

Impact of Integrated Personnel and Payroll Information System (IPPIS) On the Performance of Academic Staff Union of Universities (ASUU) In Nigeria

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Abstract

This paper titled “Impact of Integrated Personnel and Payroll Information System (IPPIS) on the Performance of Academic Staff Union of Universities (Asuu) in Nigeria” was carried out with the main purpose of examining the impact of Integrated Personnel and Payroll Information System (IPPIS) and the performance of ASUU in Nigeria, specifically among others, to find out how it affects the recruitment of best hands in Universities partnership and research needs. The study was based on Marx and Engel’s Class theory (1971). The source of data is the secondary source and content analytical approach was employed in the research methodology. The study revealed among others; that the implementation of Integrated Personnel and Payroll Information System (IPPIS) will localize Nigerian Universities research operations by negatively impacting on their ranking in the global academic community. It reveals also that it is obvious that Integrated Personnel and Payroll Information System (IPPIS) cannot address the peculiarities of the University system and clearly violates university autonomy. The paper recommends among others; that the federal government of Nigeria should reverse the use of Integrated Personnel and Payroll Information System (IPPIS) as platform for payment of salaries of University Staff especially the teaching Staff.

Keywords: *Integrated Personnel and Payroll Information System (IPPIS), Payroll Management System and University Autonomy.*

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I. Introduction

The Integrated Payroll and Personnel Information System (IPPIS) was conceptualized in October 2006 by the Federal Government as one of its reform programmes, to improve the effectiveness and efficiency in the storage of personnel records and administration of monthly payroll in such a way as to enhance confidence in staff emolument costs and budgeting. It was also envisaged that the system will be implemented according to best practices obtainable in other parts of the world where Information and Communication Technology (ICT) is used to improve management reporting (IPPIS, 201 8).

Having seen the benefits of the Scheme especially in the area of savings to the Government, the Federal Executive Council in its meeting on Wednesday 1st December, 2010 approved the enrolment of all MDAs that draw their personnel cost from the Consolidated Revenue Fund (CRF) into the Integrated Payroll and Personnel Information System (IPPIS). The Phase II Service-wide implementation commenced under the platform of a new Software called Oracle Application in September 2011 in batches and is being financed by the Federal Government of Nigeria. As at April 2018, 490 MDAs (including the Nigeria Police and other Paramilitary Agencies) had already been enrolled into IPPIS with total staff strength of over 700,000 employees (IPPIS, 2018; Mela, 2019).

Initially, all levels of government used the manual-based personnel management system which worked at that time owing to the fact that the number of people in the government was limited. As time went on, the increase in government activities meant that more people were recruited into the civil service. The increase in the number of people employed by government meant that the Manual Personnel Management System (MPMS) could no longer handle the magnitude of entries required to keep it fully updated at all times. The lapses in the manual system led to fraudsters taking advantage to insert names of ghost workers which lead to loss of billions of naira (Micah. 2018). Therefore, the need to solve the problem of ghost workers and streamline the records of all government employees led to the introduction of the Integrated.

Payroll and Personnel Information System (IPPIS) to provide a reliable and comprehensive database for the public service to facilitate manpower planning, eliminate record and payroll fraud, facilitate easy storage, update and retrieve personnel records for administrative and payment processes, and facilitate convenient staff remuneration payment with minimal waste and leakage (IPPIS, 2018; Micah & Moses, 2018).

The Federal Government has made it clear that the implementation of the Integrated Payroll and Personnel Information System (IPPIS) and other reform initiatives aimed at entrenching probity and transparency in the system have come to stay. It has also stated that all federal government employees who have not enrolled in IPPIS up to now would no longer be paid salaries (Usman, 2019).

Amongst the objectives of the reforms of Government is to entrench transparency and accountability in Federal Universities records and payroll administration. Hence, successive government has observed gross inadequacies in the payroll and personnel records in the public service. Several efforts have been made to reduce these challenges, but it tends to worsen with time, resulting to greater difference in accessing reliable data for human resources planning and management, chaotic state of pension administration; ghost worker syndrome and various forms of payroll and credential fraud.

Manual computation of salary and documentation of personnel information has been compounding the problem of transparency and accountability. This also affects accuracy in computation of salary hence overpayment or underpayment of salaries, omission of staff name in payment, wrong calculation of promotion and pension that is due to staff and ex-staff as the case may be. With the introduction of the Integrated Personnel and Payroll Information System scheme, if properly implemented and managed, will go a long way in eradicating or at least bring the above mentioned problems to the barest minimum (Aluko, 2020).

All the agreements signed between the Federal Government and the Academic Staff Union of Universities since 1992 have shown clearly that Nigerian Universities should be allowed to operate in compliance with their enabling laws, statues, rules and regulations. The Federal Government is expected to honour these agreements. If the Federal Government insists on imposing IPPIS on ASUU, the obvious implication would be that the government is insincere, irresponsible and unreasonable. It would have also succeeded in robbing the University Governing Council of all its powers. This situation has the potential to breed discontent and dissatisfaction among scholars (Aluko, 2020).

Closely related to the issue of university autonomy is the peculiar nature and structure of Nigerian universities. As a place where knowledge is created and distributed, it is common practice that universities, quite often, collaborate or depend on professors, resource persons and facilitators from other institutions and Universities. Again, we must concede that such partnership or collaboration is meant to buttress the fact that the academia is a place for flexibility, robust intellectual debates, exchange of ideas and arguments. But the one good thing about such an arrangement is that it aids the spread of knowledge and ideas (Doki, 2019).

The introduction of IPPIS in Nigerian universities will definitely erode all this collaboration and dependence. Come to think of it, with the IPPIS housed in Abuja, it would be practical impossible for a visiting professor or external examiner from, say, the University of Lagos to be adequately captured and remunerated by the University of Port Harcourt, for academic or other professional services rendered in the latter university (Doki, 2019).

Statement of the Problem

The Academic Staff Union of Universities has also raised the issue of forced enrolment of University Lecturers on the Integrated Payroll and Personnel Information System platform by the Federal Government which has resulted in the sacking of contract scholars across higher institutions in the country. Such moves undermine University autonomy to recruit competent local and foreign scholars, as is the global practice. The first problem with this according to the president of ASUU is that it is going to rob Nigerian Universities of high caliber human resources in certain areas, especially areas where there is scarcity of personnel (Aluko, 2020).

There are also a whole lot of problems observed by ASUU from the use of IPPIS to pay salaries of Lecturers. Some of those problems include; underpayments, overpayments, omissions, payment to dead and retired Lecturers as well as those who had already resigned from their jobs. ASUU believes that the UTAS when fully developed will have the capacity to take care of all the anomalies associated with IPPIS. Unfortunately, UTAS is not yet ready.

This study therefore examines the politics involved in the imposition of IPPIS on Lecturers in federal Universities in Nigeria since it was initially meant for the core civil service and not the University system. The IPPIS is not founded on any law or legal instrument, and so, ASUU strongly believes that it is deliberately put in place by the Federal Government of Nigeria to compromise University autonomy and box the union in a corner, for always being a thorn in the flesh of

Government for the right reasons. Based on the above statement the following questions were posed:

1. In what ways could the adoption of IPPIS for the payment of lecturers affect the recruitment of best hands for research needs in Federal universities in Nigeria?
2. How would the implementation of IPPIS affect, the universities partnership for research and community service?
3. What are the expected benefits of IPPIS as a payment platform for lecturers in federal universities?

Objectives of the Study

The main objective of this study to examine the impact of the implementation of Integrated Personnel and Payroll Information System (IPPIS) on the performances of ASUU . The specific objectives are:

1. To examine how the adoption of IPPIS for the payment of lecturers affects the recruitment of best hands for research needs in universities.
2. To determine if the implementation of IPPIS will affect the universities partnership for research and community service.
3. To ascertain the expected benefits of IPPIS as a payment platform for lecturers in federal universities.

Theoretical Framework

The paper in its theoretical foundation adopted class theory which is most closely associated with the works of Marx and Engel (1971: 35). The theory suggests that public policies in a capitalist society reflects the values and interest of the dominant and ruling class. Two broad classes has been identified by the class theory - the Bourgeoisie and the proletariat. According to the class theory, conflict between these two classes is inherent in the capitalist society. Theory argued that the Bourgeoisie due to their economic power also control political power. In this study, they are likened to politicians and elected officials. They use their political power to protect their socioeconomic interest. This is often reflected in the type of policies they make and also against the wishes of the proletariat. Just as in the recent face-off in Nigeria between the federal government and ASUU in 2020. The theory still argued on the other hand that proletariat in defense not to be economically oppressed attempts to influence such policies to their advantage through industrial conflicts such as strikes etc.

Conceptual Clarification of Integrated Personnel and Payroll Information System

Integrated Personnel and Payroll Information System (IPPIS) is a department within the office of the Accountant-General of the federation which is responsible for payment of salaries and wages directly to government employee's bank; account with appropriate deductions and remittances of 3rd party payments such as: Federal Inland Revenue Service, State Boards of Internal Revenue, National Health Insurance Scheme, Pension Fund Administrative, Cooperative Societies, National Housing Fund, Bank Loans and Associations Dues Department of IPPIS, (Adagunodo, 2012). Information systems is a set of tools, processes and methodologies (such as coding/programming, data communications, data conversation, storage and retrieval, systems analysis and design, systems control) and associated equipment employed to collect, process and present information. An information system is the information and communication technology that an organisation uses, and also the way in which people interact with this technology in support of business processes.

According to Aganga (2011), Integrated Personnel and Payroll Information System (IPPIS) is one of the Federal Government Reforms Initiative conceived to transform the Nigerian Public Service and make it more efficient and effective in service delivery. The IPPIS initiative is aimed at improving the public financial management and providing a centralised payroll system in the country. IPPIS is designed to enroll into platform, all federal government ministries, departments and agencies, that draw personnel cost fund from consolidated revenue fund. The AGF said when fully functional, the system will help solve the challenges for lack of efficiency lack of central control, lack of central management and lack of edition of figures. Besides, he said, the elimination of replacement of personnel costs in the country.

Okonjo-Iweala (2011) opined that the objectives of the Integrated Personnel and Payroll Information System (IPPIS) policy amongst others are to centralize payment of worker salaries, which stated as a means of facilitate convenient staff remuneration payment with minimal wastage, also to facilitate easy storage, updating and retrieval of personnel record for administrative and pension processing, it also enhance manpower planning and budgeting, it also ascertain actual personnel emoluments of the federal government employees.

2.2 Historicity of Integrated Personnel and Payroll Information System

Integrated Personnel and Payroll Information System (IPPIS) was first initiated by the Federal Government in the year 2006. The intention was to improve the effectiveness and efficiency in the storage of personnel records and administration of monthly payroll in such a way to enhance confidence in staff emolument costs and budgeting. IPPIS is a child of the Federal Government Reform Programme which was conceptualized at the Bureau of Public Service Reform (BPSR) for the purpose of centralized payment of all civil servants in the employment of the Federal Government. The IPPIS project started in April 2007 with the enrolment of the seven pilot Ministries, Departments and agencies (MDAs). It was financed through a World Bank facility of about USD 4.9 million. It was finally transferred to the Office of the Accountant General of the Federation in 2008. The seven pilot Ministries were: Federal Ministry of Education, Federal Ministry of Works, Federal Ministry of Finance, Budget Office of the Federation, Federal Ministry of Information and Communication, Ministry of Foreign Affairs, and National Planning Commission Nwosu Ifeyinwa Jane (2010). The intention was that the system will be implemented according to part of world where Information and Communications Technology (ICT) is used to improve management reporting and information.

At the initial stage of formulation and planning of the project, Bureau for Public Service Reforms was the custodian of the IPPIS. The scope of the project is to cover the administration of the Federal Government of Nigeria's human resources beginning with establishment control and cadre management. It will cover all the activities that have to do with recruitment, promotion, transfers, and career movements until appointment termination. The system is to track all the financial transactions that are related and linked to personnel emoluments. For the sustenance of the system the Federal Government commissioned a formidable consortium of ICT firms that have world class professional capabilities in networking, connectivity, software development and integration for the implementation of the project Nwosu Ifeyinwa Jane (2010).

The Integrated Personnel and Payroll Information System (IPPIS) is one of the Federal Government Reforms Initiative conceived to transform the Nigerian Public Service and make it more efficient and effective in service delivery. The IPPIS initiative is aimed at improving the public financial management and providing a centralised payroll system in the country. IPPIS is designed to enroll into platform, all federal government ministries, departments and agencies, that draw personnel cost fund from consolidated revenue fund. The AGF said when fully functional, the system will help solve the challenges for lack of efficiency lack of central control, lack of central management and lack of edition of figures. Besides, he said, the elimination of replacement of personnel costs in the country Aganga (2011).

The huge amount of ghost workers in the previous years is alarming and berating but IPPIS is only objective for pragmatic solution of ghost workers from the payroll system. For example, the federal government has recovered 23, 846 non-existent employees from its payroll said by Festus Akanbi, a special adviser to Finance Minister, Kemi Adeosun, consequently, the salary bill for February 2016 has reduced by 2.293 billion naira (10.5 million euros and to \$11.5 million) when compared to December 2015 when the BVN audit process commenced. He explained further that the ministry announced that it would undertake periodic checks and utilize computer-assisted audit techniques, the ministry was working with the financial crimes agency and the National Pension Commission to identify irregularities and the aim was to recover salaries and pension contributions related to the ghost workers in the service (Sunday Punch, 2016).

II. Methodology

In analyzing this study, the content analytical approach was adopted since it is a qualitative research. The main source of data were secondary sources being information gotten from journals, government records and publications, reports from national dailies or newspapers and internet materials,

Data Presentation and Analysis

Data Presentation Based on Research Question 1: In what ways could the Adoption of IPPIS for the Payment of Lecturers affect the Recruitment of best hands for Research needs in Universities.

Nigerian universities as a place where knowledge is created and distributed, it is common practice that universities, quite often, collaborate or depend on professors, resource persons and facilitators from other institutions and Universities. Such partnership or collaboration is meant to buttress the fact that the academia is a place for flexibility, robust intellectual debates, exchange of ideas and arguments. But the one good thing about such an arrangement is that it aids the spread of knowledge and ideas (Doki, 2019; Aluko, 2020).

The whole idea of relying on academics, colleagues and professors from other universities becomes the more significant in our tragic situation in Nigeria where universities are established not for pragmatic

purposes but just to score some cheap political points. In other words, Nigerian universities lack the desired academic manpower needed to cater for thousands of students admitted on University campuses every year. But again, it is common practice all over the world that the reliance on academics from other universities is aimed at entrenching the culture of merit and impartiality in the award of degrees. All these factors explain why academics are offered sabbatical terms to other universities; they are also invited to serve as external examiners/assessors, moderators and visiting lecturers to other universities (Doki, 2019; Akasi, 2020).

The introduction of IPPIS in Federal Universities will definitely erode all this collaboration and dependence. Come to think of it, with the IPPIS housed in Abuja, it would be practically impossible for a visiting professor or external examiner from, say, the University of Lagos to be adequately captured and remunerated by the University of Port Harcourt, for academic or other professional services rendered in the latter university (Doki, 2019).

Lamentably, the Federal Government has never taken the presentations from ASUU seriously. It is amazing though not surprising because in Nigeria, committee reports usually find their home in the dust bin. Government can do more by funding the universities adequately and by putting university governing councils in perpetual check. ASUU has nothing to hide and is not afraid of IPPIS. What ASUU has found very unpleasant and disturbing is the fact that the introduction of IPPIS will make it impossible for universities, as a place of research, to perform maximally. And in order to show that ASUU is not averse to IPPIS, the union has offered to coordinate the project of starting a distinct platform (UTAS) for the universities in place of the IPPIS if granted approval by the Federal Government (Doki, 2019; Aluko, 2020).

The Academic Staff Union of Universities (ASUU) has resisted government's policy for its members to be enrolled in the Integrated Personnel and Payroll Information System (IPPIS). The system, which is meant to centralize the payment of salaries and allowances of all federal government employees, has been embraced by most Ministries, Departments and Agencies (MDAs) who draw their personnel cost from the Consolidated Revenue Fund (CRF) (Mohammed, 2020).

Data Presentation Based on Research Question 2: How would the Implementation of IPPIS affect the Universities Partnership for research and Community Service

ASUU President stated that there is no going back on opposition to IPPIS by the Union, its deployment will localize our Universities since they are universal cities of learning and research. Scholars are expected to come from different parts of the world to enrich our programmes and give our Universities international flavours. Internationalization is a major criterion for Universities' ranking globally and people continue to talk about non-visibility of our Universities in global ranking, but this is not traced to the root, which is localization of our institutions (Aluko, 2020).

The forceful use of the IPPIS for payment of salaries of academics in federal Universities in Nigeria has clearly shown that the platform is not robust enough to handle the peculiarities of the Universities. This is because IPPIS was designed for the civil service and not the University system, even those who willfully enrolled are now blaming themselves as a result of multiple problems thrown up by the platform (Akasi, 2020). Some of these problems include; manipulation of employment procedure, omission salaries of employees, shortfalls in payments, overpayments etc.

It is no longer news that in spite of federal universities opposition to the use of IPPIS platform for the -payment of salaries of its members, the Federal Government has forcefully enrolled all the academic staff of federal Universities in Nigeria into it, and now uses it to pay their salaries with all the anomalies associated with it. The Federal Government of Nigeria has once again demonstrated its blatant disregard for and total vilification and debasement of intellectual labour by insisting that all federal Universities in Nigeria should be part of the Integrated Payroll and Personnel Information System. The whole idea of IPPIS smacks of ignorance and mischief, and essentially an admission by the ruling class that Nigeria is a nation that has no respect for education and intellectual work. Again, it is an unfortunate reflection of the levity and contempt with which Nigerian leaders treat serious national issues (Doki, 2019).

The first, and by far, the most worrisome aspect of the IPPIS is the fact that it is a blatant violation of the concept of University autonomy. Contextually, it is the capacity of a University to make an informed, un-coerced decision by its own self, it is the state or condition of having independence or freedom by a University to decide its course of action. Federal University autonomy is a global practice associated with Universities all over the world and it has four main dimensions, namely; academic, organizational, financial and staff autonomy (Aluko, 2020).

Academic autonomy simply means the Universities' capacity to manage their, internal academic affairs independently. Such issues include; students' admissions, academic content, quality

assurance and the introduction of new degree programmes. Organizational autonomy has to do with the Universities' ability to decide freely on issues like decision making, executive leadership, legal entities and internal academic structures (Doki. 2019).

Financial autonomy has to do with Universities' ability to decide freely on internal financial matters such as managing their funds independently and without interference from any quarters and also setting their strategic objectives. Staff autonomy has to do with having the independence to recruit the quality of staff they need to discharge their functions creditably in line with global best practices (Akasi, 2020). To all these must be added the fact that University autonomy gives absolute powers to a body called the University Governing Council which is officially recognized by the law establishing Federal Universities in Nigeria. It is this body that is saddled with the responsibility for the control and management of university funds, employment and promotion' of staff. All edicts and statues establishing Universities and the nation's constitution give full powers to the governing councils as the supreme body concerned with the day-to-day operation of the university (Akasi, 2020).

All the agreements signed between the Federal Government and the Academic Staff Union of Universities since 1992 have shown clearly that Nigerian Universities should be allowed to operate in compliance with their enabling laws, statues, rules and regulations. The Federal Government is expected to honour these agreements. If the Federal Government insists on imposing IPPIS on ASUU, the obvious implication would be that the government is insincere, irresponsible and unreasonable. It would have also succeeded in robbing the University Governing Council of all its powers. This situation has the potential to breed discontent and dissatisfaction among scholars (Aluko, 2020).

Data Presentation Based on Research Question 3: What are the expected benefits of IPPIS as a payment platform for lecturers in federal universities

The purpose of IPPIS is to achieve three things, according to the Office of the Accountant-General of the Federation (OAGF):

- i. To enable the federal government to ascertain the actual number of employees on its payroll in all MDAs.
- ii. To determine and budget the actual personnel cost of all MDAs drawing their personnel cost from the Consolidated Revenue Fund (CRF)
- iii. To entrench probity, transparency and accountability in the federal government expenditure in all MDAs.

Being a union that has advocated from transparency and accountability in governance, it is an irony that ASUU would oppose the inclusion of university lecturers on IPPIS (Mohammed, 2020).

Since 2019, ASUU has been opposed to the policy, in spite of interventions, by the Office of the President and the Federal Ministry of Education. Perhaps, the most virile argument advanced by ASUU was captured in an interview granted by its chairman at the University of Nigeria, Nsukka, Dr Christina Opata, to journalists last year (2019). She had argued that "The Federal Government has not told Nigerians the truth about what it wants to achieve through the IPPIS because it is an embodiment of corruption itself. There is evidence to prove that many people are on the payroll under IPPIS yet they are not working anywhere. If they are sincere, they should decentralize it. Each university should have desk officers so that anytime somebody has a complaint, it would not require the person going to Abuja; you walk over to the desk officer in your University and put up your complaint. But as it is now, if you go to Abuja, you will hire a hotel and you may spend three, four days without meeting the officer in charge. These are the things that people have been pointing out but they do not want to understand it that way (Mohammed, 2020).

It is simplistic for ASUU to allege corruption in a system- that they have not enrolled in. No doubt, the system could be imperfect, as there could be teething problems in its implementation. But to impugn corruption at this stage may be hasty, especially, without empirical evidence. It is clear that what ASUU is jittery about is that this system could limit or obstruct the multiple incomes of university lecturers from their engagements in several tertiary institutions. For instance, a university lecturer could sample courses in four or five universities, and earn salaries or allowances from them simultaneously (Enakirerhi & Temile, 2017).

On its part, the Office of Accountant General of the Federation had conceded to aspects of this requirement. It said the IPPIS would accommodate all peculiarities such as sabbatical, visitation, honorariums and earned allowances, and the like, yet it is not only ASUU that has such complex income patterns. The Nigeria Police, and other paramilitary agencies, the military and even polytechnics, who have multiple streams of income from their services, have been enrolled. Therefore, ASUU cannot be caged in fear, doubts, and preemptive assumptions in order to be excused from a system that has been conceived as a solution to disorder in government payroll (Mohammed; 2020).

Moreover, the Executive Secretary of the National Universities Commission (NUC),

Professor Abubakar Rasheed, has described IPPIS scheme as one of the best, things that have happened to public finance management in the country, saying it is "the best way to overcome some of the challenges affecting the universities." At a point, ASUU was said to have produced a software or payment system for Nigerian universities (University Transparency and Accountability Solution (UTAS) and presented it to the Federal Government, saying, if accepted, it could take care of the alleged inherent corruption in the IPPIS. With due respect to our University Professors, if government accepts the software submitted by ASUU for use, it would mean that every MDA which feels dissatisfied with IPPIS could innovate a convenient software and insist that they should be used in the payment of their salaries and other allowances. No doubt, acquiescing to ASUU's demands could lead to chaos in the system (Mohammed, 2020).

According to ASUU, if government wants to put education on a pedestal of development, -then the Universities must be insulated from the Civil service control and manipulation. That is where we are now, the Federal Government is simply looking for how to have undue political control over Federal Universities in Nigeria, so that it can extend whatever it does politically to the Universities, in spite of the existence University Autonomy (Akasi, 2020).

III. Major Findings

The findings of this study revealed that:

1. IPPIS is a blatant violation of the concept of University autonomy.
Contextually, it is the capacity of a University to make an informed, un-coerced decision by its own self, it is the state or condition of having independence or freedom by a University to decide its course of action.
2. IPPIS would accommodate all peculiarities such as sabbatical, visitation, honorariums and earned allowances, and the like, yet it is not only ASUU that has such complex income patterns.
3. The forceful use of the IPPIS for payment of salaries of academics in federal Universities in Nigeria has clearly shown that the platform is not robust enough to handle the peculiarities of the Universities. This is because IPPIS was designed for the civil service and not the University system, even those who willfully enrolled are now blaming themselves as a result of multiple problems thrown up by the platform (Akasi, 2020). Some of these problems include; manipulation of employment procedure, omission salaries of employees, shortfalls in payments, overpayments etc.

IV. Conclusion

The Federal Government of Nigeria has finally forced ASUU members in the federal Universities across the country into IPPIS against their wish, a move that is far more political than the reasons adduced for the action. The war between Government and ASUU on IPPIS is far from over as the union has sworn to overturn the decision of Government to use the platform for payment of salaries of its members in spite of all the anomalies associated with the payment platform. It is obvious that the Federal Government sees the use the IPPIS policy as an opportunity to whittle down the influence of ASUU as a trade union fighting for the revitalization of public Universities in Nigeria.

The Federal Government's claim that the major reason behind the introduction of IPPIS in the University system is to check corruption is very suspicious because there are in-built mechanisms in the University system that help in doing that.. For instance, the federal Universities' Governing Councils have external members appointed by the Federal Government who are expected to be the eyes of the Government in these institutions. There is also provision for visitation panels set up by. The Federal Government to visit these institutions every five years. These panels should be able to detect fraudulent and corrupt practices in these institutions. Besides, from the way the IPPIS platform is being managed by the .Office of the Accountant-General of the Federation (OAGF) there is yet no guarantee that the platform is robust enough to check corruption in the University system in Nigeria. The way and manner in which ASUU members were forcefully enrolled into the IPPIS platform without biometric capturing shows that contrary to the claims of the Federal Government, 'ghost workers' can actually be enrolled in the platform.

Recommendations

Based on the issues raised in this study with respect to the problem and prospects of the implementation of integrated personnel and payroll information system (IPPIS) in federal universities in Nigeria: A case of federal government and ASUU 2020, the following recommendations have been made;

1. The Federal Government should reverse the use of IPPIS for the payment of salaries of University staff, especially the teaching staff, since it is now obvious that IPPIS cannot address the

- peculiarities of the University system and clearly violates University autonomy.
2. The Federal Government should without delay resuscitate the visitation panels to federal Universities that was halted in 2011 to monitor the activities of federal University Administrations across the country as a way checking corrupt practices in the institutions.
 3. The Federal Government should see ASUU as a partner in progress as it fights for the revitalization of public Universities in Nigeria rather than as an enemy.
 4. Government should see that whenever an employee resign, or has been terminated or demised they must ensure that their records are properly updated.

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