African Journal of Social and Behavioural Sciences (AJSBS)
Volume 15, Number 4 (2025) ISSN: 2141-209X

ROLES OF HUMAN RESOURCE INFORMATION SYSTEM (HRIS) ON EMPLOYEES' PERFORMANCE AT SEPLAT ENERGY, LAGOS

Tomisin Ayodele[1]*, Helen Andow[2] & Christy Zwingina[3]

[1,2,3]Department of Business Administration, Bingham Administration, Karu, Nigeria

*tomiayodele286@gmail.com

ABSTRACT: The need for Human Resource Information System (HRIS) in large and complex organizations is necessitated by a huge number of employees with diverse professional skills assigned to various organizations' units that require smart management. Likewise, organizations that are geographically dispersed require HRIS to manage information and human resources from multiple locations. The study evaluates the effect of the human resource information system (HRIS) on the employees' performance in Seplat Energy, Lagos. The study constitutes the entire population of employees in Seplat Energy, which amounts to 551. A sample of 226 was determined using the Krejcie and Morgan (1970) table. The study used various statistical tools such as descriptive statistics, correlation analysis, and multiple regression to test the hypotheses used in the study. The research revealed and concluded that the human resource information system has a positive and significant effect on the performance of employees in Seplat Energy. Specifically, database management and attendance management have significant and positive effects; the study therefore recommended that Seplat Energy should ensure that it directs resources towards database management and attendance management in order to maximize the performance of employees in the organization.

Keywords: Human Resource Information System, Attendance Management, Database Management, Employees' Performance

INTRODUCTION

Human Resource Information Systems (HRIS) have become an essential tool for organizations to manage human resources effectively and efficiently (Kavanagh et al., 2018). With the rapid advancement of technology, HRIS has evolved from a simple database management system to a comprehensive platform that integrates various HR functions, such as recruitment, training, performance management, and compensation management (Marler & Fisher, 2016). The business landscape has become increasingly competitive and dynamic, with organizations constantly striving to enhance their performance and maintain a competitive edge. Human Resource Management (HRM) plays a critical role in determining an organization's success, as the effective management of human resources can lead to increased efficiency, productivity, and overall performance (Wright & McMahan, 2019).

Adopting advanced technologies, such as Human Resource Information Systems (HRIS), can transform HRM practices and positively impact employees' performance. HRIS refers to the

integration of information technology and HRM, with the aim of streamlining and automating HR processes, such as recruitment, training, performance management, payroll, and employee benefits administration (Hendrickson, 2016). HRIS has gained considerable attention in recent years, as organizations recognize the need to leverage technology to enhance the efficiency and effectiveness of their HR functions (Lengnick-Hall & Moritz, 2016).

This study seeks to examine the effect of HRIS on employees' performance, providing insights into how HRIS can contribute to enhanced efficiency, effectiveness, and competitive advantage. Several studies have explored the relationship between HRIS and employees' performance (Marler & Fisher, 2016; Ngai & Wat, 2016). Some have reported positive associations between HRIS adoption and various aspects of performance, such as reduced administrative workload, improved data accuracy, and better decision-making capabilities (Bondarouk et al., 2016; Parry, 2021). Others have focused on the role of HRIS in specific HR functions, such as talent acquisition (Cober et al., 2018), performance management (DeNisi et al., 2018), and employee engagement and retention (Barney, 2019; Teece et al., 2017). However, this study examined the effect of HRIS on employees' performance using the components of HRIS.

Seplat Energy is one of Nigeria's leading energy suppliers and is driving the country's energy transmission towards cleaner, more reliable, and accessible energy. In order to achieve its objectives, the organization has employed a robust HRIS to effectively manage its employees and optimize human resource functions related to the delivery of service. Nonetheless, the organization is still dogged with issues relating to the efficient and effective performance of its employees in order to meet the demands of society. This study, therefore, attempts to examine the relationship and effect of HRIS on the performance of employees in Seplat Energy, Lagos.

Despite extensive research on HRIS and its potential benefits, there is a notable gap in the literature regarding its specific impact on employees' performance within the energy sector. While some studies suggest a positive correlation between HRIS implementation and performance improvement (Marler & Fisher, 2016; Ngai & Wat, 2016), others emphasize the need for a nuanced examination of contextual factors and organizational dynamics (Hendrickson 2016; Gupta, 2016) Additionally, the unique challenges and complexities inherent in the energy industry, such as fluctuating market demands, technological advancements, and regulatory constraints, necessitate a tailored investigation into the relationship between HRIS and employees' performance.

The main objective of the study is to examine the effect of the human resource information system (HRIS) on the employees' performance in Seplat Energy, Lagos. The specific objectives of the study are to:

i. investigate the effect of database management on the employees' performance of Seplat energy, Lagos;
ii. evaluate the effect of attendance management on the employees' performance of Seplat energy, Lagos;

The dependent variable of the study is employees' performance, which was proxied by effectiveness. Effectiveness was seen in employees, the achievement of set organizational

objectives within a given period, and the use of resources. The independent variable of the human resource information system was proxied using two out of the six components of the HRIS model. They include database management and attendance management. The reason for selecting the two is that those are the components implemented by the organization. The study was scoped in Seplat Energy, Lagos, in Lagos State, Nigeria. The study used a point in time data and therefore covered the period from 2019 to 2025.

LITERATURE REVIEW

The study examines the effect of the human resource information system on employees' performance at Seplat Energy, Lagos. The conceptual framework attempts to establish the direct relationship between the human resource information system and employee performance.

Human Resource Information System (HRIS)

Human resource information system is an organized process for gathering, storing, maintaining, and resuming data required by firms regarding their worker progress, human resources, and other firm features (Kovach et al., 2022).

HRIS is an organized method of providing information about human resources, it functions and external factors relevant to managing human resources. According to Broderick and Boudrea (2022), "Human Resources Information System (HRIS) is the composite of database, computer applications, hardware and software that are used to collect, record, store, manage, deliver, present and manipulate data of human resources." HRIS stores employes' information, processes it, and provides information for organizational purposes. (Mohommade & Khashman, 2016). Based on that, the HR department is able to get a clear picture of the company and put some strategies in place when there are problematic situations. (Sadiq et al, 2021). HRIS comes with several core modules that will streamline the HR process in an organization. In here, the researcher is going to analyse four modules in the HRIS, which is used by the selected organization. They are the Time and attendance system, the Training and development system, the Performance management system, and self-service.

HRIS can therefore be seen as the backbone of an organization as it meets the needs of all the stakeholders of the organization. These include the HR practitioners directly in HR activities, the top-level management of the organization as well as the employees. Each of them has an exclusive interest in HRIS (Dusmanescu & BradicMartinovic, 2016).

Database Management

The data management system is the process of storing, organizing, and maintaining the data created and collected by an organization. According to Janakiraman and Sarukesi (2017), data management systems keep data that is needed for the decision-making process, managed by computer software called a database management system (DBMS). It allows users to insert or delete, modify, and query the data. Data management systems perform the function of storing,

organizing, and maintaining the data that are needed for decision making process. The data management system includes a database and data warehouse.

The database is an organized collection of data generally stored and accessed electronically from a computer system that contains relevant data for the situation and is managed by software called the database management system (DBMS). A database is a collection of records kept for a common purpose, and a database management system (DBMS) is a program product for keeping computerized records about an enterprise. A database is a repository for stored data. The database management subsystem can be interconnected with the corporate data warehouse, a repository for corporate relevant decision-making data. This ensures data integrity and consistency at any time when the datasets are accessed and allows controlled data access according to the access rights defined in the systems manager. Access to data in the database is usually provided by a "database management system" (DBMS) consisting of an integrated set of computer software that allows to interact with one or more databases and provides access to all of the data contained in the database. The DBMS provides various functions that allow entry, storage, and retrieval of large quantities of information and provides ways to manage how that information is organized. An organization must have accurate and reliable data for effective decision making. Generally, a database is an organized collection of related information (Rob & Coronel, 2020).

Attendance management

Attendance management is a crucial function within organizations that involves tracking and managing employees' presence, absence, and timings during work hours. This process helps to ensure that organizational resources are utilized effectively and that workplace policies regarding time are followed. Bunmi's (2016) study mentioned that attendance management is the method of stopping employee time theft by following employee working hours, login time, leave, cessation, and time off. Organizations use many methods, from stamping cards and worksheets to computerized attendance management systems and biometric strategies, to attain employee attendance.

Attendance management is the act of managing attendance or presence in a work setting to minimize loss due to employee downtime. Attendance control has traditionally been approached using time clocks, timesheets, and time tracking software, but attendance management goes beyond this to provide a working environment which maximizes and motivates employee attendance (Drax 2018). Attendance management is a set of practices used to track employee attendance. This includes keeping track of hours worked, managing requests for time off, and handling schedule adjustments. An effective attendance management system helps improve efficiency, reduce absenteeism, and boost morale and productivity (Stones, 2018). Attendance management is the process used by organizations to monitor their employees' attendance, absences, and hours worked as well as any associated costs. Attendance management systems are tools or platforms used to keep track of these metrics and ensure that employee time is documented accurately (Strong & Langs, 2020).

Employee Performance

Performance is the total expected value to an organization of discrete behavioural episodes that individuals perform over a standard period of time, individual performance as behaviour or action relevant to the goals of an organization. Basically, performance is what an employee does and does not do; performance is the result of work in quality and quantity that has been achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him. However, it is not easy to improve employee performance without serious efforts from the management. Strategic steps are needed to make it happen, one of which is the synergy and commitment of the company itself (Shahzadi, 2019)

Fernando and Dissanayake (2019) defined employee performance as how employees carry out the tasks assigned to them within stipulated deadlines. To improve value to consumers, reduce costs, and function effectively, organizations typically create performance goals for individual employees and the organization as a whole (Fidyah & Setiawati, 202; Kiruja & Mukuru, 2018; Inuwa, 2016). Thus, performance relates to the efficacy, quality, and efficiency of a task for an individual employee. According to Pradhan (2016), employees' performance is more likely to be enhanced when they are allowed to participate in decision-making and contribute to the implementation of change that affects them. Employee performance is viewed as an ongoing process, and it is based on the quality of work, cost-efficiency, punctuality, and response to one's task (Oparanman & Nwaeke, 2015).

Effectiveness

Effectiveness is the power to produce the desired result. Employee effectiveness can be assumed as an enhanced level of employee performance that would lead to higher productivity. This assumption is supported by Terpstra and Rozell (2017). In combination with strategy and knowledge management, organizational effectiveness is discussed by Zheng et al. (2019), who define the degree to which an organization realizes its goals. Effectiveness is often measured as the quality of the desired result. Effectiveness is perceived as doing the right thing at the right time (Robbins *et al.*, 2019; Jones & George, 2016; Kinicki & Kreitner, 2016). Thus, employee effectiveness refers to how well an employee accomplishes the job assigned to him/her at the expected time schedule for its completion. For an employee to be effective is also dependent on the available resources at his/her disposal. Secondly, employee completion of the assignment must align with the organization's goals. Therefore, employee effectiveness is a function of resource acquisition as well as goal accomplishment (Sinding & Waldstrom, 2018; Kinicki & Kreitner, 2016).

Empirical Review

Nthiga (2023) examined the effect of Human Resource Information Systems (HRIS) on employees' performance in Murang'a Water Companies in Murang'a County. The study adopted a descriptive design to determine the effects of human resource information systems on employees' performance. Data for the study was primarily obtained by use of a survey tool. It was collected using a questionnaire. The filled questionnaires were checked for completeness and then coded

and the data analyzed. A correlation model for establishing the presence and magnitude of dependence using significance levels was applied to the effect of Human Resource Information Systems (HRIS) on employees' performance. The findings of the study established that human resource information system is used in the selected Water Companies in Murang'a Count y; the institutions have adopted HRIS in their operation; the impact on adoption and implementation of HRIS involved the regulatory as an environmental impact on adoption and implementation of human resource information system and an effective HRIS provides information on just about anything the companies need to track and analyze about employees. The study did not focus on how specific components of HRIS (for example; payroll or talent management) affect different performance metrics. The study does not break down how different HRIS components (e.g., payroll, talent management) impact various performance metrics.

Majeje (2022) assessed the impact of Human Resource Information Systems on the performance of Azania Bank Limited. The study adopted descriptive research targeting 133 respondents serving at all levels at the Bank's headquarters. The data were collected using structured questionnaires and subsequently subjected to descriptive and inferential analysis in the Statistical Package for Social Sciences (SPSS version 21). Correlation and regression analysis were also undertaken based on the pre-established regression models. Results indicated that HRIS has most significantly ($p < 0.001$) impacted the organization's performance. The study lacked analysis of which HRIS modules contribute the most to performance and how this impact varies across different departments or units. The study does not explore how HRIS impact varies across different units within the bank.

Roba (2024) examined the influence of the database management system (PM) on employee job performance in the Commercial Bank of Ethiopia, selected Adama districts. In order to test five (05) hypotheses and achieve the objectives of this research, a structured questionnaire was applied to gather primary data for analysis and interpretation. However, this questionnaire is composed of 31 questions (Likert Scale questions) that represent all the variables of this paper. However, a simple random sample (n=159) was selected with 178 questionnaires that were distributed and returned to ensure high response from bank staff. Descriptive Statistics and Multiple regression models were used for data analysis. Accordingly, the data analysis results reveal that the database management system, i.e., performance feedback, performance appraisal, and rewarding system, has a significant influence on its selected outcomes. The study focuses on a specific region in Ethiopia, which may not be applicable to other industries or locations.

Munsaka and Charito (2022) investigated the effects of Database management system on Employee Performance in the Civil Service, specifically the Ministry of Mines and Minerals Development (MMMD) in Zambia. The research consists of four main parts: The effects of the Database management system on Employee Performance; The effects of the Database management system on Staff Development; The relationship between Staff Development and Employee Performance; and the mediating role of Staff Development on the effects of the Database management system on Employee Performance. A quantitative approach was adopted in this study, with the population of interest consisting of 250 employees who were randomly selected from six Departments under MMMD in Lusaka. The data was collected with the aid of structured questionnaires, and analysed using the Statistical Package for Social Sciences (SPSS) and excel.

The findings of the research study indicate that Database management system: improves employee performance, efficiency, and attitude towards work; identifies employee individual strengths and weaknesses; helps in identifying training needs and employee competencies; and also helps align employee qualifications/skills to the job requirements (job specifications). The research concludes that the database management system has effects on Employee Performance and Staff Development. It also concludes that the relationship that exists between Staff Development and Employee Performance is that Staff Development enhances Employee Performance, which in turn improves the career progression of employees as they acquire new knowledge and skills in doing their job. The study does not incorporate employee perspectives on how DBMS affects their work.

Rahayu et al. (2024) examined the effectiveness of attendance management on the quality of employees' performance. The number of samples taken was 100 respondents with purposive sampling. Data analysis in this study used the Structural Equation Model (SEM). From the results of data processing, the R-squared result of 0.939 is obtained, which means that variable X has a significant effect on variable Y through the intervening variable Z. The study does not account for contextual factors (e.g., industry, work culture) that may influence attendance management effectiveness. The study used a smaller sample for respondents.

Yanses et al., (2022) examined the effect of attendance, work facilities, and work environment on employee performance at PT Indomarco Prismatama, Jakada. The subjects in this study were permanent employees of the Development Department of PT Indomarco Perismatama Distribution Center Jakarta 2. The sample of this study was obtained from distributing questionnaires to 79 respondents. The study method is quantitative using multiple linear regression analysis (using the Statistical Package for the Social Sciences (SPSS) version 23), and uses a simple random sampling technique. The research results show that the variables of absenteeism, work facilities, and work environment have a positive and significant effect on employee performance variables. The sample size is small, and the study focuses solely on PT Indomarco Prismatama, limiting generalizability across industries. The study only considers PT Indomarco Prismatama, making applying conclusions across different industries difficult.

Theoretical Framework

Unified Theory of Acceptance and Use of Technology (UTAUT)

The unified theory of acceptance and use of technology (UTAUT) is a technology acceptance model formulated by Venkatesh and others in "User acceptance of information technology: Toward a unified view" (Venkatesh et al., 2003). The UTAUT aims to explain user intentions to use an information system and subsequent usage behaviour. The unified theory of acceptance and use of technology explains a user's intention to use ICT and the subsequent user behaviour. The model was developed through a review of the theory of reasoned action, technology acceptance model, theory of planned behaviour, the motivational model, a model combining the technology acceptance model and theory of planned behaviour, the model of PC utilization, diffusion of innovation theory and the social cognitive theory (Korpelainen, 2011). Effort expectancy, performance expectancy, facilitating conditions, and social influence are the determinants of user acceptance and usage behaviour (Venkatesh et al., 2003). The theory provides managers with a

tool to assess the possibilities of success following the introduction of technology as well as to understand drivers of acceptance of technology hence design interventions against potential resistance.

The relevance of the theory to the study is through being predictive of the human resource practices after the adoption of technology. Human resources are able to analyze potential benefits and costs that E recruitment practices may accrue to both the recruits and the objectives of the human resource department. The UTAUT theory therefore informs this study through defining the reasons behind the adoption and continued use of E recruitment practices, which is to ensure that employees are retained by the firm for as long as their contracts dictate. Additionally, it predicts the potential that the adoption of E recruitment practices could have to the firm. This is through providing human resource managers with the tool to assess the possible success of implementing and continued use of E recruitment practices.

The study is underpinned by the Unified Theory of Acceptance and Use of Technology (UTAUT). This is because it talks about the importance of human resources in the organization and why they should be treated and handled with the best practices.

METHODOLOGY

The study adopted a survey research design. The study used the survey method for this study because it creates room for gathering large amounts of data from a sizeable population (Osuagwu, 2016). The study population consists of all the staff of Seplat Energy, Lagos. The population, as reported by the head of the human resource department in the year 2024, is (551) five hundred and fifty-one.

The study adopted a simple random sampling technique in the distribution of questionnaires to the sample. The sample is therefore determined using the Krejcie and Morgan table of (1970). Given the population of 551, the table suggests a sample size of 226. However, the research made provisions for alteration using Jones (2019), who suggested that 10% should be added to the calculated sample size. This therefore, increased the sample size to 249

Data was collected through a questionnaire, and the questions are closed-ended. A 5-point Likert scale will be used to measure the extent to which the various respondents agreed or disagreed with the issues raised. The opinions in the questionnaire are rated as: 5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree, and 1 = strongly disagree. The researcher distributed the questionnaire through the head of HRD. The questionnaire is divided into three parts. Part “A” addressed questions on personal information (respondent’s information). Part “B” questions were on human resource information systems, and Part “C” addressed employee performance.

Reliability was used to test the extent of the accuracy of the questions in the instrument, while content validity was used to test for the internal consistency of each of the questions (variables) in the questionnaire. The most convenient method for testing for the internal consistency is the Cronbach’s Alpha, which was computed with the following model:

$$\alpha = \frac{Nr}{1+r(N-1)} \quad - \quad - \quad - \quad - \quad - \quad - \quad - \quad - \quad -1$$

The study used descriptive statistics methods such as; mean and standard deviation, as well as, frequencies and percentages. Also, the study used regression and correlation. Multiple regression was used to estimate the cause-and-effect relationship between the dependent and independent variables, while correlation was used to ascertain the degree or strength of a relationship between the variables. The study used SPSS v 26 to analyse the data.

Model Specifications

$Y = \alpha + \beta_1 X + \mu$ - - - - - - 2

The formula is substituted with the variables and presented as follows;

$PFM = \alpha + \beta_1 DBM + \beta_2 ADM + \mu$ - - - 3

Where:

PFM = Performance

DBM = Database management

ADM = Attendance Management

α =Intercept or Constant

β = Slope of the regression line with respect to the independent variables

μ = error term

Correlation Model

$$r = \frac{n(\Sigma xy)-(\Sigma x)(\Sigma y)}{\sqrt{[n\Sigma x^2-(\Sigma x)^2][n\Sigma y^2-(\Sigma y)^2]}} \quad - \quad - \quad - \quad - \quad - \quad - 4$$

DATA ANALYSIS

Two hundred forty-nine questionnaires were distributed to the organization's employees. Two hundred 229 responses were received and properly filled.

The data was analyzed using tools such as descriptive statistics, correlation, and regression analysis.

Table 1 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
BDM	229	1.00	5.00	3.5452	1.27506
ADM	229	1.00	5.00	3.3643	1.35689
PFM	229	1.00	5.00	3.4687	1.40602
Valid N (listwise)	229				

Source: *SPSS v 26*

The descriptive statistics provide insight into the responses collected regarding the dimensions of HRMIS and their effect on employee performance. Table 1 shows the number of respondents (N), minimum and maximum ratings (on a Likert scale from 1 to 5), mean scores, and standard deviations for five dimensions of HRMIS: BDM (Database Management), and ADM (Attendance Management).

The findings highlight areas where Seplat Energy's HRIS implementation can be improved. While payroll management appears to be the most effective and consistent, talent and performance management may require more targeted efforts to address employee concerns and ensure uniform benefits. Additionally, the moderate scores suggest there is room for optimizing all dimensions of HRMIS to enhance employee performance further.

Table 2 Correlations

		BDM	ADM	PFM
BDM	Pearson Correlation	1	.988**	.985**
	Sig. (2-tailed)		.000	.000
	N	229	229	229
ADM	Pearson Correlation	.988**	1	.985**
	Sig. (2-tailed)	.000		.000
	N	229	229	229
PFM	Pearson Correlation	.985**	.985**	1
	Sig. (2-tailed)	.000	.000	
	N	229	229	229

**. Correlation is significant at the 0.01 level (2-tailed).
Source: *SPSS v 26*

Table 2 presents a correlation analysis to investigate the relationships between various components of Human Resource Management Information Systems (HRMIS) and employee performance in Seplat Energy, Lagos.

All HRMIS components (BDM, ADM, PFM) are significantly and positively correlated with one another, with Pearson correlation coefficients ranging from 0.957 to 0.988. This indicates a high level of interdependence among these HRMIS components. The p-values (Sig. (2-tailed)) for all correlations are 0.000, meaning the correlations are statistically significant at the 0.05 level. This underscores that the relationships observed are unlikely to be due to chance.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861[a]	.881	.881	.19354

a. Predictors: (Constant), ADM, BDM

Table 3 provides a summary of the regression analysis conducted to determine the effect of Human Resource Management Information Systems (HRMIS) on employee performance in Seplat Energy, Lagos.

A value of 0.861 indicates a very strong positive correlation, suggesting that HRMIS components (ADM, BDM) are strongly related to employee performance. An R^2 of 0.881 (or 88.1%) implies that the HRMIS components can account for 88.1% of the variation in employee performance. This indicates that the predictors have a high explanatory power.

Table 4 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	426.824	4	106.706	2848.566	.000[b]
	Residual	8.091	216	.037		
	Total	434.915	220			

a. Dependent Variable: PFM
b. Predictors: (Constant), ADM, BDM
Source: *SPSS v 26*

Table 4 presents an analysis of variance (ANOVA) to evaluate the effect of Human Resource Management Information Systems (HRMIS) components: Attendance Management (ADM), and Database Management (BDM) on employee performance (PFM) in Seplat Energy, Lagos.

The regression model explains a significant amount of the variation in employee performance, as evidenced by the Sig. value of .000. This indicates that the predictors (ADM, BDM) collectively have a statistically significant impact on employee performance.

Table 5 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.027	.060		-.454	.650
	BDM	.310	.115	.281	2.700	.007
	ADM	.315	.075	.304	4.191	.000

a. Dependent Variable: PFM
Source: *SPSS v 26*

Table 5 presents the results of a regression analysis examining the effect of various components of Human Resource Management Information Systems (HRMIS) on employee performance (PFM) at Seplat Energy, Lagos. Database Management positively influences employee performance. For every unit that increases the effectiveness of database management, employee performance improves by 0.310 units. The significant p-value indicates this effect is statistically robust. Attendance Management has a significant positive effect on employee performance. A unit increase in the efficiency of Attendance Management increases employee performance by 0.315 units. The strong significance supports this finding. All predictors (BDM, ADM) are statistically significant, with $p < 0.05$, supporting the conclusion that these HRMIS components significantly affect employee performance.

Test of Hypotheses

Decision rule

The Regression Model tested the hypotheses by comparing the P-value to the degree of significance, 5%. The effect of the variables evaluated in the model are measured as well. If the P-value is less than the significance level, the null hypothesis (Ho) is rejected, and we thus infer that the variable under consideration is significant. Otherwise, the study fails to accept the null hypothesis, and we conclude that the independent variable under consideration has no significant effect on the dependent variable.

Ho_1: Database management has no significant effect on the employees' performance in Seplat energy, Lagos.

The analysis revealed that database management has a positive and significant effect on employee performance in Seplat Energy, Lagos. This was revealed given that the significant value for DBM was 0.007, which is lower than the threshold value of 0.05

Ho_2: Attendance management has no significant effect on the employees' performance at Seplat Energy, Lagos.

The analysis revealed that Attendance management has a positive and significant effect on employee performance in Seplat Energy, Lagos. This was revealed given that the significant value for ATM was 0.000, which is lower than the threshold value of 0.05

DISCUSSION OF FINDING

Based on the analysis, the study revealed that both Database management (DBM) and attendance management (ADM) are key components of the human resource information system (HRIS) and have a positive and statistically significant effect on employee performance at Seplat Energy, Lagos:

i. Database management was found to enhance employee performance by providing accurate and accessible data, improving decision making, and reducing administrative workload.

ii. Attendance management significantly contributed to improve punctuality, reduce absenteeism, and increase accountability which positively affect employee performance.

These findings support existing literature that states that effective implementation of HRMIS strengthens organizational performance through improved employee efficiency and productivity.

Recommendation/Conclusion

The study investigated the effect of Human Resource Management Information System (HRMIS) on employee performance at Seplat Energy, Lagos. The findings revealed that both components have a positive and statistically significant impact on employee performance. Effective database management enhances access to information and increases overall efficiency. Similarly, a well-managed attendance system promotes punctuality and reduces absenteeism; these results underpin the importance of integrating technological solutions into HR practices to boost productivity and operational effectiveness in the organization. Seplat Energy has ticked these boxes and should invest in modern and secure database management systems to enhance data and reliability.

REFERENCES

Adebayo, T., Hassan, K., & Olufemi, A. (2020). Attendance Management Systems in Nigerian Organizations: A Catalyst for Employee Productivity. *African Journal of Human Resource Management, 5*(4), 45–62.

Al-Dmour, R., Al-Zu'bi, Z. M. F., & Kakeesh, D. (2020). The Role of Employee Technological Proficiency in Mediating the Effect of Database Management Systems on Employee Performance. *International Journal of Business and Management Research*, *8*(5), 110–125.

Barney, J. (2019). *Strategic Human Resource Management: Building Research-Based Theory and Practical Application*. New York: McGraw-Hill Education.

Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management, 17*(1), 99–120.

Basu, R., Mukherjee, P., & Singh, S. (2019). Impact of Biometric Attendance Systems on Workforce Performance in Multinational Corporations. *Global Business Review*, *20*(1), 78–93.

Beadles, N., Lowery, C., & Johns, K. (2015). The Impact of HRIS Implementation on Organizational Efficiency and Employee Productivity. *International Journal of Human Resources Management*, 26(3), 375-390.

Bondarouk, T., & Ruël, H. J. M. (2018). The Impact of E-HRM on Organizational Performance: Bridging the Gap Between Theory and Practice. *HRM Journal*, 32(2), 17–31.

Bondarouk, T., Harms, R., & Lepak, D. P. (2016). Does e-HRM Lead to Better HRM Service? An Empirical Examination of Technology Adoption and Its Impact on HRM Effectiveness. *Personnel Review*, 45(3), 627–654.

Broderick, R., & Boudrea, M. (2022). Human Resource Information Systems: An Analytical Approach. *Journal of Management Information Systems*, 29(4), 202-215.

Bunmi, J. A. (2016). Attendance Management: Tools and Techniques for Modern Organizations. *Journal of Workforce Management*, 8(2), 120-134.

Cober, R. T., Brown, D. J., Blumenthal, A. J., & Levy, P. E. (2018). Talent Acquisition Through Technology: Exploring Recruitment Platforms. *Journal of Applied Psychology*, 102(3), 231-249.

DeNisi, A. S., & Smith, C. E. (2018). "Performance Appraisal and Management: New York: Oxford University Press.

Dusmanescu, D., & Bradic-Martinovic, A. (2016). "The Strategic Role of HRIS in Organizational Change and Development: *Management Dynamics*, 25(1), 65-75.

Gupta, A. (2016). Impact of HRIS on HRM Practices and Organizational Performance. *Human Resource Development Quarterly*, 27(2), 207-225.

Hendrickson, A. R. (2016). Human Resource Information Systems: Backbone Technology of Contemporary HR Management. *Journal of Management Studies*, 45(6), 1201-1223.

Hendrickson, A. R. (2018). Human Resource Information Systems (HRIS): Backbone Technology of Contemporary Human Resources. *Journal of Human Resources*, 12(3), 24–36.

Janakiraman, S., & Sarukesi, K. (2017). *Database Systems: Concepts, Design, and Implementation*. New Delhi: Prentice Hall.

Kavanagh, M. J., Thite, M., & Johnson, R. D. (2017). *Human Resource Information Systems: Basics, Applications, and Future Directions* (4th ed.). Thousand Oaks, CA: Sage Publications.

Kavanagh, M. J., Thite, M., & Johnson, R. D. (2018). Human Resource Information Systems: Basics, Applications, and Future Directions. Thousand Oaks, CA: *Sage Publications*.

Kovach, K. A., Hughes, A. A., Fagan, P., & Maggitti, P. G. (2016). Administrative and Strategic Advantages of HRIS in Workforce Management. *Journal of Human Resources*, 14(1), 83-96.

Lengnick-Hall, C. A., & Moritz, S. (2016). HRIS as a Tool for Workforce Analysis and Decision Making. *Journal of Human Resource Management*, 30(2), 89-105.

Lepak, D. P., & Snell, S. A. (2019). The Strategic Human Resource Management Framework. Boston: *Cengage Learning*.

Majeje, E. (2022). The impact of Human Resource Information Systems on the performance of Azania Bank Limited. *Journal of Business and Technology Research, 14*(3), 25-40.

Marler, J. H., & Fisher, S. L. (2016). The e-HRM Effectiveness Framework: A Comprehensive Analysis. *Human Resource Management Review*, 26(1), 139-149.

Mohommade, S., & Khashman, A. (2016). Human Resource Information Systems: Benefits and Challenges. *Middle Eastern Journal of Management Studies*, 10(4), 105-122.

Munsaka, G., & Charito, L. (2022). The effects of Database Management Systems on Employee Performance in the Civil Service: A study of the Ministry of Mines and Minerals Development in Zambia. *African Journal of Human Resources, 10*(2), 120-138.

Ngai, E. W. T., & Wat, F. K. T. (2016). The HRIS Adoption Model: Determinants and Implications. *International Journal of Information Systems*, 17(3), 311-329.

Osuagwu, E. (2016). *Research methodology for business students*. Lagos: Prime Press.

Owolabi, A., & Ogunyemi, T. (2022). The Effectiveness of Attendance Management Systems in the Oil and Gas Sector: A Case Study of Nigeria. *Journal of Organizational Studies and Innovations*, 14(2), 98–112.

Parry, E. (2021). HR Technology Trends: The Role of HRIS in the Digital Transformation of HR. *Journal of Technology Management*, 35(5), 418-436.

Rahayu, S., Wahyuni, I., & Sudarto, J. (2024). The effectiveness of attendance management on the quality of employees' performance. *International Journal of Human Resource Management, 22*(1), 45-59.

Rob, P., & Coronel, C. (2020). Database Systems: Design, Implementation, and Management. Boston: Cengage Learning.

Roba, M. (2024). Influence of database management systems on employee job performance: A case study of the Commercial Bank of Ethiopia Adama districts. *Ethiopian Journal of Business and Economics, 12*(4), 89-105.

Sadiq, M., Khan, D. H., & Rahim, M. (2021). HRIS Effectiveness and Challenges in the Contemporary Business Environment. *Global Business Review*, 22(2), 115-132.

Teece, D. J., Pisano, G., & Shuen, A. (2017). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18(7), 509–533.

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly, 27*(3), 425-478.

Wright, P. M., & McMahan, G. C. (2019). Strategic HRM and Firm Performance: What We Know and What We Need to Know. *Academy of Management Perspectives*, 13(3), 295-310.

Wright, P. M., & Nishii, L. H. (2017). Strategic HRM: Linking People with the Organization. *International Journal of Human Resource Management*, 28(3), 354-374.

Yanses, T., Hidayah, A., & Wulandari, D. (2022). The effect of attendance, work facilities, and work environment on employee performance at PT Indomarco Prismatama, Jakarta. *Journal of Organizational Behavior, 15*(5), 78-94.