

## The Use of Human Resources Information System for Organization and Motivation of South Sulawesi Gubernatorial Office Staffs

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**Abstract:** The study aims to find out and analyze organizational factors that affects Human Resources Information System and to analyze some factors that affects motivation of South Sulawesi gubernatorial office staffs. It applies quantitative research method. Population used in this research is 50 people. Sampling technique uses census sample. Method of data analysis is descriptive and Partial Least Square. Research findings indicate that organizational factor affects Human Resources Information System, organizational factor affects motivation and Human Resources Information System affects motivation. In general, it can be assessed from context of organization (training and skills) but it is only the adoption of Human Resources Information System that can affect motivation of office staffs.

**Key words:** Organization, human resources, office staff motivation, South Sulawesi, Partial Least Square

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### INTRODUCTION

Human Resources Information System will work if human resource manager is competent (Al-Mobaideen *et al.*, 2013; Gardner *et al.*, 2003), human resources department and information technology are involved since the process of formation and implementation of Human Resources Information System. These two divisions are in charge of holding training, making documentation and developing application. This department has its own staffs where the system works online that enables everyone to access it. Implementation of Human Resources Information System is hard since it is "a part of" information system, not human resources and it is seen as transactional-oriented, stiff and inflexible section (Stone and Dulebohn, 2013). Human Resources Information System shall play a strategic role for human resource department when process of services is increasing (Ruel *et al.*, 2007; Strohmeier, 2007; Schalk *et al.*, 2013). Unclear influence of information system on professionalism of human resource makes Human Resources Information System fail (Zhang and Wang, 2006; Basoglu *et al.*, 2007). Human Resources Information System training for office staff is a necessary (Bradford and Florin, 2003; Panayotopoulou *et al.*, 2007). For people above 40 years old, however, they will face some difficulties on IT courses (Gardner *et al.*, 2003). Man has orientation to duties while woman takes a negative attitude to IT (Gardner *et al.*, 2003). Human Resources Information System requires support for which implementation runs well (Troshani *et al.*, 2011). Gardner *et al.* (2003) state that IT is a catalyst; for professionalism purpose, human resource shall improve

his skills and raise his contribution through IT support. Human Resources Information System also develops norms and status owned by professional human resource (Hussain *et al.*, 2007). The study aims first to find out and analyze organizational factor that affects Human Resources Information System. Second, to find out and analyze organizational factor that affects motivation. Third, to find out and analyze Human Resources Information System affecting motivation of human resource's staffs in South Sulawesi gubernatorial office. Research advantages are going to provide information on IT which is used by human resource and give suggestion about contribution of Human Resources Information System for human resource department.

**Organizational factor:** Organizational characteristics consisting of size of organization, training, management support, skills and organizational demography consisting of age, gender and educational background are what is called organizational factor (Chakraborty and Mansor, 2013). Training, organizational demography and skills are factors aiming at the staffs (Bradford and Florin, 2003; Parry and Tyson, 2011; Panayotopoulou *et al.*, 2010; Troshani *et al.*, 2011; Chakraborty and Mansor, 2013; Alshamaila *et al.*, 2013; Al-Mobaideen *et al.*, 2013). Human Resources Information System training is necessary for staffs since it affects output (Bradford and Florin, 2003; Parry and Tyson, 2011). The use of autodidact Human Resources Information System can save training cost (Parry and Tyson, 2011). Training works to decrease potential negligence (Zafar, 2013). Organizational demography assesses qualification of every staff as motivation is systemically varied

(Strohmeier, 2009). For people above 40 years old, they get difficulties to use IT (Gardner *et al.*, 2003). Qualification of IT since two decades ago was not an important qualification (Strohmeier and Kabst, 2009). Sun and Zhang state that when someone becomes older, complex response is hardly processed (Strohmeier and Kabst, 2009). Man is capable of receiving new technology while woman is worried (Gardner *et al.*, 2003). Woman is lack in IT experience and tends to act negative (Venkatesh and Morris, 2000; Strohmeier and Kabst, 2009). Learning capacity refers to the capacity that individuals are able to recognize new external knowledge, assimilate and use it for commercial purpose. Education relates to advantages individual experiences (Stromeier and Kabst, 2009). If percentage of old staff is high, it affects decision on HRIS adoption. Educational background relates to advantages and pattern of thinking to adopt HRIS which is assessed by cumulative percentage between bachelor's and master's degree counts (Panayotopoulou *et al.*, 2010). Parry and Tyson (2011) state that for the adoption of HRIS, it requires new skill development. Besides, technical skill for HRIS is a requirement for staffs (Chakraborty and Mansor, 2013).

**Human resource information technology:** A system that combines human resource management and IT into one general data basis through ERP is called Human Resources Information System (Jain, 2013). According to Jain (2013), Human Resources Information System is management system which is designed specifically for providing information for manager in decision making. According to Bondarouk and Ruel (2009), HRM is made in turn with Human Resources Information System, virtual human resource, web-based human resource and internet-based human resource. According to Strohmeier (2007), terminology of e-HRM refers to kinds of IT in general (all kinds of IT application used for human resource function) based on an assumption that there is no relevant difference between Human Resources Information System and e-HRM. Some researchers state that both Human Resources Information System and e-HRM have function to provide basic technology for electronic resource management (Lengnick-Hall and Moritz, 2003; Bondarouk and Ruel, 2009; Panayotopoulou *et al.*, 2010). Strohmeier (2007) adopts front-end and back-end system. Human Resources Information System is usually web-based and its primary duty is to connect different actors such as resource portal, self-help service system and other actors who are categorized as core in e-HRM. Front-end system requires support from back-end system such as data warehouse or Enterprise Resource Planning (ERP) modul, used to store,

process and take the data out. Hendrickson (2003) also states that technology for Human Resources Information System is the main support for e-HRM. It clarifies difference between back-end (Human Resources Information System) and front-end (e-HRM) system. In particular, e-HRM constitutes an innovation in human resource as it creates a chance to build a relationship between staff and staff management; further, it creates human resource device design which is impossible without the presence of IT (Ruel *et al.*, 2004).

**Electronic Human Resource Management (e-HRM):** Definition of e-HRM is how human resource to implement strategy, policy and practice in organization. The implementation directly supports full utilization of web-based technology where IT application (both planning and implementation) divides human resource activities and actions in collective way (Ruel *et al.*, 2004, 2007; Strohmeier, 2007). Human Resources Information System and e-HRM are supporting each other. Human Resources Information System is named back-end system as it is used to collect, store, record and assist administrative activity (Panayotopoulou *et al.*, 2010) and it plays a main support for human resource management (Hendrickson, 2003; Stone and Dulebohn, 2013). In general, e-HRM is splitted up into three administrative burden, i.e., operational e-HRM to reduce administrative burden, relational e-HRM to improve service timeliness for staff and provide access to have a better communication capability and transformational to communicate with others by geographical cross border regarding human resource information (Lepak and Snell, 1998; Ruel *et al.*, 2004; Strohmeier, 2007; Parry and Tyson, 2011).

**Motivation:** An action stimulating people to act properly is called motivation. Various kinds of human resource system are adoptable if an enterprise is going to improve employee's skills (Delaney and Huselid, 1996; Teo *et al.*, 1999; Liaw and Huang, 2003; Lee *et al.*, 2005). Organizational Factor e-HRM Human Resources Information System Motivation is given in Fig. 1.

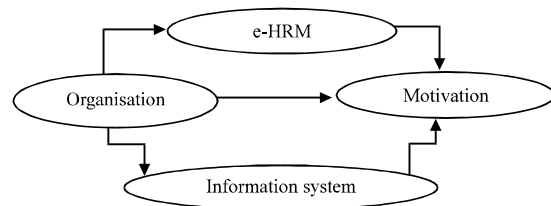


Fig. 1: Work concept

**Research hypothesis:**

- H<sub>1</sub>: organizational factor affects adoption of e-HRM
- H<sub>2</sub>: organizational factor affects adoption of Human Resources Information System
- H<sub>3</sub>: organizational factor affects motivation
- H<sub>4</sub>: e-HRM affects motivation
- H<sub>5</sub>: HRIS affects motivation

**MATERIALS AND METHODS**

It is a quantitative research aiming at finding out relationship between two or more variables. Research population is 50 staffs in South Sulawesi Governatorial office who work in 2014. Method of research analysis applied in the study is Partial Least Square (PLS). It is used to analyze the influence of organizational factor on e-HRM and Human Resources Information System and the influence of e-HRM and Human Resources Information System on motivation.

**RESULTS AND DISCUSSION**

PLS analysis method is applied to observe the presence/absence of organizational factor influence on e-HRM, organizational factor influence on Human Resources Information System, organizational factor influence on motivation, e-HRM influence on motivation and Human Resources Information System influence on motivation. PLS analysis uses SmartPLS Version 2.0 as presented in Table 1. IT is determined by training for staffs (Panayotopoulou *et al.*, 2007; Strohmeier, 2007, 2009). When e-HRM is applied, maximum outcome will be achieved if there is special training for staff (Parry and Tyson, 2011). Training aims to prevent negligence (Zafar, 2013). Ruel *et al.* (2004) state that skill on IT belongs to a crucial requirement for the success of e-HRM implementation. If staff's skill does not meet the requirement, it will surely obstruct the implementation of e-HRM (Hooi, 2006). Staff utilizes e-HRM well when he is capable of using the IT (Ruel *et al.*, 2007). Incompatible skill means a need for skill development effort (Parry and Tyson, 2011). Skill development aims to prevent failure of e-HRM adoption. Stone *et al.* (2013) state that skill has influence on e-HRM. Training will make the staff easy in

making use of e-HRM and in saving training cost if the training is made autodidact. Organizational demography does not affect adoption of e-HRM.

**The influence of organizational factor on e-HRM:**

Based on the PLS analysis result, it discovers a proof that organizational factor affects e-HRM. Accordingly, training, organizational demography and skills belong to South Sulawesi gubernatorial human resource management's to-observe-list if e-HRM is going to be adopted. As stated by Hooi (2006), if a firm is going to use e-HRM, it shall provide training in order to prepare its staffs. A lot of investment is required for the staff training since the success of implementation and staff's age, gender and educational background shall not obstruct the adoption of e-HRM.

**The influence of organizational factor on the adoption of e-HRM:**

Based on the PLS analysis result, it discovers a proof that organizational factor affects e-HRM. Accordingly, training, organizational demography and skills belong to a to observe list for South Sulawesi gubernatorial human resource management if e-HRM is going to be adopted. Gardner *et al.* (2003) state that implementation of Human Resources Information System will be hard if it relies on a small portion of training but wishes for ongoing outcome. Gardner *et al.* (2003) state that training can improve human resource quality by the support of IT. Training for staff aims to create conformity between staff's duties and personal capacity (Beulen, 2009). Human Resources Information System is certainly required at operational and strategic level (Troshani *et al.*, 2011). Alternatively, training cost can be saved when Human Resources Information System is carried out in autodidact way. IT is used by human resource to increase human contribution to the enterprise (Gardner *et al.*, 2003). Human resource is competitive at labor market when she/he uses Human Resources Information System. Lack of skills means obstacle to the implementation of IT. Training will make the staff easy in making use of HRIS and in saving training cost if the training is made autodidact. Organizational demography does not affect adoption of Human Resources

Table 1: Recapitulation of PLS analysis result

Influence factors	R <sup>2</sup>	Parameter coefficient	t-statistic	Correlation coefficient	Path coefficient
Organizational factor on e-HRM	0.299	0.541	12.411	0.541	0.541
Organizational factor on HRIS	0.498	0.694	15.087	0.694	0.694
Organizational factor, e-HRM, HRIS on motivation	0.401	-	-	-	-
Organizational factor on motivation	-	0.568	2.354	0.568	0.269
e-HRM on motivation	-	0.108	1.183	0.467	0.108
HRIS on motivation	-	0.302	2.163	0.572	0.302

Information System since staff's age, genders and educational background will not hamper adoption of Human Resources Information System.

**The influence of organizational factor on motivation:**

Based on the PLS analysis result, it proves that organizational factor affects motivation. Motivation can be initiated through the training conveyed to staffs to make their skills improved. However, Venkatesh and Speier (1999) state that training will be durable for 2 months only if the staffs are not motivated to participate in the training. Green *et al.* (2000) state that training, in fact, can lower motivation. According to Tabassi *et al.* (2012), training aims to transfer what has been learned into the job. Human resource is a capital for an organization that efficiency and productivity shall be improved. Organization shall create a condition that is capable of building up office staff motivation in purpose to optimize the skills (Bendoly and Prietula, 2008). Training for staff aiming to upgrade staff's skill only motivates them at small portion. The training given to them, unfortunately, only aims to upgrade human resource's staffs working in South Sulawesi gubernatorial office, not a motivation to reach an achievement, make an affiliation or gain a power.

**The influence of adoption of e-HRM on motivation:**

Based on the PLS analysis result, it proves that adoption of e-HRM does not affect motivation. Accordingly, adoption of e-HRM is not able to motivate the staff. Ruel *et al.* (2004), however, find it effective to motivate the human resource's staff. Then, it suggests that e-HRM is not effective yet if it is adopted by personnel affairs of South Sulawesi gubernatorial office. Olivas-Lujan *et al.* (2007) state that increasing efficiency is gained if motivation involves IT to support function of human resource. Strohmeier and Kabst (2009) suggest that the staff is, systematically, motivated in varied. In fact, South Sulawesi gubernatorial office staffs are more motivated to affiliate with others than to gain an achievement or power. When the administrative process for salary and data becomes easier by Human Resources Information System, increasing communication and developing service shall make a chance for a better internal relationship between human resource's staff but the chance is not used well yet. It makes the adoption of e-HRM incapable of being a means of motivation.

**The influence of adoption of Human Resources Information System on motivation:** Based on the PLS analysis result, it proves that adoption of Human Resources Information System affects motivation. Accordingly, adoption of Human Resources Information System can motivate the staff. As stated by Gardner *et al.*

(2003), the use of IT enables professional human resource to be more autonomous when she/he handles information of human resource. Hussain *et al.* (2007) suggest that flexibility built up by Human Resources Information System will save cost. Further, Human Resources Information System has an opportunity to improve organizational performance (Ngai *et al.*, 2008). Nawaz (2012) also adds that Human Resources Information System makes information flow fluent. In general, if Human Resources Information System is adopted by South Sulawesi gubernatorial office, it motivates human resource's staff. As stated by Bondarouk *et al.* (2009), target of Human Resources Information System is to motivate the staffs.

**CONCLUSION**

According to the analysis result and discussion, below are some conclusion. First, organizational factor affects adoption of Human Resources Information System. Second, organizational factor affects motivation. Third, Human Resources Information System affects motivation. It is not all kinds of IT used by human resource affecting motivation for which if personnel affairs in South Sulawesi gubernatorial office adopt Human Resources Information System, it will be able to motivate the staffs.

**SUGGESTIONS**

Training program and skills of every staff have to be observed and improved as it has been proved that the staff is motivated if Human Resources Information System is adopted. Relationship analysis between e-HRM and Human Resources Information System shall be understood since the concept of e-HRM and Human Resources Information System is contradictory. Theory of motivation applied in the study only refers to David McClelland, i.e., motivation for achievement, motivation for power and motivation for affiliation while other theories of motivation may find different findings. Both system of e-HRM and Human Resources Information System may become a fine combination for an enterprise, although, Human Resources Information System based on the findings can motivate the staffs if it is adopted.

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