
| RESEARCH ARTICLE

Development of Human Resource Management System: A Case Study of the Department of Establishment, Akwa Ibom State Civil Service, Nigeria

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| ABSTRACT

The study aimed to examine the development of the human resource management system in Nigeria. The project is all about developing a means that automates the manual process of personnel management in the civil service. Data collection involved both primary and secondary sources. The primary source involved an oral interview conducted with various personnel in the department. They shared their experiences in using the manual system and the computer. Secondary sources included the use of textbooks, dictionaries, internet downloads on the field, and journals written on the field. The findings revealed that this automated process improved productivity, making the working environment more relaxing and the work itself easier. Less time is used to achieve a task that normally would take days to achieve by many people. Strong security of the system and information is emphasized for this new system to be maintained and really be dependent.

| KEYWORDS

Computer, Computerization, Data, Information, Management

| ARTICLE INFORMATION

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1. Introduction

Beer et al. define Human Resource Management as a strategic approach to the management of human resources that involves all management decisions and actions that affect the relationship between the organization and employees (Beer et al, 1984). Armstrong says, "It is a strategic, coherent and comprehensive approach to the management and development of the organization's human resources in which every aspect of that process is wholly integrated within the overall management of the organization" (Armstrong, 2006). Human Resource Management System refers to the systems and process at the intersection between Human Resource Management (HRM) and Information Technology. It merges HRM as a discipline and in particular it's basic HR activities and processes with the information technology field. Human Resource Management is a philosophy of people management based on the belief that human resources are uniquely important to sustain business success; and an organization gains competitive advantage by using the people effectively, drawing on the expertise to meet clearly defined objectives (American Management Association, 2000).

Human Resource Management in its primitive form performed wherever people come together for a common purpose. The contemporary era in its late 1920s was characterized by an increase concern for human element in management. During the course of this century, however, the process of managing people has become more formalized and specialized and also a growing body of knowledge has been accumulated by practitioners and scholars. Critical factors in the well being of every organization are people (workers). Every organization is human

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oriented, a factor without which the organization is reduced to nothing. There are many processes, which are vital instrument for achieving organization objectives, be it public or private sector, which are those of acquiring human services, developing their skills, motivating them and ensuring that they are loyal. Technology wave is fast and unpredictable. This rapid and radical technology development which focuses more on computerization has not left HRMS untouched. Early system were narrow in scope, typically focused on the single task but today's system covers the full spectrum of tasks associate with HRM departments like tracking and improving process efficiency, managing organizational hierarchy, financial transactions of all types, online recruitment and staffing. As Human Resources department expanded in complexity, Human Resource technology systems evolved to fit its needs.

The Office of the Head of Civil Service is a big public office of Akwa Ibom State Government. The organizational structure is what makes HRM effective. Even at that, as the days go by, new things are introduced to making life easy and better for mankind. Thus, it is important to learn from this emerging knowledge and adapt the learning to increase effectiveness. However, some kind of review is needed in the management of human resources activities, considering the necessary policies and applying them in the different processes involved in management such as process of payroll, recruitment, retirement policy and promotion. Computerization of these processes will reduce manual workload, will make management easy and produce fast results. It will prevent looking into a lot of books, flipping book pages back and front to track information. This work develops a system that will assist the work.

2. Literature Review

Human Resource Management as a practice happens wherever there is more than one person. It starts in the family level, where everyone plays different roles to accomplish the objective of the family. The head of the household makes sure everyone fits in, to achieve whatever is desired, labor is divided, they uphold their values as they exist in the wider society. The most striking feature of African culture is collectivism. Sharing work and good fortune is part of African culture and goes against individualism and the pursuance of individual interests. In Malawi there is a saying that: *Ubuntu ungamtu mgambunye abantu!* Which means: *You do not live for yourself; you live for others* (Afro-centric Alliance, 2001). Collectivism could be strengthened if people work together and realize a common vision which is what is expected of a good family.

Managing people in an organizational setting is well documented throughout the history of mankind (Munsterberg, 1913; Taylor, 1960; Cuming, 1985). Organizational structures evolved and everything was systematically organized to achieve a specific purpose. The more organizations were able to harness resources, the more competitive they became. Therefore, resources were seen as the essence of organizational power (Emersion, 1962). However, overdependence on external resources appeared to be risky due to the uncertainties that cannot be controlled by the organization (Pfeffer & Solansick, 1978).

Documentation of the evolution and development of human resource management practices can be traced back to the booming European economy of the 1900s (Roethlisberg 1939). It created the necessary environment for a more serious thought on the role of effective people management in the emerging labor market of the time. The economies were preparing for the First World War and its aftermath where industrial production required a mass of skilled, well organized and disciplined labor force. The challenges revolved around mobilization of resources including people, which led to the evolution and development of four stages in managing labor. The stages were mainly identified by looking at the changing titles of officers responsible for managing the workforce and different roles that were emerging over time. Human resource management as a discipline and practice have gone through a process of trial and error, theory building and testing of various concepts by practising managers and academics (Farham & Primlott, 1979; Storey 1989; Armstrong, 1995). Legge (1992), criticisms may contribute to the understanding of where personnel and human resource management meet and therefore help us to understand why some writers in human resource management use the concepts of personnel and human resources management interchangeably.

In trying to differentiate personnel management and human resource management, and indeed, based on a critical review of key chapters in Storey's book and other contributors to the development of human resource management

in the 1980s, Armstrong (1995) summarized the comparison between Personnel management and human resource management. Historically, 1900s was a time of increasing technology and economic break through arising from continued advancement in general and scientific knowledge through creativity and innovations. Indeed, the advancements had serious impact on economic growth and demands for goods and services in Europe and in Germany in particular for the preparation of World War 1 (Roethlisberg and Dickson, 1939).

Managing the increasing workforce in the emerging complex industrial production systems was an ever-more difficult challenge and the search for solution led to the need for a better people management techniques. A welfare service like canteen was introduced to take care of workers and this was the genesis of employee's welfare services. However, the 1920s and mid 1930s was the time for personal administration, there was a group size of organization and pressure to improve productivity which called for the need to recruit, select, train, keep records, appraise and so on. The 1940s and 1950s was the time for personal management. There was the need to study behavioral factors in job performance and thus came about the Human Relations School pioneered by Elton Mayo and Kurt Lewin. Treating employees as human beings rather than working tools was a new doctrine that was revealing other parts of people management in other phases of personal management.

Moreover, during the 1950s and 1960s, personal management as a professional discipline matured as characterized by most personnel management theories, practices and processes we know today (Chruden and Sherma 1984, Cuming 1985). Other areas covered were organizational development, management development, systematic training and manpower planning. Better processes and techniques of selection, training, wages and salary administration and performance appraisal were introduced.

From the late 1970s and early 1980s we witnessed many developments and challenges which disturbed the stability of economic, political, technological and academic environment experienced in 1960s. It was a change to Human Resource Management. It was a time we witnessed strong arguments against direct state involvement in the economy. It was an era of neoliberalism in which market force were a driver of institutional frameworks of nation states and organizations both politicians and consultants were important in the doctrine of neo liberalism. The former conservative British Prime Minister Margaret Thatcher and her counterpart conservative president of the United States of America, Ronald Reagan whose philosophies were known by their names, that is Thatcherism and Reaganism were the foremost advocates.

Early 1990s witnessed uncertain, chaotic and often turbulent business environment. Increased competition from Japan and other international companies with cheaper but high quality goods was a challenge to American and European organizations. Many organizations experienced takeovers, mergers and business closures, they were losses of work, the need for individuals to become multi skilled and the contracting out of some work. There was change in customers' needs and expectations, technological change, change of philosophy of employee relations, developments in the academia.

The most popular definition of Human Resource Management are those suggested by Storey and Armstrong because is based on thorough reviews of earlier works from both the European and American Human Resource Management debates.

However, Storey said Human Resource Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an integrated array of cultural, structural and personnel technique (Storey 1995:42). Armstrong on the other hand, said Human Resource Management is a strategic and coherent approach to the management of organizations most valuable assets - the people working there who individually and collectively contribute to the achievement of business objectives (Armstrong 1995:42)

2.1 Human Resource Management in Nigeria

Like many African countries, Nigeria had practiced traditional human resource development. Apart from formal training in different technical and managerial areas, the process includes an induction course at entry point of the service and at other levels of career advancement, job enrichment and enlargement, on the job training, coaching, counseling and mentoring. Others include understudying, periodic deployment.

Human Resource Management as a concept got introduced into the Nigerian literature in 1940 during the colonial era; with industrialization and commercialization which later became wage employment. Since this time, there has been a tremendous growth of Human Resource in Nigeria even though there has been lack of professionalism and specialization. Nigeria is a very populous country and has faced many challenges in Human Resource Management practices. Fajana (2009) said that Nigeria is one of the African countries troubled by abundant labor and scarce talent. Lack of indigenous and comprehensive Human Resource Management models is one of our challenges which is why the majority of principles and practices used in most workplaces in Nigeria are adopted from other countries. Nevertheless, most organizations lack the funds for Human Resource Management research and development.

Nigeria's democracy has enhanced the practice of Human Resource Management, determining the quota of expatriates its permits. It allows the importation of new technologies to enhance Human Resource Management and expatriates were employed to handle the training. Most organizations in Nigeria now offer a continued education and training to help its people cultivate the right skills and expand their career within a truly global and collaborative workplace. Organizational control is in the hands of management and the management's role is to effectively manage the number of employees for a desired goal and objective. Nigerian Government has tried to make Human Resource policies that fit closely with overall business strategy. For example, recruitment is selectively done in Nigeria and employees are trained to perform required skills. Performance appraisal is a dialogue process. Employees are allowed to carry out a self-evaluation based on engagements and projects they were involved in during the assessment period, wages and other benefits are by collective bargaining between unions and employers or employees association. Wages scales are based on job analysis and evaluation to ensure equity and increases based on merit or performance. However, the higher the risk, time given, skill requirement, experience required, the higher the wage. Thus, jobs that are higher in occupational hazards are the highest paid jobs in Nigeria.

In the public sector, organizations owned by government, salary adjustments may result from annual merit reviews, promotions, individual's special adjustment or general adjustments. Most organization emphasize on training to generate enthusiasm for creating new ideas which is beneficial to employers and employees.

Health and Safety of workers is the area that still needs further development so that organization will handle health safety issues properly and compensate victims adequately. Workers deserve to work in a safe environment free from hazards. Public sectors organizations are unions, to protect and promote their interest so also do the employers. The Government of Nigeria promotes union membership at the workplace in March 2005 and is helpful. Examples are the NUPENG- National Union of Petroleum and Natural Gas workers, PENGASSAN- Petroleum and Natural Gas Senior Staff Association.

3. Methodology

Data collection is from primary and secondary source.

Primary source: It involves oral interview conducted with various personnel in the department. They shared their experiences in using the manual system and the computer.

Secondary source: These include the use of textbooks, dictionary, internet downloads on the field, journals written on the field.

Close observation method: This involves my personal visit to the department. Their office is neat and tidy. Some has lots of books and some heaps of full scap sheets that has personnel records, and when I asked why the heaps, I was told they are yet to be computed.

3.1 Analysis of the Existing System

The work done in this department is mostly the manual process. Computers are used too but they don't rely on them. This process has been efficient and safe for them because they feel documents are not easily altered compared to the computer saved document that can be altered and resave and there will be no trace of the former. In handwritten documents alteration shows whether it is crossed, erased and so on. Human beings are so smart and dubious that they can do anything with documents.

Administrative tasks, other operations and the different processes of managing human resources are done manually, many people are involved in the work because is such a heavy task and must be done well with all amount of seriousness and carefulness so that the work may be clean and presentation, not cancelling and dirtying the documents. I observed that there are a lot of books used, and heaps of them are found in some offices I entered. This manual process is extremely inefficient because of the time put for the particular task like searching for documents, searching for a worker's file even though the files are numbered; making reference to old document, these things makes the work tired some. That is why you see people live their offices for awhile and go back after a while just to ease up or cool off. Every staff works hard to make sure a task is accomplished.

4. Findings and Discussion

4.1 System Developed

This system is to meet user's specification of system software, make use of the hardware and personnel ware. This application uses MySQL as database, Xampp Apache as local server, html and Css for the interface. It uses PHP as the scripting language. This system which is in modules is developed and designed using the different modules used in human resource management. It also shows how it is to be used to achieve a recommended result.

4.2 System Requirement

To be used efficiently, this system requires hardware, software and personnel ware. There are basic requirements which the application needs to run in the area of software, Hardware and even the users of the application referred to as personnel ware.

4.2.1 Hardware Requirements

Hardware is the physical component that makes up a computer system. It is the physical interface that can be seen and touched.

The minimum hardware requirements for this operation are:

- Processor - Intel x86 Architecture 3GHz processor or equivalent
- RAM - 2 GB RAM
- Hard Disk - 40GB
- Mouse, Color Monitor, Keyboard

4.2.2 Software Requirements

These are program used by computers to facilitate their operation.

The minimum software requirement for the application to run are:

- Operating System - Windows XP, Windows 7, Windows Server 2003, Windows Server 2008, Linux distributions such as Ubuntu, Fedora, Redhat.
- Apache Version - Apache 2.2, MySQL Version - 5.1.36, Antivirus program
- PHP Version - 5.3.5, 5.2.10-2Ubuntu6.4
- Browser - Internet Explorer 8, Firefox, Google Chrome, Safari

***Note:** JavaScript should be enabled in all the browsers

- Web server packages XAMPP,WAMPP,LAMPP

4.3 Data Source

Data source is the source of the data, a file, particular database of a database management system or a live data feed.

This data source is MYSQL and a relational database management system (RDBMS) running on window 7.

4.4 Implementation Procedure

The system implementation follows the system design. In this section, the details of the system implementation are presented. The activities in this phase of the system development include coding and system testing.

Documentation- a good documentation provides adequate reference when problems arise.

The new system will facilitate information storage and retrieval kept on computer system.

Programmers, analysts and operators deal with technical documentation, modify, and execute programs for information processing after the system had been converted.

Users get to know how to use the programs, given a brief description of the system.

System maintenance- It is an on-going process after system implementation. It is to ensure that the system continues to provide the desired services as planned. Users will be able to make necessary corrections to errors in the system. They will be able to make changes to meet the organizations standard.

4.4.1 Tools and Technologies Used

The system implementation was achieved with the following web application development and deployment tools and technologies are used:

i. OPERATING SYSTEM: Windows 7 or higher

ii. WEBSERVER: Apache

iii. DATABASE: MySQL

iv. SCRIPTING LANGUAGE: PHP (Hypertext Preprocessor) - cross platform compatibility

v. WAMP SERVER: Given the combination of Windows, Apache, MYSQL and PHP tools that constitute the WAMP server solution, the application is thus deployed on the WAMP server for the local hosting on the researcher's laptop.

vi. ADOBE DREAMWEAVER CS6: Adobe Macromedia Dream Weaver is an IDE for webpage design and interface controls. The front-end design that consists of static web content and digital media was embedded in the HTML pages.

4.4.2 Setup of the Application Development Environment – The Wamp Server.

Before the coding of the system, the web application development environment and WAMP server local hosting platform were set up. The WAMP server setup file downloaded from <http://www.WAMPServer.com/en/download.php>. After downloading, the WAMP server is set up on the computer system that is to be used to develop and implement the system.

4.4.3 Creation of the Database and the Tables

The WAMP server's phyMyAdmin was used to create the database and database tables as they are presented in the database design.

4.4.4 Coding for the Webpages – HTML and PHP

Adobe Dreamweaver was used in typing and editing the HTML codes and PHP scripts.

4.4.5 Deployment of the Web Application

Apache web server was used for the PHP web application deployment. Apache server is already embedded in WAMP Server. The complete web application folder named "wirelessmap" was copied and pasted into the wamp www folder.

Next, the web application site address (in this case, <http://localhost/wirelessmap>) was typed into the address bar of a web browser like the Google Chrome. The homepage of the web application opens in the browser. By clicking on any link on the web application the corresponding page to the link will be displayed on the browser.

4.5 Algorithm/Pseudocode

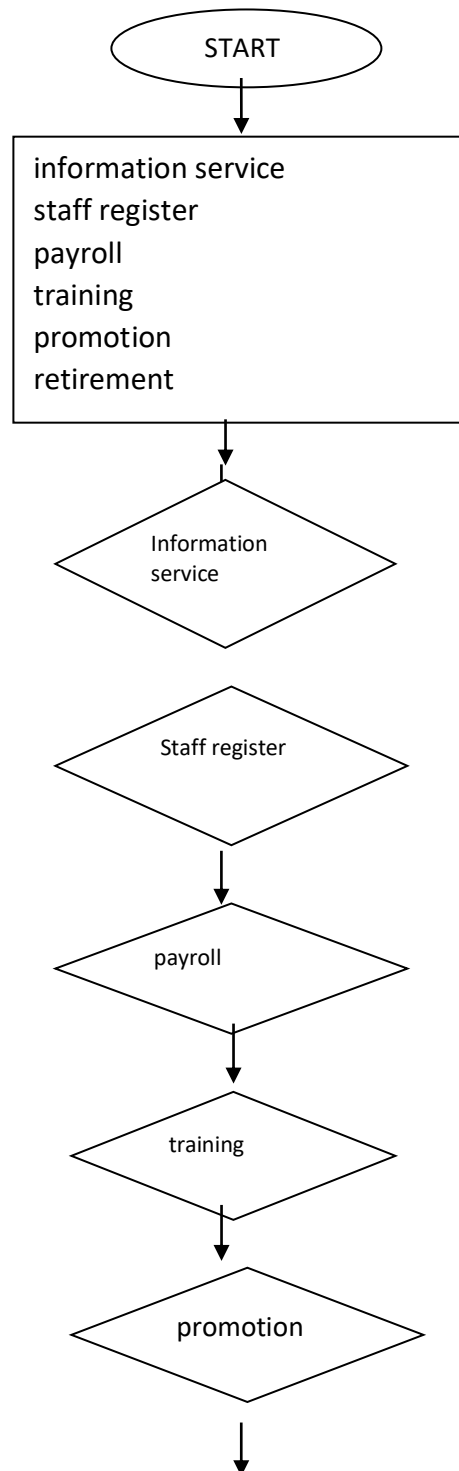
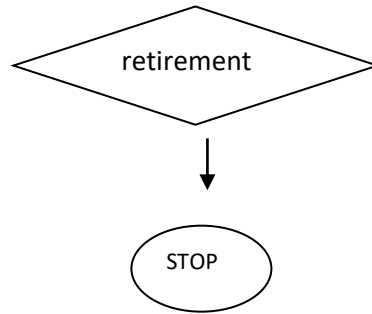


Fig5



4.6 Sample Implementation Input Snapshot

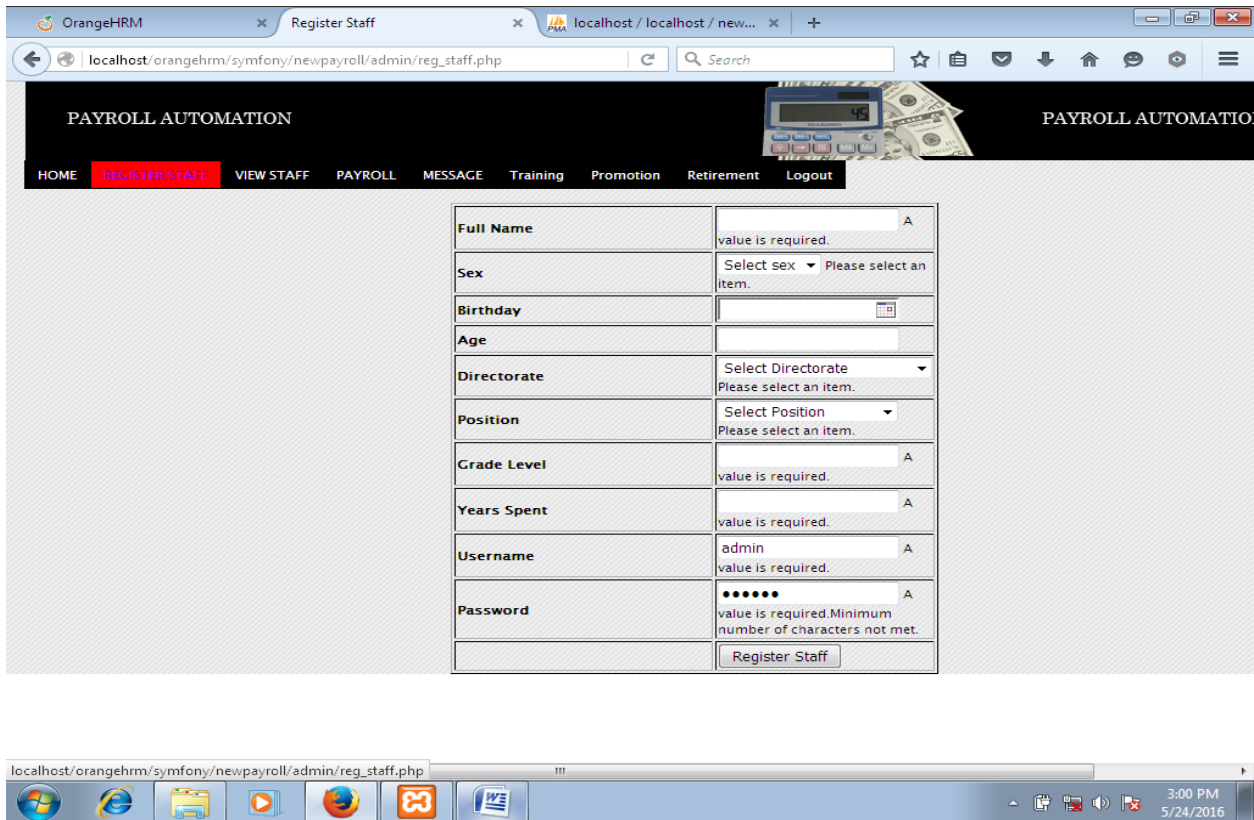


Fig 6 Clip of Input Snapshot of staff register

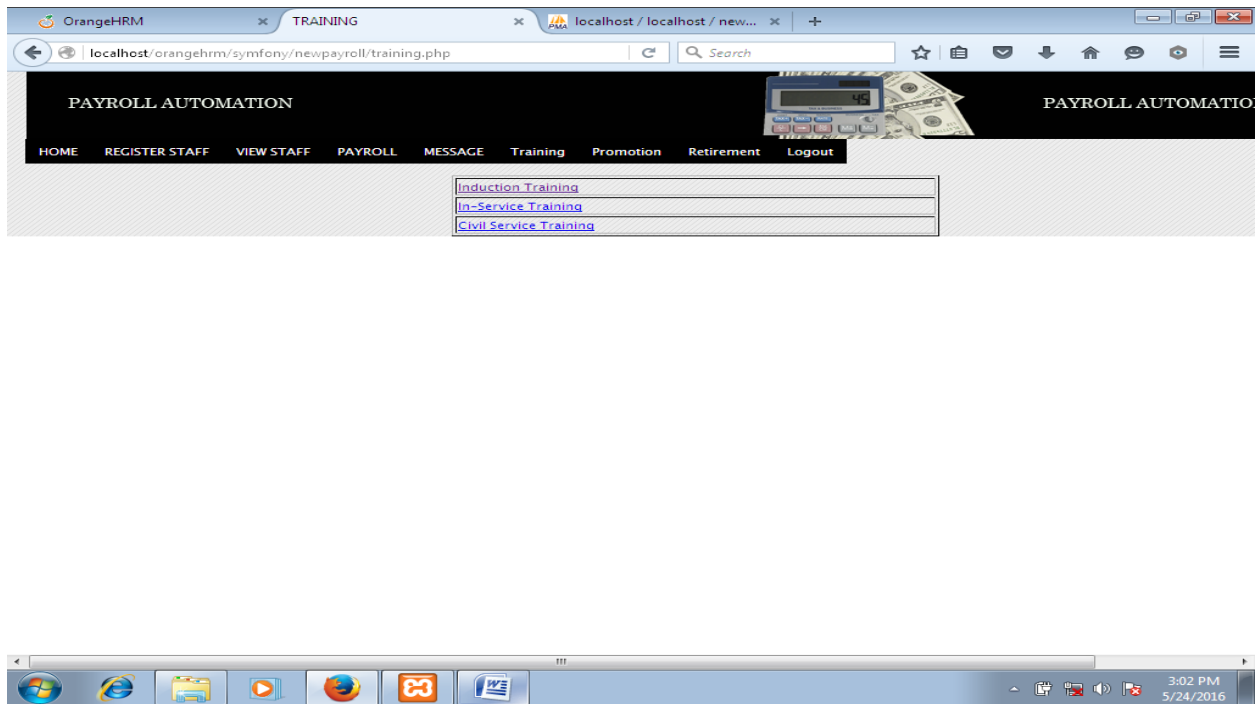


Fig 7 Clip of Input snapshot of training module

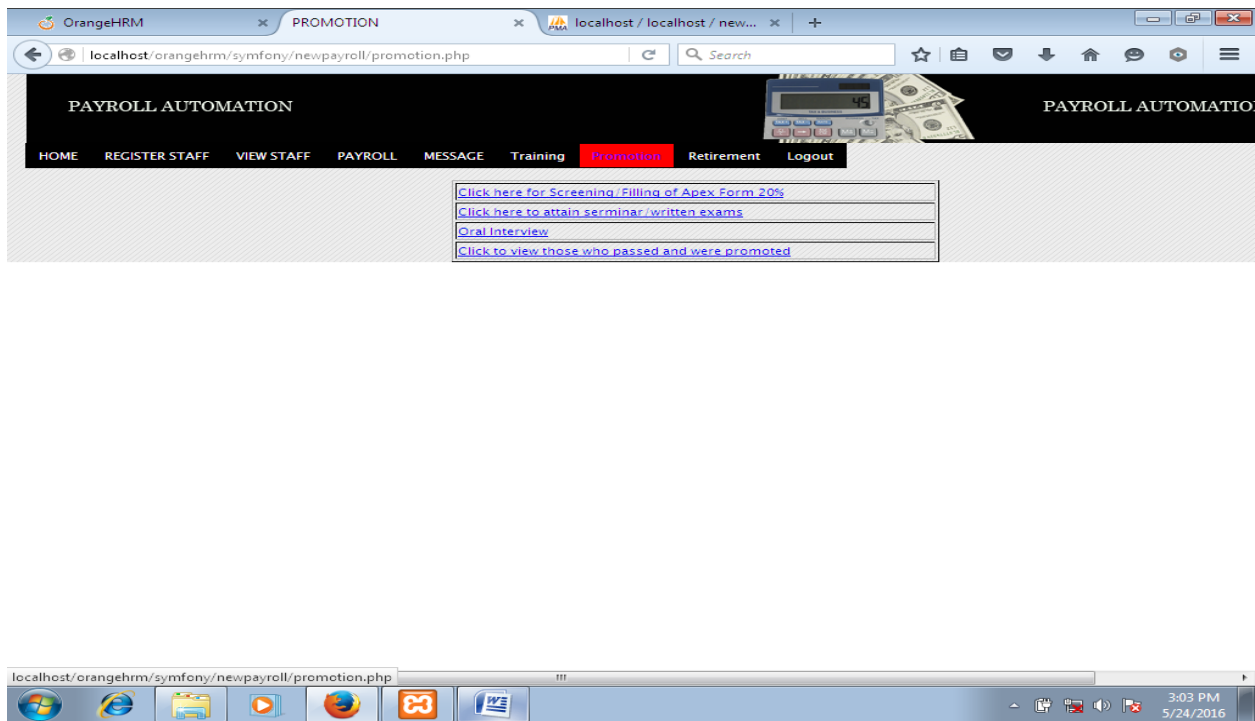


Fig 8 Clip of Input snapshot of promotion module

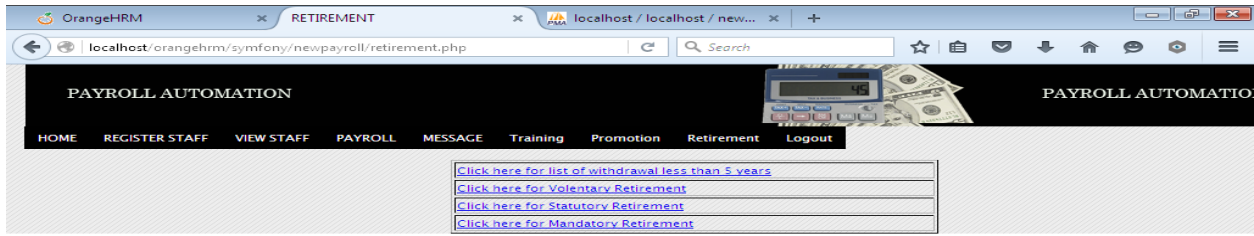


Fig 9 Clip of Input snapshot of retirement process module

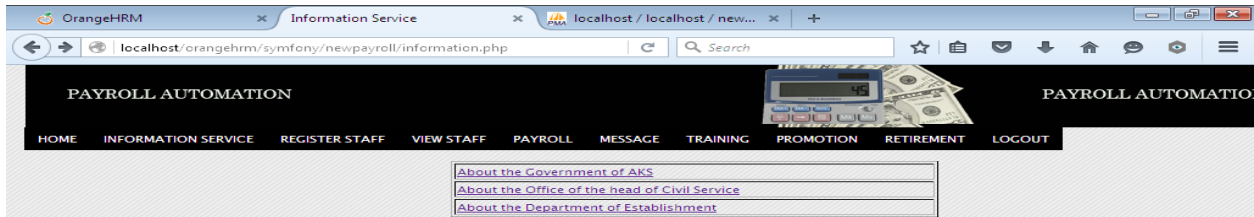


Fig 10 Clip of Input snapshot of information service module

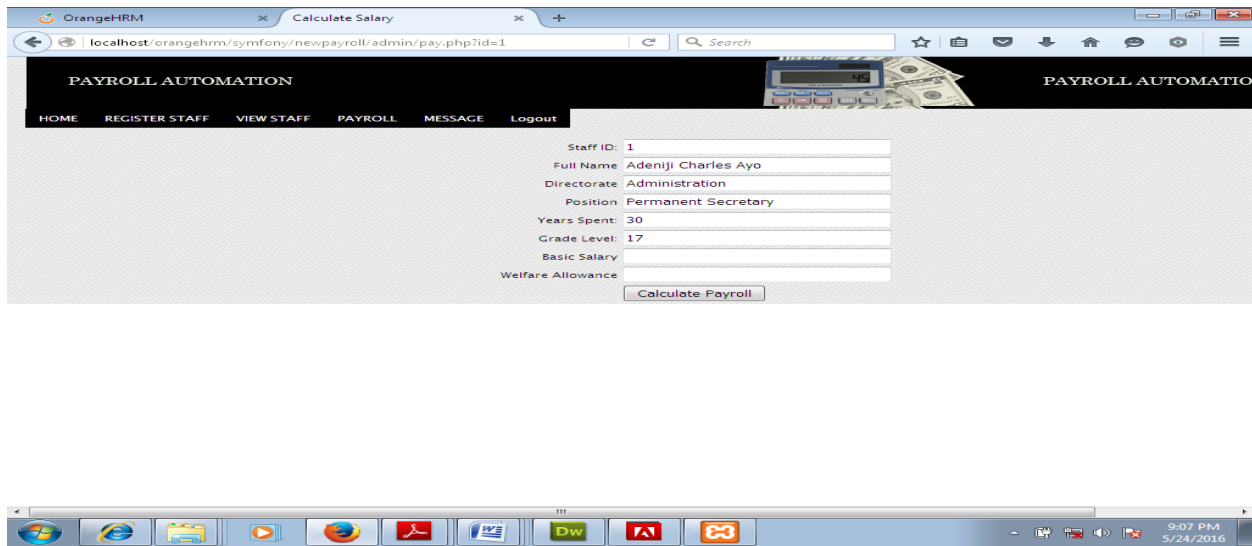


Fig 11 Clip of Input Snapshot of payroll module



Fig 12 Clip of Input snapshot of staff payroll list

4.7 Sample Implementation Output Snapshot

The screenshot shows the 'PAYROLL AUTOMATION' interface. At the top, there are navigation tabs: HOME, REGISTER STAFF, VIEW STAFF, PAYROLL, MESSAGE, and Logout. Below the tabs is a table with 15 columns: SID, ID, Full Name, Directorate, Position, Grade, Years, Basic, Welfare All., Utility All., Transport All., Med. All., LG All., Tax, Total, and Date. The table contains 7 rows of staff data.

SID	ID	Full Name	Directorate	Position	Grade	Years	Basic	Welfare All.	Utility All.	Transport All.	Med. All.	LG All.	Tax	Total	Date
6	1	Adeniji Charles Ayo	Administration	Permanent Secretary	17	30	100000	30000	15000	8000	2000	8000	9000	154000	2016-05-17 14:00:58
7	2	Mathew Senami Tosin	Admin. and Supplies	Director	16	15	70000	25000	10500	5600	1400	5600	6300	111800	2016-05-17 14:04:23
9	3	Adesiyani Kemi Jelilat	Finance and Account	Director	16	13	70000	25000	10500	5600	1400	5600	6300	111800	2016-05-17 14:15:51
10	4	Adeniji Titilayo Mary	Management Services	Director	16	15	70000	25000	10500	5600	1400	5600	6300	111800	2016-05-24 15:49:26
11	6	Adeomi Oluwafemi Alade	Man Power Dev. Service	Director	16	16	70000	25000	10500	5600	1400	5600	6300	111800	2016-05-24 15:50:22
12	7	Ogundipe Kemi Eunice	Pensions and Gratuity	Director	16	14	70000	25000	10500	5600	1400	5600	6300	111800	2016-05-24 15:50:54

Fig 13 Clip of Output snapshot of staff payroll summary list

The screenshot shows the 'View Staff' interface. It displays a table with 11 columns: Staff ID, Full Name, Sex, Birthday, Age, Directorate, Position, Grade, Years, Date Employed, and three action buttons (Delete, Update, Send). The table contains 28 rows of staff data.

Staff ID	Full Name	Sex	Birthday	Age	Directorate	Position	Grade	Years	Date Employed	Delete	Update	Send
1	Adeniji Charles Ayo	Male	1971-07-11	45	Administration	Permanent Secretary	17	30	2013-06-29 22:44:05	Delete	Update	Send
2	Mathew Senami Tosin	Female	1973-12-16	43	Admin. and Supplies	Director	16	15	2013-06-29 22:54:24	Delete	Update	Send
3	Adesiyani Kemi Jelilat	Female	1956-11-26	60	Finance and Account	Director	16	13	2013-06-29 22:55:43	Delete	Update	Send
4	Adeniji Titilayo Mary	Female	1981-07-21	35	Management Services	Director	16	15	2013-06-30 03:12:31	Delete	Update	Send
6	Adeomi Oluwafemi Alade	Male	1956-12-31	60	Man Power Dev. Service	Director	16	16	2013-06-30 03:14:19	Delete	Update	Send
7	Ogundipe Kemi Eunice	Female	1982-11-08	34	Pensions and Gratuity	Director	16	14	2013-06-30 03:15:19	Delete	Update	Send
8	Adewole Sevi	Female	1956-12-31	60	Planning Research and Stat.	Director	16	16	2013-06-30 19:22:23	Delete	Update	Send
9	Adeniji Temilayo	Male	1960-04-28	56	Admin. and Supplies	Ass. Director	15	16	2013-06-30 19:34:43	Delete	Update	Send
10	Christina Aguilera	Female	1970-03-11	46	Records	Head of Unit	14	15	2013-06-30 19:50:19	Delete	Update	Send
11	David Beckham	Male	1977-06-26	39	Internal Audit	Head of Unit	14	12	2013-07-01 22:21:26	Delete	Update	Send
12	Jeffery John	Male	1970-07-12	46	Administration	Clerical Officer	13	10	2013-07-26 19:32:51	Delete	Update	Send
13	Charles Agunjemi	Male	1980-05-18	36	Records	Officer	13	18	2016-05-12 14:45:31	Delete	Update	Send
14	Nsisong Edet Akpan	Male	1962-11-07	54	Records	Officer	13	24	2016-05-12 21:49:49	Delete	Update	Send
15	John Okon Nsibebe	Male	1965-10-12	51	Management Services	Officer	13	35	2016-05-12 22:10:34	Delete	Update	Send
16	Ekemini Michael Akpan	Female	1967-11-15	49	Management Services	Officer	13	35	2016-05-12 22:12:23	Delete	Update	Send
17	Ubong Edet Akpan	Male	1975-09-18	41	Admin and Supplies	Officer	13	34	2016-05-12 22:15:49	Delete	Update	Send
18	Otobong Edet Ibanga	Male	1975-04-12	41	Admin and Supplies	Officer	13	35	2016-05-12 22:18:19	Delete	Update	Send
19	Juliana Edet Udoh	Female	1956-09-15	60	ManPower Dev. Service	Officer	13	26	2016-05-12 22:26:05	Delete	Update	Send
20	Emediong Jeremiah Akpan	Female	1981-08-23	35	Internal Audit	Officer	13	35	2016-05-12 22:27:46	Delete	Update	Send
21	Ifioke Michael Udoh	Male	1974-09-18	42	Planning Research and Stat.	Officer	13	35	2016-05-12 22:29:23	Delete	Update	Send
22	AbasiFREKE Essien Udoh	Male	1973-05-23	43	Planning Research and Stat.	Officer	13	25	2016-05-12 22:31:09	Delete	Update	Send
23	Aniekeme Akpan Asanga	Female	1982-05-19	34	Internal Audit	Officer	13	20	2016-05-12 22:38:33	Delete	Update	Send
24	Inemesit John Udoh	Female	1982-09-25	34	Pensions and Gratuity	Officer	13	15	2016-05-13 13:47:07	Delete	Update	Send
25	Ubong Mark Ebong	Male	1956-09-23	60	Pensions and Gratuity	Officer	13	23	2016-05-13 13:49:18	Delete	Update	Send
26	Chuks Nnamdi Eze	Male	1976-05-23	40	ManPower Dev. Service	Officer	13	25	2016-05-13 13:53:37	Delete	Update	Send
27	Moses Ekpo Udoka	Male	1956-09-21	60	Finance and Account	Officer	13	31	2016-05-13 13:55:37	Delete	Update	Send
28	Mary Joseph Akpan	Female	1980-05-16	36	Finance and Account	Officer	13	30	2016-05-13 13:56:46	Delete	Update	Send

Fig 14 Clip of Output snapshot of staff register.



Fig 15 Clip of Output snapshot of information service module



Fig 16 Clip of Output snapshot of retirement process module

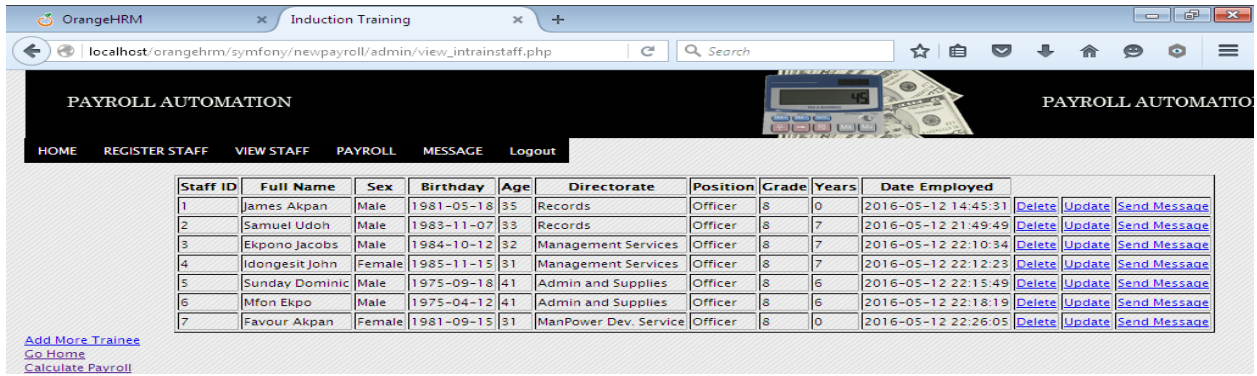


Fig 17 Clip of Output snapshot of staff induction training module



Fig 18 Clip of Output snapshot of promoted staff

4.8 Evaluation Result

This developed software is able to handle many problems of human resources management; especially computerizing all that was done manually and is working effectively. This software needs carefulness in computing data for desired result. It requires proper installations and connections of both hardware and software specifications to work. It is to make work easy.

5. Conclusion

This project "Development of Human Resource Management System" is all about developing a means that automates the manual process of personnel management in the civil service. It covers the entire management process from the entrance of a civil servant into service to retirement.

This automated process is to improve productivity, making the working environment more relaxing and the work itself easy. Lesser time will be used to achieve a task that normally would take days to achieve by many people.

Strong security of the system and information is emphasized for this new system to be maintained and really be dependent.

This project encompasses the whole of human resource management process from appointment to retirement. It enhances human resource management which enhances the quality of the public sector.

It is a technology approach to help overcome the challenges of public sector management. In line with current trends and the demands of the time this automated process has become a platform that allows more attention to be given to more productive tasks such as analyzing and planning work which ultimately helps to improve decision making, implementation and monitoring processes. This automated process helps in creating an environment that reduces paper work.

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