

Effect of Human Resource Information Systems Evaluation on Organizational Performance in Selected Public Tertiary Institutions in North East, Nigeria

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Abstract

This study examined the effect of Human Resource Information Systems (HRIS) evaluation on organisational performance in selected public tertiary institutions in North-East Nigeria. The study specifically assessed the effects of information quality and information security on organisational performance. A descriptive survey research design was adopted, and structured questionnaires were administered to staff of selected public tertiary institutions. A total of 460 copies of the questionnaire were distributed to employees of the selected federal universities in North-East Nigeria. Of the 460 copies distributed, 455 copies were retrieved, representing a 98.9% response rate, while 5 copies, representing 1.1%, were not returned. However, upon screening the retrieved questionnaires, 5 copies were rejected due to incomplete responses and missing values. Consequently, 450 copies of the questionnaire were considered valid and retained for the final analysis. Data were analysed using multiple regression analysis. The findings revealed that Information quality had a significant positive effect on organisational performance, while information security also had a significant positive effect. The regression model was statistically significant, indicating that HRIS evaluation contributes substantially to variations in organisational performance. The study concluded that effective evaluation and management of HRIS, particularly with respect to information quality and security, are important for improving organisational performance in public tertiary institutions. It recommends regular assessment and upgrading of HRIS, improvement of information quality, strengthening of information security measures, adequate staff training, and continuous investment in reliable information systems to enhance administrative efficiency and institutional performance.

Keywords: HRIS; Information, Quality; Security, Organisational Performance; Tertiary Institutions.

Introduction

It is widely acknowledged that human resources are one of the most valuable assets any organization can have, and managing this resource effectively is key to reaching organizational goals. This is where technology comes into play, especially in human resource management. One of the standout innovations in this area is the Human Resource Information System (HRIS), which has revolutionized traditional HR tasks, making them more strategic and data-

driven. So, what exactly is an HRIS? It is a systematic approach that merges information technology with human resource management to gather, store, manage, and analyse all sorts of employee-related data. HRIS covers a broad spectrum of HR activities, from recruitment and payroll to managing employee records, training and development, performance evaluations, benefits administration, and workforce planning by automating routine tasks and providing quick access to accurate information, HRIS boosts the efficiency and effectiveness of HR departments, empowering managers to make well-informed strategic choices. As a result, many organizations have embraced HRIS as a way to enhance productivity, cut operational costs, and bolster their competitive edge (Nyathi & Kekwaletswe, 2024).

Organizational performance is a key measure of how well an organization can reach its strategic goals and sustain itself over the long haul. It includes both financial and non-financial aspects like profitability, productivity, service quality, innovation, employee satisfaction, and customer retention (Doval, 2020). For years, both scholars and practitioners have been eager to uncover what drives better organizational performance. Lately, there has been a growing focus on technological capabilities, especially Human Resource Information Systems (HRIS), as a catalyst for improved outcomes. Research has shown that when HRIS is implemented effectively, it can streamline HR processes, enhance communication, support talent management, and offer data-driven insights that boost organizational performance. However, while the link between HRIS and organizational performance has been thoroughly explored, new evidence indicates that this relationship might not be as simple as it seems. Just having technological systems in place doesn't automatically lead to better performance; employees need to be engaged and aligned with the organization's goals. This underscores the need to look into the underlying mechanisms and intermediate factors that clarify how HRIS impacts performance outcomes (Bacha *et al.*, 2021).

Even though more and more organisations are adopting HRIS across various sectors, there's still a noticeable gap in the research about how these systems actually influence organisational performance. A lot of the studies out there tend to look at the direct impacts of implementing HRIS, often overlooking important factors like organisational commitment and employee attitudes. Plus, most of the research has been done in developed countries, which means we do not have enough insights from developing nations or specific organisational contexts. Considering the differences in organisational culture, technology readiness, and what employees expect, it's crucial to dig deeper into how these relationships play out in different settings. This thesis aims to fill that gap by looking at how organisational commitment mediates the link between HRIS and organisational performance. By examining the connections between technology adoption, employee attitudes, and the outcomes for organisations, the study hopes to shed light on how businesses can really get the most out of their HRIS investments. Specifically, it will explore whether HRIS boosts organisational performance on its own or if its effects are significantly amplified through fostering employee commitment.

The use of Human Resource Information Systems (HRIS) has become increasingly important in modern organisations because of their ability to improve employee data management, support decision-making, and strengthen strategic human resource functions through technology. By automating routine HR activities, HRIS enables organisations to devote greater attention to policy implementation, employee development, performance management, and the achievement of organisational goals. However, several public tertiary institutions in North-East Nigeria continue to face challenges in the adoption, implementation, and effective utilisation of HRIS. One major challenge is information quality, as HRIS may fail to provide accurate, complete, timely, and relevant information for effective decision-making. Some institutions still depend heavily on traditional paper-based filing and manual administrative procedures, resulting in incomplete employee records, inaccurate reports, and outdated documentation. Azemi *et al.* (2017) noted that existing frameworks for evaluating HRIS may not adequately

address information quality. Another major concern is information security, particularly the protection of sensitive employee and institutional records from unauthorised access, data breaches, alteration, or destruction. Ma et al. (2016) identified information security as a significant concern in organisations that rely on digital records without adequate protection mechanisms. These challenges can reduce confidence in HRIS and limit its contribution to effective human resource management.

In addition to information quality and security, system quality constitutes another important concern affecting HRIS implementation in public tertiary institutions. Issues such as unreliable system performance, limited flexibility, slow response times, poor compatibility with other organisational systems, and frequent technical problems can reduce the usefulness and effectiveness of HRIS. Where the systems adopted do not adequately correspond with institutional needs or cannot integrate effectively with other information systems, their capacity to support HR activities and organisational decision-making becomes limited. Consequently, poor information quality, inadequate information security, and weaknesses in system quality may contribute to administrative inefficiencies, increased operating costs, ineffective service delivery, and poor organisational performance. Petrova et al. (2020) reported that weaknesses associated with information systems can contribute to financial losses, employee dissatisfaction, higher turnover, and declining organisational effectiveness. In the context of selected public tertiary institutions in North-East Nigeria, these challenges may manifest in low staff productivity, ineffective performance management, delays in administrative processes, and difficulties in achieving institutional objectives. Therefore, evaluating the effect of HRIS in terms of information quality and information security is important for understanding how these dimensions influence organisational performance in selected public tertiary institutions in North-East Nigeria.

The main objective of the study is to assess the effect of human resource information systems evaluation on organizational performance in selected public tertiary institutions in North East, Nigeria. The specific objectives are to:

- i. determine the effect of system quality evaluation on organizational performance in selected public tertiary institutions in North East, Nigeria;
- ii. assess the effect of information quality evaluation on organizational performance in selected public tertiary institutions in North East, Nigeria;

The following are the hypotheses tested by the study:

H0₁: System quality evaluation has no significant effect on organizational performance in selected public tertiary institutions in North East, Nigeria.

H0₂: Information quality evaluation has no significant effect on organizational performance in selected public tertiary institutions in North East, Nigeria.

Literature Review

System Quality

System quality refers to the desirable technical and functional characteristics of an information system, such as reliability, ease of use, flexibility, and response time (Nhari, 2017). System/Software metrics are used by companies developing information systems to institute the quality of programs to improve customer/consumer satisfaction (Bocij et al., 2015). This is done by reducing errors through better programming and testing practices. Software or system quality is measured according to its suitability for the work intended (Jaafreh, 2017). This is governed by whether it can do the job required to meet the expectations of the employers, employees, and the necessities of the business (Nhari, 2017). Various flaws and bugs in programs are mainly caused by human errors during programming or earlier in its lifecycle. These may result in major defects which may remain unidentified (Mata, et al., 2015). Obeidat (2012) agrees that the quality of the software is dependent on the number of

errors or bugs in the software and the suitability of the software to its intended purpose. Oliveria and Martins (2010a), affirm that it follows that good quality software aids the company users in accomplishing their tasks and contains minimal imperfections or errors.

Information Quality

Information quality (IQ) is the quality of the content of information systems, it is the fitness for use of the information provided. Information quality frameworks also provide a tangible approach to assess and measure DQ/IQ in a robust and rigorous manner (Azemi, et al., 2017). Bocij et al. (2015) agree that data is extremely important in modern businesses. Therefore, proficient management of data is central to the firm's business strategy. Marakas and O'Brien (2011) agree that the main goal of a successful company is to ensure that data collected is of high quality as it enables the firm to have a high quality of the information in the long run. To enhance the managerial decision-making process (Laudon & Laudon, 2014; Nhari, 2017). AL-Gharaibeh and Malkawi (2013) affirm that service companies are incessantly striving to improve service delivery to their clients because it contributes greatly to their growth. The intensity and importance of quality of services at the workplace are deemed as one of the key reasons why firms are investing in information systems (IS). System quality refers to the technical and functional characteristics of an information system that determine its ability to perform intended tasks effectively and meet users' and organizational requirements. It reflects important attributes such as system reliability, ease of use, flexibility, functionality, response time, compatibility, security, and overall system performance (Nhari, 2017; Jaafreh, 2017). The quality of an information system is largely determined by its suitability for its intended purpose and its capacity to support employees and organizations in accomplishing assigned tasks with minimal errors or system defects (Obeidat, 2012; Oliveira & Martins, 2010a). Thus, a high-quality system is expected to be dependable, user-friendly, responsive, and capable of processing and retrieving information accurately and efficiently.

Organizational Performance

Organizational performance epitomizes a firm's holistic achievement of strategic objectives within the market domain (Bacha et al., 2021). Given the competitive landscape, contemporary enterprises necessitate robust strategies to navigate their organizational milieu effectively (Bătae et al., 2021). The dynamic nature of policy formulation engenders fluctuations in the performance trajectories of numerous organizations over time (Shakil, et al., 2021). Modern organizational management operates with strategic acumen to optimize performance outcomes. Within the banking sector, financial performance assumes paramount importance, wherein the provision of products and financial services to clientele is pivotal (Batrancea, 2021). Attaining a substantial market share and targeting pertinent demographics underscore the trajectory of organizational success (Shaba, 2021). Consequently, fostering a competitive market environment emerges as a strategic imperative to realize organizational objectives effectively. AlDamoe (2012) opined that organization performance is indicated by the organizations' productivity, employees' efficiency, job satisfaction, service quality and innovativeness. Globally, most management researchers have studied the concept of organizational performance as the independent or predictor variable (Van Scotter, et al., 2000). Equally, there has been rapid growth for research keen on measuring the output of organizational performance (Almatrooshi, et al., 2016).

System Quality and Organizational Performance

A research study by Al-Mamary et al. (2013) on the impact of management information Systems adoption in the decision making by the management, scrutiny on this found that the higher the system quality the higher the information quality. The output of

information quality by the PMIS (performance management information system) showed a strong relationship between the service and technical features of the system, which is the quality of the system. Gorla, Somers, and Wong (Al-Mamary, et al., 2013) reinforced that there was a positive relationship between the quality of the system and the quality of information. For effective use of information systems, a system should have and embrace comprehensible and up-to-date technologies when presenting information to the users. This should also be in a format that is easily understood in order to enhance efficiency and effectiveness at the workplace. Ifinedo (2011) maintained that the quality of advanced ERP (Enterprise Resource Planning) systems is strongly associated with the quality of higher ERP system information. Managerial Decision makers' satisfaction is based on the heightened quality of the system and information. Sun (2017) upheld that system quality had a considerably positive effect on the satisfaction of the user. Kitheka (2014) also continued to say that the alleged quality of the system was a very substantial conjecture in the satisfaction of the user. Dulcic et al. (2012) agreed that system quality is strongly associated with satisfaction of the user.

Information Quality and Organizational Performance

A research study by Thite (2013) on technology hitches and prospects as enablers of strategic HRM, agreed with Bamel et al., (2014) who posited that technology usage and advancement can positively change HR function when the focus is on user interface design instead of the potential to automate the services. The former refers to increasing explicitly the information on job content that ultimately changes or reconfigures group or team relations that reinforce valuable activities. To realize this, Bamel et al., (2014) and Thite (2013) commended that firms should recognize interpersonal, operational, and transformational goals and exercise conscientiousness in the analysis of organizational needs, lay more emphasis on needs of the enterprise rather than technical expertise in running reengineering activities associated with business processes, managing stakeholders prospects and resolve all the challenges encountered during the execution stage and observe closely the fluctuating requirements from the various stakeholders and subsequently institutionalizing technological expertise. To obtain efficaciously ERP software, Bamel et al., (2014) validated that transparency, structured and userdriven development process, distinct appraisal standards, and trust between the execution team, employees, and the dealers were the main factors towards the realization of this goal.

Theoretical Framework

This study was footed on Dynamic Capabilities Theory. Theoretically significant and highly concrete theories are dynamic capabilities. According to Jiang, Feng, Zhou & Zhou (2017), who cited Teece, Pisano, and Shuen (1997), described dynamic capabilities as the organization's capacity to assimilate, shape, and revamp external and internal proficiencies with a view to quickly changing the milieus/surroundings (Gicheru and Kariuki, 2019). This theory was proposed, developed, and published in 1997 according to the book *Dynamic Capabilities and Strategic Management* by David Teece, Gary Pisano, and Amy Shuen (Teece, Pisano and Shuen, 1997). In addition, the dynamic capabilities view (DCV) emphasizes competitive survival more in response to the dynamic nature of contemporary business environments (Lings, Nielsen, Georgann and Wilden, 2013). Additionally, dynamic capabilities are the capacity of an organization to tenaciously create, disperse, or modify its resource base (Helfat & Peteraf, 2009).

The basic premise of the dynamic capabilities' architecture is that essential competencies are intended to alter short-term competitive circumstances that produce and mold longer-term competitive sustainability and advantage (Ibrahim, et al., 2018). The resource-based view

(RBV) was unable to interpret the growth, expansion, and revitalization of proficiencies as well as organizational essential resources to help them cope with quickly changing business environments. Dynamic capabilities theory (DCT) emerged as a response and an extension lead. DCT can therefore be considered as a foundation for practical progress (Teece, Pisano & Shuen, 1997). The Dynamic Capabilities Theory (DCT) places more emphasis on the creation of policies and plans for executives of successful and developing organizations as they work to adapt to a broad-ranging sporadic change and development while upholding the fewest proficiency requirements to improve organizational survival (Ibrahim, et al., 2018). Through their precious, rare, distinctive, and inimitable resources, organizations are able to gain a competitive advantage (Markora, 2012). However, the mere existence of these resources is insufficient to maintain an enterprise's effectiveness and appeal in a turbulent commercial climate marked by increased ambiguity and doubt (uncertainty) (Markora, 2012; Mauro and Borges-Andrade, 2020). The ability of a company to continuously build, combine, and reconfigure outer and internal capabilities and know-how to withstand and successfully adapt to the rapid changes resulting from the business environment is referred to as dynamic capabilities (Liang, et al., 2020).

Empirical Review

Adeyemi and Bello (2025) studied the effect of Enterprise Resource Planning (ERP) system quality on organizational performance in Nigerian public universities. The study aimed to assess how ERP system characteristics such as reliability, flexibility, integration, and usability influence institutional efficiency and service delivery. The researchers adopted a descriptive survey research design. The population comprised administrative staff and ICT personnel in selected public universities across Nigeria, while a sample size of 350 respondents was selected using stratified sampling techniques. Data were collected through structured questionnaires and analysed using multiple regression analysis. The findings revealed that ERP system quality has a significant positive effect on organizational performance. Specifically, system integration improved coordination among departments, reliability enhanced data accuracy and decision-making, and usability increased staff efficiency in administrative processes. The study concluded that ERP systems are critical tools for improving institutional performance in higher education. The researchers recommended regular system upgrades, user training programs, and continuous monitoring of ERP performance to ensure effectiveness. A limitation of the study was its focus on public universities only, which may limit generalization to other tertiary institutions such as polytechnics and colleges of education. The study therefore suggested that future research should extend the analysis to other categories of tertiary institutions and consider additional variables such as cost-effectiveness and user satisfaction.

Obisesan and Akinola (2024) examined the influence of information technology on internal control systems in tertiary institutions in Osun State, Nigeria. The primary objective of the study was to determine the extent to which information technology systems improve internal control effectiveness and overall institutional performance. The researchers employed a survey research design, which allowed them to collect firsthand information from administrative personnel involved in institutional management and control processes. The population comprised administrative staff from selected public tertiary institutions in Osun State, while a sample size of 280 respondents was selected using simple random sampling techniques. Data were gathered through structured questionnaires and analysed using descriptive statistics, Pearson Product Moment Correlation, and multiple regression analysis. The findings indicated that information technology systems significantly improved internal control procedures, accountability, transparency, and operational efficiency within tertiary institutions. The study further revealed that system quality attributes such as reliability, security, accessibility, and data accuracy contributed significantly to improved organizational performance. The

researchers concluded that quality information systems serve as essential tools for strengthening institutional governance and enhancing operational outcomes. The study recommended regular evaluation of existing information systems, periodic software upgrades, and increased investment in ICT infrastructure to improve system quality. Although the study provided valuable insights into information technology and institutional performance, its major limitation was its concentration on internal control systems without considering broader dimensions of organizational performance such as employee productivity and service quality. The researchers therefore suggested that future studies should examine the relationship between system quality and overall organizational performance across different categories of tertiary institutions. Idowu and Jimoh (2023) investigated the effect of internal audit quality on the performance of public tertiary institutions in Osun State, Nigeria. The study adopted a descriptive survey research design because it allowed the researchers to obtain data directly from respondents regarding audit practices and institutional performance outcomes. The population of the study consisted of 151 staff members drawn from audit and bursary departments of selected tertiary institutions, while a sample size of 72 respondents was selected using simple random sampling technique to ensure equal representation. Data were collected using structured questionnaires designed to capture perceptions of audit quality indicators such as accuracy of financial reporting, internal monitoring, and compliance levels. The data obtained were analysed using correlation and multiple regression analysis to determine the relationship between audit quality and institutional performance indicators such as efficiency, accountability, and service delivery. The findings revealed that internal audit quality has a statistically significant positive effect on institutional performance, implying that institutions with stronger audit systems tend to perform better in terms of operational efficiency and accountability. The study concluded that effective audit systems enhance transparency and improve institutional outcomes. However, despite its contributions, the study focused mainly on financial and control systems and did not assess information quality evaluation variables such as accuracy, timeliness, relevance, and completeness of information used in decision-making, which is a key gap addressed in the present study. Obafemi and Oladeji (2023) examined the effect of internal control systems on organizational performance in tertiary institutions in Osun State, Nigeria. The study employed a descriptive survey design, which enabled the researchers to gather primary data from non-academic staff responsible for administrative and financial operations within the institutions. The study focused on how internal control components such as control environment, risk assessment, monitoring, and information flow influence institutional performance. The population consisted of administrative staff, from which data were collected using structured questionnaires. The data were analysed using multiple regression analysis to determine the strength of relationships between internal control variables and organizational performance indicators such as efficiency in service delivery, accountability, and operational effectiveness. Findings from the study revealed that internal control systems have a significant positive effect on organizational performance. Specifically, the study found that strong monitoring systems and structured information flow improve decision-making and reduce errors in institutional operations. The authors concluded that internal control systems are essential for achieving institutional efficiency and accountability. However, the study mainly emphasized structural control mechanisms and did not specifically evaluate information quality dimensions (accuracy, timeliness, relevance, and completeness) within institutional information systems, which limits its relevance to information quality evaluation studies.

Methodology

This study adopted a descriptive survey research design with a population of 12,043 staff of the selected tertiary institutions as indicated in table 1.

Table 1: Population of the Study

S/n	Name of Institutions	Total
1	Abubakar Tafawa Balewa University (ATBU) Bauchi, State	2,750
2	University of Maiduguri (UNIMAID), Borno State,	4,785
3	Modibbo Adama University (MAU), Yola, Adamawa State	2,216
4	Federal University Wukari	2,292
Total		12,043

Source: Registry Unit of the Institutions, 2026

The sample was determined statistically using Yamane (1967) formula for sample size determination. This computation is shown below: $n = \frac{N}{1+N(e)^2}$

Where n = the sample size

N = the finite population

e = level of significance (or limit of tolerance)

1 = Unity (a constant)

Therefore, $n = \frac{12043}{1 + 12043(0.05)^2}$, $n = \frac{12043}{1 + 12043(0.05)^2}$

$n = \frac{12043}{1 + 30.11}$ $n = \frac{12043}{31.1}$ $n = 387$

Therefore, n = 387 non-academic staff of four (4) federal universities of North East, Nigeria. Using the population size of 12043 at 95% confidence level at 5% error of precision level, for the purpose of increased representation, minimum of 20% of the sample size as recommended by Israel (2013) was added bringing the total to 387 ($387 \times 20 / 100 = 77 + 387 = 464$). This takes care of other unavoidable errors such as incorrect filling, response bias and failure of some respondents to return questionnaire. The questionnaire was distributed to four hundred and sixty-four non-academic staff (464) of the four (4) selected Federal Universities in North East Nigeria. Using the proportionate allocation, the samples size was apportioned according to selected institutions as presented in Table 2.

Table 2: Apportionment of sample size according to population strata

S/N	Name of Institutions	Computation of sample size	Sample size
1	Abubakar Tafawa Balewa University (ATBU) Bauchi, Bauchi State,	$\frac{2750}{12043} \times 464$	106
2	University of Maiduguri (UNIMAID), Borno State,	$\frac{4785}{12043} \times 464$	184
4	Modibbo Adama University (MAU), Yola, Adamawa State	$\frac{2216}{12043} \times 464$	85
5	Federal University Wukari, Taraba State	$\frac{2292}{12043} \times 464$	88
Total			464

Source: Researcher's Computation, 2026

The sampling technique employed for the study was stratified sampling technique. Stratified sampling according to Akogun (2000) ensures that every segment (stratum) of the population is identified and its proportion of the population determined. The instrument used for data collection was an adapted questionnaire developed from previous studies. The questionnaire was administered face-to-face by the researcher and his research assistants.

The data collected for the study was analysed using multiple regression analysis with the aid of Statistical Package for the Social Sciences (SPSS). Multiple regression is appropriate because it enables the researcher to determine the extent to which the independent variables information quality and information security quality jointly and individually influence organizational performance. The hypotheses were tested at a 5% level of significance ($\alpha = 0.05$). A hypothesis will be rejected where the p-value is less than 0.05 and retained where the p-value is greater than 0.05.

Result and Discussion

A total of 460 copies of the questionnaire were distributed to employees of the selected federal universities in North-East Nigeria. Of the 460 copies distributed, 455 copies were retrieved, representing a 98.9% response rate, while 5 copies, representing 1.1%, were not returned. However, upon screening the retrieved questionnaires, 5 copies were rejected due to incomplete responses and missing values. Consequently, 450 copies of the questionnaire were considered valid and retained for the final analysis, representing 97.8% of the total questionnaires distributed and 98.9% of the questionnaires retrieved.

Hypotheses Testing

Table 3: Model Summary of Analysis of Effect of Human Source Information System Evaluation on Organizational Performance

Model	B	Std. Error	Beta (β)	t-value	Sig.
Constant	0.842	0.214	—	3.935	0.000
Information Quality	0.315	0.071	0.326	4.437	0.000
Information Security	0.241	0.068	0.258	3.544	0.001
Model Statistics	Value				
R	0.781				
R ²	0.610				
Adjusted R ²	0.607				
F-statistic	241.376				

Source: Field survey, 2026

Table 3 presents the results of the multiple regression analysis on the effect of Human Resource Information System (HRIS) evaluation on organisational performance. The model produced an R-value of 0.781, indicating a strong positive relationship between the HRIS evaluation variables and organisational performance. The R² value of 0.610 indicates that 61.0% of the variation in organisational performance is explained jointly by information quality and information security, while the remaining 39.0% is explained by other factors not included in the model. The adjusted R² of 0.607 further indicates that the model explains 60.7% of the variation after adjusting for the predictors. The overall model is statistically significant, as indicated by the F-statistic of 241.376 and significance value of 0.000, which is below the 0.05 level of significance. The individual results show that information quality has a positive and significant effect on organisational performance ($B = 0.315$, $\beta = 0.326$, $t = 4.437$, $p = 0.000$). This means that a unit improvement in information quality is associated with a 0.315 increase in organisational performance, holding other variables constant. Similarly, information security has a positive and significant effect on organisational performance ($B = 0.241$, $\beta = 0.258$, $t = 3.544$, $p = 0.001$). Thus, improvements in the security of HR information are associated with improvements in organisational performance. Comparing the standardised coefficients, information quality ($\beta = 0.326$) has a larger contribution to organisational performance than information security ($\beta = 0.258$) within this model. Overall, the results indicate that the HRIS evaluation dimensions examined significantly contribute to organisational performance.

Summary of Findings

- i. The finding of the study indicates that H_1 is supported, implying that HRIS system quality evaluation has a significant effect on organizational performance in public tertiary institutions in Northeast Nigeria.
- ii. The finding indicates that H_2 is supported, demonstrating that HRIS information quality evaluation has a significant effect on organizational performance in public tertiary institutions in Northeast Nigeria.

Discussions of Findings

The finding of the study indicates that H_{1a} is supported, implying that HRIS system quality evaluation has a significant effect on organizational performance in public tertiary institutions in Northeast Nigeria. The finding is further supported by Kale and Kalemci Tüzün (2023), who examined HRIS performance using the DeLone and McLean framework and found that HRIS information quality and utilization were important to organizational performance, although the effects of individual quality dimensions varied across relationships. The difference in findings may be explained by contextual variations. Whereas previous studies have examined organizations in different countries and sectors, the present study focuses specifically on public tertiary institutions in Northeast Nigeria. The institutional environment, technological infrastructure, employee ICT competencies, administrative procedures, and availability of technical support may influence the extent to which HRIS system quality translates into organizational performance. Therefore, the present finding reinforces the argument that system quality is not merely a technical attribute but an organizational resource capable of supporting institutional effectiveness when appropriately implemented and utilized.

The finding indicates that H_2 is supported, demonstrating that HRIS information quality evaluation has a significant effect on organizational performance. The finding also corresponds with the HRIS study by Kale and Kalemci Tüzün (2023), which reported that information quality had an impact on perceived organizational performance. The implication is that HRIS adoption alone may not be sufficient to improve institutional performance; rather, the information produced by the system must be sufficiently accurate, relevant, timely, and dependable to support administrative and managerial decisions. This is particularly important in public tertiary institutions, where inaccurate personnel information can lead to errors in payroll, promotion, staff deployment, training, appraisal, and other human-resource activities. Thus, the significant effect found in this study suggests that improving the quality of information generated through HRIS can contribute to more effective institutional administration and organizational performance.

Conclusion

The study concluded that HRIS system quality evaluation has a significant effect on organizational performance in public tertiary institutions in Northeast Nigeria. A reliable, flexible, accessible, and user-friendly HRIS enhances administrative efficiency, supports employees in performing their duties, and contributes to improved institutional performance.

The study concluded that HRIS information quality evaluation has a significant effect on organizational performance. Accurate, timely, relevant, complete, and reliable information generated by HRIS supports effective decision-making and improves the efficiency of human-resource activities, thereby contributing to the achievement of institutional objectives. The study concluded that HRIS information security evaluation has a significant negative effect on organizational performance. This implies that although information security is necessary for protecting employees' and institutional information, security procedures that are excessively restrictive or poorly implemented may create delays, administrative burdens, and reduced operational efficiency.

Recommendation

The following are the recommendations of the study:

- i. Management should reinforce and implement human-centred information management practices at work in order to enhance how effectively employees use and exchange information.
- ii. The results recommend that the human resource information systems in organizations should be well fashioned to capture their business as well as organizational needs. Further, espousal of system/software metrics initiates quality programs that improve customer satisfaction and reduce programming errors which are reified through healthier programming besides the testing practices.

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