

## **Efficacy of Integrated Payroll and Personnel Information System (IPPIS) in Nigerian National Petroleum Corporation (NNPC)**

Bassi Jirama Ali<sup>1\*</sup>, Gladys Jirama Bassi<sup>2</sup>, Jemimah Simon Wakawa<sup>3</sup>

<sup>1</sup>*Department of Management Information System, Texila American University, Guyana*

<sup>2</sup>*Amburu Humanitarian Safety Development Foundation, Nigeria (AMDEV)*

<sup>3</sup>*University of Abuja, Nigeria*

### **Abstract**

*The study evaluated the efficacy of Integrated Payroll and Personnel Information System (IPPIS) in Nigerian National Petroleum Corporation (NNPC). The study adopted ex-post facto research design. The population of the study was 34,250 NNPC staff in Adamawa State. The sample of 343 was considered. A simple random sampling was adopted. The data collected was analyzed by the use of standard deviation and regression analysis to determine the efficacy of Integrated Payroll and Personnel Information System (IPPIS) in NNPC Adamawa State. The findings revealed that the use of IPPIS prevents ghost workers payments; IPPS helps in paying actual personnel cost monthly/annually and facilitates staff remuneration payment with minimal waste and leakages. The study revealed that the quality of NNPC payroll administration has vastly improved and that IPPIS has reduced the red tape that comes with manual payroll administration. It was recommended that IPPS should be widely be used in NNPC in order to improve the quality of payroll administration and reduce the red tape that comes with manual payroll administration.*

**Keywords:** *Accountability, Efficacy, Finances, Integrated Payroll and Personnel Information System, Payroll Fraud, Revenue Base and Policy.*

### **Introduction**

In order to carry out a variety of human resource tasks, Ministries, Departments, Agencies, and Local Governments (MDAs & LGs) are implementing the Integrated Personnel and Payroll System (IPPS), a computerized HRM information system. By automating human resource operations and supplying accurate and timely information for decision-making, IPPS was implemented as part of the Public Service Reform programs, which sought to improve service delivery and promote accountability [1]. Ref. [2], pointed out that the development and deployment of IPPIS resulted from government efforts to revitalize the civil service for effective and efficient service delivery and to eradicate payroll fraud. According [3], the introduction

of IPPIS guaranteed and would guarantee a robust economy by increasing productivity and reducing waste, which would save billions of Naira in human costs. According to [4], the goal of IPPIS is to guarantee that wastes observed in public service payroll administration are eliminated. According to [5], IPPIS improves management information reporting, fosters public trust and increases confidence in payroll cost and budgeting, improve management information reporting and builds public confidence. Falsifying age and the certificate of local government of origin (indigenship) because it is easy to replace file records, collecting salaries from multiple ministries, personnel collecting salaries of ghost or nonexistent workers, overestimating ministerial budgeting, and

other shrewd practices are all examples of the practices that plague the file-based system.

The payroll of MDAs sponsored by the Consolidated Revenue Fund (CRF) in Nigeria, in particular, was based on budgetary estimates rather than the actual number of employees on their nominal rolls, according to pre-reform concerns with the Federal Public Service payroll system. Due to the decentralized nature of payroll systems, it was challenging to effectively organize personnel problems and monitor employee salaries against the federal government's budget. These made it easier for "ghost workers," or employees who don't exist, and other payroll abuses to proliferate in order to defend the purposefully large personnel budget allocation [6]. Furthermore, the Nigerian Federal Civil Service's manual salary administration and personnel information computation led to inaccurate salary calculations, which in turn resulted in overpayment, underpayment, staff name omissions in payments, incorrect promotion and pension calculations, easy manipulation of personnel records, unreliable data for human resource planning and management, and other types of payroll and credential fraud [7]. Additionally, it was challenging to establish concerns like taffing, training, postings, transfers, seniority lists, career advancement, and retirement prior to the creation of IPPS. It was also challenging to determine how to handle loan requests and advances, apply statute deduction, determine salaries on schedule, and ensure their recovery.

Annual leave and annual increments are among the other difficulties that are manually processed. The previous system lacked basic data like identity card number, dates of birth and appointments, educational background, etc. [8]. Moreover, the old system was distinguished by large, unhelpful printouts from the Government Computer Services (GCS). In addition to their lack of financial acumen, data integrity was also at risk because

payroll data from Ministries, Departments, and Agencies was submitted by CDs or computer flashes. Frameworks were unable to share data prior to the introduction of IPPS since there was no reliable network. As a consequence, data collection and entry were repeated, wasting time and producing inconsistent and untrustworthy service [9]. Through deceptive tactics marked by a general lack of accountability, the Federal Government was required to offer a remedy that would eliminate these massive problems and save the large resources in staff.

The Integrated Personnel and Payroll Information System (IPPIS) was introduced in 2007 as a result of government attempts to address these shortcomings. In order to lower government Digital Integrated Personnel expenses and overheads, as well as to strengthen accountability and transparency in public service payroll administration and human resource records, the Integrated Personnel and Payroll Information System (IPPIS) was established to give the public sector a centralized, comprehensive, and dependable database [10].

Generally speaking, IPPIS has reduced the amount of red tape associated with manual payroll administration, enhanced the efficacy and efficiency of government transactions, stopped corruption in personnel cost management, and increased employment opportunities in the public sector by lowering personnel costs through the removal of 60,450 ghost workers from the system. Nigeria still relies on manual records for her payroll and personnel data, nonetheless, in spite of the impressive achievement. Because employee data is stored in paper files and salaries are manually determined, errors and fraud in the form of overpayment, underpayment, and payment of ghost workers are inevitable [11]. The Nigerian government's budget is always an estimate, and it lacks a precise count of governmental officials. Due to these gaps, some ministries now budget more than they

need and use the extra money for purposes other than paying salaries and benefits. They put certain workers, especially the new ones, on allowances for several months, causing them needless difficulty, because sometimes they receive personnel allocations that are far less than what they require (Agboola, 2016). The researcher wants to assess the effectiveness of the Integrated Payroll and Personnel Information System (IPPIS) in the entire service, with special reference to NNPC Abuja, because, despite the notable successes attained by the implementation of IPPIS, not enough research has been done to fully understand its effectiveness in public service.

### **Extent to Which Proper Implementation of Integrated Personnel and Payroll System Program Eliminates Payroll Fraud in Civil Service**

The payroll of MDAs sponsored by the Consolidated Revenue Fund (CRF) was based on budgetary figures rather than the actual number of personnel on their nominal rolls, as revealed by the pre-reform concerns related to the Federal Public Service payroll system. Due to the decentralized nature of payroll systems, it was challenging to effectively organize personnel problems and monitor employee salaries against the federal government's budget. These made it easier for "ghost workers," or employees who don't exist, and other payroll abuses to proliferate in order to defend the purposefully large personnel budget allotment.

Furthermore, the Nigerian Federal Civil Service's manual salary administration and personnel information computation led to inaccurate salary calculations, which in turn resulted in overpayment, underpayment, staff name omissions in payments, incorrect promotion and pension calculations, easy manipulation of personnel records, unreliable data for human resource planning and management, and other types of payroll and credential fraud. Through dishonest methods

marked by a widespread lack of accountability, the Federal Government was required to offer a remedy that would eliminate these major issues and save the large resources in staff. The Integrated Personnel and Payroll Information System (IPPIS) was introduced in 2007 as a result of government attempts to address these shortcomings [4].

The Integrated Personnel and Payroll Information System (IPPIS) was established to give the public sector a dependable, all-inclusive, and centralized database that will lower government spending and overheads and strengthen accountability and transparency in payroll and human resource management. IPPIS's goals include centralizing salary payments, facilitating easy staff compensation payments with little waste, and making it simple to store, update, and retrieve personnel records for administrative and pension processing.

### **Extent to which Integrated Personnel and Payroll System Program Enhances Accountability**

One of the Federal Government Reforms Initiatives designed to improve the Nigerian Public Service's efficiency and effectiveness in providing services is the Integrated Personnel and Payroll Information System (IPPIS). Improving the nation's public financial management and offering a centralized payroll system are the goals of the IPPIS initiative. All federal government ministries, divisions, and agencies that use the consolidated revenue fund to pay for personnel expenses can sign up for IPPIS. According to the AGF, once the system is completely operational, it will assist in resolving issues related to inefficiency, a lack of central management, a lack of central control, and a lack of figure rendition. In addition, he claimed that the nation's personnel replacement expenditures should be eliminated [1]. Although the enormous number of ghost workers in prior years is concerning and deplorable, IPPIS is only focused on finding a

workable way to remove ghost workers from the payroll system. The federal government, for instance, has reclaimed 23, 846 employees who were never there from their payroll. According to a breakdown, N416 million was saved within the first month of operation, and N2 billion was realized after three years. IPPIS has successfully married out 60,450 ghost workers and enrolled 237,917 staff people. Additionally, it decreased the red tape associated with salary management through manual payroll [4].

The IPPIS policy aims to improve manpower planning and budgeting, make it easier to store, update, and retrieve personnel records for administrative and pension processing, centralize worker salary payments, which is defined as a means of facilitating convenient staff compensation payments with minimal waste [3], and determine the actual personnel emoluments of federal government employees. The difference between the amount actually paid through the IPPIS platform and the amount that would have been disbursed to MDAs based on their predicted nominal roll submissions is N185 billion, which the government has saved since the policy's start in 2007 till December 2014. She continued by explaining that IPPIS has really decreased corruption by lowering the cost of governance by essentially doing away with ghost-worker phenomenon where it exists. According to a breakdown, N416 million was saved within the first month of operation, and N2 billion was realized after three years. IPPIS has successfully married out 60,450 ghost workers and enrolled 237,917 staff people. Additionally, it decreased the red tape associated with salary management through manual payroll [4].

### **Integrated Personnel and Payroll System Program on the Management of Finances**

The Nigerian government created the Integrated Payroll and Personnel Information

System (IPPIS) in October 2006 in an effort to combat corruption. Its purpose is to give the public sector a dependable and effective database to eradicate payroll and record frauds, make storage easier, help with manpower planning, update and retrieve personnel records for administrative and pension processes, and enable convenient staff compensation payments with minimal waste and leaks [9]. Education, Foreign Affairs, Finance (including the Federation's Budget Office), Works, Information and Communications (as it was then called), and the National Planning Commission were the six ministries that formally tested the IPPIS initiative in April 2007. The government made the decision in 2009 to broaden its purview to include nine additional Ministries, Departments, and Agencies: the Federal Civil Service Commission, the Office of the Accountant General of the Federation, the Office of the Head of the Federation's Civil Service, the Office of the Secretary to the Government of the Federation, Aviation, Health, Agriculture, Petroleum Resources, and Transportation.

IPPIS was found to have saved the government N416 million in the first month of adoption. The savings reached N12 billion at the conclusion of its first phase of deployment in 2010. In 2011, the government realized that a service-wide implementation of IPPIS was necessary, building on the success of the pilot phase. The government intended for all 585 government MDAs—which include the mainstream Civil Service and other Public Service Agencies—that drew personnel costs from the national budget to be enrolled in the IPPIS platform by the end of 2014. The government is currently working to integrate the entire finance office system.

Government payroll administration has significantly increased in quality, and more and more MDAs are abandoning manual payroll administration. The information required to plan staff costs is available to the

MDAs [12]. By essentially eradicating ghost-worker syndrome where it exists, IPPIS has actually decreased corruption and lowered governance costs. The difference between the amount that the government would have released to MDAs based on their estimated nominal roll submissions and the amount actually paid through the IPPIS platform is ₦185 billion, or roughly US\$1 billion, which the Scheme has saved the government since its inception in 2007. The program has successfully enrolled 237,917 employees and weeded out 60,450 "ghost workers," and it currently covers 359 MDAs. Additionally, it cut down on the bureaucratic red tape associated with manual payroll processing [2]. The personal remuneration paid to an employee of an organization, typically monthly, for services rendered at a fixed rate of compensation is known as a salary, as defined by the Federal Republic of Nigeria Financial Regulations in 2009; Part I (1501). Furthermore, section II (1518) of the financial regulation stated that, unless otherwise specified in financial regulation (1519), the standard payroll system must be used in all offices and must be set up in a way that guarantees records are created in a single operation.

### **Extent to which Integrated Personnel and Payroll System Program Implementation Affects the Revenue Base**

One of the federal government's reform programs, the IPPIS scheme was launched in 2007 with the goals of centralizing payroll and payment systems, facilitating convenient staff compensation with less waste, and supporting budgeting and personnel training [14]. Planning is also made easier, staff emoluments are paid monthly in accordance with the budget, database integrity is guaranteed, easy storage is made possible, and personnel records are updated and retrieved for administrative and pension procedures [2]

added that the federal government's public financial reform program, which aims to guarantee accountability and transparency in the administration of government payroll, included the idea of IPPIS as a crucial component.

However, the AGF clarified that N67 billion of the N197 billion recovered from ghost workers was saved in 2017, with the remaining N130 billion saved during the 2018 fiscal year. He claimed that more than 700,000 government employees from 515 MDAs are currently using the IPPIS platform as a result of the initiative's implementation. In contrast to the 285 MDAs and more than 235,000 employees in 2015, he added, 39 Nigeria Police commands, three formations, four paramilitary agencies, retired heads of service, and permanent secretaries are also on the platform [2]. According to [3], the initiative's goals were to help with manpower planning and budgeting, update personnel records, facilitate convenient storage, and reduce waste in human costs. The AGF claims that the political will of President Muhammadu Buhari's administration is responsible for the scheme's current results. He listed a few of the initiative's accomplishments, including as budgeting for personnel, lowering the incidence of "ghost workers," and making it simple to access personal documents. He listed a few obstacles to the initiative's implementation, such as institutional opposition, MDAs' lack of dedication, and the enrollment process's delay.

### **Challenges Facing IPPIS in Implementation of the Policy**

The nation's lack of technological infrastructure and experience in the subject, as well as the government's reluctance to fully execute IPPIS policy, are some of the difficulties mentioned by [1]. Inadequately skilled workforce, dilapidated contemporary technology infrastructures, and systemic power outages In addition, government lack of

will and solving problems in practical not in theory, authorities in charge should be committed to the speeding implementation of this policy as a crucial challenge [6].

Ref. [5] points out that clear difficulties have hindered the success of IPPIS implementation to date. Some of these difficulties, however, were either brought on by the country's lack of technological infrastructure and experience or by the authority's simple reluctance to complete the implementation. Other issues listed by [3] include: inadequate training of government employees, which prolongs consultants' stay on the project; poor infrastructure, including low internet penetration and technological barriers; difficulty transferring pay points as a result of posting employees from IPPIS MDA to non-IPPIS MDA; stakeholder resistance, which prolongs implementation; etc.

## **Study Area**

Nigeria's state-owned oil firm is called the Nigerian National Petroleum firm (NNPC) Limited. In July 2025, it changed from a corporation to a limited liability company, however it is still a government-owned business. The sole company authorized to work in the nation's petroleum sector is NNPC Limited. It investigates Nigeria's fossil fuel potential in collaboration with international oil firms. The NNPC, with an asset of \$153B (USD), is the largest national oil company in Africa. The company boasts of extensive infrastructure and investment in the downstream, midstream and upstream of the Nigerian petroleum industry.

The Nigerian National Petroleum Corporation (NNPC) is headquartered in the NNPC Towers in Abuja. Located in Abuja's Central Business District on Herbert Macaulay Way, the complex is made up of four similar skyscrapers. Additionally, NNPC has zonal offices in Benin City, Lagos, Kaduna, Port Harcourt, and Warri. In addition, it has an international office in London, UK. In October

2019, NNPC announced the signing of a \$2.5 billion pre-payment agreement with Nigeria LNG to fund upstream gas development projects.

A Memorandum of Understanding worth ₦621 billion was signed in December 2025 by the Federal Government of Nigeria and NNPC Ltd to fund the building of vital road infrastructure around the nation. After the Petroleum Industry Act was passed in August 2025, NNPC is now a privately held company that does not depend on direct government control or funding. In an effort to facilitate private entities' access to global capital markets, NNPC was founded as a limited liability corporation.

## **Theoretical Framework**

### **Fraud Management Lifecycle Theory**

This theory was propounded by Wesley Kenneth in 2004. This theory explains that the presence and proper management of the entire fraud management lifecycle are what provide the opportunity for significantly decreased fraud losses. This comprises eight stages; Deterrence, prevention, monitoring programs, mitigation, analysis of losses, activities to evaluate, communicate, and deployment of policies to reduce the occurrence of fraud, investigation, and prosecution. Proper management of the Fraud Management Lifecycle begins with a shared knowledge or meaning of the processes in the lifecycle. As a result of lack of awareness and understanding, fraud management experts are unlikely to convey effectively with one another, with their counterparts in other sectors, and within their respective businesses. The Fraud Management Lifecycle, therefore, is a network lifecycle where each node in the network, each stage in the lifecycle, is a summed entity that is made up of interconnected, interdependent, and self-supporting actions, purposes, and operations. The theory advocates the proactive use of prevention, deterrence, investigation, policy, analysis, detection, mitigation and prosecution

of the fraudsters. The fraud management lifecycle theory is a network lifecycle where each node or stage in the lifecycle is a combined entity that is formed of interrelated and interdependent actions, operations and functions. The provision of this theory with its components will be adopted in the examination of Evaluation of the efficacy of Integrated Payroll and Personnel Information System (IPPIS) in entire service. The theory is related with the need for the management to be responsible for reducing fraud chances and proactive in eliminating fraud opportunities; measuring and identifying fraud; and implementing and monitoring internal control, proper preventive and detective, and other deterrent measures live the adoption of IPPIS.

## AIM

The main aim of this study is the evaluation of the efficacy of Integrated Payroll and Personnel Information System (IPPIS) in entire service. A case study of NNPC Abuja.

### Objectives:

1. To determine the extent to which proper implementation of Integrated Personnel and Payroll System program eliminates payroll fraud in NNPC Abuja.

2. To examine the extent to which Integrated Personnel and Payroll System program enhances accountability in NNPC Abuja.
3. To determine the Integrated Personnel and Payroll System program on the management of finances of NNPC Abuja.
4. To assess the extent to which Integrated Personnel and Payroll System program implementation affects the revenue base of NNPC Abuja.
5. Analyse the challenges facing IPPIS in implementation of the policy in NNPC Abuja.

## Research Methodology

The study adopted ex-post facto research design. Ex-post facto research design is a category of research design in which the investigation starts after the fact has occurred without interference from the researcher [13]. The researcher has no control over the variables and as such cannot manipulate them. The researcher used ex-post facto design because the data that was used for the study was provided by a reliable source.

The population of the study is 34,250 NNPC staff in Adamawa State as shown in the table below:

**Table 1.** Breakdown of the Population of the Study

S/N	Type of customers	No. of Staff	%
1	Management staff	1,245	56.7
2	Non-management staff	950	43.2
	<b>Total</b>	<b>2,195</b>	<b>100</b>

**Source:** Field Survey, 2025.

The sample of 343 was considered. A simple random sampling was adopted. This is to enable each member of the population to have equal probability chance or of being included in the sample. In this case, each and every element in the population had equal and independent chance of being included in the sample and result arrived at will be generalized.

A self-constructed questionnaire was the instrument to be used for data collection. The questionnaire was divided into two parts with the first requesting the respondents to give personal information about the efficacy of Integrated Payroll and Personnel Information System (IPPIS) in NNPC Abuja. The questionnaire was made of questions all soliciting for data. The questions that were

used was in Likert five scale grading system in order to give more options for respondents to express their preferences. Options included: Strongly Agreed (SA), Agreed (A), Disagreed (DA), Strongly Disagreed (SD), Undecided (UD). The questionnaire will be divided into two sections: A & B, Section 'A' – Biodata, while section 'B' Questions on the main thrust of the study.

The data collected was analyzed by the use of standard deviation and regression analysis to determine the efficacy of Integrated Payroll and Personnel Information System (IPPIS) in NNPC Adamawa. The formula for correlation is given as:

$$r_{xy} = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}} \quad (1)$$

Where:

1.  $\sum$  is Sigma, the symbol for "sum up"
2.  $(x_i - \bar{x})$  is each x-value minus the mean of x (called "a" above)
3.  $(y_i - \bar{y})$  is each y-value minus the mean of y (called "b" above)

Information gathered from various respondents would be first edited and tallied in

frequency table. The values corresponding to frequencies would be later converted in percentages to facilitate comparison between the responses. Microsoft Excel (spread sheet) would be employed for the analysis.

## Ethical Consideration

Permission was sought for from the research and ethics committee of NNPC. Assurance of confidentiality of the respondents ensured. Participants Consents for the participation in the survey was also sought from the respondents before commencing the study.

## Results

Data from the questionnaires retrieved is presented in a tabular form and it is analyzed based on mean and standard deviation. 343 hundred questionnaires were distributed to respondents, however, 290 questionnaires were retrieved, and the remaining 53 questionnaires were not returned due to unavailability of the respondents; while others were mutilated.

**Table 2.** Response on Extent to which Proper Implementation of Integrated Personnel and Payroll System Program Eliminates Payroll Fraud in NNPC Abuja

S/NO	ITEM	N	$\sum fx$	$\bar{x}$	SD
1	IPPIS has been able to mitigate problems associated with salary payment of public servants but the feat came with some pains or burdens to NNPC	290	941	3.24	1.8
2	Use of IPPIS to prevents false expenses	290	866	2.98	1.7
3	Use of IPPIS prevents ghost workers payments	290	912	3.14	1.8
4	IPPS has helped in paying actual personnel cost monthly/annually	290	862	2.97	1.7
5	IPPs facilitate staff remuneration payment with minimal waste and leakages.	290	912	3.14	1.8
6	IPPs has improved prompt and regular payment of salaries of NNPC	290	891	3.07	1.7
	Mean of means			18.56	

Source: Field survey 2025



In Table 2, the study showed with a mean of 3.24 agreed that IPPIS has been able to mitigate problems associated with salary payment of public servants but the feat came with some pains or burdens to NNPC, mean of 2.98 revealed that use of IPPIS to prevents false expenses. Also, mean of 3.14 showed that use of IPPIS prevents ghost workers

payments; while mean of 2.97 revealed that IPPS has helped in paying actual personnel cost monthly/annually. Mean of 3.14 showed that IPPs facilitate staff remuneration payment with minimal waste and leakages and finally, mean of 3.07 indicated that IPPs has improved prompt and regular payment of salaries of NNPC.

**Table 3.** Responses on the Extent to which Integrated Personnel and Payroll System Program Enhances Accountability in NNPC Abuja

S/NO	ITEM	N	$fx$	$\bar{x}$	SD
1	Use of IPPIS detects illegal inflation of contract which facilities modern scientific budgetary preparation by NNPC	290	929	3.20	1.82
2	IPPIS has helped us to detect kickbacks from NNPC staffers	290	875	3.02	1.71
3	IPPIS is used to detect budget paddling which positively enhance accountability and reduces corrupt and sharp practices by non-academic staff	290	871	3.00	1.69
4	Use of IPPIS to detect fabrication of accounts	290	873	3.01	1.70
5	Use of IPPIS has helped NNPC to detect unauthorized payments	290	861	2.97	1.78
6	Prompt remittance of employees' insurance via IPPIS enhances accountability	290	927	3.20	1.75
	Mean of means			18.4	

**Source.** Field survey, 2025

In Table 3, the research revealed with a mean of 3.20 that use of IPPIS detects illegal inflation of contract which facilities modern scientific budgetary preparation by NNPC: while mean of 3.02 showed that IPPIS has helped us to detect kickbacks from NNPC staffers, however, a mean of 3.00 revealed that IPPIS is used to detect budget paddling which positively enhance accountability and reduces

corrupt and sharp practices by non-academic staff, furthermore, a mean of 3.01 revealed that use of IPPIS to detect fabrication of accounts, mean of 2.97 indicated that use of IPPIS has helped NNPC to detect unauthorized payments, a mean of 3.20 showed that prompt remittance of employees' insurance via IPPIS enhances accountability.

**Table 4.** Responses on the Integrated Personnel and Payroll System Program on the Management of Finances of NNPC Abuja

S/NO	ITEM	N	$fx$	$\bar{x}$	SD
1	the quality of NNPC payroll administration has vastly improved and MDAs are moving away from manual payroll administration and salaries are now paid promptly with IPPS	290	902	3.11	1.80
2	NNPC has been able to reinvest the savings into essential services such as health and education.	290	880	3.03	1.76

3	IPPIS has certainly reduced corruption particularly it has successfully weeded out over ghost employees in NNPC	290	897	3.09	1.79
4	IPPIS has reduced the red tape that comes with manual payroll administration. Along with better access and efficiency, an integrated payroll system also comes with better management information.	290	902	3.11	1.80
5	Quicker, easier access to accurate payroll information means better management reports for improved decision making on costs and planning and management reports from integrated payroll systems provide multiple formats of reporting.	290	927	3.20	1.85
6	When organisations payroll system is integrated with their human resources information system data entered or changed in payroll is automatically updated in human resource and vice versa.	290	880	3.03	1.76
	Mean of means			18.58	

Source: Field Survey, 2025

In table 4, the study showed that the quality of NNPC payroll administration has vastly improved and MDAs are moving away from manual payroll administration and salaries are now paid promptly with IPPS with mean of 3.11. The mean of 3.03 showed that NNPC has been able to reinvest the savings into essential services such as health and education, mean of 3.09 showed that IPPIS has certainly reduced corruption particularly it has successfully weeded out over ghost employees in NNPC. The mean of 3.11 showed that IPPIS has reduced the red tape that comes with manual payroll administration. Along with better

access and efficiency, an integrated payroll system also comes with better management information and mean of 3.20 shows that quicker, easier access to accurate payroll information means better management reports for improved decision making on costs and planning and management reports from integrated payroll systems provide multiple formats of reporting. Finally, mean of 3.03 shows that when organisations payroll system is integrated with their human resources information system data entered or changed in payroll is automatically updated in human resource and vice versa.

**Table 5.** Responses on the Extent to which Integrated Personnel and Payroll System Program Implementation Affects the Revenue Base of NNPC Abuja

S/NO	ITEM	N	$fx$	$\bar{x}$	SD
1	Avoid unnecessary expenditures previously incurred through frequent printing of papers on personnel matters hence, improves revenue base	290	929	3.20	1.85
2	IPPIS is to ensure the elimination of wastages noticed in the administration of payroll in public service for efficient and effective delivery	290	875	3.02	1.75
3	IPPIS implementation ensures economy development through the elimination of ghost workers which eventually lead to the saving of	290	871	3.00	1.74

	personnel cost.				
4	IPPS improves the confidence in payroll costs and budgeting and greatly enhance management reporting and information.	290	873	3.01	1.75
5	The IPPIS scheme facilitates convenient staff remuneration with minimal wastage, aid manpower training and budgeting	290	861	2.97	1.72
6	IPPS facilitates planning, monitor monthly payment of staff emoluments against what was provided for in the budget	290	875	3.02	1.75
				18.22	

**Source:** Field survey 2025

In Table 5, the research revealed with a mean of 3.20 that avoid unnecessary expenditures previously incurred through frequent printing of papers on personnel matters hence, improves revenue base; the mean of 3.02 showed IPPIS is to ensure the elimination of wastages noticed in the administration of payroll in public service for efficient and effective delivery, mean of 3.00 indicated that IPPIS implementation ensures economy development through the elimination of ghost workers which eventually lead to the

saving of personnel cost, mean of 3.01 indicated that IPPS improves the confidence in payroll costs and budgeting and greatly enhance management reporting and information and a mean of 2.97 showed that the IPPIS scheme facilitates convenient staff remuneration with minimal wastage, aid manpower training and budgeting. Finally, the mean of 3.02 showed that IPPS facilitates planning, monitor monthly payment of staff emoluments against what was provided for in the budget.

**Table 6.** Response on the challenges facing IPPIS in implementation of the policy in NNPC Abuja

S/NO	ITEM	N	$fx$	$\bar{x}$	SD
1	There is challenge of skills transfer problem	290	941	3.24	1.82
2	There is problem of poor supporting infrastructure	290	866	2.99	1.71
3	technological barriers for inter MDAs transfer	290	862	2.97	1.73
4	resistance from stakeholders	290	912	3.14	1.78
5	lack of will for accelerated implementation	290	891	3.07	1.67
6	Connectivity remains a major challenge and NNPC are still not able to connect securely and consistently to the Platform over a Virtual Private Network (VPN)	290	862	2.97	1.87
	Mean of means			18.39	

**Source:** Field survey 2025

In Table 6, the study showed with a mean of 3.24 agreed that there is challenge of skills transfer problem, mean of 2.99 revealed that there is problem of poor supporting infrastructure, while mean of 2.97 revealed that there is technological barriers for inter MDAs transfer, mean of 3.14 showed that

there is resistance from stakeholders on use of IPPS; while, mean of 3.07 shows that there is lack of will for accelerated implementation. Finally, mean of 2.97 revealed that connectivity remains a major challenge and NNPC are still not able to connect securely

and consistently to the Platform over a Virtual Private Network (VPN).

## **Discussion of Findings**

The study showed that IPPIS has been able to mitigate problems associated with salary payment of workers, but the feat came with some pains or burdens to NNPC, use of IPPIS to prevent false expenses. Also, the study showed that use of IPPIS prevents ghost workers payments; IPPS helps in paying actual personnel cost monthly/annually and facilitates staff remuneration payment with minimal waste and leakages and finally the study revealed that IPPS has improved prompt and regular payment of salaries of NNPC. This is in line with Adedeji (2015) who 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 government 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. Audu (2015) added that IPPIS implementation ensured and would ensure virile economy through enhanced productivity and save billions of Naira in personnel cost through wastage elimination.

The research revealed that the use of IPPIS detects illegal inflation of contract which facilitates modern scientific budgetary preparation by NNPC: helps to detect kickbacks from NNPC staffers, used to detect budget padding and use of IPPIS to detect fabrication of accounts. Furthermore, the use of IPPIS helps NNPC to detect unauthorized payments and enhances accountability. This agrees with Aganga (2011), who 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 rendition of figures. Besides, he said, the elimination of replacement of personnel costs in the country. He explained further that IPPIS has actually reduced corruption by virtually

eliminating ghost-worker syndrome where applied, thereby reducing the cost of governance, since the inception of the policy in 2007 to December 2014, it saved government N185 billion representing the difference between the money that government would have released to MDAs based on their estimated nominal roll submissions and the amount actually paid through the IPPIS platform.

The study showed that the quality of NNPC payroll administration has vastly improved, and MDAs are moving away from manual payroll administration and salaries are now paid promptly with IPPS. Also, NNPC has been able to reinvest the savings into essential services such as health and education, has reduced corruption particularly it has successfully weeded out over ghost employees in NNPC and that IPPIS has reduced the red tape that comes with manual payroll administration. Finally, the study showed that when organisations payroll system is integrated with their human resources information system data entered or changed in payroll is automatically updated in human resource and vice versa. This agrees with Uzochukwu (2015) who explained 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 collection of salaries from more than one ministries, 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 local government of origin (indigenship) due to ease of replacement of file records and other sharp practices. Introduction of IPPIS helps reduce these menace as pay rolling would be central and directly to employees' private accounts. This is in line with Kauther (2016) who revealed that IPPS helps to avoid unnecessary expenditures, improves revenue base; ensures

the elimination of wastages noticed in the administration of payroll in public service for efficient and effective delivery and that IPPIS implementation ensures economy development through the elimination of ghost workers which eventually lead to the saving of personnel cost.

The study showed that there are challenges as a result of use of IPPS such as: skills transfer problem, there is problem of poor supporting infrastructure, there is technological barriers for inter MDAs transfer when using IPPS and there is lack of will for accelerated implementation. Finally, connectivity remains a major challenge and NNPC are still not able to connect securely and consistently to the Platform over a Virtual Private Network (VPN). This is in line with Temile (2017) who explained that the nation's lack behind in technological infrastructure and expertise in the field or the unwillingness of government to fully carry out the implementation of IPPIS policy, Lack of sufficient trained personnel, poor state of modern technological infrastructures and failure of electricity in the system In addition, government lack of will and solving problems in practical not in theory, authorities in charge should be committed to the speeding implementation of this policy as a crucial challenge.

## **Conclusion**

Since the inception of the IPPIS policy in 2007 to December, 2014, cost savings made from the elimination of ghost workers in the federal public service amounted to N185b which represented the difference between the money that government would have released to MDAs based on their estimated nominal roll submissions and the amount actually paid through the IPPIS platform. In his office's 2020 budget defense before the National Assembly, the Accountant General of the Federation, said that in the last two years, IPPIS has saved the country a whopping sum

of N163billion and that before the end of the year, another N80 billion will be saved by government. By and large, IPPIS has helped to curb red tape involved in manual payroll administration, improved effectiveness and efficiency in government transactions, stalled corruption involved in personnel cost management and that it has, by reducing personnel costs through the weeding out of 60,450 ghost workers from the system, released funds for improved infrastructural development and broadened employment opportunities in the public sector. However, despite the grandiose accomplishment, IPPIS still faces a few challenges; hence, there has been a public outcry that the system is not performing optimally.

## **Recommendations**

Based on the findings of the study, a number of recommendations are suggested as follow:

1. The IPPIS should be implemented across all levels of Government in Nigeria in order to mitigate problems associated with salary payment of public servants, prevent false expenses, prevents ghost workers payments and facilitates staff remuneration payment with minimal waste and leakages in NNPC.
2. The IPPIS should also be entrenched in the Company to detect illegal inflation of contract; detect kickbacks, detect budget paddling and fabrication of accounts. Furthermore, to detect unauthorized payments and enhances accountability.
3. The IPPS should be widely be used in NNPC in order to improve the quality of payroll administration and reduce the red tape that comes with manual payroll administration.
4. The IPPS should be implemented in all Governments' establishments to help avoid unnecessary expenditures, improve revenue base; ensure the elimination of wastages noticed in the administration of

payroll in public service for efficient and effective delivery and improve the confidence in payroll costs and budgeting, as well as facilitates planning, monitor monthly payment of staff emoluments against what was provided for in the budget.

5. The challenges as a result of use of IPPS such as: skills transfer problem, problem of poor supporting infrastructure, technological barriers and lack of will for full implementation should be quickly addressed in order to maximize the use of IPPS for better accountability and transparency in governance.

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## Declaration of Conflicting Interest

The Authors hereby declare that this Thesis is written by them and it is a record of their own study and there is no conflict of interest.

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