

## Original Research Article

# IMPLEMENTATION OF PERSONNEL MANAGEMENT INFORMATION SYSTEMS IN AGENCY OF PERSONNEL AND HUMAN RESOURCE DEVELOPMENT REGIONAL TOJO DISTRICT UNA – UNA PROVINCE OF CENTRAL SULAWESI

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### ABSTRACT

This study aims to describe the mechanism for implementing management information systems, supporting factors, inhibiting factors, and determining the strategy for implementing personnel management information systems at the Regional Personnel and Human Resources Development Agency in TojoUna-Una Regency. The type of research used is descriptive qualitative research. Data collection techniques used were interviews and documentation with validation and data analysis using SWOT analysis and interactive models (collection, reduction, presentation, and drawing conclusions) from Miles and Huberman. Factors supporting the implementation of management information systems from internal factors, namely employee loyalty in carrying out tasks with full responsibility and support from leaders who support the implementation of personnel management information systems properly. And from external factors is the Implementation of the Merit System in the management of State Civil Apparatus which is mandated in the ASN Law No. 5 of 2014. The inhibiting factors for the implementation of the personnel management information system from internal factors are the uneven quality and quantity of existing human resources, as well as the lack of supporting facilities. such as computers, document scan tools and unstable internet network infrastructure. From internal factors, there is a mutation of employees which is carried out using a (spoil) approach and limited budgetary funding support. The implementation strategy is to carry out education and training activities for human resources, improve facilities and infrastructure, and further enhance the integration of data and information communication between sectors.

*Keywords: Application of information systems, personnel management, supporting factors, inhibitions factors, implementation strategy.*

### 1. INTRODUCTION

Personnel management in Indonesia, the process of its activities is not much different from the process of personnel management in general, starting from the process of employee recruitment, development, promotion, remuneration, discipline, and dismissal or retirement. The process of this activity is carried out based on the provisions stipulated in laws and government regulations. However, personnel management in Indonesia underwent many changes and progress from a centralized system to a combination of centralized and

decentralized. Law Number 2 of 2015 concerning the Stipulation of Government Regulations in Lieu of Law Number 2 of 2014 concerning amendments to Law Number 23 of 2014, many improvements were made. Problems - problems caused by the implementation of law - law number 22 of 1999 began to be repaired. The process of moving and mobilizing between regions within one province or between provinces and even to central government departments will return. Personnel relations between district and city governments and provincial regional governments were restored. These changes are in accordance with the demands of an increasingly dynamic era. The State Apparatus in this case is Human Resources (HR) which has an important role in all aspects of life, from the smallest scope, namely the family, to the large scope, namely the State. David de Cezco & Stephen P. Robbins (1994) revealed that "Achieving organizational goals cannot be done without human resources. Getting good people is critical to the success of every organization." Human resources (HR) are the main strategic factor in increasing competitive and defensive capabilities for institutions/organizations in the current era of globalization. Prefer (1996) argues that in global competition there is only one basis for achieving competitive advantage for institutions/organizations, namely how to manage these HR factors. Therefore, the development of the quality of human resources is needed in the dynamics of competition, market dynamics and technological dynamics that are continuously developing. The State Civil Apparatus (ASN) is the main actor driving the government bureaucracy in carrying out government, development and public service tasks. To create ASN that is professional, has integrity, is neutral and has high performance, the Government has stipulated Law no. 5 of 2014 concerning State Civil Apparatus to replace Law no. 8 of 1974 and Law no. 43 of 1999. The implementation of the Merit System is a strategic step used by the government in managing the Management of the State Civil Apparatus (ASN) and has been mandated in Law no. 5 of 2014 concerning the State Civil Apparatus (ASN). The State Civil Apparatus Commission (KASN) as an institution tasked with supervising and ensuring that the policy is implemented needs to build a monitoring system to ensure that this task is carried out effectively. In realizing the governance of personnel management based on the objective of implementing a merit system, problems are still found starting at the central government level as well as at the provincial, district/city levels throughout Indonesia. This also happened to the local government of the TojoUna-Una district where it can be seen from the problems in the recruitment and promotion process that there are deviations from the merit system principle. In the case of promotions to positions in the Regional Government of the TojoUna-una district, there has been a civil servant placed in an actual position where the rank and class concerned have not been qualified for the position. In other cases there were positions that were later promoted to be held by two different civil servants. Then there is also the provision of promotions to civil servants to occupy positions where these positions still exist. Civil servants who are still occupied by officials and have not been dismissed. Then there is the problem of giving promotions to civil servants who have not had a status transition from functional employees to occupying structural positions. What should these problems not happen if the personnel management information system can be managed properly. Specifically, the objective of developing a Personnel Management Information System is to support data integrity, ease of access, and ease of management so that it can support the smooth implementation and function of effective and efficient personnel administration.

Work engagement (WE) is an effective antecedent of employee performance (Abraham, 2012; Macey & Schneider, 2008a). deVries et al. (2016) define work engagement as "active investment of energy in domains of interest." Smith and Bititci (2017) conduct an exploratory action research involving pilot and control groups from two departments of a U.K. bank to find out the interaction between performance management, work engagement, and performance. They find that effective performance management enhances employees work engagement in those who find themselves comfortable at work and more inclined toward better performance. They also include engagement as a mediator between PMSE and

performance; however, they do not adopt the empirical methodology, which they have proposed for future research. Although their study is more relevant to the current research, still they left gaps in finding the empirical relationship.

Recent conceptual frameworks (Purcell & Kinnie, Citation2007; Wright & Nishii, Citation2013) make a distinction between intended, implemented, and perceived HRM. The degree of discretion may vary between HR practices depending on the degree of formalization of an organization's HR policies (Purcell & Hutchinson, Citation2007, p. 6).

This theoretical rationale differs from the concept of line managers' enactment of HR practices and line managers' relations-oriented leadership behavior developed by Gilbert et al. (Citation2011), which concerns the individual employee's perception of how his/her supervisor acts towards all subordinates generally.

## **2. METHODOLOGY**

The type of research used is descriptive qualitative research using the SWOT analysis technique which is an instrument for identifying various factors that are formed systematically which can then be used to formulate strategies. According to Boulton (1984:9), the process for carrying out an analysis of a case can be seen in the case analysis process diagram. The data sources in this study consist of two primary data and secondary data. Lofland & Lofland (1984:47) the main data sources in qualitative research are words and actions, the rest is additional data such as documents. For the validity of the data using source triangulation techniques. Susan Stain back (1988) states that "the aim is not to determine the truth about some social phenomenon; rather the purpose of triangulations is to increase one's understanding of whatever is being investigated". The data collection procedures in this study were: interviews, direct observation/observation, and document study.

## **3. LITERATURE REVIEW**

### **3.1 Personnel Administration and Management**

The term administration is widely used in associations and in government, service, and non-profit organizations. Meanwhile management is very often used in business ventures, (Lester Robert Bittel & Muriel Albers Bittel, 1978). Therefore, for practical purposes, the terms management and administration are used synonymously. On the other hand, there are those who argue that administration is broader and more involved than management. There are those who think that administration has static and dynamic dimensions (Slamet W. Atmosoedarmo, 1979). Administration is organization and management (Ulbersilalahi, 1998) Management is considered as the dynamic dimension of administration, while the static dimension of administration is the organization especially and of course, when the organization is a container.

According to Hasibuan (2007) an employee is anyone who works by selling his energy (physical and mental) to the company and gets remuneration in accordance with the agreement. Meanwhile, according to Widjaja, A (2006), says that an employee is a physical and spiritual human workforce. (mental and mind) which is always needed therefore becomes one of the main assets in cooperative efforts to achieve certain goals (organization). According to Musanef (1984), employees as workers or workers, those who are directly driven by a superior to act as executors who will carry out work so as to produce the expected works in an effort to achieve organizational goals that have been set.. Management in its popular concept means an effort or process of efforts of a leader with a

certain authority to realize a certain goal by utilizing various existing resources and those that have been controlled by the leader, especially human resources under his authority (BuchariZainun, 1986). Foreign experts often simply state that "management is getting things done through the efforts of other people (Terry, George R, 1960)

The relationship and role of administrator and manager are essentially relative and can even be played by a top leader of an organization, so the relationship and differences in administration and management are also relative. This means that the higher the position of a manager, the greater the role of administration and the lower the position, the greater the role of management.

According to M. Manullang (1998:34), personnel administration is the art and science of planning, implementing and controlling the workforce to achieve predetermined goals, by providing satisfaction to workers. Paul Pigors and Charles A. Myers and Thomas G. Spates (1965: 56) argue that personnel administration is a procedure or procedure for organizing and treating people who work in such a way as to get the best results according to their professionalism.

### **3.2 Management Information System**

The system is a collection of interconnected and interdependent parts that are arranged in such a way as to produce a whole. Stephen P. Robbins (1994). (Kenneth C. Laudon, 2005) defines an information system technically as a unit of interconnected components that collect (or retrieve), process, store, and distribute information to support decision-making and control within an organization.

(Robert G. Murdick and Joel E. Ross, 1993) in his book entitled information systems for modern management states that management information systems are communication processes in which input information is recorded, stored, and processed to produce output in the form of decisions about planning, operation, and control.. (Joseph F. Kelly, 1970) Management information system is a combination of human resources and computer-based resources that result in a collection of storage, communication, and use of data for the purpose of efficient management operations and planning.

### **3.3 Personnel Development Analysis**

Hunger and Whelen (2003): "the factors are most important to the corporation's future are referred to as strategic factors and summarized with the acronym S.W.O.T, standing for strengths, weaknesses, Opportunities, and Threats" The SWOT approach seeks to develop strengths and weaknesses – the organization's internal weaknesses (looking in), taking into account the opportunities and threats from the external environment (looking-out).

## **4. RESULT AND DISCUSSION**

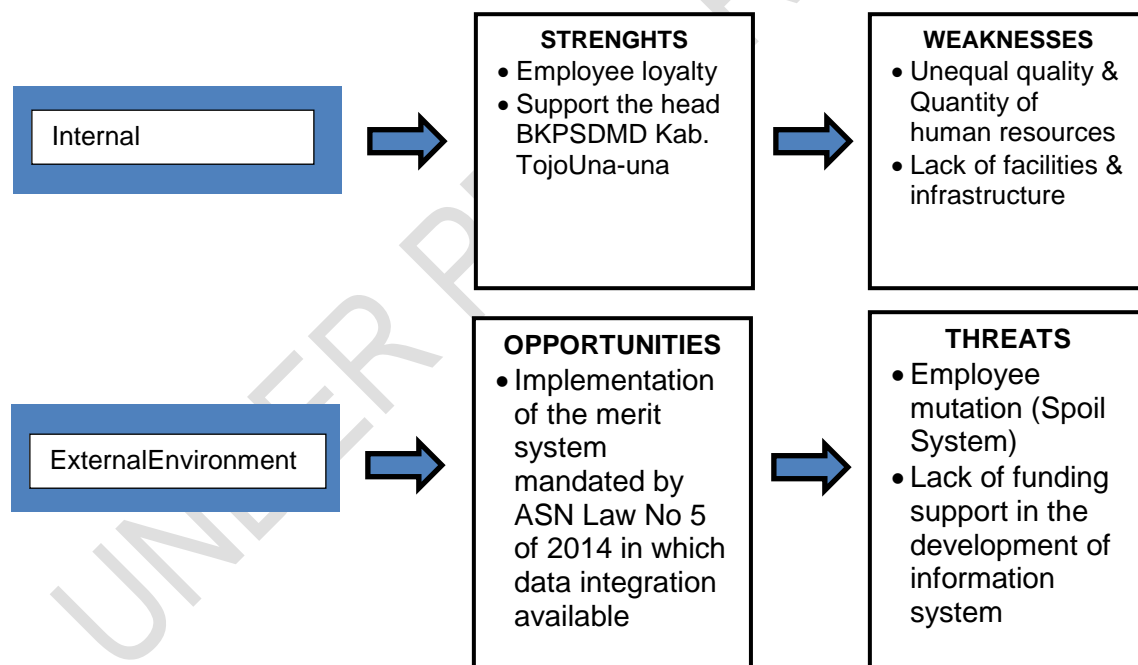
### **4.1 Management Information System Implementation Mechanism**

work mechanism seen from the procedure component (Procedure), there is no standard operating procedure that technically regulates in detail how the process flow of data integration activities from all tasks from different fields to be used as data and personnel records and information in one staffing information system. Sailendra (2015: 11), Standard Operating Procedures (SOP) are guidelines used to justify that the operational activities of organizations and companies can run well and smoothly. According to Moekijat (2008), Standard Operating Procedure (SOP) is a sequence regarding the stages of carrying out a

job, where the work is done, how to do it, when to do it, where to do it, and who does it.. While standard operating procedures According to TjiptoAtmoko (2011), Standard Operating Procedures (SOP) is a guide or guideline used to carry out a work assignment in accordance with the functions and performance appraisal tools of non-governmental or governmental, non-business or business agencies, which are based on administrative, indicators -technical indicators, and work procedures, procedural according to work procedures, and work systems in interrelated work units.

#### 4.2 Supporting and Inhibiting Factors in the Application of Management Information Systems

Supporting and inhibiting factors in the application of personnel management information systems seen using SWOT analysis:



**Fig 1. Supporting and Inhibiting Factors in the Application of Management Information Systems**

SWOT analysis helps understand and see the position of the organization or decision makers how to build strengths, take advantage of opportunities, minimize weaknesses and protect against threats. Freddy Ranguti, (2015)

### 4.3 Information System Implementation Strategy

The still weak quality of competence of human resources who manage the personnel management information system can be carried out by education and training activities. Flippo (2002) states that the development of employees as human resources is a process of education and training.

improvement of facilities and infrastructure supporting facilities for the implementation of the main tasks and functions of Minarti, (2011: 295) infrastructure facilities must be adapted to the needs of the organization, both in terms of type, specification, amount, time, and place and price as well as sources that can be accounted for which are not must always be the same in every agency or company because it is in accordance with the needs of each sector of the organization/company. In implementing a good personnel management information system, it is necessary to communicate data and information for each work unit in BKPSDMD to be integrated using information network technology systems. standard telecommunications system. Integrated service digital network (ISDN) and Remote LAN Access are very popular tools used by employees (DeMarco, 1995)



**Fig 2. Strategy of Information System Implementation**

The results of field research and looking at IFAS and EFAS from the SWOT analysis depicted in the diagram which shows that the application of a personnel management information system at BKPSDMD Kab. TojoUna-una is in quadrant 1, namely the Organization has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth oriented strategy).

#### **4. CONCLUSION**

The results of research regarding the Application of Personnel Management Information Systems at the Regional Personnel and Human Resource Development Agency of TojoUna - Una Regency can be drawn the conclusions namely:

1. In carrying out the implementation of the personnel management information system requires standard operating procedures (SOP) so that the application of the personnel management information system can be carried out consistently, with commitment, then continuous improvement can also be carried out in the process which needs to be perfected and binding on each unit in the SOP flow and also every units have an equally important role, with SOPs, all activities can be properly documented. In addition, facilitate monitoring and evaluation.
2. Carrying out the planning process (Planning) in the implementation of the personnel management information system so that everything that is felt is still lacking both from the needs of Human Resources and the lack of facilities, supporting infrastructure can be measured in an accountable and comprehensive manner so that strategic steps can be taken which are the best solutions
3. The strategy for implementing the personnel management information system, namely, carrying out education and training activities to improve and overcome the still weak technical and competency capabilities of ASN and personnel, increasing facilities and infrastructure to support the implementation of the main tasks and functions, as well as further enhancing data and information communication between fields integrated using information technology networks

#### **Consent**

As per international standard or university standard, Participants' written consent has been collected and preserved by the author(s).

#### **Ethical Approval:**

As per international standard or university standard guideline participant consent and ethical approval has been collected and preserved by the authors.

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