

# The Influence of Hr Information Systems, Competence, and Work Discipline on Work Productivity Post-Merger Bank Syariah Indonesia (Branch Mataram Pajenggik 1)

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## ABSTRACT

**Research Aims:** HR information systems, competencies, and work discipline are the independent variables while work productivity is the dependent variable used.

**Methodology:** The case studies that became the research population were employees of Bank Syariah Indonesia Mataram Pejanggik 1 Branch Office. This research is a quantitative research with saturated sampling technique used in determining the sample. The distribution of respondents obtained was 40 filled out questionnaires. Data analysis method with IBM SPSS 26 because it uses multiple linear regression analysis.

**Research Findings:** The results of this study were obtained simultaneously from the three variables influencing employee work productivity. Meanwhile, if partially obtained the results of information system variables, and work discipline have a positive and significant effect on work productivity. But the competency variable partially has no positive and significant effect on employee work productivity. The results of this study are that Bank Syariah Indonesia Pejanggik 1 Branch has implemented an HR information system that is accurate and clear, as well as good work discipline, even though there are still employees who are not competent in their fields.

**Keywords:** HR Information System, Competence, Work Discipline, Work Productivity

## INTRODUCTION

Banking institutions with sharia principles are currently needed by the community (Arifin, 2010). Where Islamic banking applies Islamic principles. Of course, the existence of Islamic banking cannot be separated from the essence and main duties and functions. Banking institutions in meeting the demands of society to provide financial services need to show their performance through attractive and profitable banking programs, providing human resources. Islamic banks are banks that carry out their business activities based on sharia principles. According to the type, Islamic Banks are divided into Islamic Commercial Banks (BUS), Islamic Business Units (UUS), and Islamic People's Financing Banks (BPRS). Currently, the existence of Bank Dyariah is regulated in the law. No 21 of 2008 concerning

Islamic Banks. Islamic banking in Indonesia continues to grow and the development of Islamic banking in Indonesia has become a benchmark for the success of the existence of Islamic economics. This can be seen from the increase in the number of Islamic Commercial Banks (BUS) reaching 13 units, Sharia Business Units (UUS) reaching 20 units, and Sharia People's Financing Banks (BPRS) with a total of 168 units (OJK, 2022). Indeed, this number has decreased compared to 2019 because there were 3 bank mergers. However, the number of sharia banking office deployments is increasing. If in 2019 the number of offices reached 2,917 units, in 2022 this number will increase to 3,142 units (OJK, 2022).

Productivity is the ability of employees to achieve certain tasks according to standards, completeness, cost and speed so that the efficient and effective use of human resources in an organization is very important to increase overall effectiveness and efficiency (Hanaysha, 2016). Employee productivity is important in the company, if employees work productively then the company is said to be successful in achieving its goals and if employees do not work productively then the company is said to have failed to achieve company goals. Employee productivity is also largely determined by the HR information system, competency and work discipline. Productivity is essentially a result of work requirements that must be met by employees. Basically an employee must have an optimistic attitude that is rooted in the belief that tomorrow must be better than today and must be based on competence and skills according to competence and must be supported by high work discipline (Ruauw et al., 2015).

Information System is an arrangement of people, activities, data, network (network), and technology that is integrated in such a way with the aim of supporting and improving the daily operations of the company and to meet the information needs for both decision making and problem solving of managers (Susanto, 2004). HR Information System as an integrated information system designed to increase efficiency by collecting HR data and to make HR documents more useful as a source of information (Mathis, 2006). Several previous studies regarding the influence of HR information systems showed results that HR information systems had an effect on employee performance (SM Lasmaya, 2016) and HR information systems had an effect on work productivity (Arya Habibi Elkens, Sri Suwarsi (2019). Other factors that affect employee work productivity is competence to support the company's business strategy, seeks to establish human resource competencies that are tailored to the field they handle Competence is an aspect of a person's ability which includes knowledge, skills, attitudes, values, or personal characteristics that enable workers to achieve success in completing their work through achievement of results or success in completing tasks (Neo, 2002). The theory of needs put forward by Abraham Maslow, explains the need for self-actualization. This self-actualization is a competency possessed by a human being. If competent the tension is good, the performance will also increase (Veitzhal Rivai, 2009). Competence has a positive influence on employee performance (Umar, Masdar, and Sabri, 2020). Meanwhile, in other studies, competency results have no effect on employee performance (Dila Agustin, 2020).

Employee work productivity can be seen from a person's work discipline. Work discipline is a combination of appreciation, loyalty, compliance with applicable written and unwritten regulations, the ability to implement them and accept the punishment (Ardana in Arsyad, 2014). Management's inability to enforce discipline can be a reason for

employee dissatisfaction, low morale and consequently low productivity (Nwachukwu in Gabriel et al., 2015). Employee discipline can be seen from the responsibilities, attitudes, behavior and actions of employees while they work in the company (Thoyib in Suwuh, 2015). work discipline affects employee work productivity. (Nisa Fadhilatun, 2019) in another study stated that work discipline does not affect employee performance. (Doni Irawan, Gatot Kusjono, and Suprianto, 2006). When viewed from these three variables, there is research that has used the three variables of HR information systems, competence and work discipline in one of the hotels in the city of Bandung. These results indicate that the influence of these three variables is very significant (S. Mia Lasmaya, 2016).

## LITERATURE REVIEW

In today's dynamic global business environment, companies are required to be able to use information technology to connect many people (Sidh, 2013). Anatan and Ellitan (Suwatno, 2009), there are five important values to support organizations in making decisions, namely: (1) Information Technology, (2) Excellent Performance, (3) Better opportunities, (4) Trust, (5) No restrictions. In practice, business organizations need information technology to obtain information as a basis for decision making (Suzanto & Sidhartha, 2015). Susanto (2004) information is the result of data processing, but not all of the results of this processing can become information, processing results that do not give meaning or meaning and are not useful are not an organization for that person. McLeod (Suwatno, 2009) information is data that has been processed or data that has meaning. Rivai (2009) information is a critical link to the success of various possibilities for planning.

Competence according to Spencer (Moeheriono, 2009) is a characteristic that underlies a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal or causal relationship with the criteria used as a reference, effective or excellent or superior performance at work or in certain situations . Surya Dharma (2011) competence is what a person brings to his work in the form of different types and levels of behavior. Labor Law No. 13 of 2003, article 1 paragraph 10 reads, work competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with established standards. Knowledge is someone's knowledge or information in a certain specific field (Sudarmanto, 2009:53). employee competence with performance is very close and very important, the relevance is there and strong accurate even employees if they want to improve their performance should have competencies that are appropriate to their job duties (Satria & Kuswara, 2013). Discipline is a management activity to carry out organizational standards (Handoko, 2007). Work discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups, or society in the form of obedience to the rules or provisions set for a particular purpose (Sinungan, 2005).

Employee work productivity is the ability of personnel or employees to produce something at work, which can be seen from the comparison between individual work results in the form of money with the costs incurred for these individuals in order to produce something (Hadari, 2006). Productivity is often interpreted as the ratio between output and input between certain time units (Sedarmayanti, 2010). Work productivity is the ratio (ratio) between work/output (output) and input (Hasibuan, 2010).

### **Hypothesis Development**

HR Information System is an integrated information system designed to increase efficiency by collecting HR data and to make HR documents more useful as a source of information (Mathis, 2006). Every company must have a system to collect and maintain data describing human resources, turning data into information and conveying that information to users, therefore an HR information system is very important for employee productivity. Previous research has shown that the simultaneous influence of HR information systems, competence and work discipline on employee performance is in a very significant category (Wala Putri, 2019; Mia Lasmaya, 2016). From previous studies that HR information systems have an influence on work productivity.

*H1 : HR Information System has a positive and significant effect on Work Productivity.*

Work competence is knowledge, ability and expertise (skills) or personality traits possessed by a person which directly affect his performance. So it can be said that the work competence of an employee can influence performance achievement and will also affect the work productivity of the employee (Becker, Huselid, & Ulrich, 2001). Marshall in the book People and Competencies (2007) competence is a basic characteristic of a person that allows him to provide superior performance in a particular job, role or situation. In work competency research, it has a positive influence on work productivity (Mulyadi Hari, 2010). From previous research it can be concluded that competence has an influence on work productivity.

*H2 : Competence has a positive and significant effect on work productivity.*

Work discipline is a mental attitude that is reflected in the actions or behavior of individuals, groups, or society in the form of obedience to the rules or provisions set for a particular purpose (Sinungan, 2005). Work discipline is needed so that all activities run according to the mechanism (Iriani, 2010). Work discipline is a variable that greatly influences work productivity (Labudo, 2013). Research conducted previously showed that there was a positive influence between work discipline and work productivity (Rumondor, 2013; Ananta, 2016).

*H3 : Work Discipline has a positive and significant effect on work productivity.*

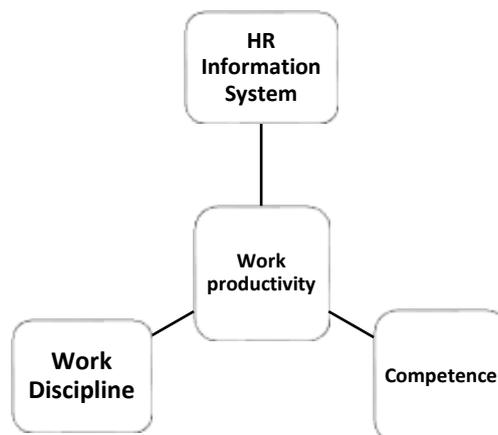


Figure 1 Framework

## RESEARCH METHOD

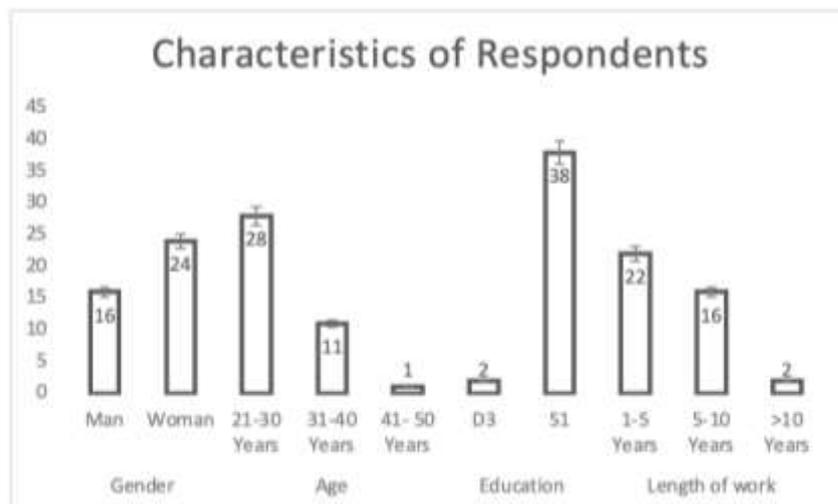
This research is a quantitative research, qualitative analysis in this study is used to describe the research variables, namely the HR Information System variable, competency, work discipline, and work productivity. The data used in this study are primary data and secondary data. Primary data is data collected and processed by researchers from research sources and secondary data is research data obtained indirectly through intermediary media related to this study (Sugiyono, 2009). Questionnaires or questionnaires are a data collection technique in the form of submitting written questions through a list of questions that have been prepared in advance and must be filled in by the respondent (Wulansari, 2016). The questionnaire used in this study was a questionnaire with a Likert scale which contained 4 answer choices, namely (SS) Strongly Agree, (S) Agree, (TS) Disagree, and (STT) Strongly Disagree.

The population in this study were all employees of Bank Syariah Indonesia KC Mataram Pejanggik 1, totaling 40 people. The number of employees are employees who are registered in the organizational structure of Bank Syariah Indonesia KC Mataram Pejanggik 1. The sampling technique used in this study is all members of the population or saturated sampling (Sugiano, 2013). Data analysis techniques are methods used to analyze data in order to solve problems or test hypotheses. To get the results in this research, data analysis was carried out by testing the hypothesis test which consisted of multiple linear analysis, coefficient of determination test, T test, and simultaneous test. Previously, the hypothesis test had to be tested for validity, reliability test, and classical assumption test. All of these tests were carried out using SPSS.

## RESULTS AND DISCUSSIONS

The research conducted by the respondents who were employees of Bank Syariah Indonesia KC Mataram Pejanggik 1 consisted of 40 respondents. These respondents came from all employees at Bank Syariah Indonesia KC Mataram Pejanggik. Profile of respondents, the characteristics of respondents were observed including: gender, age, last education, length of work, and position.

Chart 1 Characteristics of Respondents



Source: Author's Primary Data Processed (2022)

Table 1 Characteristics of Respondents Based on Position

| Position                               | Frequency |
|--|-----------|
| Customer Service Representative        | 2         |
| Branch Operational and Service Manager | 1         |
| Customer Service Supervisor            | 1         |
| Micro Staff                            | 3         |
| Consumer Business Staff                | 9         |
| Operasional Staff                      | 7         |
| Teller                                 | 3         |
| Pawning Appraisal                      | 2         |
| Micro Relationship Manager             | 1         |
| Collection                             | 1         |
| Consumer Business Relationship Manager | 1         |
| Funding and transaction staff          | 5         |
| Fin Operation Staff                    | 1         |
| Back Office Head                       | 1         |
| Recovery and Remedial Staff            | 1         |
| General Affair Staff                   | 1         |

Source: Processed Data (2022)

**Hypothesis Results**

Table 2 Multiple Linear Test Results

| Model      | Coefficients <sup>a</sup>   |                           | Beta  | t     | Sig. |
|------------|-----------------------------|---------------------------|-------|-------|------|
|            | Unstandardized Coefficients | Standardized Coefficients |       |       |      |
|            | B                           | Std. Error                |       |       |      |
| (Constant) | 8.280                       | 8.157                     |       | 1.015 | .317 |
| TOTAL_X1   | .772                        | .119                      | .619  | 6.462 | .000 |
| TOTAL_X2   | -.016                       | .030                      | -.052 | -.539 | .594 |
| TOTAL_X3   | .654                        | .113                      | .548  | 5.779 | .000 |

a. Dependent Variable: TOTAL\_Y

Source: Processed Data (2022)

Based on the regression results in the table above, the linear regression line equation is obtained as follows:

$$Y = 8,280 + 0,772.X_1 - 0,16.X_2 + 0,654X_3 + e$$

The constant value (a) has a positive value of 8.280. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable. This shows that if all the independent variables which include HR information systems (X1), competence (X2), and work discipline (X3) are 0 percent or do not change,

then the value of work productivity is 8.280. The regression coefficient value for the HR information system variable (X1) has a positive value of 0.772. This shows that if the HR information system experiences an increase of 1%, work productivity will increase by 0.772 assuming the other independent variables are held constant. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.

The regression coefficient value for the competency variable (X2) is -0.016. This value indicates a negative effect (opposite direction) between competency variables and work productivity. This means that if the competence variable increases by 1%, then on the contrary the work productivity variable will decrease by 0.016. Assuming that other variables are held constant. The regression coefficient value for the work discipline variable (X1) has a positive value of 0.654. This shows that if work discipline increases by 1%, work productivity will increase by 0.654 assuming the other independent variables are held constant. The positive sign means that it shows a unidirectional influence between the independent variable and the dependent variable.

Table 3 Determination Coefficient Test

| <b>Model</b> | <b>R</b>           | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|--------------------|-----------------|--------------------------|-----------------------------------|
| 1            | 0,823 <sup>a</sup> | 0,678           | 0,651                    | 1,765                             |

a. *Predictors:* (Constant), HR Information System (X1), Competence (X2), Work Discipline (X3).

Source: Processed Data (2022)

It is known that the Adjusted R Square value is 0.651. So it can be concluded that all independent variables (HR Information Systems, Competence, and Work Discipline) are able to explain employee work productivity of the remaining 65.1% (100-34.9 = 65.1%) where these results are explained by other variables that not found in this study.

Table 4 Simultaneous Test Results (Test F)

| <b>Model</b> | <b>Sum of Squares</b> | <b>Df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>        |
|--------------|-----------------------|-----------|--------------------|----------|--------------------|
| Regresi      | 235,514               | 3         | 78,505             | 25,214   | 0,000 <sup>b</sup> |
| Residual     | 112,086               | 36        | 3,114              |          |                    |
| Total        | 374,600               | 39        |                    |          |                    |

a. Variable Dependen: Employee Work Productivity (Y)

b. *Predictors:* (Constant), HR Information System (X1), Competence (X2), work discipline (X3).

Source: Processed Data (2022)

There is a significance level of 0.000 for X1, X2 and X3 with respect to Y and an estimated F value of 25.214 is greater than the f table value of 2.859. HR information systems, competencies, and work discipline all have a significant influence on work productivity variables simultaneously.

Table 5 Partial Test Results (T test)

| Variabel                   | T       | Sig.  |
|----------------------------|---------|-------|
| (Constant)                 | 1,015   | 0,317 |
| HR Information System (X1) | 6,462   | 0,000 |
| Competency (X2)            | - 0,539 | 0,594 |
| Work Discipline (X3)       | 5,779   | 0,000 |

a. Variabel Dependen: Employee Productivity (Y)

Source: Processed Data (2022)

The results of testing the HR Information System variable have a tcount of 6.462 and a significance value of 0.000. The significance value indicates significance at  $\alpha$  0.05 or 5%. So it can be stated that (H1) is accepted. So it can be concluded that the HR Information System variable has a significant positive effect on Employee Productivity. The results of the Competency variable test have tcount - 0.539 and a significance value of 0.594. From the output results it can be seen that the tcount value is smaller than the ttable value ( $-0.539 > 2.028$ ) and the significance value is greater than 0.05 ( $0.594 > 0.05$ ). So it can be concluded that (H2) is rejected, so it can be stated that the Competency variable has no significant effect on Employee Productivity. The results of testing the Work Discipline variable have a tcount value of 5.779 and a significance value of 0.000. From the results of the data output, it can be seen that the tcount value is greater than the ttable value ( $5.779 > 2.028$ ) and the significance value is less than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that the variable Work Discipline has a significant positive effect on Employee Productivity.

### ***Influence of HR Information Systems on Employee Work Productivity at Bank Syariah Indonesia KC Mataram Pejanggik 1***

Testing the HR Information System hypothesis on Employee Productivity. The results of testing the HR Information System variable have a tcount of 6.462 and a significance value of 0.000. The significance value indicates significance at  $\alpha$  0.05 or 5%. So it can be stated that  $H_a$  is accepted. So it can be concluded that the HR Information System variable has a significant positive effect on Employee Productivity. Among the 40 employees of Bank BSI KC Mataram Pejanggik 1 who took part in the anonymous survey, 88.6% stated that they strongly agreed; 11.3% said they agreed; 0% disagree; and 0% stated strongly disagree. These results are in line with research conducted by [SM Lasmaya \(2016\)](#) which states that HR information systems have an effect on employee performance. In addition, another study was conducted by [Agnes, Setyowati \(2021\)](#) which showed the results that the HR information system has an effect on employee performance. Currently, BSI Mataram Pejanggik 1 has utilized information system technology that is quite up-to-date, both in terms of hard and software. This is also demonstrated by some of the latest technology from a computerized HR Information System. With the support of this technology, it is hoped that it will make it easier for leaders and employees to utilize information services that are fast, precise and relevant, especially in the field of HR. This is evidenced by the number of respondents who strongly agreed in submitting their answers in order to achieve the company's goals to solve the problem, this is all evident from the

number of respondents who strongly agreed to the employees of Bank Syariah Indonesia Mataram Pejanggik 1 Branch Office.

### ***The Influence of Competence on Employee Productivity at Bank Syariah Indonesia KC Mataram Pejanggik 1***

The results of the Competency variable test have a tcount of -0.539 and a significance value of 0.594. From the output results it can be seen that the tcount value is smaller than the ttable value ( $-0.539 > 2.028$ ) and the significance value is greater than 0.05 ( $0.594 > 0.05$ ). So it can be concluded that  $H_a$  is rejected, so it can be stated that the Competency variable has no significant effect on Employee Productivity. The results of the competency questionnaire are summarized in the following table. Among the 40 employees of Bank BSI KC Mataram Pejanggik 1 who took part in the anonymous survey, 63.17% stated that they strongly agreed; 22.5% said they agreed; 14.3% disagree; and 0% stated strongly disagree. The results of the hypothesis test show that competence has a weak relationship because it is greater than 0.05. But even though it is weak, this relationship is significant. These results are consistent with research conducted by Steward V. Hoke, Benhard Tewal and Jacky S.B. Sumaraw (2018) which states that competence does not affect employee performance. Another study conducted by Dila Agustin showed that competency does not affect employee performance. Therefore, existing employees must further improve their existing competencies. Must demonstrate more skills at work, must have deeper knowledge of the work he is doing, and must behave well with customers at BSI Mataram Pejanggik 1. Factors that cause competency do not affect work productivity because there are still employees who have not competent in their field, because it can be seen from the employees who are mutually repelled between educational backgrounds and the assignments given, causing time to adjust work. Another factor the company does not consider is the expertise and work experience possessed by employees so that employee performance is less than optimal. Efforts that must be made by BSI Mataram Pejanggik 1 to increase employee competency are adjusting work to the abilities and interests of employees, conducting training, and implementing a reward system.

### ***The Influence of Work Discipline on Employee Productivity at Bank Syariah Indonesia KC Mataram Pejanggik 1***

The results of testing the Work Discipline variable have a tcount value of 5.779 and a significance value of 0.000. From the results of the data output, it can be seen that the tcount value is greater than the ttable value ( $5.779 > 2.028$ ) and the significance value is less than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that the variable Work Discipline has a significant positive effect on Employee Productivity. The results of the work discipline questionnaire are summarized. Among the 40 employees of Bank BSI KC Mataram Pejanggik 1 who took part in the survey, 78.27% stated that they strongly agreed; 21.7 % said they agreed; 0% disagree; and 0% stated strongly disagree. For each contribution of the Work Discipline Variable ( $X_2$ ), the indicators (Absence, Attitude and Behavior, Responsibility) will affect employee work productivity, which means that if there is an increase in the work discipline variable, the employee work productivity variable will increase. The results of this study found the same thing as what was researched by Elqadri, Wardoyo and Priyono's research (2015) which found that there was an influence between Work Discipline on Employee Work Productivity. Another study conducted by Meri Revita

(2015) stated that work discipline affects employee performance. The results obtained by researchers are in accordance with Sutrisno's theory (2009: 87-88) which illustrates the importance of work discipline and some of the benefits that can be felt. Work discipline aims to increase efficiency as much as possible by preventing wastage of time and energy. Apart from that, it also prevents damage or loss of company property, equipment and equipment caused by carelessness and acts of theft. Martono (2016) states that work discipline has a positive effect on employee work productivity. Efforts made by BSI Mataram Pejanggik 1 to improve work discipline include conducting counseling with employees, providing rewards for disciplined employees, holding motivational training and seminars and using technological assistance to monitor employee work discipline.

## CONCLUSION AND RECOMMENDATION

The results obtained in this study are that the HR information system and work discipline have a partially significant effect on employee work productivity at Bank Syariah Indonesia Mataram Pejanggik 1 Branch Office. Meanwhile, competency variables do not have a partially significant effect on employee work productivity at Islamic Banks Indonesia Mataram Branch Office Pejanggik 1. Simultaneously HR information systems, competence, and work discipline have a positive and significant influence on employee productivity at Bank Syariah Indonesia Mataram Branch Office Pejanggik 1. Furthermore, from the results of this study it is expected that Bank Syariah Indonesia KC Mataram Pejanggik 1 is expected to increase and prioritize work productivity by prioritizing HR information systems, competencies, and work discipline for employees of Bank Syariah Indonesia KC Mataram Pejanggik 1.

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