

**THE INFLUENCE OF HUMAN RESOURCE INFORMATION
SYSTEM IMPLEMENTATION, CAREER DEVELOPMENT,
AND WORK DISCIPLINE ON SERVICE QUALITY
A SURVEY ON CIVIL SERVANTS IN MEDAN, INDONESIA**

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Abstract

The aim of this research is to examine and find out the influence of HR information system implementation, career development and discipline partially on the internal service quality of Civil Apparatus or Aparatur Sipil Negara (ASN) in the city government of Medan, Indonesia and to test the influence of ASN Career Development and Discipline simultaneously on the internal service quality of ASN in the city government of Medan. The population in this research is all Aparatur Sipil Negara who work in Medan and the number of samples is determined based on

the Slovin formula as many as 373 people and the samples are taken proportionally according to their agency or workplace. Data is collected through an interview, questionnaire, and documentation study; the variables are studied using 7-score likert scale. The questionnaire is tested first using validity test and reliability test as well as model fitness test; data is analyzed using structural equation modeling (SEM) using Analysis of Moment Structure (AMOS) software. The results of hypotheses test of this research are as follows: in partial, the implementation of HR information system, career development and discipline significantly influence the internal service quality of Aparatur Sipil Negara in the city government of Medan, while career development and discipline simultaneously significantly influence the internal service quality of Aparatur Sipil Negara in the city government of Medan.

Keywords: HRIS, Career Development, Discipline, Service Quality, Indonesia

INTRODUCTION

Civil Apparatus or Aparatur Sipil Negara (ASN) has a very important role in the public service. However, it is necessary to understand that ASN will not be able to deliver good service quality to people if the management/government does not provide good internal service to ASN first. According to Hallowel, et.all (1996), *“organizations attempting to deliver service quality to their external customers must begin by serving the needs of their internal customers”*, meaning that before the organization improve the quality of its external service to customers, it should serve its internal organization’s need first, those are the employees.

The recent number of ASN in all agencies under the city government of Medan, except education agency and health agency, is 5,384 people spread over 62 working units. This big number of ASN surely makes the data processing related to the human resources in the city government of Medan more complicated. Data concerning the education level of ASN in Medan now shows that many of them are still in the education level of elementary school (SD), junior high school (SMP), and senior high school (SMA). In addition, the data also indicates that fairly many ASN who are in the job level I and II. During 2014, there were 111 ASN in Medan who were imposed to a sanction of discipline, where the sanctions were different starting from job detachment, degradation to termination. In January 2015 and February 2015 there were 167 ASN personnels imposed to deduction of performance allowance for their low discipline.

Aim of this research is to examine the influence of HRIS implementation, career development and discipline partially on the internal service quality of Civil Apparatus, and to test

the influence of ASN Career Development and Discipline simultaneously on the internal service quality of ASN in the city government of Medan, Indonesia.

LITERATURE REVIEW

Human Resource Information System

Human Resource Information System is a key tool of management in collecting, maintaining, analyzing and reporting information, where the data collected, maintained and analyzed is concerning the human resources or workers in a certain organization. HRIS also converts the data into meaningful conclusion or information (Sadique Shaikh, 2012).

Human Resource Information System is also frequently called personnel information system; many companies call it personnel information system because it organizes or keep and maintain the data of employees; in the governmental circle, the Human Resource Information System was called personnel information system in the past but along with the issuance of Act No. 5/2014 concerning ASN, then the information system which organizes the data of employees in the governmental agencies is ASN Information System.

According to Berry (1994), Human Resource System is now regarded as a supporting system for corporate decision that can help the management accountant achieve the financial, operational, and business strategic objectives, as well as to achieve the traditional human resource objectives. Human Resource System is designed or modified for using the available technology to consolidate works and reduce the declining service to employees.

Jawaha, et. al (2013) states that Human Resource Information System (HRIS) is an aid for HR professionals to deliver faster services with better quality that help organizations obtain strategic advantages. From this statement, we can see that the implementation of Human Resource Information System will positively influence the service quality; it will make the service quality better and faster. Meanwhile, Huo, et. al (1992) proposes three objectives that can be served by Human Resource Information System, namely: 1. To fill in the gap due to the termination of incumbent; 2. To renew the criteria for searching candidates based on the change of job definition; and 3. To periodically examine the suitability between the jobs and the personnels who perform them.

From this statement, we can see that the development of Human Resource Information System can help the implementation of career development by providing data concerning the suitability between the jobs and the personnels who will perform them, as well as to decide who is suitable to hold a certain job position.

Career Development

Career development is a formal approach used by organizations to ensure that individuals with appropriate qualification and experience are available if needed (Mondy, 2008:243). Career development is surely needed by many parties. Parumal (2012) states that career development in an organization must be regarded as a very dynamic process which tries to fulfill the needs of managers, subordinates, and organization. Career development is also the responsibility of managers in encouraging employees to take responsibilities for their own career.

Bernardin and Russel (2013: 322) state *“A career development system is a formal, organized, planned effort to achieve a balance between individual needs and organizational workforce requirement. It is a mechanism for meeting the present and future human resource needs of an organization”*. Furthermore, R.Wayne Mondy (2008:243) states *“Career development is a formal approach used by organizations to ensure that individuals with appropriate qualification and experience are available if needed”*.

Veitzzhal, et al (2009:274) state that career development is a process of improving individual work ability in order to achieve the desired career. The same expression is stated by Handoko (2000:123) that career development is a process of improving individual work ability in order to achieve the desired career. Handoko's opinion tends more to career plan, to which career development will be directed to satisfy the career plan desired by any employee.

Armenia (2012) explains three fundamental things that become the objectives of career development for civil apparatus or civil servants, namely:

1. To satisfy the institutional demand for human resources;
2. To provide training and development needed by civil servants to be able to take responsibilities at any level;
3. To offer counseling and to motivate the competitive civil servants to achieve their personal objectives based on their potential, need, and aspiration as well as their contribution in the public institutions.

Discipline

Discipline is a life style that ensures the harmony in the workplaces (Pasaoglu, 2013:46). Discipline procedure is used to correct the behaviour which is in the contrary with the organizational objectives and to bring a peace for workers in the workplace (Knight and Ukpere, 2014).

Work discipline should be able to change the behaviour of employees or human resources to better or more productive life, as stated by Buhler (2007: 216-218) that disciplinereally plays an important role in creating a behaviour. The abovementioned statement

indicates that discipline will also create a behaviour so that the better behaviour of ASN will be able to improve the quality of services delivered to public.

The discipline of civil servants or *aparatur sipil Negara* according to the Governmental Regulation of the Republic of Indonesia No. 53/2010 article 1 concerning the Discipline of Civil Servants is as follows: the Discipline of Civil Servants is the capability of civil servants to obey the obligation and to avoid the prohibitions stipulated in the law and regulations and/or official regulation which unless they are obeyed or they are broken the doer will be imposed to a sanction of discipline.

Discipline procedure is not made by companies to impose a punishment to indisciplined employee but, more than that, it is to improve the way the employee works so that he or she performs better, as stated by Knight and Ukpere (2014) that punishment and discipline procedure implemented is a corrective measure in an organization, not to punish the employee but to improve the recent behaviour and work standard to a more appropriate level. Thus, it is clear that discipline will function as improving the quality of services delivered by the employee to the service recipients.

Service Quality

Service quality is an expected degree of excellence and the control over the degree of excellence is to meet the customer expectation (Zeithaml and Bitner, 2002). To discuss about the research variables and their relationship, then the concepts of variable are discusses subsequently from the concept of human resource information system, career development, work discipline, competence and performance.

Service quality is inseparable from internal service quality because internal service quality will much support the achievement of good external service quality. Therefore, good services to an internal organization (the employees in it) will make the employees easier to deliver external service. Zeithaml (1990) also states that the quality of external service is the major implication of internal service quality.

The discussion about service quality in this research focuses on the internal service quality, that is the service quality given by the management or government to Aparatur Sipil Negara (ASN), or in other words, the service quality received or experienced by Aparatur Sipil Negara. Internal service quality is a strategic decision and operational capability through using strategic alternatives in a series of service activities carried out in the institution by the management for the employees. According to Heskett et. al. (1994), internal service quality is the quality of a work environment that contributes to employee satisfaction.

Internal service quality is not only for the purpose of serving employees. Instead, it can also help create a generic strategy of service quality such as public service and others. This is in accordance with what Victoria & Andreas (2008) state that internal service quality has been identified as one important element of the holistic strategy of service quality. In line with the above opinion, Bouranta et. al. (2008) explains that service companies have to focus on internal service quality as well as to improve external service quality.

RESEARCH METHOD

The objects of this research comprise human resource information system, ASN career development, ASN work discipline, ASN competence, and ASN performance.

The location of this research is the city government of Medan, except the education agency and health agency, which consists of 62 work units called *Satuan Kerja Perangkat Daerah* (SKPD).

This research uses descriptive method. The definition of descriptive analysis according to Sugiyono (2005:1) is: the research carried out to know the value of independent variable, either one (independent) variable or more without making comparisons or relating one variable to another. In this research, descriptive analysis method is used to test each variable, namely independent variables consisting of the implementation of human resource information system (X_1), career development (X_2), and ASN work discipline (X_3), as well as dependent variable, that is service quality in Medan city (Y).

The population in this research is civil servants or Aparatur Sipil Negara who work in the city government of Medan in the Province of North Sumatera, except those who work in the education agency and the health agency, numbering as many as 5,384 people. Using the formula from Slovin (2001), the number of sample is determined as many as 373 people, the sampling technique used is Proportionate stratified random sampling.

A research questionnaire is designed using 7-score Likert scale, and validity test and reliability test are done against the questions that have been designed.

The collected data is analyzed using structural equation modeling (SEM) using Analysis of Moment Structure (AMOS) software. In SEM, data was subject to measurement model testing and structural model testing.

ANALYSIS AND FINDINGS

The result of model test indicating that the model has been fit is as follows:

Table 1. Goodness of Fit– Research Model Test

Indicator of Fit	Recommended Value	Model Evaluation	Result of Research
Absolute Fit			
Probability	$p > 0.05$	Not Significant	0.000
Normed Chi-Square (X^2/df)	< 2	Over Fitting	3181
	$2 < X^2/df < 5$	Good Fit	
RMSEA	< 0.10	Good Fit	0.077
	< 0.05	Very Good Fit	
	< 0.01	Outstanding Fit	
P-value for test of close fit	> 0.05	Good Fit	0.000
GFI	> 0.90	Good Fit	0.881
AGFI	> 0.90	Good Fit	0.844
Comparative Fit			
NFI	0.9	Good Fit	0.928
NNFI or Tucker Lewis Index (TLI)	0.9	Good Fit	0.940
CFI	0.9	Good Fit	0.949
RFI	0.9	Good Fit	0.915
Parsimonious Fit			
PNFI	0-1	The bigger the better	0.788
PGFI	0-1	The bigger the better	0.670

Based on the above table it can be seen that the value of RMSEA 0.077 indicates that the model is Fit, whereas based on the other indicators the model is good fit.

Meanwhile, the Structural Model is illustrated in the Figure 1. Based on it, a structural equation is obtained as follows:

Career Development = 0.525* Implementation, Errorvar = 0.724, $R^2 = 0.276$

Discipline = 0.325* Implementation, Errorvar = 0.894, $R^2 = 0.106$

Internal Service Quality = 0.275*Implementation + 0.310* Career Development + 0.247* Discipline, Errorvar = 0.608, $R^2 = 0.392$

Figure 1. Structural Model

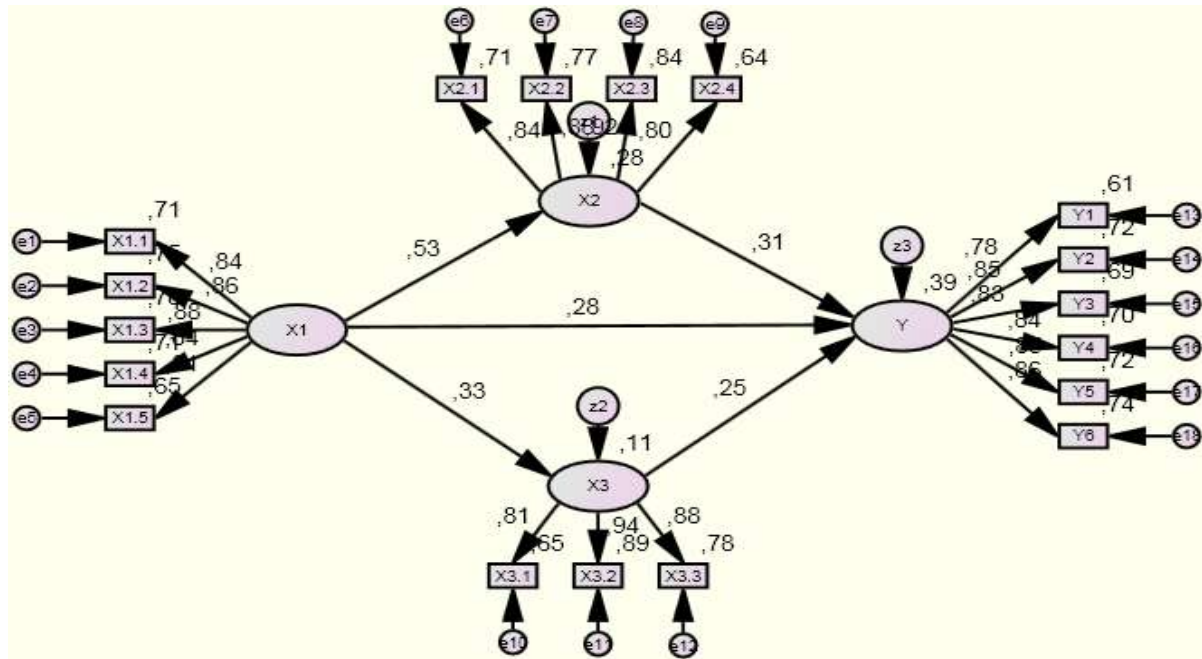


Table 2. The partial testing results

Impact	t calc	Sig	Remarks	Conclusion
Implementation --->Career Development	9.544	0.000	H ₀ is rejected	Significant
Implementation --->Work Discipline	5.898	0.000	H ₀ is rejected	Significant
Career Development --->Internal Service Quality	5.482	0.000	H ₀ is rejected	Significant
Work Discipline --->Internal Service Quality	5.010	0.000	H ₀ is rejected	Significant
Implementation --->Internal Service Quality	4.689	0.000	H ₀ is rejected	Significant

The $t_{\text{calculation}}$ value of Implementation against Career Development is 9.544 and the Sig. value is 0.000. Because the Sig value is less than α (0.05), then H_{0_1} is rejected, meaning that the Implementation of Human Resource Information System has a significant influence on ASN Career Development in Medan city.

The $t_{\text{calculation}}$ value of Implementation against Work Discipline is 5.898 and the Sig. value is 0.000. Because the Sig value is less than α (0.05), then H_{0_2} is rejected, meaning that the Implementation of Human Resource Information System has a significant influence on ASN Work Discipline in Medan city.

The $t_{\text{calculation}}$ value of Career Development against Internal Service Quality is 5.482 and the Sig. value is 0.000. Because the Sig value is less than α (0.05), then H_{0_3} is rejected, meaning that

the Career Development has a significant influence on Internal Service Quality in the city government of Medan.

The $t_{\text{calculation}}$ value of Work Discipline against Internal Service Quality is 5.010 and the Sig. value is 0.000. Because the Sig value is less than α (0.05), then H_{04} is rejected, meaning that ASN Work Discipline has a significant influence on Internal Service Quality in the city government of Medan.

The $t_{\text{calculation}}$ value of Implementation against Internal Service Quality is 4.689 and the Sig. value is 0.000. Because the Sig value is less than α (0.05), then H_{05} is rejected, meaning that Implementation has a significant influence on Internal Service Quality in the city government of Medan.

Simultaneous test indicates that the value of $F_{\text{calculation}}$ is 79.303. Because the value of $F_{\text{calculation}}$ is (79.303) > F_{table} (2.630), then H_0 is rejected. It means that Career Development and Work Discipline simultaneously influence the Internal Service Quality.

CONCLUSION

Based on the results of research, the conclusion can be made as follows: (1) In partial the implementation of human resource information system significantly influences the ASN career development in the city government of Medan, (2) In partial the implementation of human resource information system significantly influences the ASN work discipline in the city government of Medan, (3) In partial career development significantly influences the external service quality in the city government of Medan, (4) In partial discipline significantly influences the external service quality in the city government of Medan, (5) In partial the implementation of human resource information system significantly influences the external service quality in the city government of Medan. Simultaneously ASN career development and discipline significantly influences the external service quality in the city government of Medan.

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