

## **The Effect of the Implementation of E-HRIS and Work Ethic on the Government Employees' Work Satisfaction with Motivation to Achieve Good Performance as an Intervening Variable at the Regional Employment Agency of North Sumatra Province**

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### ABSTRACT

This study aims to find out and analyze the influence of the implementation of e-HRIS (Simpeg) and work ethic on the job satisfaction of BKD Provsu civil servants and find out whether achievement motivation can mediate the role of the implementation of e-HRIS (Simpeg) and work ethic on the job satisfaction of BKD Provsu civil servants. This type of research is a quantitative descriptive research conducted at the Provsu Regional Civil Service Agency with a sample of 84 people. The data analysis method used descriptive statistics and path analysis with the help of SPSS 24 software. The results of the study show that directly the application of e-HRIS (Simpeg) and work ethic have a significant positive effect on achievement motivation, directly the application of e-HRIS (Simpeg) and work ethic have a significant positive effect on job satisfaction. Achievement motivation is able to mediate positively significantly the relationship between the application of e-HRIS (Simpeg) to job satisfaction and between work ethic to job satisfaction indirectly so that achievement motivation can be an intervening variable in this study.

## INTRODUCTION

Bureaucratic reform in Indonesia aims to improve the quality of ASN management to realize professional, transparent, and accountable public services. Since it was rolled out in 2004 and strengthened through Presidential Regulation Number 81 of 2010, all ministries, institutions, and local governments are required to have a commitment in its implementation. The success of the reform can be seen from the quality of service and performance of civil servants, so that ASN management is an important key in supporting the professionalism of the bureaucracy, including in the North Sumatra Provincial Regional Civil Service Agency (BKD Provsu) which has a strategic role in personnel management.

BKD Provsu not only serves civil servants in the provincial environment, but also regency/city civil servants, so it needs high-performance employees. However, the results of interviews and pre-surveys show that the job satisfaction of civil servants has not been a serious concern, as seen from the absence of routine surveys in the last 10 years. A pre-survey of 30 civil servants showed a job satisfaction rate of only 46%, mainly due to a lack of information and promotion opportunities. This low job satisfaction has the potential to affect the performance of civil servants and hinder effective ASN management planning.

In addition to job satisfaction, work ethic is also an important issue. The stereotype of civil servants who lack discipline is still attached, as shown by the low attendance rate of 100% at BKD Provsu despite the implementation of a more flexible WFH policy. Attendance data in 2021 shows that many civil servants take advantage of permits without the consequences of reducing benefits, so discipline and work ethic still need to be improved. The pre-survey of work ethic showed almost balanced results between civil servants who had good and poor work ethic.

Previous research on the relationship between work ethic and job satisfaction has shown mixed results. Several studies such as Tampubolon (2015) and Putrayasa (2020) found that work ethic had a positive effect on job satisfaction, while other studies such as Setiawan (2019) and Nofitasari (2021) showed no significant effect. These differences in findings show the importance of conducting further research at BKD Provsu to see how work ethic and job satisfaction are interrelated in the context of local government bureaucracy.

## THEORETICAL REVIEW

### *Job satisfaction*

Job satisfaction is an employee's positive feelings towards their work, reflected in enthusiasm, discipline, and work achievement, and arises when employees' expectations are in accordance with what they have obtained (Hatta et al., 2018; Dalimunthe et al., 2020; Robbins, 2019). Robbins (2019) mentions five factors that affect job satisfaction – the job itself, salary, promotion, superior, and co-workers – with the three most important factors being employment, superior, and co-workers; This finding is strengthened by the SHRM survey (2017) and the Job Descriptive Index in Wibowo (2019). Job dissatisfaction has a negative impact on the organization and can trigger exit behavior, voice dissatisfaction, wait passively (loyalty), or neglect work, as well as increase counterproductive

behaviors such as absenteeism, tardiness, low performance, abuse of working time, and theft (Robbins, 2019).

### ***Motivation***

Motivation is an impulse that influences a person's behavior in achieving goals and can come from internal or external factors. The motivation to excel, according to McClelland, is a strong desire to succeed through challenging tasks, responsibility, and feedback. Various theories such as Maslow and Herzberg affirm that motivation to excel improves employee performance. In ASN management, its implementation can be seen through Management by Objectives (MBO). Efforts to motivate employees can be done through the process of empowering, encouraging, and inspiring to strengthen motivation and performance.

### ***Work ethic***

Work ethic is an internal drive that makes a person work with passion, independence, discipline, and commitment to achieve the best results even in sub-optimal conditions. Individuals with a high work ethic believe that hard work determines success, are able to manage time, are honest, responsible, and have ambitions to achieve. Various dimensions of work ethic include hard work, ethics, time utilization, independence, enthusiasm, dedication, and the ability to delay satisfaction, with this study referring to the work ethic dimension according to Miller.

### ***Implementation of e-HRIS (Simpeg)***

e-HRIS (Simpeg) is a technology-based personnel information system that simplifies data management and supports HR management decisions. Its implementation often faces obstacles such as user resistance, lack of communication, and resource limitations. Successful implementation requires socialization, training, and infrastructure readiness.

## **METHODOLOGY**

### ***Types of Research***

This study uses a quantitative descriptive method to describe the facts that are happening today as well as analyze the relationship of measurable variables.

### ***Place and Time of Research***

The research was carried out at the North Sumatra Province BKD, Bank of North Sumatra Building, 9th Floor, Medan, in May-November 2022.

### ***Population and Research Sample***

#### **Population:**

All BKD Provsu civil servants who do not occupy echelon positions are 107 people.

### Sample:

Using the Slovin formula, 84 respondents were obtained with the criteria of working for at least 6 months. The sampling technique uses random sampling.

### Data Collection Methods

Data is collected through:

1. **Unstructured interviews**,
2. **Closed-ended** questionnaires, and
3. **Documentation studies** in the form of personnel documents, regulations, reports, and literature.

### Data Types and Sources

1. **Primary data:** comes from questionnaires filled out by respondents.
2. **Secondary data:** comes from personnel regulations and administrative data of the Provsu BKD.

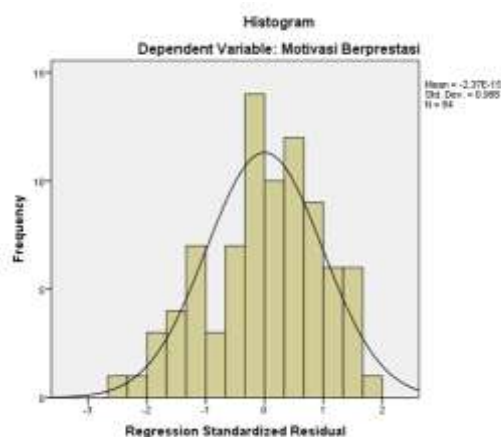
## RESULTS

### Descriptive Analysis of Respondents

The research respondents amounted to 84 civil servants of the North Sumatra Province BKD who filled out a questionnaire with 45 statements related to e-HRIS, work ethic, achievement motivation, and job satisfaction. The majority are of productive age, educated in S1, group III, 11-15 years of service, and married. This characteristic shows that respondents have work experience and responsibilities that can affect acceptance of e-HRIS and other performance variables.

### Classical Assumption Test Sub Structure I

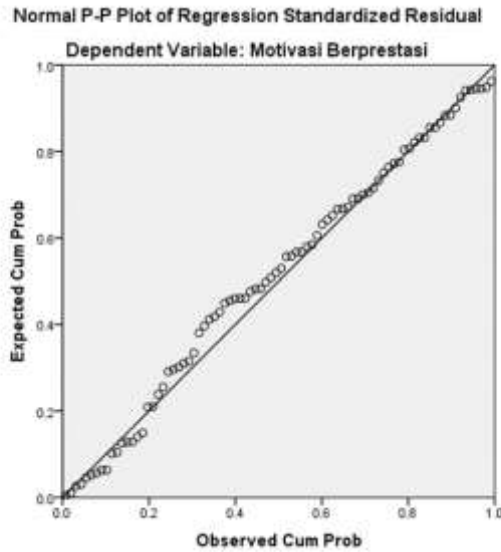
1. Normality Test



Source: Research Results, 2022 (data processed)

**Figure 1. Histogram of Sub-Structure Normality Test I**

The graph in Figure 1 shows a balanced curve, so the data is declared to be normally distributed.



Source: Research Results, 2022 (data processed)

**Figure 2. P-P Normality Test Plot Sub-Structure I**

The dots in Figure 2 that spread out and follow the diagonal line show the data being distributed normally. Furthermore, the Kolmogorov-Smirnov test was carried out with a significance value criterion of  $> 0.05$  so that the data was declared normal.

**Table 1. Kolmogorov Smirnov Sub-Structure Test I**

| <b>One-Sample Kolmogorov-Smirnov Test</b>   |                |                         |
|---|----------------|-------------------------|
|   |                | Unstandardized Residual |
| N   |                | 84                      |
| Normal Parameters <sup>a,b</sup>  | Mean           | .0000000                |
|   | Std. Deviation | 1.36884495              |
| Most Extreme Differences  | Absolute       | .079                    |
|   | Positive       | .046                    |
|   | Negative       | -.079                   |
| Test Statistic  |                | .079                    |
| Asymp. Sig. (2-tailed)  |                | .200 <sup>c,d</sup>     |
| a. Test distribution is Normal.<br>b. Calculated from data.<br>c. Lilliefors Significance Correction.<br>d. This is a lower bound of the true significance. |                |                         |

Source: Research Results, 2022 (data processed)

The results of the Kolmogorov-Smirnov test showed an Asymp.Sig value of 0.200 ( $>0.05$ ), so that the data on sub-structure I was declared to be normally distributed.

2. Multicollinearity Test

Table 2. Sub-Structure I Multicollinearity Test

| Coefficients <sup>a</sup> |  |            |                           |      |       |                         |      |       |
|---------------------------|--|------------|---------------------------|------|-------|-------------------------|------|-------|
| Model                     | Unstandardized Coefficients              |            | Standardized Coefficients | t    | Sig.  | Collinearity Statistics |      |       |
|                           | B  | Std. Error | Beta                      |      |       | Tolerance               | VIF  |       |
| 1                         | (Constant)                               | 2.984      | 1.857                     |      | 1.607 | .112                    |      |       |
|                           | Implementation of <i>e-HRIS</i> (Simpeg) | .176       | .080                      | .171 | 2.195 | .031                    | .293 | 3.417 |
|                           | Work Ethic                               | .149       | .062                      | .226 | 2.402 | .019                    | .201 | 4.987 |
|                           | Motivation to Excel.                     | 1.033      | .182                      | .571 | 5.678 | .000                    | .175 | 5.703 |

a. Dependent Variable: Job Satisfaction

Source: Research Results, 2022 (data processed)

The results of the multicollinearity test in Table 4.12 show that all variables have a Tolerance > 0.1 and VIF < 10, so that the regression model is declared free of multicollinearity.

3. Uji Heteroskedastisitas

Tabel. 3. Uji Glejser Sub-Struktur I

| Coefficients <sup>a</sup> |  |            |                           |       |        |      |
|---------------------------|--|------------|---------------------------|-------|--------|------|
| Model                     | Unstandardized Coefficients              |            | Standardized Coefficients | t     | Sig.   |      |
|                           | B  | Std. Error | Beta                      |       |        |      |
| 1                         | (Constant)                               | 2.826      | .619                      |       | 4.567  | .000 |
|                           | Implementation of <i>e-HRIS</i> (Simpeg) | -.015      | .026                      | -.105 | -.596  | .553 |
|                           | Work Ethic                               | -.021      | .016                      | -.220 | -1.248 | .215 |

a. Dependent Variable: Abs\_Res1

Source: Research Results, 2022 (data processed)

The Glejser test showed that all variables had a significance of > 0.05, so that the regression model was declared free of heteroscedasticity.

**Persamaan Regresi Sub-Struktur I**

Table 4. Sub-Structure Regression Test I

| Coefficients <sup>a</sup> |                          |                |            |             |       |      |
|---------------------------|--------------------------|----------------|------------|-------------|-------|------|
| Model                     |                          | Unstandardized |            | Standardize | t     | Sig. |
|                           |                          | B              | Std. Error | Beta        |       |      |
| 1                         | (Constant)               | 3.468          | 1.066      |             | 3.252 | .002 |
|                           | Implementation of e-HRIS | .189           | .044       | .332        | 4.265 | .000 |
|                           | Work Ethic               | .226           | .028       | .621        | 7.985 | .000 |

a. dependent variabel: Motivasi Berprestasi

Source: Research Results, 2022 (data processed)

The regression model of sub-structure I shows that both the application of e-HRIS (0.332) and work ethic (0.621) have a positive effect, so that the improvement of both will increase motivation to achieve.

**Sub-Structure Hypothesis Test I**

1. Partial Test (t-Test) Sub-Structure I

Table. 5 Partial Test of Sub-Structure I

| Coefficients <sup>a</sup> |                           |       |      |
|---------------------------|---------------------------|-------|------|
| Model                     |                           | t     | Sig. |
| 1                         | (Constant)                | 3.252 | .002 |
|                           | Penerapan e-HRIS (Simpeg) | 4.265 | .000 |
|                           | Etos Kerja                | 7.985 | .000 |

a. dependent variabel: Motivasi Berprestasi

Source: Research Results, 2022 (data processed)

The partial hypothesis test showed that both the application of e-HRIS and work ethic had a tcal value of > ttable and a significance of 0.000, so that both had a significant effect on achievement motivation.

2. Uji Koefisien Determinasi Sub-Struktur I

Tabel 6. Uji Koefisien Determinasi Sub-Struktur I

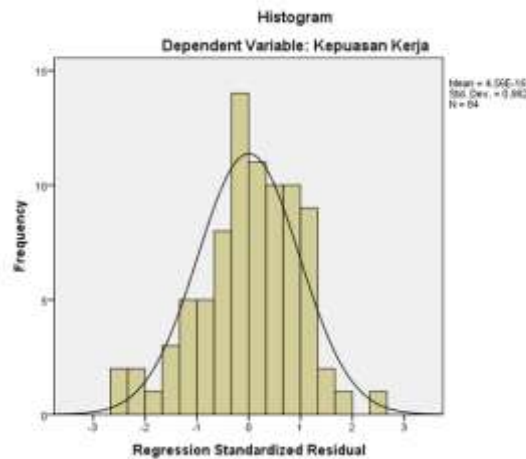
| Model Summary <sup>b</sup> |                   |          |            |               |
|----------------------------|-------------------|----------|------------|---------------|
| Model                      | R                 | R Square | Adjusted R | Std. Error of |
| 1                          | .908 <sup>a</sup> | .825     | .820       | 1.386         |

a. Predictors: (Constant), Etos Kerja, Penerapan e-HRIS  
 b. dependent variabel: Motivasi Berprestasi

Source: Research Results, 2022 (data processed)

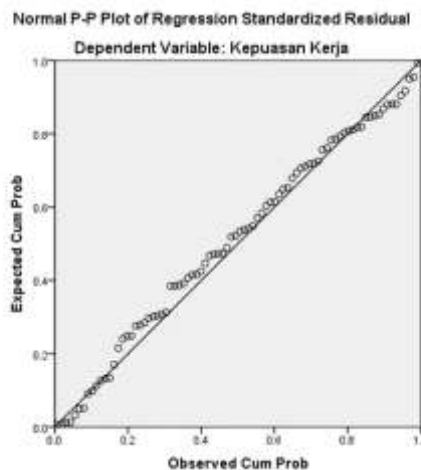
**Classical Assumption Test Sub Structure II**

1. Normality Test



Source: Research Results, 2022 (data processed)  
**Figure 3. Histogram of Sub-Structure Normality Test II**

A balanced graph with no right or left bias indicates that the data is distributed normally.



Source: Research Results, 2022 (data processed)  
**Figure 4. P-P Sub-Structure Normality Test Plot II**

The point following the diagonal line shows the data being normally distributed, and this is reinforced by the Kolmogorov-Smirnov test which requires a significance value of > 0.05.

Table. 7 Kolmogorov Smirnov Sub-Structure II Test

| <b>One-Sample Kolmogorov-Smirnov Test</b> |                |                         |
|---|----------------|-------------------------|
|   |                | Unstandardized Residual |
| N   |                | 84                      |
| Normal Parameters <sup>a,b</sup>          | Mean           | .0000000                |
|   | Std. Deviation | 2.22795905              |
|   | Absolute       | .073                    |

|   |          |                     |
|---|----------|---------------------|
| Most Extreme Differences  | Positive | .055                |
|   | Negative | -.073               |
| Test Statistic  |          | .073                |
| Asymp. Sig. (2-tailed)  |          | .200 <sup>c,d</sup> |
| a. Test distribution is Normal.<br>b. Calculated from data.<br>c. Lilliefors Significance Correction.<br>d. This is a lower bound of the true significance. |          |                     |

Source: Research Results, 2022 (data processed)

The Asymp.Sig (2-tailed) value of 0.200 in the Table indicates that the sub-structure II data is normally distributed because it exceeds 0.05.

2. Multicollinearity Test

Table 8. Sub-Structure Multicollinearity Test II

| Coefficients <sup>a</sup> |                                    |                             |            |                           |       |      |                         |       |
|---------------------------|------------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model                     |                                    | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|                           |                                    | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1                         | (Constant)                         | 2.984                       | 1.857      |                           | 1.607 | .112 |                         |       |
|                           | Implementation of e-HRIS (Slmpege) | .176                        | .080       | .171                      | 2.195 | .031 | .293                    | 3.417 |
|                           | Work Ethic                         | .149                        | .062       | .226                      | 2.402 | .019 | .201                    | 4.987 |
|                           | Motivation to Excel.               | 1.033                       | .182       | .571                      | 5.678 | .000 | .175                    | 5.703 |

a. Dependent Variable: Job Satisfaction

Source: Research Results, 2022 (data processed)

All independent variables have a Tolerance > 0.1 and a VIF of < 10, so the regression model is declared free of multicollinearity.

3. Heteroscedasticity Test

4.

Table 9. Sub-Structure Glazing Test II

| Coefficients <sup>a</sup> |            |                             |            |                           |       |      |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |            | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant) | 3.023                       | 1.128      |                           | 2.679 | .009 |

|                                 |  |       |      |       |       |      |
|---------------------------------|--|-------|------|-------|-------|------|
|                                 | Implementation of <i>e-HRIS</i> (Simpeg) | .040  | .049 | .167  | .824  | .413 |
|                                 | Work Ethic                               | -.024 | .038 | -.157 | -.641 | .523 |
|                                 | Motivation to Excel.                     | -.064 | .111 | -.151 | -.576 | .566 |
| a. Dependent Variable: Abs_Res2 |  |       |      |       |       |      |

Source: Research Results, 2022 (data processed)

The Glejser test showed that all variables had a significance of > 0.05, so that the regression model was declared free of heteroscedasticity.

**Sub-Structure Regression Equation II**

Table 10. Sub-Structure Regression Test II

| Coefficients <sup>a</sup>               |  |                             |            |                           |       |      |
|---|--|-----------------------------|------------|---------------------------|-------|------|
| Model                                   |  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|   |  | B                           | Std. Error | Beta                      |       |      |
| 1                                       | (Constant)                               | 2.984                       | 1.857      |                           | 1.607 | .112 |
|   | Implementation of <i>e-HRIS</i> (Simpeg) | .176                        | .080       | .171                      | 2.195 | .031 |
|   | Work Ethic                               | .149                        | .062       | .226                      | 2.402 | .019 |
|   | Motivation to Perform                    | 1.033                       | .182       | .571                      | 5.678 | .000 |
| a. Dependent Variable: Job Satisfaction |  |                             |            |                           |       |      |

Source: Research Results, 2022 (data processed)

Sub-structure regression model II shows that the application of *e-HRIS* (0.171), work ethic (0.226), and achievement motivation (0.571) all have a positive effect, so that the improvement of these three variables will increase job satisfaction.

**Sub-Structure Hypothesis Test II**

1. Partial Test (t-Test) Sub-Structure II

Table. 11 Sub-Structure Partial Test II

| <b>Coefficients<sup>a</sup></b>              |                                  |        |      |
|--|----------------------------------|--------|------|
| Model  |                                  | t      | Sig. |
| 1  | (Constant)                       | 1.607  | .112 |
|  | Penerapan <i>e-HRIS (Simpeg)</i> | -2.195 | .031 |
|  | Etos Kerja                       | 2.402  | .019 |
|  | Motivasi                         | 5.678  | .000 |
| a. <i>dependent</i> variabel: Kepuasan Kerja |                                  |        |      |

Source: Research Results, 2022 (data processed)

The partial hypothesis test showed that the application of e-HRIS, work ethic, and achievement motivation each had a *t* table > calculation with a significance value of < 0.05, so that all three had a significant effect on job satisfaction.

2. Sub-Structure Determination Coefficient Test II

Table. 12 Sub-Structure Determination Coefficient Test II

| <b>Model Summary<sup>b</sup></b>   |                   |          |            |               |
|--|-------------------|----------|------------|---------------|
| Model  | R                 | R Square | Adjusted R | Std. Error of |
| 1  | .926 <sup>a</sup> | .858     | .853       | 2.269         |
| a. Predictors: (Constant), Motivation for Achievement, Implementation of <i>e-HRIS (Simpeg)</i> , Work Ethic |                   |          |            |               |
| b. <i>dependent</i> variabel: Job Satisfaction   |                   |          |            |               |

Source: Research Results, 2022 (data processed)

The Adjusted R Square value of 0.858 showed that Work Ethic, Implementation of e-HRIS, and Achievement Motivation explained 85.8% of the variance in Job Satisfaction, while the remaining 14.2% was influenced by other factors outside the study.

**DISCUSSION**

Based on the results of the path analysis, achievement motivation is proven to be an intervening variable in the relationship between work ethic and job satisfaction. The indirect influence of work ethic on job satisfaction through achievement motivation is stronger than the direct influence, so the seventh hypothesis is accepted. These findings are in line with research by Gheitani et al. (2018) who stated that motivation is able to mediate the relationship between work ethic and job satisfaction.

A high work ethic—characterized by a centrality to work, effective use of time, and the belief that success is achieved through hard work—drives the emergence of motivation to excel. Civil servants with a good work ethic tend to set challenging work targets, have a high sense of responsibility, and are open to feedback. This motivation then increases job satisfaction through the achievement of targets, supervisory attention, promotion opportunities, and increased work morale.

## CONCLUSIONS AND RECOMMENDATIONS

Research shows that the implementation of e-HRIS (Simpeg), work ethic, and achievement motivation have a positive and significant effect on achievement motivation and job satisfaction, including through the mediation relationship of achievement motivation.

### *Recommendations*

BKD Provsu needs to increase the adaptation of civil servants to e-HRIS through socialization, evaluation, and assistance so that the use of the system is more optimal and able to encourage motivation and performance. In addition, agencies need to improve the transparency of the promotion system because uneven information reduces job satisfaction; The use of assessment modules in e-HRIS can support objective and fair talent management.

## FURTHER STUDY

For future researchers, it should be to expand the research variables in order to get even better results, such as using motivational theory from Victor Vroom which states that a person's actions tend to be carried out because a person expects the results he wants to get.

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