Planning, strategic action competency and employee loyalty	51
2.5	Gaps in Literature	52
 CHAPTER THREE: METHODOLOGY		
3.1	Preamble	54
3.2	Study Area	54
3.3	Research Philosophy	54
3.4	Research Design	54
3.5	Population of the Study	54
3.6	Sample Size Determination	55
3.7	Sample Frame	55
3.8	Sampling Technique	55

3.9	Sources of Data Collection	56
3.10	Research Instrument	56
3.11	Validity of the Research Instrument	56
3.12	Reliability of Research Instrument	56
3.13	Method of Data Analysis and Presentation	57
3.14	Ethical Consideration	57

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

4.1	Preamble	58
4.2	Data Presentation	58
4.2.1	Demographic Profile of Respondents	59
4.2.2	Descriptive Analysis of the Variables	61
4.3	Test of Hypotheses	73
4.3.5	Summary of Findings	102
4.4	Discussion of Findings	103

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1	Preamble	108
5.2	Summary	108
5.3	Conclusion	109
5.4	Recommendations	110
5.5	Contribution to Knowledge	111
5.6	Limitations of Study	112
5.7	Suggestions for Further Study	112

REFERENCES	114
-------------------	-----

APPENDIX A: Research Questionnaire	128
-------------------------------------------	-----

LIST OF TABLES

TABLES	LIST OF TABLES	PAGES
3.1	Population of the study	55
4.1	Response Frequency	58
4.2	Demographic Distribution of the Respondents	60
4.3	Frequency Distribution for Manpower planning Information	62
4.4	Frequency Distribution for Payroll Administration Information	63
4.5	Frequency Distribution for Performance Appraisal Information	64
4.6	Frequency Distribution for Succession Planning Information	65
4.7	Frequency Distribution for Global Awareness Competency	66
4.8	Frequency Distribution for Communication Competency	67
4.9	Frequency Distribution for Self-Management Competency	68
4.10	Frequency Distribution for Strategic-action Competency	69
4.11	Frequency Distribution for Employee Commitment	70
4.12	Frequency Distribution for Employee Satisfaction	71
4.13	Frequency Distribution for Employee Engagement	72
4.14	Frequency Distribution for Employee Loyalty	73
4.15	Factor Loading for Manpower Planning Information, Managerial Competencies and Employees' Behavioural Outcomes	75
4.16:	Common Method Bias for Manpower Planning Information, Managerial Competencies and Employees' Behavioural Outcomes	76
4.17	Mediation analysis in PLS-SEM for Manpower Planning Information, Managerial Competencies and Employees' Behavioural Outcomes	80
4.18	Factor Loading for Payroll Administration Information, Managerial Competencies and Employees' Behavioural Outcomes	82
4.19	Common Method Bias for Payroll Administration Information, Managerial Competencies and Employees' Behavioural Outcomes	83
4.20	Mediation analysis in PLS-SEM for Payroll Administration Information, Managerial Competencies and Employees' Behavioural Outcomes	87
4.21	Factor Loading for Performance Appraisal Information,	

	Managerial Competencies and Employees' Behavioural Outcomes	89
4.22	Common Method Bias for Performance Appraisal Information, Managerial Competencies and Employees' Behavioural Outcomes	90
4.23	Mediation analysis in PLS-SEM for Performance Appraisal Information, Managerial Competencies and Employees' Behavioural Outcomes	94
4.24	Factor Loading for Succession Information, Managerial Competencies and Employees' Behavioural Outcomes	96
4.25	Common Method Bias for Succession Information, Managerial Competencies and Employees' Behavioural Outcomes	98
4.26	Mediation analysis in PLS-SEM for Succession Information, Managerial Competencies and Employees' Behavioural Outcomes	102
4.27	Summary of Hypotheses Results	103

LIST OF FIGURES

FIGURES	LIST OF FIGURES	PAGES
1.1	Schematic Model of the Study	12
2.1	Three Dimensions of Commitment	33
4.1	Breakdown of Response Rate	59
4.2	Path Analysis and Mediating Effect of Managerial Competencies on Manpower Planning Information and Employees' Behavioural Outcomes	78
4.3	Path Analysis, P Values and Mediating Effect of Managerial Competencies on Manpower Planning Information and Employees' Behavioural Outcomes	79
4.4	Path Analysis, T Values and Mediating Effect of Managerial Competencies on Manpower Planning Information and Employees' Behavioural Outcomes	80
4.5	Path Analysis and Mediating Effect of Managerial Competencies on Payroll Administration Information and Employees' Behavioural Outcomes	85
4.6	Path Analysis, P Values and Mediating Effect of Managerial Competencies on Payroll Administration Information and Employees' Behavioural Outcomes	86
4.7	Path Analysis, T Values and Mediating Effect of Managerial Competencies on Payroll Administration Information and Employees' Behavioural Outcomes	87
4.8	Path Analysis and Mediating Effect of Managerial Competencies on Performance Appraisal Information, and Employees' Behavioural Outcomes.	92
4.9	Path Analysis, P Values and Mediating Effect of Managerial Competencies on Performance Appraisal Information, and Employees' Behavioural Outcomes.	93
4.10	Path Analysis, T Values and Mediating Effect of Managerial Competencies on Performance Appraisal Information, and Employees' Behavioural Outcomes.	94
4.11	Path Analysis and Mediating Effect of Managerial Competencies on Succession Information and Employees' Behavioural Outcomes	100
4.12	Path Analysis, P Values and Mediating Effect of Managerial Competencies on Succession Information and Employees' Behavioural Outcomes	101
4.13	Path Analysis, T Values and Mediating Effect of Managerial Competencies on Succession Information and Employees' Behavioural Outcomes	102

ABBREVIATIONS

EBOs	—————	Employees' Behavioural Outcomes
DOI	—————	Diffusion of Innovation Theory
FMCG	—————	Fast Moving Consumer Goods
GAC	—————	Global Awareness Competency
HRIS	—————	Human Resource Information System
HRM	—————	Human Resource Management
MPI	—————	Manpower Planning Information
MC	—————	Managerial Competencies
NSE	—————	Nigeria Stock Exchange
PAI	—————	Payroll Administration Information
PAPI	—————	Performance Appraisal Information
SAC	—————	Strategic Action Competency
SPI	—————	Succession Planning Information

ABSTRACT

Employees' behavioural outcomes is becoming a more important issue for a wide range of organisations, hence managerial competencies techniques and practices are becoming increasingly important, because human resource information system (HRIS) choices have such a large influence on many employees' behavioural outcomes consequences. This study investigated the mediating effect of managerial competencies on human resource information system and employees' behavioural outcomes in selected Nigerian manufacturing firms. Descriptive survey research design was adopted for the course of the study with a quantitative approach to explain the mediating effect of managerial competencies on human resource information systems and employees' behavioural outcomes. A total of 120 copies of questionnaire were dispersed to the managers and supervisors of the selected manufacturing firms and 102 were filled and returned. The data for the study was analysed and presented using SPSS (Statistical packages for social sciences) and SEM-PLS (structural equation method) was used in testing hypotheses. Whereby each independent sub-variable was tested against all variables of the dependent variable to identify how much impact it has on an individual variable. The study revealed that all the dimensions (manpower planning information, payroll administration information, performance appraisal information and succession planning information) of human resource information system have a positive effect on employees' behavioural outcomes. However, findings indicated that managerial competencies mediate the relationship between all the dimensions of human resource information system on the employees' behavioural outcomes in the selected manufacturing firms. Overall, the study concluded that managerial competencies mediates the relationship between human resource information system on the employees' behavioural outcomes of the selected manufacturing firms. This study recommends among all other things that HR managers in the selected manufacturing firms should have the managerial competencies that will help promote a sustainable environment, maintainable HRIS and promote positive behavioural outcomes among employees in the manufacturing industry.

Keywords: Employees' behavioural outcomes, Human Resource Information System, Human Resource Management, Managerial competencies, Performance,