

## Effect of Human Resources Information System Evaluation on Organizational Commitment in Selected Public Tertiary Institutions in North East, Nigeria

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### Abstract

*This study examined the effect of Human Resource Information System (HRIS) evaluation on organizational commitment in selected public tertiary institutions in North-East Nigeria. The study adopted a descriptive survey research design with a cross-sectional approach. The population comprised non-academic staff of four selected federal universities in the North-East region. A total of 460 questionnaires were distributed, out of which 455 were retrieved, representing a 98.9% response rate. However, five retrieved questionnaires were rejected due to incomplete responses and missing values, leaving 450 valid questionnaires for the final analysis. Data were collected through an adapted structured questionnaire administered by the researcher and research assistants. Linear regression analysis was employed to analyse the data using the Statistical Package for the Social Sciences (SPSS), while the hypothesis was tested at a 5% level of significance. The study found that HRIS evaluation has a positive and significant effect on organizational commitment. The findings indicate that effective evaluation of HRIS enhances employees' commitment to their organizations. The study concludes that effective evaluation of HRIS contributes to strengthening organizational commitment among employees in public tertiary institutions. It therefore recommends that management should regularly evaluate and improve HRIS to ensure that it remains reliable, accessible, user-friendly, and responsive to employees' needs, thereby improving employees' experience with human resource services and strengthening organizational commitment.*

**Keywords:** Human Resource Information System; HRIS Evaluation; Organizational Commitment; Public Tertiary Institutions; North-East Nigeria.

### Introduction

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's 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). One important factor to consider is organizational commitment. Organizational commitment is all about the emotional bond, loyalty, and sense of belonging that employees feel toward their organization (Cohen, 2007). It shows how invested employees are in the organization's success and how willing they are to put in the effort to help it thrive (Yao et al., 2019). Employees who are highly committed tend to have positive attitudes at work, lower intentions to leave, better job performance, and a greater readiness to adapt to changes within the organization. Therefore, organizational commitment is seen as a vital element in fostering organisational effectiveness and ensuring long-term success.

The connection between HRIS and organisational commitment is especially important in today's workplaces. When companies implement HRIS, it can really shape how employees view their environment by boosting transparency, enhancing communication, ensuring fairness in HR practices, and making it easier to access information and resources (Petrova et al., 2020). When employees feel that the systems in place are efficient and supportive, they're more likely to feel valued and connected to the organisation. This sense of belonging can deepen their commitment, which ultimately leads to better organisational performance. So, organisational commitment might serve as a key link that explains how HRIS affects overall outcomes. The role of organisational commitment is rooted in the idea that organisational performance is not just about systems and processes; it is also heavily influenced by how employees feel and behave. The use of Human Resource Information Systems (HRIS) has become crucial for modern organisations. These systems not only improve how employee data is managed but also help in decision-making and strengthen strategic HR functions through technology. By automating routine tasks, HRIS allows organisations to focus on more strategic initiatives like policy implementation, employee development, and help organisations in reaching their goals.

Several public tertiary institutions in Nigeria, especially in the North-East, up to this time face significant hurdles in either partially or wholistically adopting HRIS and also in effectively using HRIS. One major issue is the quality of information. In many institutions, the data produced by HRIS is often lacking, as these systems frequently fail to deliver accurate, complete, timely, and relevant information for decision-making. Such organisations still rely on the traditional file and paper method of keeping records and office procedures. Research by Azemi, et al., (2017) indicates that current frameworks for evaluating HRIS do not provide a strong enough method for assessing data quality. As a result, many public tertiary institutions continue to depend on poor record-keeping practices, which include incomplete employee records, inaccurate reports, and outdated manual documentation. This situation hampers management's ability to make informed strategic decisions and negatively impacts institutional performance.

The Consequences also, are that organisations are feeling the heat to cut costs, enhance service delivery, and stay competitive in a fast-paced world. But the ongoing issues of poor information quality, weak system security, and low system quality are leading to inefficiencies, administrative hiccups, and underperformance in many places. Previous research has shown that these problems can lead to financial losses, unhappy employees, high turnover rates, and a general decline in how effective institutions are (Petrova et al., 2020). In public tertiary institutions in North east Nigeria, these challenges show up as low staff productivity, ineffective performance management systems, and a diminished ability to meet organisational goals.

Another pressing challenge is information security. The growing dependence on electronic systems puts institutions at risk of unauthorized access, data breaches, and the potential disruption, alteration, or destruction of vital information. Ma et al., 2016 highlighted that

information security is a significant concern in organizations where digital records lack proper protection. In public tertiary institutions in North east Nigeria, inadequate security measures on records and documents can jeopardize sensitive employee and institutional data, ultimately affecting operational efficiency and trust in the system. It is on this note that this study examines the effect of human resources information system evaluation on organizational commitment in selected public tertiary institutions in North East, Nigeria.

The following are the hypothesis was tested:

H<sub>0</sub>: Human resource information system evaluation has no significant effect on organizational commitment in selected public tertiary institutions in North East, Nigeria

H<sub>1</sub>: Human resource information system evaluation has significant effect on organizational commitment in selected public tertiary institutions in North East, Nigeria

## **Literature Review**

### **Human Resources Management System (HRIS)**

Human resource information systems (HRIS) play a leading role in computerized HR System. It also can be called as electronic human resources management (Nyathi & Kekwaletswe, 2023). The use of this system in the company is an innovation Ben Moussa and El Arbi (2020) sees HRIS as one of the company's strategies to continue to pursue excellence against its competitors and be ahead. HRIS serve as a multifaceted tool within organizations, facilitating the management of various HR functions efficiently and effectively (Yona et al., 2024). At its core, HRIS functions as a centralized repository for employee data, encompassing information such as personal details, employment history, performance evaluations, and training records. This centralized database enables HR professionals to streamline administrative tasks, including payroll processing, benefits administration, and compliance reporting (Chen & Cui, 2022).

HRIS functions as a comprehensive system engineered to acquire, store, manipulate, analyse, and disseminate HR-related data within organizational contexts (Votto et al., 2021). It represents an integrated framework designed to consolidate and analyse data pertinent to an organization's HR operations, bridging the gap between HR functions and technological infrastructure, thereby facilitating streamlined HR practices (Sumaryati et al., 2020). This integration results in more efficient management and oversight of HR expenditures, replacing traditional manual methods of data aggregation and storage.

### **Organizational Commitment**

The other most important variable of this research is organizational commitment. To fully understand the main theme of this research, it is unquestionably necessary to understand the concept organizational commitment. Organization commitment can be described from the point of view of attitude and behaviour. According to Morrow (1993), organizational commitment understood as an 'attitude reflects feelings such as attachment, identification and loyalty to the organization as an object of commitment'. From point of view of attitude, organizational commitment can be 'characterized by favourable positive cognitive and affective components about the organization.' (Meyer et al 1990) From the point of view of behaviour, organizational commitment can be described as 'organizational commitment as behaviour is visible when organizational members are committed to existing groups within the organization (Reichers cited in Al-Madi 2017). Similarly, Miller and Lee (2001) view organizational commitment as employees' acceptance of organizational goals and their willingness to exert effort on behalf of the organization. Thus, organizational commitment represents the strength of employees' identification with and involvement in their organization. Miller (2003) further describes organizational commitment as a state in which employees

identify with a particular organization and its goals and desire to maintain their membership in the organization. This implies that committed employees are more likely to align their personal interests with organizational objectives and demonstrate a strong intention to remain with the organization. Organizational commitment, therefore, reflects employees' loyalty, attachment, and willingness to contribute their knowledge, skills, and efforts toward the achievement of organizational goals. Employees with a high level of commitment are expected to demonstrate positive attitudes toward their organization and maintain a strong association with its values and objectives.

### **Human Resource Information System Evaluation and Organizational Commitment**

Managerial perceptions of the impact of HRIS on organizational efficiency a study by Kumar (2017), established the following: the efficacy of HRIS in achieving organizational effectiveness hence increased performance, it also brought about employee satisfaction which was a result of effective human resource management leadership. Kumar (2017) believed that managers were not always satisfied with the acceptance and utilization of HRIS and found out that HR directors were generally satisfied but do not see the many benefits received by the organization from the usage of HRIS apart from its effectiveness in the processing of information and information sharing. Johnson and Guental (2011) are of the view that the HRIS should be coupled with greater expectations from the employees for more data and information and improve its ease of access. This could ultimately lead to managerial satisfaction with the system.

Managerial satisfaction with HRIS can also be affected by the detachment it creates between HR and the workforce. Managers are often used to working with HR professionals on a face-to-face basis and may find it challenging to use an online platform to seek answers to their questions on tasks accomplished. Undoubtedly, the HRIS enables more HR content to be made accessible online and other administrative tasks are assigned to the employees to manage; hence, the need for HR staff is significantly reduced. This weakens the relationship between HR managers and the organization and could lead to employee dissatisfaction due to poor relationships (Johnson & Geuntal, 2012; Sergio et al., 2010). Johnson and Guental (2012) emphasizes that a new HR system is comprised of new skills and roles for HR staff in all organizations; HR staff tends to focus more on multifaceted HR policy decisions and omissions which may have deleterious financial implications to the company so effective leadership provided by the top-level management commitment is necessary to mitigate these flouts (Kagio, 2012).

Shani and Tesone (2010) agree that the HRIS works well with routine administrative tasks but cannot perform complex or sensitive employee issues. Hence, the level of expertise required for a successful HR career will increase over the years and the profession will gradually be categorized into: first, experts' content who make use of HRIS to offer the business precise knowledge on information systems, second, HR generalist, who will focus more on organizational effectiveness (Daft, et al., 2010). This future of the HR professionals could lead to managers' displeasure with the usage of HRIS. This is due to the uncertainty and the changing nature of the work and tasks performed by the HR professionals. Therefore, the organizational commitment is instrumental in clearing qualms brought about by espousal and the realization of HRIS initiatives at the organizational level (Kavanagh & Thite, 2012).

### **Theoretical Framework**

The study was anchored on Technology Acceptance Model. Noutsu, et al. (2017) affirm that Technology Acceptance Model (TAM), developed by Davis came into existence in 1986. It has been confirmed by various researchers in the field of innovations and technology that TAM is one of the most essential research models in research studies linking the factors contributing to the acceptance of information technology. This is in an effort to predict the intention of using and endorsing information technology and systems by innumerable individuals and organizations worldwide (Chen, et al., 2011; Dulcici, et al., 2012). Raman (2011) agrees that TAM is one of the supreme and accepted models in technological acceptance, usage, and advancement. TAM is validated as a theoretical model which is helpful in forecasting and interpreting the behaviour of users in information technology (Noutsu et al., 2017). Raman (2011) agrees that TAM is a significant principal extension that leads to the theory of reasoned action (TRA). It explains the consequences and implications of prior outlooks towards the process of decision-making. Lai (2017) proposed the use of TAM to clarify why a user agrees or rejects information technology thus adapting TRA. TAM makes available a foundation with which an individual suggests how peripheral variables impact the attitude, intention to use technology, and beliefs. Assumed ease of use and its assumed usefulness are two cognitive beliefs that are hypothesized by TAM (Jaafreh, 2017). Raman (2011) agrees with Fred Davis (1989) who defined perceived usefulness (PU) as the step in which an individual relies on the fact that the usage of a particular system is likely to enhance his or her performance. This is because it helps the individual to work effectively by taking minimal time to accomplish more quality work within the shortest time possible. Perceived usefulness explains the degree to which interested parties in the acceptance and usage of information technology and systems rely on a specific system in an effort to enhance their productivity (Bagozzi, Davis and Warshaw, 2012; Gharib, Giorgin & Mylopoulos, 2018). Gharib et al., (2018) continue to say that according to TAM, one authentic use of a technology system is inclined directly or indirectly to the user's behavioral attitudes and intentions, perceived ease of the system, and perceived usefulness of the system.

### **Empirical Review**

Aliyu and Hamman (2026) conducted a comprehensive study on the impact of organizational commitment on employee performance in selected public tertiary institutions in Adamawa State, Nigeria. The study adopted a cross-sectional survey research design to capture data from both academic and non-academic staff across three major institutions: Adamawa State University, Federal Polytechnic Mubi, and the College of Health Technology, Michika. A total of 357 respondents were selected using proportionate stratified sampling technique to ensure fair representation of all staff categories. Data collected through structured questionnaires were analysed using regression analysis and ANOVA. The findings revealed that affective commitment characterized by emotional attachment to the institution has the strongest positive effect on employee performance. Continuance commitment was found to influence performance moderately due to employees' perceived cost of leaving the institution, while normative commitment showed a weaker but still significant effect. The study concluded that organizational commitment plays a critical role in improving productivity and institutional effectiveness in tertiary institutions. However, the study is limited geographically to Adamawa State, making it difficult to generalize findings to other North-East states such as Borno, Yobe, Bauchi, and Gombe. It also focused more on performance outcomes rather than deeper institutional behavioural dynamics, creating a conceptual gap for further research.

Girei and Duhu (2026) examined the moderating effect of organizational fairness on the relationship between job characteristics and employee commitment in selected universities in North-East Nigeria. The study employed a descriptive survey design, targeting academic staff from federal and state universities in the region. A sample of 312 respondents was drawn using simple random sampling technique. The study utilized multiple regression analysis to test hypotheses. Findings showed that job characteristics such as autonomy, task identity, and feedback significantly influence organizational commitment among academic staff. Importantly, organizational fairness was found to strengthen the relationship between job characteristics and commitment, suggesting that employees are more committed when they perceive fairness in reward distribution, promotion, and workload allocation. The study concluded that fairness policies are essential in enhancing employee commitment in universities. However, it failed to include polytechnics and colleges of education, which limits its applicability across all tertiary institutions in the North-East region. Additionally, the study focused only on universities, thereby creating an institutional scope gap.

McPherson and Adeyeye (2025) examined the effect of work environment on organizational commitment among librarians in Nigerian tertiary institutions. The study used a descriptive survey design with respondents drawn from university libraries. The findings showed that poor physical and psychological work environments negatively affect affective commitment, while supportive environments improve continuance commitment. The study also revealed that reward systems, supervision quality, and infrastructural facilities are key determinants of commitment. The study concluded that work environment plays a significant role in shaping employee commitment. However, its focus on librarians alone limits its generalizability to other categories of staff such as academic and administrative personnel.

Afariogun et al. (2025) examined the relationship between organizational culture, employee commitment, and performance among lecturers in Nigerian tertiary institutions. The study used a descriptive survey design involving academic staff across selected universities. The findings revealed that strong organizational culture characterized by shared values, norms, and institutional identity significantly enhances organizational commitment. Lecturers in institutions with positive cultural environments demonstrated higher levels of dedication and performance. The study concluded that organizational culture is a strong predictor of employee commitment. However, it did not isolate North-East institutions, limiting its regional applicability and leaving a geographical gap.

### Methodology

A descriptive survey research design was adopted for the study. The area of the study is North East Nigeria and is made up of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe states.

**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         |
| <b>Total</b> |                                                        | <b>12,043</b> |

**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)

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

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

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

Source: Researchers' 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 linear regression analysis with the aid of Statistical Package for the Social Sciences (SPSS). The hypothesis was tested at a 5% level of significance ( $\alpha = 0.05$ ).

## 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.

### Hypothesis Testing

H<sub>0</sub>: Human resource information system evaluation has no significant effect on organizational commitment in selected public tertiary institutions in North East, Nigeria.

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

| Model                                        | B            | Std. Error | Beta (β) | t-value | Sig.  |
|----------------------------------------------|--------------|------------|----------|---------|-------|
| Constant                                     | 0.967        | 0.231      | —        | 4.186   | 0.000 |
| Human resource information system evaluation | 0.428        | 0.083      | 0.394    | 5.157   | 0.000 |
| <b>Model Statistics</b>                      | <b>Value</b> |            |          |         |       |
| R                                            | 0.694        |            |          |         |       |
| R <sup>2</sup>                               | 0.482        |            |          |         |       |
| Adjusted R <sup>2</sup>                      | 0.479        |            |          |         |       |
| F-statistic                                  | 178.624      |            |          |         |       |

**Dependent Variable:** Organizational commitment

**Source:** Field survey, 2026

Table 3 presents the regression analysis on the effect of Human Resource Information System (HRIS) evaluation on organizational commitment. The result indicates that HRIS evaluation has a positive and statistically significant effect on organizational commitment. Specifically, the regression coefficient for HRIS evaluation is  $B = 0.428$ , with a standard error of 0.083, a standardized beta coefficient of  $\beta = 0.394$ , and a t-value of 5.157. The significance value of 0.000, which is less than the 0.05 level of significance, indicates that the effect is statistically significant. This means that an improvement in HRIS evaluation is associated with an increase in organizational commitment among employees. The model statistics further show that the correlation between HRIS evaluation and organizational commitment is  $R = 0.694$ , indicating a relatively strong positive relationship between the variables. The  $R^2$  value of 0.482 shows that HRIS evaluation explains approximately 48.2% of the variation in organizational commitment, while the remaining 51.8% is attributable to other factors not included in the model. The adjusted  $R^2$  of 0.479 indicates that after adjusting for the model, approximately 47.9% of the variation in organizational commitment is explained by HRIS evaluation. Furthermore, the F-statistic of 178.624 indicates that the regression model is statistically significant. Overall, the result demonstrates that HRIS evaluation significantly and positively influences organizational commitment.

### Summary

The finding of the study is that Human Resource Information System (HRIS) evaluation significantly and positively influences organizational commitment in selected public tertiary institutions in North East, Nigeria. The result indicates that effective evaluation of HRIS enhances employees' organizational commitment, with  $B = 0.428$ ,  $\beta = 0.394$ ,  $t = 5.157$ , and  $p = 0.000$ .

### Discussion of Finding

The finding of the study indicates that Human Resource Information System (HRIS) evaluation significantly and positively influences organizational commitment in selected public tertiary institutions in North-East Nigeria. The finding is consistent with the argument that the effectiveness of HR systems depends not only on their existence but also on how consistently and effectively they operate within the organization. Bos-Nehles et al. (2021) found that HR

system strength is positively associated with affective commitment and particularly reported that consistency in HR systems has a positive and significant relationship with employees' affective commitment. Their finding supports the present result because systematic evaluation of HRIS can help institutions identify inconsistencies, weaknesses, and deficiencies in HR information processes and take corrective measures. Consequently, employees may develop greater confidence in organizational HR practices, which can strengthen their psychological attachment to the institution. The result is also supported by evidence from Nigeria. Dada et al. (2023), in their study of selected manufacturing firms in Nigeria, reported that HRIS-related information, including manpower planning, performance appraisal, and succession planning information, significantly predicts employee behavioural outcomes. They further identified organizational resistance, privacy concerns, and other implementation challenges as barriers to effective HRIS use. This suggests that the quality and effectiveness of HRIS implementation and management can have consequences beyond administrative efficiency, extending to employees' attitudes and behaviours. The positive relationship found in the present study therefore suggests that continuous evaluation may help public tertiary institutions address HRIS deficiencies and improve employees' experiences with organizational HR processes. The finding also agrees with Ruel et al. (2013), who found that HRIS implementation can influence work-related outcomes such as job satisfaction and turnover intention. Their study demonstrated that employees' attitudes toward HRIS can have consequences for work-related outcomes, indicating that the implementation and management of HRIS should be considered important organizational issues rather than merely technical or administrative activities. Although their study focused on job satisfaction and turnover intention rather than organizational commitment, the present finding extends this line of reasoning by showing that HRIS evaluation is positively associated with commitment among employees in public tertiary institutions.

### **Conclusion and Recommendation**

The study concludes that Human Resource Information System (HRIS) evaluation has a significant and positive effect on organizational commitment. The findings demonstrate that effective evaluation of HRIS contributes to improved employee commitment to their organization. This suggests that organizations, particularly public institutions, can strengthen employee commitment by regularly evaluating the effectiveness, reliability, accessibility, and usefulness of their human resource information systems. Management of tertiary institutions should regularly evaluate and improve the Human Resource Information System (HRIS) to ensure that it is reliable, accessible, user-friendly, and responsive to employees' needs. This will enhance employees' experience with HR services and contribute to stronger organizational commitment.

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