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USER EXPERIENCE ANALYSIS OF FERRY SERVICE EMPLOYEE TO USE OF THE HUMAN RESOURCE INFORMATION SYSTEM

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ABSTRACT

The success of Human Resource Information System (HRIS) will greatly assist the company in managing human resources, where the success of HRIS is due to employee support to make improvements to the development of HRIS functions based on employee needs. For this reason, this study is intended to measure the user experience based on employee's perception related the role of HRIS in the Company. Where the research model combines several previous studies with approaches to Technology Acceptance Model (TAM) and the success of HRIS. The results of the study show there is something new about the success of HRIS in Ferry Company that are not affected by user satisfaction with the quality of the system, on the other hand, the priority concerns of employees are the quality of information, ease of use and perceived benefits of the HRIS. The next company need to focus on improvement the quality of information on the website and increasing the user experience of the HRIS website.

Keywords: HRIS, *Information System, Perceive, User Satisfaction*

1. INTRODUCTION

The need for a reliable information system is an absolute must for an organization, especially in the scope of the HR field, one of which is the HRIS application information system. The role of employees in supporting HRIS development is the main thing in making HRIS improvements. The ease of using the HRIS application is one of the factors influencing employees to frequently use the application. In line with this, Ferry Company which has been established since 70's has finally carried out organizational transformation and one of them is the overall digital transformation which began in 2017, not only business processes were updated and several business activity processes were converted with IT assistance, as well as HR and IT Transformation (Annual Report Ferry Company, 2017), where with the existing HRIS application, the Company hopes to facilitate employees in optimizing HR services such as updating profiles of independent information, payroll information, leave reports, and access the latest HR policies / procedures, and make it easier to carry out activities related to HR management to those that are very strategic, namely being able to provide information to Management, so that the decisions chosen by Management are more objective.

Currently, the total employees ± 4785 people (based on data as of July 2020) are spread across Indonesia with 29 branches. Taking into account the data on the use of the HRIS application for the past 1 month, it is noted that only about 401 users (8% of total employees) accessed the portal. The use of this application is also divided into 2 types of users, namely users who can only access personal data, and users as representatives of HR in the unit, and although the HRIS application can be used by all employees, based on the latest data from 401 active users, it is recorded that 84 % are Head Office employees, while the rest are users from Branch Units. This usage is still relatively low, considering that the application has been used since its first launch in 2017. Transformation efforts, especially in the information system sector, are expected to make it easier for users, but sometimes implementation failures occur not because of the quality and capacity of the system, but because of the low level of user acceptance. Acceptance of technology is a user's willingness to use technology

to support their work. If users are willing to accept technology, users will often use it (Teo, 2011)

Based on this, this study uses 2 (two) approaches to analyze the relationship between perceptions of employee acceptance in using the HRIS application with the factors that affect employee acceptance. The first is to use the Technology Acceptance Model (TAM) theory. In its development, TAM has become a model commonly used to find information related to factors that influence technology to be accepted by its users (Marangunic and Granic, 2015). Furthermore, because the use of HRIS is dominated by HR professionals, the model to be used is The Role of the HR Function (Ulrich, 1997). The objective of this study is to analyze employee perceptions of the use of the HRIS applications, so that the theoretical approach used is TAM. It expected that HRIS development can focus on the needs of HRIS application users

1.1. Problem Statement

The total number of active users who use HRIS applications is as much as 8% of the total number of employees, indicating a relatively low level of usage. This is quite the opposite if we look at the situation during the Covid-19 pandemic like this which is dominated by the use of the internet to access information, even in the HRIS application, reports that are commonly needed by employees include information related to monthly salary and benefits reports, reporting / updates related to leave/sickness status that can be accessed simultaneously by superiors in order to get approval or other considerations, Viewing work history or CV status, submitting the need for a Certificate of work in the company and other information related to HR that can be accessed directly through the HRIS portal. To get an initial picture, the researcher tries to get information about the low level of HRIS users of the Company by confirming directly to several employees about their perceptions of the HRIS application that has been facilitated by the Company, where the provisional results of the employees' opinions are as follows:

a. The infrastructure that supports HRIS access is not optimal.
b. Delegations to operate HRIS in Branches are still closed.
c. Do not know the procedures to be able to access HRIS.
d. Low employee confidence in the HRIS function to assist the required information needs.

The low use of HRIS applications has resulted in ineffectiveness in the management of HR processes. According to research by Johnson and Kavanagh (2018), failure to implement HRIS is more related to the ability of leaders to make change, community issues, and organizations related to change, this is consistent with research conducted by Lorenzi and Riley (2000) which states that failure The system that occurs will lead to subsequent failures, where there are main factors related to system failure (HRIS), namely leadership, planning, communication, and training.

Bhatnagar and Sharma (2005) analyzed the relationship between strategic HR and organizational learning abilities for 640 managers in India, and also showed the relationship between direct superiors and HR managers who had very different results on their perceived role as strategic partners, where the value of HR managers was higher than with his superiors, Raub et al. (2006) analyzed the differences between the roles of HR managers at the corporate level versus those in representative units in the service industry. Their study shows that there is a marked difference between HR levels in the corporate versus representative units. Where on the representative, focus on "administrative expert", and "employee champion". while HR at the corporate level (Head Office) focuses on the roles of "Strategic Partners" and "Change Agents". Employees who are assigned to the HR sector (HR unit) are expected to work in a more strategic direction, until now they are trapped in administrative tasks due to their dependence on the HR unit in fulfilling information needs that should be accessible independently by the employee, at least in the office. At the center alone, there are still employees who submit requests for data requirements every month, so this study will examine and test employees' perceptions of the HRIS application.

1.2. Research Questions and Research Objectives

Based on the explanation above, there are several research questions as follows:

a. How do employees perceive the use of the HRIS application?
b. Does Perceived usefulness have an influence on Perceived ease of use?
c. Is the HRIS system one of the successful information received by employees?

So that the objectives of this study are:

a. Get an overview regarding the perception of the use of the HRIS application by employees.

b. Obtaining the results of the influence of employee perceptions on perceived ease of use and perceived usefulness of using the HRIS application.
c. Provide input to HRIS application developers to focus on application needs according to the HR role that dominates the use.

1.3. Scope Research

Considering the results of the study to be more specific, the scope of this study discusses the perceptions of Ferry Company employees towards the HRIS application at Ferry Company which will be described in more detail in this research hypothesis.

1.4. Literature Reviews

1.4.1. The importance of HRIS

Existing literature on HRIS shows that there are different impacts on HR across organizations but with little explanation. Initial surveys indicate that HRIS is used primarily to automate routine tasks and "to replace file cabinets" (Beadles N, 2005). (Barber, 1999) concluded that HR has missed the strategic opportunities provided by HRIS. The HRIS application helps HR in its function as administration support and improves the quality of employee performance (Yusliza M., Jing Yi Yong, Ramayah T., Imran M., Zikri M. 2018). The HRIS application makes it easy for professionals to automate and accurate information regarding recruitment qualifications (applicants / employees), demographic mapping, professional development, performance evaluation, payroll, retention, and presentation of other important features so as to improve quality at the HR functional level (Harris and Desimone, 1995) where the objectivity of the chosen decision making strengthens the organization in general (Sadri and Chatterjee, 2003). Teotia K, (2002) conveyed 5 reasons why organizations need to apply HRIS, with facts that can help company in:

a. Increase competitiveness in the development and improvement of HR procedures and activities.
b. Generating a large number of variance reports.
c. Changing the function of HR as Admin to become Strategic.
d. Improve the HR structure process
e. HRIS can be used to assist in decision making, evaluate programs / policies, or support daily tasks.

Lawler and Mohrman (2003) show that an integrated HRIS can help the HR professional's role as a strategic partner in HR processes, but again, the level of HRIS use is influenced by system quality, quality of information and perceived ease of use. (Bal, Bozkurt & Ertemsir, 2012). On the other hand, based on research by Ammarhusein (2015), the function of HRIS has increased and strategy becomes important when it has the ability to convey information in a timely manner, and increases in HR services.

1.4.2. HRIS Success Measurement

In measuring the success of Information Systems, there are various models that help explain perceptions of HRIS applications. Based on research (Thiruselvi, Yuzliza, Ramayah, and Zahiyah, 2013) using a combination of models (a). Technology Acceptance Model (TAM) (Davis, 1989), (b). TCT (Technology Continuance Theory) (Liao, Palvia, and Chen, 2009), and (c). ECM (Expectation Confirmation Model) (Batcharjee, 2001b). However, research by (Ammarhusein, 2015; Shibly, 2011) uses the TAM (Technology Acceptance Model) model (d) User satisfaction and (e) DeLone and McLean information systems success model (DeLone and McLean, 1992, 2003) to explain the success of HRIS.

1.4.2.1. Technology Acceptance Model (TAM)

It was first introduced by Davis (1989) in figure 1, which was influenced by 4 internal variables in seeing the actual use of a technology. These variables included: perceived ease of use (PEU), perceived usefulness (PU), attitude toward use (A) and behavioral intention to use (BI). In this model, perceived usefulness and perceived ease of use are independent variables that affect attitude toward a technology and have an impact on behavioral intention to use.

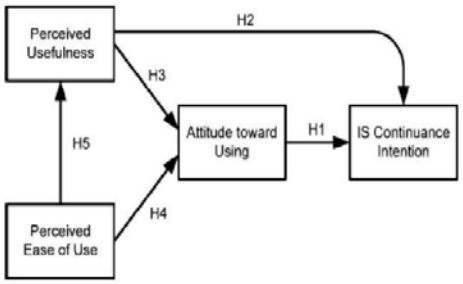

Figure 1: Technology Acceptance Model (TAM), (Davis, 1989).

1.4.2.2. Technology Continuance Theory (TCT)

Technology Continuance Theory (TCT) in figure 2 was introduced by Liao, Palvia, and Chen (2009) which is a combination of Technology Acceptance Model (TAM) by Davis (1989), Expectation Confirmation Model (ECM) by Bhattacherjee (2001b), and Cognitive Model (COG) by Oliver (1980).

Figure 2: Technology Continuance Theory (TCT), Liao, Palvia, and Chen (2009).

1.4.2.3. ECM (Expectation Confirmation Model) (Batcharjee, 2001b)

Based on the theory of Bhattacherjee (2001b) in figure 3, user satisfaction is influenced by two factors: After the use of the Information System and the difference between expectations before using and when using the Information System. Continuance intention specified in the previous usage. ECT Confirmation Theory argues that user satisfaction is determined by two constructs: expectations from IS and confirmation of expectations after actual use.

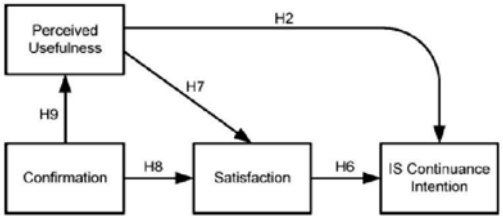

Figure 3: ECM (Expectation Confirmation Model) (Batcharjee,2001b).

1.4.2.4. User satisfaction (Doll and Tozakedh, 1991)

Doll and Torkzadeh (1991) in figure 4 stated that user satisfaction is an important element because it has the potential to explain the relationship between upstream and downstream in a value chain. Upstream activities show the cause of satisfaction, where user satisfaction is treated as a dependent variable while downstream activities show behavior caused by satisfaction, where user satisfaction is treated as an independent variable or antecedent factor (Doll and Torkzadeh, 1991).

Figure 4: User satisfaction (Doll and Tozakedh, 1991).

1.4.2.5. DeLone and McLean information systems success model (DeLone and McLean, 1992, 2003)

DeLone and McLean (1992) conceptually developed, but not empirically tested, an IS success model that includes six aspects: system quality, information quality, use, user satisfaction, individual impact and organizational impact. System Quality, refers to the characteristics of an information system as well as the "processing" of the system, the flexibility offered by the system, the amounts of information / resources it accesses, etc. DeLone and McLean (2003) (See figure 5) refer to Information Quality as a "content issue." DeLone and McLean (2003) present a new version of their classic model, taking into account the changing nature of IS and some of the criticisms directed at their 1992 model. The criticisms they consider include elements that fall under the dimensions of quality and nature of the impact. DeLone and McLean refined their model by combining all impacts (including organizations and individuals) in one common component, net benefits. They also add a loop of return from net benefits to intention to use and user satisfaction. Net benefits generalize the notion of benefits because many researchers suggest the impact of IS can be extended to cover a wide variety of entities.

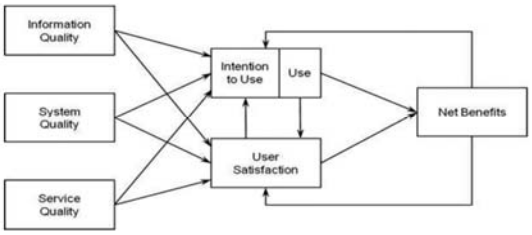

Figure 5: DeLone and McLean information systems success model (DeLone and McLean, 2003)

1.4.2.6. The Integrated HRIS Success Research Model (Shibly, 2011)

According to Shibly "The incorporation of quality into the HRIS Success model must describe the dependency of user satisfaction on System Quality and information quality" (Shibly, 2011), which looks at the relationship between Perceived HRIS

System Quality, Perceived HRIS Information Quality, Perceived HRIS Usefulness and Perceived HRIS Ease of Use as a determining variable for HRIS user satisfaction which proves that HRIS Success (see figure 6).

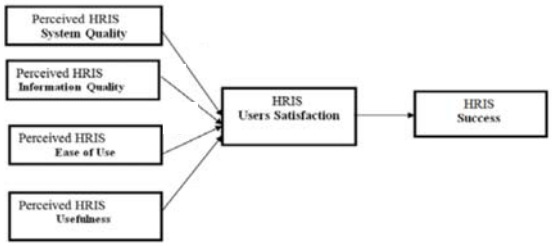

Figure 6: The Integrated HRIS Success Research Model.

1.4.3. User Perception of HRIS

Based on the results of previous studies showing that, there is a high association between Acceptance of the Quality of HRIS Information and Satisfaction in the use of HRIS (Ammarhusein, 2015; Shibly, 2011). Based on the distributed survey results that all variables at a certain level have an influence on the acceptance of system quality, information quality, application benefits and convenience. (Ammarhusein, 2015). However, different results were obtained by Research by Shibly (2011) when presenting the results of Perceived ease of use. Researchers suggest that Perceived Usefulness has a more significant impact on HRIS satisfaction and can be a mediate of perceived ease of use. contrary to the fact that the results of Perceived ease of Use have a weak relationship with HRIS Satisfaction, this is because users already have the same standard of understanding of existing and previously circulating applications so that concluding beliefs about Perceived usefulness are more dominant in shaping satisfaction users rather than belief about (Perceived ease of use) Ease of Use. Different results were also obtained through research (Thiruselvi, Yuzliza, Ramayah, and Zahiyah, 2013) where the results of Perceived ease of Use have an important role in other variables.

1.4.4. Conceptual model and hypothesis development:

Based on these matters and taking into account the problems in the Company HRIS, this research presents the Framework which is represented in the following in figure 7. We used the model below because the variables of this model suitable to measure effectivity of user experience on HRIS. We focus on analysis of system quality, information quality, usefulness, and ease of use related to user satisfaction variable that trigger the HRIS successful adoption.

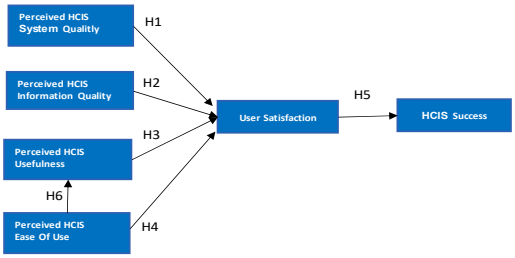

Figure 7: Research Model

H1: Perceived HRIS System Quality has a positive effect on User Satisfaction

According to DeLone and McLean's (1992) opinion, that Quality System describes the performance of a system which refers to how reliable hardware, software, policies, procedures are to be able to provide information according to user needs. The indicators used are adopted from Bailey and Pearson (1983) and Jogiyanto (2007: 14), namely access convenience, system flexibility, system integrity and response time.

H2: Perceived HRIS Information Quality has a positive effect on User Satisfaction

Information quality can be viewed from the information system, which includes the value, benefits, relevance and urgency of the information produced (Pitt and Watson, 1997). Meanwhile, according to Jogiyanto (2007: 14) Quality Information has a positive effect on User Satisfaction, measured on information accuracy, timeliness, completeness of information (completeness) and presentation of information (format).

H3: Perceived HRIS Ease of Use has a positive effect on User Satisfaction

In Davis, 1989 research shows that perceived ease helps explain why users use the system and how the new system fits into user expectations. Where according to Kotler in Sunyoto's book (2013, p.35), user satisfaction is the degree of a person's feelings compared to something that is received against their expectations, so it can be concluded that the perception of the ease of use of a technology has a positive influence on user satisfaction.

H4: Perceived HRIS Usefulness has a positive effect on User Satisfaction

That perceived of usefulness or benefits felt by users has a direct impact on user satisfaction orientation, is one of the reasons for acceptance of an information system that will influence the decision to reuse (Bhattacherjee, 2001a). In a study

by Ho, 2010, it was found that perceived of usefulness is the main thing in user satisfaction, which then continues to the attitude and desire to use information systems. Many researchers have confirmed a positive relationship between perceived benefits and satisfaction with continued use intentions. (Bhattacherjee, 2001b; Ho, 2010; Liao, Chen, & Yen, 2007; Liao, et al., 2009), so it can be concluded that users' perceptions of the usefulness of a technology have a significant positive effect on satisfaction.

H5: HRIS User Satisfaction has a positive effect on HRIS Success

User satisfaction is an indicator of a system that is well received by users. According to Bhattacherjee (2001b), which states that satisfaction with the use of information systems shows the strongest prediction of user desire for continuous intentions to use information systems, which has a significant effect on HRIS improvement and development in presenting valid information.

H6: Perceived HRIS Usefulness mediates the relationship between Perceived ease of use, and user satisfaction.

According to Davis, 1989, that the perceived ease of use refers to the user's belief that using a certain system without difficulty, this opinion is reinforced by some researchers who conclude that both theoretically and empirically, that the ease of use of technology will lead to people's perceptions of benefits (e.g., Cakmak et al., 2011; Ghorbani & Madani, 2011; Lai & Chang, 2011; Wen, Prybutok, & Xu, 2011; Wu & Gao, 2011; Zhou, 2011). When users find it easy to use HRIS technology, they will consider this technology more useful. Therefore, perceived ease of use has an important effect on perceived usefulness.

2. METHOD

2.1. Elements of Research Design

This study uses a deductive approach which is conveyed through a theory-based hypothesis, which then designs a research strategy to test the hypothesis. The advantage of the deductive method is the ability to explain casual relationships between concepts and variables, then measure concepts quantitatively and convey research findings within certain limits. To obtain empirical data, researchers used a survey method to be able to examine how employees' perceptions of application use in ordinary situations without any special treatment with the one shot (cross sectional) model of employees using HRIS in all Ferry Company units spread throughout Indonesia.

2.2. Proposed Sampling Method and Process

In this study, targeting the employee population of Ferry Company who use HRIS, the reasons for limiting the population and samples are:

a. There is no research on the HRIS system at Ferry Company.
b. Given that this is a research using a timeline and sources with a limited scope, the data collected must be more practical and accessible in a specific context.

Considering the foregoing, the sampling method used is purposive sampling method, which puts forward the aspects of representatives, increases the response rate in the survey, and precise sampling (Easterby-Smith, et al., 2008)

2.3. Sample Selection Size & Process (include Time horizon)

This research method is quantitative with the sampling technique used is non-probability to the population of employees of Ferry Service Company with the Slovin method with an error tolerance of 5% of the number of employees around 4500. The number of samples used is around 355 with final respondent 374, because we selected the valid respondent, so we reduced 19 invalid data. The authors get this data via questionnaire spread to the employees. The selection criteria for sample using purposive approach, that they have the experience used this apps more than ten times and they are working or familiar with computers (technology savvy). Researchers want to examine the relationship between Perceived HRIS System Quality, Perceived HRIS Information Quality, Perceived HRIS Usefulness, Perceived HRIS Ease of use for HRIS Satisfaction and HRIS Success. The collection was done by cross sectional (only 1 time), with the following sampling frame in table 1.

Table 1: Demography of Respondent

Demography	Remark
Age	< 25 years: 13%, Starting from 26 years – 34 years: 37%, Starting from 35 years – 44 years: 27% > 55 years: 23%.
Working area	Headquarter: 21% 4 Regionals: 5%, 29 Branch offices: 74%
Work unit	
Frequency of Use of HRIS	Any time: 3 % Often: 27 % Moderate: 37% Seldom: 18 % Rarely: 15%

Although, there are differences in demographics (age, working area, work unit, and frequency of Use) in the table above, but the results of this research can generalize to all employees at company, because all the employees have the same basic of knowledge and technical things (technology savvy), that they already trained by Human Resource Training Department related how to use HRIS.

2.4. Proposed Data Collection Technique

In order to prioritize the attributes of research related to reliability, validity and replicability, the research was conducted by distributing online questionnaires through the Google Form application with straightforward and unambiguous statements. The questionnaire will be divided into 2 sessions, namely, Screening Questions and Main / General Questions, with a total of around 42 questions by linking to the dependent and independent variables to see the relationship.

2.5. Measurement Scale

To measure respondents' responses, this study uses a Likert measurement scale, with a description of the measurement scoring as follows (Sugiyono, 2005: 107). The liker scale chosen is 1 to 4, with the consideration that the respondents to be addressed by the researcher already know the Company HRIS application with the following description:

1. Score 4 for answer strongly agree.
2. Score 3 for agreed answers.
3. Score 2 for answers disagree.
4. Score 1 for the answer strongly disagree.

2.6. Proposed Data Analysis

In testing the hypothesis model, using statistical analysis tools, namely Smart PLS version 3.2, the researcher will use the outer loading model, where the value generated from each variable has a p value < 0.05, then the data is declared valid, so that the H0 hypothesis is accepted, whereas if the variable calculation results have a P value > 0.05, the model is not suitable for use.

- H0: The model is suitable for use
- H1: The model is not suitable for use

2.6.1. Validity test

In testing the validity, this study uses the moment pearson correlation model where with the help of the Smart PLS version 3.2 software, this is based on the fact that the variables that become the hypothesis vary widely where there are variables that are hypothesized to be mediators. The researchers will make decisions based on the results of convergent validity testing, namely the loading factor and Average Variance Extracted (AVE) to ensure that the variable is able to explain at least half the variance of its indicators where these values include:

- Loading factor is the magnitude of the correlation between the indicator and its latent construction. Generally, the loading factor is > 0.07. The results of the analysis on the combination of the average value and the loading factor will be divided into 4 possibilities, namely:

  • Low average, low loading factor
  • Low average, high loading factor
  • High average, low loading factor
  • High average, high loading factor

- The AVE value is used to test the square root of each AVE whether the correlation is greater than each latent construct (Grefen and Straub, 2005: 94). The minimum AVE value to state that reliability has been achieved is 0.50 (Wijayanto, 2008: 66). AVE values below 0.50 indicate that the indicator has a higher average error rate.

2.6.2. Reliability Test

After conducting the validity test, the researcher will continue with the reliability test to determine the level of confidence in the results of the questionnaire as a data collection tool that is measured is the consistency level of the existing variables so that the questionnaire can be relied on to measure the research variables, even though this research was carried out repeatedly the same

questionnaire. Measurement of reliability using the Cronbach alpha model with a standard value of 0.7 (Cortina, J. M. 1993), from which the researcher will make a decision if:

- Cronbach Alpha's value > 0.7 means the questionnaire is declared reliable / consistent, meanwhile
- Cronbach Alpha's value <0.7 then the questionnaire was declared unreliable / inconsistent.

2.6.3. Sobel test

In testing the mediating variable, the Sobel test is used to determine whether the relationship through a mediating variable is significantly capable of acting as a mediator in the relationship by using the regression model twice. From the regression results, the Sobel formula is used with the following formula in figure 8:

$$z\text{-value} = a * b/\text{SQRT}(b^2*s_a^2 + a^2*s_b^2)$$

Figure 8: The Sobel Formula

Where:

- a = The relationship between the independent variable and the mediating variable
- b = The relationship between the dependent variable and the mediating variable
- SE a = Standard Error from the result of regression calculation a
- SE b = Standard Error from the result of regression calculation b

Decision making is made after knowing the value of T count with the following considerations:

- If the calculated T value is greater than 1.96 (T table) with a significant level of 5%, then this variable has a mediating effect on other variables.
- If the calculated T value is less than 1.96 (T table) with a significant level of 5%, then the variable has no mediating effect on other variables.

2.7. Observation Guide

In the following questionnaire (Table 2), the variables and dimensions to be measured, for a more detailed statement to clarify the dimensions described in the appendix. The data below shows the dimension that we measure on this research that we adopted from technology acceptance model theory.

Table 2: The Dimensions Described

Variable	Concept	Dimension	Scale
Perceived System Quality (X1)	*The most well-known: data currency, response time, data accuracy, reliability, completeness, system flexibility.(Al Shibly H., 2011).*	*Response Time*	Likert
		Reliability	Likert
		Complete-ness	Likert
		System Flexibility	Likert
Perceived Information Quality (X2)	*The main characteristics of information quality including: accuracy, precision, currency, output timeliness, reliability, completeness, conciseness, format and relevance. (Obeidat B., 2012)*	*Accuracy*	Likert
		Precision	Likert
		Format and relevance	Likert
Perceived ease of use (X3)	*This principle refers to the degree to which a person believes that using a particular system would be free of effort (Davis, 1989)*	*Easy to learn*	Likert
		Controllable	Likert
		Easy to become skillful	Likert
Perceived of usefulness (M)	*This principle refers to the degree to which a person believes that using a HRIS would enhance his or her performance within an organizational setting (Davis, 1989).*	*Makes job easier*	Likert
		Work more quickly	Likert
		Increase productivity	Likert
		Effectiveness	Likert
User satisfaction (X4)	*In this sense, user satisfaction with a HRIS is an evaluative judgment regarding a specific HRIS experience and the affective attitude to the HRIS of the employee who*	*Accumulation of Positive from: X1,X2,X3,M*	Likert

Variable	Concept	Dimension	Scale
	interacts directly with the system (DeLone and McLean,1992).		
HRIS Success (Y1)	*HRIS Success can be defined as an achievement of a firm's objectives for using the HRIS and achievement of end-user related objectives from using them (DeLone and McLean,1992)*	To Help analysis of HRIS	Likert

3. RESULT AND DISCUSSION

3.1. Measurement of Convergent Validity and Composite Reliability

The table 3 below shows the convergent validity and composite reliability.

Table 3. Convergent Validity and Composite Reliability

Construct	Code	LF	AVE	CR	CA
Perceived System Quality (X1)	SY1	0,733	0,754	0,939	0,928
	SY2	0,797			
	SY3	0,808			
	SY4	0,752			
	SY5	0,808			
	SY6	0,751			
	SY7	0,804			
	SY8	0,811			
	SY9	0,783			
	SY10	0,741			
Perceived Information Quality (X2)	PI11	0,818	0,77	0,968	0,963
	PI12	0,856			
	PI13	0,864			
	PI14	0,899			
	PI15	0,915			
	PI16	0,913			
	PI17	0,867			
	PI18	0,86			
	PI19	0,902			
Perceived Ease of Use (X3)	PE20	0,876	0,792	0,974	0,971
	PE21	0,869			
	PE22	0,9			
	PE23	0,905			
	PE24	0,891			
	PE25	0,859			
	PE26	0,912			
	PE27	0,922			
	PE28	0,859			
	PE29	0,905			
Perceived of usefulness (M)	PU30	0,93	0,851	0,966	0,956
	PU31	0,92			
	PU32	0,935			
	PU33	0,946			
	PU34	0,882			
User Satisfaction (X4)	SAT35	0,93	0,857	0,918	0,917
	SAT36	0,914			
	SAT37	0,933			
HRIS Success (Y1)	HS38	0,917	0,754	0,939	0,917
	HS39	0,848			
	HS40	0,9			
	HS41	0,924			
	HS42	0,74			

Remark:
LF = Loading Factor;
CR = Composite Reliability;
CA = Cronbach's Alpha

Perceived System Quality Variable (X1) has a loading factor value for each indicator that exceeds the recommended value of 0.7 illustrating that each indicator in each variable has a strong correlation, while the Average Variance Extracted (AVE) value for each variable shows a value> 0.5, which means that the variable that is the object of the study is valid. As for the composite reliability value in the variable (X1) it reaches a value of 0.9 which illustrates the strong consistency of the indicator against the variable so that the indicator can be used as an accurate and reliable measuring tool, as well as the Cronbach's Alpha value where all variables show the results of 0.9 This means that the indicators that form the variables are perfect to be used as measuring instruments with very strong consistency (the value of 0.7 is the minimum size of the Cronbach's Alpha value).

Further with the Perceived Information Quality (X2) variable which has a loading factor value above 0.7 or at least 0.86, meaning that the statement to explore the data for the X2 variable also has a strong correlation, while the AVE value or the value used to measure variance is compared to variance. which arises because the measurement

error has a value of 0.77 (above 0.7) while the value of the composite reliability on the variable (X2) reaches a value above 0.9 which indicates strong consistency.

Perceived variable ease of use (X3) with a loading factor value above 0.8 which indicates the X3 variable also has a strong correlation, likewise for the AVE value above the recommended value.

The next variable is Perceived of usefulness (M) which also has a loading factor value above 0.7 where the smallest indicator is 0.882, has a Cronbach alpha value above 0.7 and an AVE value of 0.82 so that this variable can also be categorized as reliable. While the loading factor value for the User Satisfaction (X4) variable is the smallest one is 0.914 and has a Cronbach alpha value and an AVE value above 0.7 so that the User Satisfaction variable is also categorized as a reliable variable.

And the last for the HRIS Success variable which also has a loading factor value, Cronbach alpha and AVE above 0.7 so that the HRIS Success variable is also categorized as a reliable variable.

Based on the data above, it can be described that the variables that have the highest AVE data are the User Satisfaction variable, meaning that this variable has a variety of variants of the latent construct, while for the Composite Reliability value which has the highest value is the Perceived ease of use variable. And for the highest Cronbach alpha value is the variable perceived ease of use. The same description of the information quality variable, the perceived ease of use of the application variable, the perceived benefit variable of the HRIS application, then the HRIS user satisfaction variable and the HRIS Success variable (in table 1 Convergent Validity and Composite Reliability), which have perfect test results where the indicators are These variables forming indicators show the results of the test values above the recommendations so that they can be used as valid and reliable measuring tools**.**

3.2. Measurement of R square

Table 4. R-Square

Construct	R Square	R Square Adjusted	Description
HRIS Success	0.682	0.681	Valid
Perceived HRIS Usefulness	0.549	0.548	Valid
User satisfaction	0.764	0.761	Valid

In the R square table 4, it can be explained that the HRIS Success variable shows a value of 0.682 meaning that the independent variable is able to influence the HRIS Success variable by 68.2% while the remaining 31.8% is by other variables outside of this study as well as for the Perceived HRIS Usefulness variable has an R value. square 0.549 which means that the independent variables that can affect the Perceived HRIS Usefulness variable are 54.9% and 45.1% by independent variables outside this study and for variable satisfaction can be influenced by independent variables of 0.764 or 76.4% and are influenced by 23.6 % by other variables not measured in this study. The R-Square table above shows the R-Square value for User satisfaction > 0.75 which means that the User satisfaction variable has a strong predictive ability towards the independent variables in this study, which is followed by the HRIS Success variable and the Perceived HRIS Usefulness variable whose R square value> 0.50 is the ability prediction at moderate classification.

3.3. Evaluation of the measurement results of the Hypothesis Test

The results of the measurement of the hypothesis test H 1 to H 6 can be described as follows:

a. It is not proven that there is a statistically significant effect between Perceived HRIS System Quality on User satisfaction so that the hypothesis H1→ is rejected.
b. It is proven that there is a statistically significant effect of Perceived HRIS Information System on User satisfaction so that the hypothesis H2→ is accepted.
c. It is proven that there is a statistically significant effect between Perceived HRIS Usefulness on User satisfaction so that the hypothesis H3 → is accepted.
d. It is proven that there is a significant statistical effect between Perceived HRIS Ease of Use on User satisfaction so that the hypothesis H4 → is accepted.
e. It is proven that there is a significant statistical effect between User satisfaction and HRIS Success so that the hypothesis H5 → can be accepted.
f. It is proven that there is a significant influence on Perceived HRIS Usefulness as a mediator on Perceived HRIS Ease of Use and User satisfaction so that the hypothesis H6 → can be accepted.

And the table 5 shows the Effect of independent variables on User

Table 5: Effect of independent variables on User

Hypothesis	Correlation of Variable	Path Coeff.	T-Stat	P-Value	Result
H 5	*User satisfaction --> HRIS Success*	0,826	34.709	0,000	accept

Based on the data in the table 5, Hypothesis 1 describes that employee perceptions about the quality system have no relationship or show no effect on user satisfaction of HRIS applications, which can be seen from the correlation value (negative) -0.009, T stat <1.96 and P value > 0.05. The second hypothesis shows that there is a significant positive effect between the Perceived HRIS Information System variable on User satisfaction with a T stat value of 5.14 which is greater than Tstat 1.96 and p value < 0.05. Furthermore, the third hypothesis is Perceived HRIS Usefulness which has a significant positive effect on User satisfaction with a T stat value of 2.9 and a p value < 0.05.

The fourth hypothesis, Perceived HRIS Ease of Use on user satisfaction through mediating

Perceived HRIS. Usefulness with a T stat value of 2.5 > 1.96 and p value < 0.05. The fifth hypothesis is described separately in table 6 below, where the relationship between the two variables between the user satisfaction variable and HRIS Success has a significant positive effect, which illustrates that the success of HRIS is very dependent on user satisfaction, this can be seen in table 6 where the Ts tat value is 34,7 and p value <0.05.

It can be interpreted that user satisfaction is a reference for making improvements to the HRIS application so that HRIS success (HRIS Success) can be achieved. The sixth hypothesis, there is a mediating effect on HRIS employee perceptions of perceived ease of use on HRIS variables Perceived Usefulness and User satisfaction, which shows a T stat value of 2.8> 1.96 and a p value <0.05. From the developing analysis, it was found that the quality of the system is not in line with the quality of information, where employees of the Crossing & Port Service Company, as users of the application, perceive that the most important thing is in terms of the quality of information available rather than the quality of the system. This is also reflected in the demographics of respondent information who stated that the reason for visiting HRIS was due to updating information on leave (27%) and accessing employee data (24%) and only 5% visited without a definite reason. If it is related to the function of HCIS, the components of leave information and employee data represent information needs, while visits without definite reasons are indicated because of easy access, or feeling satisfied with the HRIS application, thus the demographics strengthen the results of the analysis.

Table 6. The effect of variable satisfaction on the success of the HRIS application

Hypo-thesis	Correlation of Variable	Path Coeff.	T-Stat	P-Value	Result
H 1	Perceived HRIS System Quality--> *User satisfaction*	-0,009	0,105	0,916	**reject**
H 2	Perceived HRIS *Information System --> User satisfaction*	0,536	5,144	0,000	accept
H 3	Perceived HRIS Usefulness --> User satisfaction	0,256	2,904	0,004	accept
H 4	Perceived HRIS Ease of Use --> User satisfaction	0,158	2,525	0,012	accept
H 6	*Perceived HRIS Ease of Use --> Perceived HRIS Usefulness --> User satisfaction*	0,19	2,836	0,005	accept

4. CONCLUSION AND IMPLICATION

This study produces a hypothesis that rejects the effect of System Quality on application user satisfactions which is very different from previous research by Ammarhusein, (2015) which states that all variables at a certain level have an influence on the acceptance of system quality, information quality, application benefits and convenience, and also results. This research is not in line with the theory presented by DeLone and McLean (1992) regarding the Quality System. This is in line with the demographics of respondent information where the use of HRIS has been concerned with information on leave (27%) and also access to

Employee Data (24%) where the main reason for visiting this application is the need for information and it is proven that the success of HRIS is dominated by HRIS Information. system

That which has a significant influence and becomes the focus of user satisfaction of the Ferry & Port Service Company HRIS application is the quality of information, the ease of using the application, and the benefits that are felt to be an integral part of user acceptance in using an information system, and this is in line with previous research by Shibly (2011) which shows that, there is a high association between Acceptance of the Quality of HRIS Information and Satisfaction in the use of HRIS. If this hypothesis is structured as a priority scale to be of concern to management in improving HRIS Success, the order of priority is based on the magnitude of the influence of the T stat as follows:

- Perceived HRIS Information System with a T stat value of 5.144
- Perceived HRIS Usefulness with a T stat value of 2.904
- Perceived HRIS Ease of Use with a T stat value of 2.525
- Perceived HRIS User satisfaction with a T stat value of 34,709 where user satisfaction is influenced by the three variables above, meaning that if the three variables meet employee perceptions, it will have a positive effect on user satisfaction.

Continuous development of the HRIS is the main thing in supporting the performance of the company HR analysis, where the accuracy, effectiveness of the information provided by HRIS, the easy to use the user interface that is easy to understand and understand increases employee confidence in the perceived benefits of using HRIS as a tool for retrieval. HR management decisions that are right, accurate and efficient.

4.1. Implications

The implications of the results of this study are related to the combination of several theories on which this research is based, showing that not all theories have relevance to support the results of the researcher's hypothesis, while the implications generated in this study are as follows:

- This study proves previous research, that the success of HRIS is strongly influenced by user satisfaction where user satisfaction is also influenced by the perception of employee acceptance of the quality of information, the application is easy to use and the benefits of the HRIS application, and shows that, user satisfaction and the TAM approach is a step. complementary steps in the causal interrelationships of the main characteristics of the system design, to the beliefs and expectations about the results that ultimately determine the use of HRIS.
- The theory of system quality by DeLone and McLean (2003) cannot be proven through this study, where the results of the study show that the quality of the system has no effect on employee satisfaction at Ferry Service Company. Whereas those that have a significant effect are the quality of information, ease of use, and benefits, this shows that the employees of the Ferry Service Company as HRIS application users prioritize the quality of information that employees need, ease of use, and the benefits felt while using the HRIS application compared to HRIS System Quality.
- In this study, information quality is a key factor in the successful use of HRIS, meaning that the better the information presented in the application will directly affect the satisfaction of using HRIS and the success of HRIS itself.

And lastly, the positive results shown against the mediate by Perceived HRIS Usefulness on Perceived HRIS ease of use and User satisfaction prove the research conducted by Shibly (2011), namely that users have the same standard of understanding of the use of existing applications is also proven. That this research is the development of a simple model in the form of a variable that is positioned as a mediator, namely the perceived benefit variable (perceived HRIS Usefulness) which mediates the effect of the ease to use variable on user satisfaction variables, which illustrates that there is a very significant positive influence of the mediator, so it can be said that the perception of benefits felt by users is the influence of the ease of using the application so as to provide satisfaction to its users.

5. RESEARCH LIMITATIONS AND NEXT RESEARCH

That this study is devoted to assessing the perceptions of employees at a particular company that has provided HRIS applications so that the results of the research can only be compared

between theory and actual conditions in the company so that there are things that are specific in nature so that they cannot be generalized to other studies. This study only validates the direct and indirect effects of the perceived usefulness variable on the effect of perceived ease of use and user satisfaction, so that further research can validate the indirect effect of the Information Quality variable which affects the perceived benefits of use on user satisfaction and other variables in this study.

It is hoped that future research can develop a HRIS success model (HRIS Success) by measuring other variables outside this variable, as it is known in the R square calculation that there are still around 31% of the variables that have not been identified in research at crossing & port service company. this. It is possible for further research to carry out research topics that depart from environmental conditions of application use that shape application usage activities such as based on socialization, policy, organizational structure and other levels of analysis. As well as further exploration related to Information Quality, what exactly is the main attraction of this HRIS application and may be a suggestion for further development of this application. Despite these limitations, this study provides valuable insights into the study of the success of HRIS.

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APPENDIX

Table 7: The Questionnaires

Variable	Concept	Dimension	Indicators	Scala
Perceived System Quality (X1)	The most well-known: data currency, response time, data accuracy, reliability, completeness, system flexibility.(Al Shibly H., 2011).	Response Time	1. HRIS can be accessed quickly 2. HRIS responded quickly to my staffing needs.	Likert
		Reliability	3. I can rely on the HRIS system when I want to apply for leave 4. I can rely on the HRIS system when I want to get my salary information both monthly and yearly 5. I can rely on the HRIS system when I need a staffing certificate 6. I can rely on the HRIS system when I want to improve my attendance	Likert
		Completeness	7. HRIS has all my staffing information needs 8. HRIS makes staffing information accessible	Likert
		System Flexibility	9. HRIS can be used anytime and anywhere when needed 10. 10. HRIS can be accessed using mobile and desktop platforms when in use	Likert
Perceived Information Quality (X2)	The main characteristics of information quality including: accuracy, precision, currency, output timeliness, reliability, completeness, conciseness, format and relevance. (Obeidat B., 2012)	accuracy	11. HRIS provides up to date information 12. I got a Certificate from the HRIS system according to my exact needs 13. HRIS presents staffing information (salary data, attendance, CV, etc.) correctly 14. I have accurate information	Likert
		precision	15. The information presented is in accordance with my needs 16. HRIS provides the right information.	Likert
		format and relevance	17. The report from HRIS displays a format that is useful for me 18. 5. I get a wide selection of HR related information 19. 6. I can generate useful reports from HRIS	Likert
Perceived Ease of Use (X3)	This principle refers to the degree to which a person believes that using a particular system would be free of effort (Davis, 1989)	Easy to learn	20. Operating the HRIS application is easy in my opinion 21. I can operate HRIS well 22. The HRIS structure and application is very clear and easy to understand	Likert
		Controll-able	23. It is easy for me to operate the HRIS system according to my needs 24. I quickly understood the menu functions of the HRIS system 25. I can easily access the staffing information needed	Likert
		Easy to become	26. I find it easy to use HRIS	Likert

Variable	Concept	Dimension	Indicators	Scala
		skilful	27. It was easy for me to become skilled in using HRIS 28. HRIS Easy to use with other browsing models mobile, computer, ipad 29. Overall, the use of HRIS is easy to use	
Perceived of usefulness (M)	This principle refers to the degree to which a person believes that using a HRIS would enhance his or her performance within an organizational setting (Davis, 1989).	Makes job easier	30. Using HRIS lightens my workload	Likert
		Work more quickly	31. Using HRIS helps accelerate meeting staffing needs	Likert
		Increase productivity	32. Using HRIS increases my productivity	Likert
		Effectiveness	33. Using HRIS makes my time more effective 34. Using HRIS will be useful	Likert
User Satisfaction (X4)	In this sense, user satisfaction with a HRIS is an evaluative judgment regarding a specific HRIS experience and the affective attitude to the HRIS of the employee who interacts directly with the system (DeLone and McLean,1992).	Accumula-tion Positive: from X1,X2,X3,X4	35. HRIS is in accordance with my needs 36. HRIS is in accordance with my expectations 37. Overall I am satisfied using HRIS	Likert
HRIS Success (Y1)	HRIS success can be defined as an achievement of a firm's objectives for using the HRISand achievement of end-user related objectives from using them(DeLone and McLean,1992)	Membantu analisa HRIS	38. Using HRIS increases employee benefits 39. Using HRIS is a must in my daily life 40. Overall, using HRIS helps improve staffing analysis 41. Using HRIS improves my performance 42. My desire to develop HRIS is very big	Likert