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Impact of Integrated Personnel and Payroll Information System (IPPIS) on Federal Universities' Administration in Nigeria

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Abstract: This paper discussed the Impact of the Integrated Personnel and Payroll Information System (IPPIS) on the federal universities administration in Nigeria. Secondary data were employed in the paper. The secondary data were collected from print and online publications. The paper concluded that the positive impact of the Integrated Personnel and Payroll Information System (IPPIS) on the federal universities administration includes; a reduction of strikes in federal universities as a result of the management-labour union crisis over unpaid arrears, a reduction of corruption and reduction in administrative wastages. The paper also identified the negative impacts of the implementation of the Integrated Personnel and Payroll Information System (IPPIS) on the federal universities administration including termination of appointment of contract staff, shortage of academic staff, slow in federal university administration and violation of federal universities autonomy. Based on the impacts identified, the paper hereby recommended that federal universities in Nigeria should be removed from the Integrated Personnel and Payroll Information System (IPPIS) platform and be granted full autonomy to operate according to global best practice.

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

Introduction

Public Universities are higher institutions owned by the government and established with the mandate of teaching, research and provision of community service (Ogunode, 2020). Public universities are universities established to provide post-secondary schools for Nigerians. Public universities are universities established by an act of parliament to serve the interest of the general public. The objectives of the universities in Nigerian Higher education, including professional education have the following aims: the acquisition, development and inculcation of the proper value orientation for the survival of the individual and societies; the development of the intellectual capacities of individuals to understand and appreciate environment; the acquisition of both physical and intellectual skills which will enable individuals to develop into useful members of the community; the acquisition of an overview of the local and external environments (FGN, 2014).

In Nigeria, Public universities according to Ogunode & Emmanuel (2023) are grouped into federal and state-owned universities. The federal universities are owned by the federal government of Nigeria while the state universities are owned by the state government. The total number of federal and state public universities is 55 and 59 across the country (NUC, 2023). The federal government of Nigeria established the National universities commission to oversee the external administration and supervision of all universities in Nigeria. The administration of public universities in Nigeria takes two dimensions: external administration and internal administration. The external administration is done through the federal ministries and other regulatory agencies in the country. The external administration handle planning, policy formulation, programme accreditation, supervision, funding and quality control of the universities (.Ogunode & Odanwu (2023). The internal administration is

headed by the school administrators and other principal managers within the universities. The function of internal administration is to ensure the implementation of policies and coordinate, supervise and organize the human and materials resources of the universities to accomplish the objectives of the universities (Ogunode & Ade 2023).

In 2019, the Nigerian ordered that all federal tertiary institutions including all the federal universities in Nigeria enrol in the Integrated Payroll and Personnel Information System (IPPIS) platform of the federal government and salaries should be paid only to civil servants on the automated payroll; the order took effect in October of the same year. The policy was opposed by Academic Staff Union of Universities (ASUU). Due to this order, ASUU at different times has embarked on industrial actions to kick against the implementation of Integrated Payroll and Personnel Information Systems (IPPIS) in federal universities. The opposition was weakened when other unions in the Universities joined the platform and finally, all the academic and non-academic staff in the Nigerian federal tertiary institutions were forced to enrol in the Integrated Payroll and Personnel Information System (IPPIS) platform of the federal government which implies a centralized payment system. It is very important to examine the impact of the Integrated Payroll and Personnel Information System (IPPIS) on the federal university administration in Nigeria. Specifically, the paper discussed the impact of the Integrated Payroll and Personnel Information System (IPPIS) on federal universities' administration in Nigeria.

Objectives of the Paper

The objective of the paper is to critically examine the impacts of the Integrated Payroll and Personnel Information System (IPPIS) on the federal university administration in Nigeria. Specifically; the paper will focus on;

1. Analyze the positive impacts of the Integrated Payroll and Personnel Information System (IPPIS) on federal universities administration in Nigeria;
2. Identify the negatives impacts of the Integrated Payroll and Personnel Information System (IPPIS) on federal universities administration in Nigeria and
3. Suggest the best options for the survival and sustainability of the federal universities in Nigeria

Theoretical Framework

The paper in its theoretical foundation adopted class theory which is most closely associated with the works of Marx and Engel (1971). Omeje, Ogbu, Nkwede, & Njoku, (2021) observed that the theory suggests that public policies in a capitalist society reflect the values and interest of the dominant and ruling class. Two broad classes have been identified by the class theory - the Bourgeoisie and the proletariat. According to the class theory, a conflict between these two classes is inherent in 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 the proletariat in defense of not being economically oppressed attempts to influence such policies to their advantage through industrial conflicts such as strikes etc.

Statement of the Problem

The Academic Staff Union of Universities has 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 the University's 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-calibre human resources in certain areas, especially areas where personnel is scarce (Omeje, Ogbu, Nkwede, & Njoku, 2021; 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, and payments to dead and retired Lecturers as well as those who had already resigned from their jobs. ASUU believes that the University Transparency and Accountability Software (UTAS) when fully developed will have the capacity to take care of all the anomalies associated with IPPIS. Unfortunately, UTAS is not yet ready (Omeje, Ogbu, Nkwede, & Njoku, (2021). Based on this, this paper examines the impact of the Integrated Payroll and Personnel Information System (IPPIS) on the federal universities administration in Nigeria.

Concept of University Administration

University administration is system activities that deal with policy designing for the implementation of institutions programmes with the view of achieving the institutions' objectives within a timeframe. Ogunode (2020) viewed university administration as the application of the universities' resources to implement the programme of the universities to realize the objectives of universities. University administration is the mobilization and arrangement of both human and material resources for the achievement of the university's goals. University administration is the effective use of the resources of the university to implement the teaching programme, research programme and community service programme of the universities. University administration is the deployment of the universities' resources to accomplish the universities' programmes. The objectives of university administration according to Ogunode (2022) include: implementing the programme of the universities as defined; allocating resources for the implementation of the universities programme; ensuring implementation of the teaching programme, ensuring implementation of the research programme; ensuring delivery of quality community services programme, to ensure effective staff development, to ensure effective student administration, to ensure smooth implementation of the academic calendar and to ensure quality education.

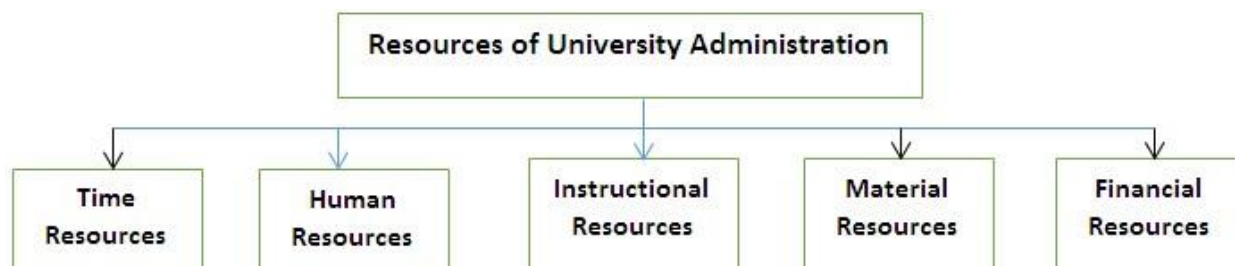


Figure 1: Resources of University Administration

Source: Ogunode & Ayoko (2023)

Concept of Integrated Personnel and Payroll Information System (IPPIS)

Integrated Personnel and Payroll Information System (IPPIS) is a centralized system of payment designed by the federal government of Nigeria for the payment of all its employee except those exempted. Integrated Personnel and Payroll Information System is a centralized payment system that concentrated all salaries, allowances and benefits payments to employees on one central system. Integrated Personnel and Payroll Information System is a department within the office of the Accountant General of the Federation (AGF) of Nigeria which is responsible for the payment of salaries and wages directly to government employees' bank accounts 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, Cooperative Societies, National Housing Fund, Bank Loans and Associations Dues (Department of IPPIS, 2012).

The IPPIS is an information technology (IT) enabled facility being put in place to establish a reliable and comprehensive database for the public service, facilitate manpower planning, eliminate record and payroll fraud, facilitate easy storage, update and retrieval of personnel records for administrative and pension processes and staff remuneration payment with minimal wastages and leakages (Enakirerhi & Temile, 2017). For 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 public financial management and providing a centralized payroll system in the country. IPPIS is designed to enrol into the platform, all federal government ministries, departments and agencies, that draw personnel cost funds from consolidated revenue funds. The AGF said when fully functional, the system will help solve the challenges of lack of efficiency, central control, central management, edition of figures and the elimination of replacement of personnel costs in the country. According to the Office of Accountant General of the Federal (2008), IPPIS is a child of the Federal Government Reform Programme which was conceptualized by the Bureau of Public Service Reform (BPSR) for 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 (OAGF) in 2008. In other words, the IPPIS was introduced to serve the purpose of centralized payment of all civil servants in the employment of the Federal Government which after 13 years of introduction has not registered some agencies and departments.

Enakirerhi & Temile conceptualized IPPIS from an IT-enabled facility which has assisted the government in saving billions. Farajimakin & Anichebe (2019) view IPPIS as an intervention scheme and reform when they observed that, Integrated Personnel and Payroll Information System (IPPIS): is a World Bank-Assisted project under the Economic Reform and Government Project (ERGP) which was aimed at establishing a reliable and comprehensive database for the public service, facilitate manpower planning, assist in providing information for decision making, eliminate double dipping and credentials falsification, facilitate easy storage, update and retrieval of personnel record for administrative and pension process, and to facilitate staff remuneration payment. According to them, the IPPIS programme enables the MDAs to fish out ghost workers for the attainment of public probity in governance (Farajimakin & Anichebe, 2019).

Integrated Personnel and Payroll Information Systems (IPPIS) have many objectives to realize as a payment system. Okonjo-Iweala (2011) disclosed that the objectives of the IPPIS policy amongst others are to centralize payment of workers' salaries, facilitate convenient staff remuneration payment with minimal wastage, and facilitate easy storage, updating and retrieval of personnel records for administrative and pension processing. It also enhances manpower planning and budgeting and ascertains actual personnel emoluments of federal government employees.

Effiong, et al., (2017), IPPIS was conceived to reduce or eliminate corruption and data storage in the payroll system. According to them, in a bid to reduce corruption, the Nigerian government in October 2006, conceived the Integrated Payroll and Personnel Information System (IPPIS) to provide a reliable and efficient database for the public service to eliminate record and payroll frauds, facilitate easy storage, facilitate manpower planning, update and retrieve personnel records for administrative and pension processes and facilitate convenient staff remuneration payment with minimal wastes and leakages.

Government goals for introducing the IPPIS programme which includes improved human management effectiveness, increase confidence in government payroll cost and expenditure management, and improvement in overall management reporting and planning (Bello & Mela, (2022).

Integrated Personnel and Payroll Information System (IPPIS) was introduced with five basic functions – management of staff records, timely and accurate payment of salaries and wages of federal employees, deduction of taxes and other third party dues, remittance of payroll deductions to third parties, enrolment of employees into the system.

From the above definitions, the IPPIS can be defined in this paper as a department under the Office of the Accountant-General of the Federation responsible for the payment of salaries and wages directly to federal government employees' bank accounts after appropriate deductions and remittances.

Integrated Personnel and Payroll Information System (IPPIS) have been implemented in ministries, departments, agencies and local governments after their payrolls had been moved into the system following a directive from the Nigerian government to reform various human resource functions.

Positive Impacts of Integrated Personnel and Payroll Information System (IPPIS) on Federal Universities Administration in Nigeria

The implementation of the Integrated Personnel and Payroll Information System (IPPIS) in federal universities in Nigeria has brought some positive impact on the universities' administration. Some of the positive impacts include; a reduction of strikes in federal universities as a result of the management-labour union crisis over unpaid arrears, a reduction of corruption and a reduction in administrative wastages.

Reduction in University Management and Labour Union Crisis

The integration of the federal universities into the Integrated Personnel and Payroll Information System (IPPIS) has helped to reduce the internal crises always experienced between various universities' management and labour unions on the issues of payment of promotion arrears and other benefits. The former decentralized payment system allowed each university to handle the payment of arrears and other benefits to their staff while the government released the money to the universities for the payment of such benefits. It was observed that some university administrators during the decentralized payment system received such payment and used the money to meet the pressing needs of the university and delay the payment of the promotion arrears and other benefits to their staff. For instance, Ajayi reported in Vanguard (2016) that the Academic Staff Union of Universities (ASUU) has accused the management of the University of Ibadan of planning to pay academic staff only one year of promotion arrears even when the promotion announcement of academic staff was delayed by the management and announced almost five or four years after the person was due for the promotion. Also, Members of the Academic Staff Union of the University, University of Calabar chapter staged a protest over non-payment of allowances in the institution (Dailypost, 2020). Mark (2020) opined that Nigerian public universities are known for strikes between the management and the various labour unions as a result of unpaid promotion arrears and other benefits. These strikes were majorly caused by some university administrators that do divert the money to address other issues within the universities because funds are released to them to pay salaries. The introduction of the Integrated Personnel and Payroll Information System (IPPIS) into federal universities now handles the payment of salaries and other benefits from the centralized system. The centralization payment system has helped to reduce the internal crises since all payment is handled by the central system from Accountant General's office.

Reduction in Corruption

Corruption in the university system has been reduced with the integration of federal universities into the Integrated Personnel and Payroll Information System (IPPIS) of the federal government, especially in the areas of recruitment. Some Nigerian universities have been accused of recruitment scandals and ghost workers syndromes. According to the Association of Certified Fraud Examiners (2006), a ghost worker is someone recorded on the payroll system, but who does not work for the business. This ghost worker can either be a real person who is placed knowingly or not on the organisation's payroll or it could be a fictitious person invented by a dishonest employee. They explained further that ghost worker fraud is commonly perpetrated in organisations when the number of employees is large, particularly when the employees are spread out of the headquarters through the field administration across the geographical locations and payroll operations are less likely to be exposed to such fraud. In 2018, the Socio-Economic Rights and Accountability Project claimed that there were allegations of corruption in several federal universities relating to the unfair allocation of grades; contract inflation; truncation of staff's salary on the payroll; employment of unqualified staff; certificate scandal; examination malpractice; sexual harassment; and issuance of results for expelled students to graduate. Letswa, & Egwuem (2013) and Ogunode & Josiah (2021) identified the ghost worker problems in the university system in Nigeria. ICPC did a system check and it was so

shocking. The worst two organisations they mentioned are the Teaching Hospitals and the universities. The integration of federal universities into the Integrated Personnel and Payroll Information System (IPPIS) of the federal government has helped to reduce corruption in recruitment and other areas of the university administration. Okonjo-Iweala (2011) concluded that IPPIS has reduced corruption by virtually eliminating ghost-worker syndrome where applied, thereby reducing the cost of governance. Uzochukwu (2015) stated that IPPIS enhances confidence in payroll cost and budgeting, improves management information reporting and builds public confidence. The file-based system is marred with practices such as the collection of salaries from more than one ministry, personnel collecting salaries of ghost or non-existing workers, over-estimation of ministerial budgeting and thereby fuelling corruption in two ways, falsification of age and certificate of the local government of origin (indigenship) due to ease of replacement of file records and other sharp practices. The introduction of IPPIS helps reduce these menace as payrolling would be central and directly to employees' private accounts. Mede (2016) acknowledged that IPPIS was meant to provide identity to all public servants. Unique identity ensures that duplicity of pay points is impossible due to a synchronised, centralised database and pay point. Micah, & Moses, (2018) and Enakirerhi, & Temile, (2017) asserted that the syndrome of ghost workers cannot be overemphasized as it has cost huge money which should have been channelled into meaningful areas of development. The monumental amount of ghost workers in the past years is alarming. Little wonder it appears that IPPIS's only objective is the removal of ghost workers from the payroll system. Contrary to all these submissions, the Academic Staff Union of Universities, (ASUU) in the Nation Newspaper (2020) criticised the Integrated Payroll and Personnel Information System (IPPIS) and noted that it cannot curb corruption in the university's system. The Academic Staff Union of Universities, (ASUU) in the nation (2020) explained that the IPPIS was not a legal instrument that could dictate and tackle fraudulent activities of some university administrators insisting that the government's payment system breached university autonomy. "The legal instrument to probe corruption in the universities is the visitation panel". For almost a decade, ASUU has been clamouring for the constitution of visitation panels in federal universities.

Reduction in Administrative Wastages

The integration of the federal universities into the federal government Integrated Personnel and Payroll Information System (IPPIS) has also helped to reduce administrative wastages in the system. It has been observed that many Vice chancellors recruit anyhow due to the executive power they have to recruit which in most cases has led to overstaffing in some universities. Ogunode & Ayoko (2022) and Ogunode, Ndubuisi, & Jegede (2022) acknowledged that some tertiary institutions in Nigeria are known for resource wastage in the areas of overstaffing. They observed that some tertiary institutions have problems with a shortage of academic and non-academic staff while others have a surplus. This is human resources wastage in the system due to poor management. There are instances where the academic staff strength is bottom heavy instead of the recommended student/ staff ratio by NUC regarding staffing policies for both academic and non-academic staff. The integration of federal universities into the IPPIS has helped to reduce manpower wastage in the federal university system in Nigeria. Adedeji (2015) asserted that the purpose of IPPIS is to ensure the elimination of wastages noticed in the administration of payroll in public service. Mede (2016) noted that the government's effort to regenerate the civil service for efficient and effective service delivery and elimination of payroll fraud led to the conceptualization and implementation of IPPIS. Idris, Adaja & Audu (2015) added that IPPIS implementation would ensure a virile economy through enhanced productivity and save billions of Naira in personnel costs through wastage elimination. Enakirerhi, & Temile, (2017) observed that Knowing the accurate number of personnel in the payroll list will enable the government to accurately budget for personnel costs in the overhead budget. While it helps to re-direct resources to the area of need, it also serves as a base for the government to scientifically increase future budgeting allocation based on the projected number of jobs it intends to create and thus give citizens a responsive, accountable and thoughtful government. Also, Asogwa (2013) noted that digitalizing government operations would enable Nigerians at all levels to render efficiencies in

the public sector, ensure higher productivity and economic growth, foster national competitiveness and lead to the attainment of the vision 20-2020. According to the accountant general of the federation (AGF) Ahmed Idris, the administration of President Buhari pride itself on the mandate of instilling transparency, accountability and probity in the civil service (www.sunnewsonline.com). Farajimakin & Anichebe (2017) did a study on Integrated Payroll System and Government Recurrent Expenditure in Nigeria. The study used both qualitative and quantitative method of research. The study found that, there was positive and strong relationship between integrated payroll system and personnel cost and overhead cost.

Negative Impacts of Integrated Personnel and Payroll Information System (IPPIS) on Federal Universities Administration in Nigeria

The integration of the Nigerian federal universities into the Integrated Personnel and Payroll Information System (IPPIS) has also brought some negative impacts to the federal university administration in Nigeria. The negative impacts include; termination of appointments of contract staff, shortages of academic staff, slows federal university administration and violation of federal universities' autonomy.

Termination of Appointment of Contract Staff

The integration of the Nigerian federal public university system into the Integrated Personnel and Payroll Information System (IPPIS) has led to the termination of the appointment of contract staff in federal universities because the IPPIS is not designed to capture such contract staff that exists in federal universities. The university system is designed to engage the experienced brain in the system to help handle some special problems. Majorities of Nigerian universities have engaged many academic and non-academic staff based on a contract to fill some gaps in the university system. The services of the contract staff are needed for the sustainability and survival of the universities. These contract staffs are engaged in the areas of teaching and researching. They are well experienced and their skills and knowledge are still needed in the system. Emeka Obe in Daily Post (2020) noted that visiting, adjunct and part-time appointments are made usually on yearly basis solely on need. For example as the VC of FUT Minna pointed during their Foundation Day ceremonies, the teaching of some courses offered by specialist departments that do not exist in universities has to be contracted out. Emeka Obe noted this further that a situation in which a course on Engineering Law has to be taught to students of the Faculty of Engineering and a PhD holder in law is needed to do this and the university has no Faculty of Law. It is cheaper for the university to engage this PhD holder on an adjunct or part-time basis, paying him/her a fraction of his salary instead of having to set up a Faculty of Law. The university cannot hire such a person full-time even if he/she is willing as there is no base department where he/she can build a career. Hundreds of these kinds of situations exist in each university and change every year. Also, Abiodun (2019) observed that there are lecturers that can come on short service either as visiting scholars, adjunct scholars or fellows to render some services; whether to establish a department or to nurture an existing programme and they will go back. A university needs a flexible work environment and the payroll system cannot be one that is centralised somewhere outside the universities. The integration of federal universities into the Integrated Personnel and Payroll Information System (IPPIS) led to the termination of contract staff because the Integrated Personnel and Payroll Information System (IPPIS) is not designed to capture such people in the system. Kong-kola (2020) in the Guardian newspaper (2020) observed that many lecturers from different universities were automatically sacked by the Integrated Personnel and Payroll Information System. Biodun Ogunyemi, former ASUU National President, confirmed that contract lecturers had already been disengaged at Bayero University, Kano State, and the Federal University, Wukari, Taraba State. In the same vein, Ahmadu Bello University, Zaria through the Office of the Registrar and Secretary to Council released a memo on June 11, 2020, announcing the termination of the appointments of visiting, contract, and month-to-month appointments. The sacking of visiting and contract lecturers by the Federal Government will surely do more harm than good to the university system. This is because most universities depend on the services of these experienced scholars to meet global standards. Sacking them will create a vacuum that would not be filled in the nearest time

thereby leading to the partial or total collapse of some courses in the universities. The reason for the sacking according to Emeka Obe in Daily Post (2020) is that the IPPIS platform was not designed to capture any peculiarity of the universities, yet the Accountant General of the Federation (AGF) office kept saying that they will capture all peculiarities. They did not say when or how they will do that. During the enrolment, no academic staffs were asked to provide appointment letter(s) for headship, deanship, sabbatical or visiting/adjunct/part-time in another university. It was clear that there is no intention to capture any peculiarity. The first problem with the IPPIS platform according to the former president of ASUU is that it is going to rob Nigerian Universities of high-calibre human resources in certain areas, especially areas where personnel is scarce (Aluko, 2020).

Shortage of Academic Staff

Shortage of academic staff in the federal universities in Nigeria has been linked to the Integrated Personnel and Payroll Information System (IPPIS) that has led to the mass sacking of contract staff and prevented the universities management from recruiting to fill up the manpower gap in the system. Before the introduction of the Integrated Personnel and Payroll Information System in the federal universities, the various university managements after being approved by the councils can recruit to fill up the manpower shortage in the system. The integration of the federal universities into the Integrated Personnel and Payroll Information System (IPPIS) has prevented the universities to do any recruitment without first seeking approval from the various agencies of the federal government such as the federal character commission, civil service commission, ministry of education etc. Ogunbodede told Premium times (2021) that “It is unfortunate that the vice-chancellors that used to recruit the best of staff for their universities can no longer recruit the most junior staff without authorisation from several agencies of government. Over the four years of my tenure, external incursions into university administration increased by the day, a dismal signal of the possibility of total annihilation of the so-called "autonomy" of the universities. I see ominous signs and administrative bottlenecks that not only dampen the morale of the vice-chancellors (and the principal officers) but grossly diminish the enormous developmental and innovative possibilities in these institutions”. The Academic Staff Union of Universities (ASUU) through the Zonal Coordinator of Bauchi Zone, Lawan Abubakar in Dailypost (2021) noted that “employment in the Universities now is not in the hands of the University administration”. According to him, Universities have lost a lot of staff but they cannot be replaced, because you must get approval from one office or the other. "You may have a certain staff category you want to replace and need approval, and they will say; take my list first, if you have a Vice-Chancellor that is courageous enough to say I don't need the kind of staff you are sending, they will say find a place for them", he lamented. Kong-kola (2020) in Guardian Newspaper (2020) asserted that the move will open the door for graduating half-baked students. This is because there would be no enough lecturers to take all the courses. In case the president and the federal ministry of education are unaware, our public universities are having over 1000 students in some universities receiving lectures in the same hall by a single lecturer. It is sad to note that our universities that are in dire need of additional lecturers are losing the little they have.

Slow Down University's Administration

The integration of the federal universities into the Integrated Personnel and Payroll Information System (IPPIS) has slowed down the federal universities' administration due to the non-flow of funds for effective administration as a result of the centralization of universities' funds. Ogunode, Olaoye, & Yakubu, (2023); Olowonefa, Ogunode, & Ohibime (2022) and Ogunode, Ohibime, & Jedege, (2023) noted that the survival of the university system depends on the availability of fund. The university administrators need a system that guarantees funds are always in the system to enable them to carry out the administrative programme. The poor release of funds from the central system frustrated most administrators of public universities in Nigeria (Ogunode, Ezema, & Ayoko, 2022). Ogunode (2023) noted that the universities' administration will slow down if not adequately funded. Universities' administration has been slowed down by the integration of federal universities into the Integrated Personnel and Payroll Information System (IPPIS). The Academic Staff Union of Universities (ASUU) through the Zonal Coordinator of Bauchi Zone, Prof. Lawan Abubakar in Dailypost (2021)

observed that the Integrated Payment Payroll Information System (IPPIS) introduced in Nigeria public Universities in 2019 has hindered the progress of academic institutions in the country. Mark (2019) concluded that the administration of some universities in Nigeria was frustrated and slowed down due to administrative bottlenecks the new payment system have introduced.

Violation of University Autonomy

The integration of the federal universities into the Integrated Personnel and Payroll Information System (IPPIS) platform has led to the violation of the university autonomy of the federal universities. NOUN (2009) submitted that the issues of institutional autonomy and academic freedom have been a vexing matter between the government and ASUU in recent years. The struggle for institutional autonomy has been a long-standing issue in the university system in Nigeria. Since the democratic government came on board, academics have canvassed for autonomy in the higher education system. The Academic Staff Union of Universities (ASUU) has been more vociferous in the demand for autonomy for universities in Nigeria to allow institutions in the country to take clues from global trends; especially in developed countries. Autonomy in higher education is essential to the advancement, transmission and application of knowledge. Autonomy in higher education in Nigeria became almost an impossible request because of government ownership of the institutions in Nigeria. It has been incomprehensible to the government to hands off the control of its investment. The integration of federal universities into the scheme has led to a total violation of the University Autonomy Act 2004. Ogunbodede in Premium Times (2021) said; “The IPPIS is domiciled in the office of the Accountant General of the Federation (OAGF). The IPPIS project, which commenced in 2007, centralises the payment of salaries and wages directly to the bank accounts of all the federal government employees in Nigeria. It is one of the major issues that led to the 9-month strike by the ASUU in 2020, and the follow-up industrial actions by SSANU and NASU early in 2021. The challenges are enormous for all stakeholders and especially for the universities. Due to the peculiarities of the universities, it appears the disadvantages of IPPIS far outweigh any advantages. The scheme has become an albatross bedevilling the tertiary education system in the country, and further undermining the autonomy earlier enjoyed by the universities.”

Also, Olusiji Sowande, in Guardian (2019) submitted IPPIS will disrupt the university system, apart from the fact that it is against university laws and autonomy. Bello, & Mela, (2022) pointed out that Universities operate differently from the civil service and as such cannot be seen as appendages of Ministries, Departments and Agencies of Government. It is on this premise that, in addition to the Act establishing each University, there is the Universities Miscellaneous Provisions (Amendment) Act 2003 which clearly states in section 2AA that the power of the council shall be exercised, as in the Laws and Statutes of each University and to that extent, establishment circulars that are inconsistent with the laws and statutes of the University shall not apply to the Universities. Omeje, Ogbu, Nkwede, & Njoku (2021) and Aluko, (2020) are in agreement that IPPIS violated the concept of University autonomy in federal universities.

Conclusion and Recommendations

This paper examined the positive and negative Impact of the Integrated Personnel and Payroll Information System (IPPIS) on University Administration in Nigeria. The paper concluded that the positive Impact of Integrated Personnel and Payroll Information System (IPPIS) on University Administration in Nigeria includes a reduction in university management and labour union crisis, elimination of corruption in the university system and reduction in administrative wastages while the negative Impact of Integrated Personnel and Payroll Information System (IPPIS) on University Administration in Nigeria are as follows; termination of contract staff appointment, shortage of academic staff in the universities, slows down university administration and management, and violation of university autonomy. Based on this, the paper suggested the following:

i). Ogunbodede in Premium Times (2021) said; “it appears the disadvantages of IPPIS far outweigh any advantages”. Based on this, federal universities should be removed from the Integrated Personnel and Payroll Information System (IPPIS) platform since the platform did not capture the flexibility and

peculiarities of the University System.

ii). Bello & Mela, (2022) concluded that since IPPIS does not recognize nor adequately capture the flexibility and peculiarities of the University System in terms of replacement/recruitment of staff, movement of staff (visiting, adjunct and part-time), the process of promotion of academics in Professorial Cadre, the retirement age of 65 and 70 years for academics who retired before reaching Professorial Cadre and those on Professorial Cadre respectively, remuneration of staff on sabbatical, external examiners, external assessors and Earned Academic Allowances. He, therefore, recommended that the implementation of IPPIS should be replaced by University Transparency and Accountability Software to cater for the needs and peculiarities of the University System.

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