



TACTICAL HUMAN RESOURCES INFORMATION SYSTEM AND WORKERS' ADAPTIVE PERFORMANCE IN DEPOSIT MONEY BANKS IN SOUTH-SOUTH NIGERIA

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ABSTRACT

The purpose of this paper was to ascertain the relationship between tactical human resources information system and workers' adaptive performance in deposit money banks in South-South, Nigeria. This was a cross-sectional survey research which investigated the relationship between tactical human resources information system and adaptive learning, creativity and worker flexibility measures of workers' adaptive performance. Primary data was generated through structured questionnaire. Population comprised 120 management staff of 5 tier-1 deposit money banks in South-South Nigeria. Descriptive and inferential statistical tools were employed in data analysis. Findings revealed that tactical human resources information system significantly contributes toward adaptive learning, creativity and worker flexibility of deposit money banks in South-South Nigeria. It was concluded that organizational actions and decisions that anchor on and utilize tactical human resources information system drives and enhances outcomes of adaptive learning, creativity and worker flexibility, thus leading to workers' adaptive performance within deposit money banks in the South-South of Nigeria. Therefore, the paper recommended that the structuring of tactical human resources information system should adopt features that are detailed enough to offer the much required frameworks that guide and monitor workplace relations, interactions between levels in the organization and that determine and guide decision-making with regards to recruitment and staffing activities, compensation and promotion within the organization.

Keywords: *Tactical human resources information system, workers' adaptive performance, adaptive learning, creativity, worker flexibility*

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INTRODUCTION

As the environment becomes more turbulent, today's organisations are increasingly aware of the importance and need for adaptive workers (Pulakos, Arad, Donovan and Plamondon, 2002). The nature of work is changing, and adaptive work actions have become a necessity as employees' capacity to handle emergencies, learn quickly, and solve new problems become required abilities (Charbonnier-Voirin & Roussel, 2012). Traditional perspectives on workers performance have not captured the full range of individual behaviours that contribute to job effectiveness in uncertain and interdependent systems (Campbell, McCloy, Oppler & Sager, 1993). Hence there is need to redefine workers performance in a more dynamic perspective - especially that which conceptualizes workers' capacity for change and responsiveness to the evolving attributes of their industry and context (Horokhiyska, 2019; Lajoie & Gube, 2018). As a result, workers' adaptive performance has gained attention as a way to better understand the dynamic nature of employee performance in the current rapidly changing business environment (Griffin & Hesketh, 2005; Pulakos et al., 2002).

Sivatte and Guadamillas (2013) defined worker's adaptive performance as the ability to adjust one's behaviour with the requirements of the environment in a new situation. Workers' adaptive performance reflects the need to clearly address employees' adaptability to changes in the work environment and can be revealed as creativity, innovation, problem solving and grit. It enables organization to proffer value amidst uncertainty,

volatility and ambiguity in the complex world where technology is advancing. In order to achieve high level workers' adaptive performance, the need for human resource information cannot be over-emphasized.

Human resources information system is one which according to Muhammad (2018) establishes, manages and coordinates a database on the organization's human resources such that gives it control over related information and where necessary, the implementation of related and supported decisions on the content and practices related to its human resources. Human resources information system is critical in today's business dispensation as it facilitates efficient human resources management processes that are competitive and highly effective in terms of data storage, wide but well controlled accessibility and a systemic and operational linkage of such human resource features to the goals and change requirements of the organization. Hanan (2017) argued that human resources information system enriches the connectivity of the organization – bridging the differences between various units, functions and ensuring that work behaviour and practices align with the values of the organization. These qualities as such could prove useful in driving and enhancing outcomes of workers adaptive performance. Therefore, the purpose of this study was to examine the relationship between tactical human resources information system and workers' adaptive performance of tier-1 deposit money banks in the South-South of Nigeria.

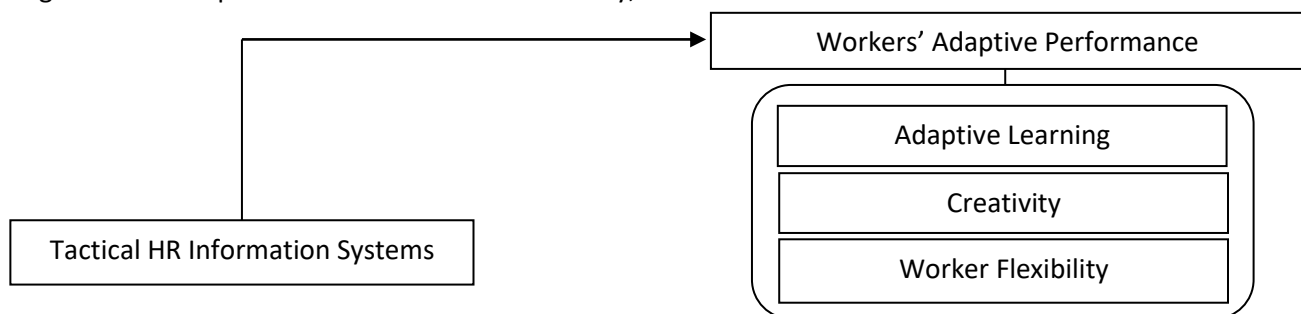


Figure 1: Conceptual framework on tactical human resources information system and workers adaptive performance.

Source: Researchers (2021)

Objectives of the Study

The objectives of this paper were to:

- Examine the relationship between tactical HR information system and adaptive learning in tier-1 deposit money banks in South-South Nigeria.
- Examine the relationship between tactical HR information system and creativity in tier-1 deposit money banks in South-South Nigeria.
- Ascertain the relationship between tactical HR information system and worker flexibility in tier-1 deposit money banks in South-South Nigeria.

The research was guided by the following questions:

- What is the relationship between tactical HR information system and adaptive learning in tier-1 deposit money banks in South-South Nigeria?
- What is the relationship between tactical HR information system and creativity in tier-1 deposit money banks in South-South Nigeria?
- What is the relationship between tactical HR information system and worker flexibility in tier-1 deposit money banks in South-South Nigeria?

LITERATURE REVIEW

Theoretical Foundation (Resource-Based View Theory)

The theoretical foundation for this paper is the resource-based view (RBV) theory. The resource-based view (RBV) theory was introduced by Wernerfelt in 1984, and then it was made popular by Barney in 199 (Otolá, Ostraszewska, & Tylec, 2013; Yin, 2012). The concept of this theory highlights using the resources and internal competencies possessed by the organization as a basis for formulating strategy. RBV emphasizes on creating value to get competitive advantage by optimizing internal resources. Creating value and competitive advantage can be achieved by synchronizing three elements: internal resources, operational system and the product offered (Otolá et al, 2013). Based

on Barney and Wright's (2011) opinion, RBV strategy can decide the competitive advantage that meets the value, rarity, imitability and organisation (VRIO) criteria.

As resources of the organization, the workers are considered one of its top priorities. Not only in the sense of their roles and functions, but in the sense of their potentials and capacities. Tresna and Raharja (2018) observed that the focus on the human resource builds on an understanding of their tendencies and the extent to which their defining features or attributes cannot be imitated or replicated easily. This is as the organization's workforce provides the required support and stability for the organization, bridging its expectations and goals through the availing of skills that match the very dynamics of its environment. Going by this observation, one could therefore argue that one way the human resource of the organization could also advance unique and inimitable features could be the way or approach towards the coordination and management of the organization's human resource – especially using methods that fuse both human and technology in ways that effectively enhance the coordination, control and management of the human resource content of the organization (Tresna & Raharja, 2018).

Tactical HR information system

This describes a form or aspect of the human resources information system through which the organization primarily structures its workforce within suitable roles and functions based on their skills and levels of competence (Jahan, 2014). The tactical HR information system is one which details the organization's information management activities in line with identifying skill and functional matches and the alignment of competences within the organizational framework in ways that drive and enhance the overall wellbeing of the human resource and the organization itself (Jahan, 2014; Parvin, 2015).

The tactical human resource information system is such that is hinged on shaping the organization's

human resource content. Silva and Lima (2018) noted that its main function and primary goal is to ascertain the human resource needs of the organization in terms of quality and also the proportions required, and to effectively address such needs. This is imperative for balance and helps provide the required support and framework for desired organizational performance outcomes. Likewise, the tactical human resource information system advances the interests of the organization through the equipping of management with the required information on their human resource gaps and shortcomings, Jahan (2014) opined that the tactical HR information system informs of possible deficiencies in the organizations structures and key positions of functionality.

Workers' Adaptive Performance

Frequently, changes in the workplace demand more complex knowledge, skill, and ability requirements than the traditional methods they replace (Jundt et al, 2015). Adaptive performance' as a term can be used to understand the dynamic nature of employee performance in a changing environment. Previous studies have shown that adaptive performance is distinct from task performance and organizational citizenship behaviour (Sarbu, 2018). Sivatte and Guadamillas (2013) defined adaptive performance as the ability to adjust one's behaviour with the requirements of the environment in a new situation. Spreitzer, Camron and Garrett (2017) argue that workers' adaptive performance include behaviours that assist the individual to successfully overcome a required change process. It is also very vital in knowledge transfer from one task to another, and in new job requirements. Recently, Bowers, Merritt, & Rimm-Kaufman, (2020) defined workers' adaptive performance as the recognition of need or opportunities to actively increase competence and good behaviour in response to existing or anticipated changes, and development of qualifications and ability to adapt effectively in the workplace. Workers' adaptive performance describes an employee's change responsiveness and his capability to adapt or conform to dynamic

work environments (Charbonnier-Voirin and Roussel, 2012). Workers adjust their behaviour to fit into the new work environment to express adaptive performance.

Adaptive Learning: Adaptive learning according to Turner and Baker (2016) relates to the openness to new approaches and methods of accomplishing tasks and carrying out responsibilities within the organization. It is imperative for organizational effectiveness and describes conditions of change readiness at the individual level of the organization. Adaptive learning is also crucial to functional alignment, where skills and actions are remodelled to address new or emerging technologies and thus can be considered as driving organizational change. Hauschildt and Konradt (2012) observed that where learning and development are a reoccurring event and consistent especially at the lower or individual level of the organization, there is bound to be a strengthening of the organizations systems and effectiveness at its core functions. This is because its human resource content, through learning, is able to adjust and effectively cope with the strains and pressure associated with the changes in its environment.

Creativity: Defining creativity has been cited as one of the biggest challenges in social science research (Jundt *et al.*, 2015). Various definitions have been applied to creativity, reflecting the many perspectives researchers have taken in trying to understand this construct (Zhang et al, 2015). Creativity describes occasions where approaches and methods of addressing issues or concerns are unique, efficient and at the same time effective. According to Jundt *et al* (2015), creativity describes the expression of uniqueness or distinctiveness in thinking or actions. A creative worker is one who has the capacity to think differently or act differently in a manner that is dissimilar to the norm but yet considered as welcoming and acceptable due to the substantiality of its contributions. Creative employees have the capacity for novelty and newness in their actions and behaviour in the workplace (Jundt *et al*, 2015).

Creativity is a vital attribute for employees to have if they are to successfully overcome new and unfamiliar challenges they will encounter in the dynamic and changing business environment.

Worker Flexibility: This refers to the worker's capacity to function effectively within a variety of roles or units within the workplace (Jundt *et al*, 2015). Worker flexibility advances the workers relevance and value within the organization. It is a reflection of their openness towards change and their ability to cope and thrive during related change events. Salolomo and Agbaeze (2019) observed that while the traditional format and setting of most organizations emphasizes on the division of labour and as such highly specialized work with little to no variety in workers' skills or competencies, the recent changes in human resource functions and management practices are increasingly recognizing the need for role variety through actions such as job rotation, enlargement and redesign which, according to Jundt *et al*, (2015), enhances the workers experiences and enriches their skills set, such that they are able to function across a variety of roles and responsibilities. This not only reflects flexibility, but also implies improved levels of robustness for the organization – especially during times of organizational change.

Tactical HR information System and Workers' Adaptive Performance

Resource allocation and distribution play critical roles in human resource outcomes and the tactical HR information system provides data to support such decisions (Silva & Lima, 2018). Sareen (2015) opined that the workers are also resources of the organization and require effective structuring and role designations for improved functionality and performance in the organization. Pani *et al*. (2015) observed that most often, the placement and design of roles through tactical actions helps in enabling role proficiency due to the matching of tasks with required skills and expertise. Tactical HR information system is a necessary feature of human resource information system control and action as it ensures the effective positioning of workers within

the organizational system in ways that tap effectively into their creativity – thus enabling outcomes of change and innovation (Jahan, 2014). Tactical HR information system is therefore imperative in driving workers' role effectiveness due to its effective fitting of roles or responsibilities with skills. Thus, one could therefore argue that it supports adaptive outcomes of learning, creativity and flexibility. However, little with regards to empirical content has addressed the relationship between tactical HR information system and workers' adaptive performance. Thus this paper hypothesized as follows:

Ho₁: There is no significant relationship between tactical HR information system and adaptive learning in tier-1 deposit money banks in South-South Nigeria

Ho₂: There is no significant relationship between tactical HR information system and creativity in tier-1 deposit money banks in South-South Nigeria

Ho₃: There is no significant relationship between tactical HR information system and workplace flexibility in tier-1 deposit money banks in South-South Nigeria

METHODOLOGY

This was an explanatory research and the correlational design was adopted for this investigation. The paper survey method was deemed most appropriate for primary data collection. We utilized the deductive approach and descriptive and inferential statistical tools were used in data analysis. The population for this study was the 22 deposit money banks in Nigeria, but the accessible population was the five (5) tier-1 deposit money banks located in South-South Nigeria – Zenith Bank, Guaranty Trust Bank, United Bank for Africa, First Bank of Nigeria, and Access Bank - which are considered industry leaders in terms of their capital, size and performance. South-South Nigeria comprise six states – Akwa Ibom, Bayelsa, Cross River, Edo, Delta, and Rivers States. Measurement unit for the population comprise 120

management staff from the 5 tier-1 banks (https://www.cbn.gov.ng/Supervision/Inst-DM.asp). Because of the manageable population size of 120 for this study, a census was considered appropriate. 120 questionnaires were distributed

but 101 copies representing 84% were successfully filled and retrieved, and 19 copies were returned unfilled. Table 1 illustrates the reliability result for the study.

Table 1: Distribution for Cronbach alpha reliability for the study

Variables	Items	Main Study
Tactical HR information system	4	0.801
Adaptive Learning	4	0.921
Creativity	4	0.793
Worker Flexibility	4	0.744

Source: Research Data, 2021

The correlational values on this table reveal that the items for examining tactical human resources information system and adaptive learning, creativity

and worker flexibility measures of workers' adaptive performance were all above the prescribed threshold of 0.70.

DATA ANALYSIS AND RESULTS

Table 2: Summary distribution for the variables of the study

	N	Mean		Std. Deviation		Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error	
Tactical	101	3.3264	.08555	.85978	-1.173	.240	.294	.476	
Adapt	101	3.5050	.10341	1.03922	-.924	.240	.088	.476	
Creativity	101	3.7153	.10484	1.05358	-1.157	.240	.204	.476	
Flexibility	101	3.4406	.09870	.99194	-.937	.240	.108	.476	
Valid N (listwise)	101								

Source: Research Data, 2021

Table 2 illustrated the summary of the descriptive statistics on the variables (tactical human resources information system, adaptive learning, creativity and worker flexibility). They were shown to have

high mean scores (3.3, 3.5, 3.7. and 3.4), which was an evidence and affirmation by the participants to the manifestations and substantiality of the variables within their respective organizations.

Table 3: Correlation between Tactical HR Information System and Workers' Adaptive Performance

		Tactical	Adapt	Creativity	Flexibility
Spearman's rho	Correlation Coefficient	1.000	.548**	.638**	.466**
	Tactical Sig. (2-tailed)	.	.000	.000	.000
	N	101	101	101	101
	Correlation Coefficient	.548**	1.000	.706**	.752**
	Adapt Sig. (2-tailed)	.000	.	.000	.000
	N	101	101	101	101
	Correlation Coefficient	.638**	.706**	1.000	.601**
	Creativity Sig. (2-tailed)	.000	.000	.	.000
	N	101	101	101	101
	Correlation Coefficient	.466**	.752**	.601**	1.000
	Flexibility Sig. (2-tailed)	.000	.000	.000	.
	N	101	101	101	101

Source: Research Data, 2021

- What is the relationship between tactical HR information system and adaptive learning in tier-1 deposit money banks in South-South Nigeria?
- What is the relationship between tactical HR information system and creativity in tier-1 deposit money banks in South-South Nigeria?
- What is the relationship between tactical HR information system and worker flexibility in tier-1 deposit money banks in South-South Nigeria?

The analysis revealed that at a $\rho = 0.548$; tactical HR information system moderately contributes towards adaptive learning; at a $\rho = 0.638$; tactical HR information system moderately correlates with creativity and at a $\rho = 0.466$; tactical HR information system moderately relates with worker flexibility. The results revealed that the extent and strength of the relationship between tactical HR information system and the measures of workers' adaptive performance vary from moderate to strong; nonetheless, the relationship between tactical HR information system and workers' adaptive performance is a substantial and positive one.

Hypothesis HO₁: there is no significant relationship between tactical HR information system and adaptive learning

The relationship between tactical information system and adaptive learning is revealed to be significant given the observed relationship between the variables ($P_v = 0.000$). The test of hypothesis showed a significant relationship between tactical HR information system and adaptive learning at a 99% confidence interval or 0.01 level of significance. The hypothesis of no relationship is rejected based on the decision rule of $P < 0.01$. We therefore reject the null hypothesis and restate that tactical information system significantly and positively contributes moderately towards adaptive learning.

Hypothesis HO₂: there is no significant relationship between tactical HR information system and creativity

The relationship between tactical information system and creativity was revealed to be significant given the observed relationship between the variables ($P_v = 0.000$). The test of hypothesis showed a significant relationship between tactical HR information system and creativity at a 99% confidence interval or 0.01 level of significance. The hypothesis of no relationship is rejected based on the decision rule of $P < 0.01$. We therefore reject the null hypothesis and restate that tactical information system significantly and positively contributes moderately towards creativity.

Hypothesis HO₃: there is no significant relationship between tactical HR information system and worker flexibility

The relationship between tactical information system and worker flexibility was revealed to be significant given the observed relationship between the variables ($P_v = 0.000$). The test of hypothesis showed a significant relationship between tactical HR information system and worker flexibility at a 99% confidence interval or 0.01 level of significance. The hypothesis of no relationship is rejected based on the decision rule of $P < 0.01$. We therefore reject the null hypothesis and restate that tactical information system significantly and positively contributes moderately towards worker flexibility.

DISCUSSION OF FINDINGS

Drawing on the observed relationship between tactical HR information system and workers' adaptive performance, this study aligns itself with the position of previous scholars (Fauziah *et al.*, 2018) on the imperatives of effective information management system for improved control and functional management. Information management concerns the control over how information is created, acquired, organised, stored, distributed, and used as a means of promoting, efficient and

effective information access, processing, and use by people and organisations (Detlor, 2010). The collection, organizing, as well as management of the information from one source to others, as well as, arrangement of information from one or more persons or employees is called information management. This also includes people who are involved directly or indirectly in the information management process.

Management is involved when the organisation has control over structuring, processing, as well as, delivery of information, even though the explanation of information management is not made specifically to mean the involvement of the organisation, it is vital for the organisation to be involved to enable it achieve certain goals (Eroshkin, Kameneva, Kovkov, & Sukhorukov, 2017). The elements of information management have been widely used in several subjects such as social, technology, business, as well as, education. This term can be used to show the participation of information and knowledge that portray the involvement of civilization. Information shows the critical issues that exist in the organisation when it is indicated in its business operations, productivity and performance outcomes.

Information is an asset of any organisation, and it is a constant risk that may affect the capability of the organization if it does not manage it properly. However, the right use and analysis of information result in increasing the productivity and performance of the organisation itself. Hussin, Hashim and Yu (2018) stated that organizations also should know how to acquire and utilize

information and their related resources strategically so they can understand the strategic direction of their organization. Information is a valuable asset that helps the organisation in improving its performance. Organisational performance depends on the availability and practicability of information management in an organisation. Many people do not realize that information management could assist organizations to operate competitively and strategically, as well as, assist the employee to achieve targeted goals in the organization (Fauziah *et al.*, 2018).

CONCLUSION AND RECOMMENDATION

This paper affirmed the significance of tactical human resources information system in enabling improved levels of workers' adaptive performance – thus in line with the evidence generated, this study concludes that organizational actions and decisions that anchor on and utilize tactical HR information system drives and enhances outcomes of adaptive learning, creativity and worker flexibility, thus leading to workers' adaptive performance within deposit money banks in the South-South region of Nigeria.

Therefore, the study recommended that the structuring of tactical human resources information system should adopt features that are detailed enough to offer the much required frameworks that guide and monitor workplace relations, interactions between levels in the organization and that determine and guide decision-making with regards to recruitment and staffing activities, compensation and promotion within the organization.

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