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Evaluation of HRMS Success Using DeLone & McLean

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ABSTRACT

Digital transformation has become a strategic step to improve operational efficiency, particularly in human resource management. PT XYZ, which has implemented HRMS, faces challenges such as system errors that disrupt the company's mission to enhance employee welfare. This study aims to evaluate the success of HRMS implementation at PT XYZ using the DeLone and McLean (2003) model, which includes six dimensions: system quality, information quality, service quality, usage, user satisfaction, and net benefits. A quantitative approach with PLS-SEM is used, and data is obtained through a survey. The sample consists of 211 respondents selected through simple random sampling. The analysis results show that system quality, information quality, and service quality significantly affect usage and user satisfaction, which contribute to the net benefits experienced by the organization. However, system quality does not significantly affect user satisfaction, and net benefits do not significantly affect usage. These findings provide insights for PT XYZ to improve the quality of HRMS and optimize system usage.

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1. Introduction

Digital transformation has become a key topic in research in the fields of business and management. Various studies emphasize the importance of adopting digital technologies to enhance operational efficiency and drive innovation within organizations [1]. This transformation is not just about adopting new technologies, but also encourages companies to reshape their business models to become more flexible and responsive to environmental changes and technological advancements [2]. One area that has undergone significant changes is human resource management, where information technology is now integrated with managerial procedures to improve operational efficiency and workforce effectiveness in accordance with Law No. 13 of 2003, which regulates labor aspects [3].

Human Resource Management System (HRMS) is software designed to support the management of human resources within an organization [4]. PT XYZ is one of the companies that has implemented HRMS over the past two years to enhance its human resource management. However, several challenges remain, such as employees' difficulty in operating the system due to a complicated interface, system performance slowing down when accessed by many users simultaneously, and search filters not meeting expectations, causing some employees to struggle in accessing the required data. These issues indicate that the HRMS at

PT XYZ needs to be evaluated to function more optimally in supporting the company's mission to improve the welfare of all stakeholders.

Several studies have applied the DeLone and McLean Model (2003) to assess the effectiveness of mandatory information systems. For instance, the research by Gustyari et al. utilized this model to evaluate the success of the Regional Management Information System (SIMDA) implementation in Langsa City [5]. Similarly, Meilania et al. adopted the DeLone and McLean Model (2003) to examine the success of the Academic Information System [6]. Aisya & Amalina (2021) also used the same model to assess the implementation of e-invoice software at PT XYZ [7]. From the literature review, it is evident that the DeLone and McLean Model (2003) has been widely used as a framework to evaluate the success and impact of mandatory information system deployments in diverse organizations. This research builds upon this foundation to evaluate the success of HRMS implementation at PT XYZ.

This study seeks to assess the effectiveness of HRMS implementation at PT XYZ using the DeLone and McLean (2003) model. The research aims to enhance the efficiency of human resource management processes. It will also identify challenges, such as difficulties in interface usability, slow system performance, and issues related to access rights and search filters. The outcome of this study will contribute to improving HRMS performance at PT XYZ and provide valuable insights for other organizations implementing or evaluating similar information systems to support organizational success.

2. Research Method

2.1. Observation Study

Observation is one of the data collection methods that not only measures the attitudes of respondents but can also be used to record various phenomena that occur, such as situations and conditions[8]. This study begins with identifying the main problem to be researched, as well as determining the objectives and scope of the study. Problem formulation is carried out to understand the background of the observed phenomenon. The observation study is conducted directly at PT XYZ to examine the HRMS system, by observing the system's usage and collecting feedback from the admins and employees involved regarding their experiences. This approach provides a direct insight into how the system is used and any issues faced by users.

2.2. Problem Identification

Problem identification is the process of recognizing the underlying causes based on existing theories, previous research findings through reading journals, or based on logic[8]. This stage aims to identify the issues underlying the research, as outlined in the background. The implementation of the HRMS at PT XYZ aims to improve the efficiency and effectiveness of human resource management; however, in its implementation, several technical issues have arisen. Some of the problems found include employees' difficulties in using the system, slow access when many users are online, and misconfigured access rights that disrupt the operation of the HRMS.

2.3. Literature Review

According to experts, the literature review is a collection of relevant readings related to the research object that has been previously studied, used to analyze the research object being examined[8]. The literature study also plays a role in developing the conceptual and methodological frameworks that form the basis for the research to be conducted. The sources of information used in this study include various references such as scientific articles, books, news reports, and other literature related to the topic of HRMS system success analysis. It also helps identify gaps in the existing research, ensuring the study's relevance and alignment with current trends.

2.4. Conceptual Model Development

The DeLone and McLean model of 2003, which refines the Information System Success Model from 1992 [9], offers an expanded framework for evaluating the success of information systems. This model, introduced by DeLone & McLean in 2003, aims to assess the effectiveness of these systems. [10]. It defines six key dimensions that affect the success of an information system: system quality, information quality, usage, user satisfaction, individual impact, and organizational impact. The enhancement of this model provides a more in-depth evaluation of the factors that contribute to the effectiveness and impact of information systems within an organization

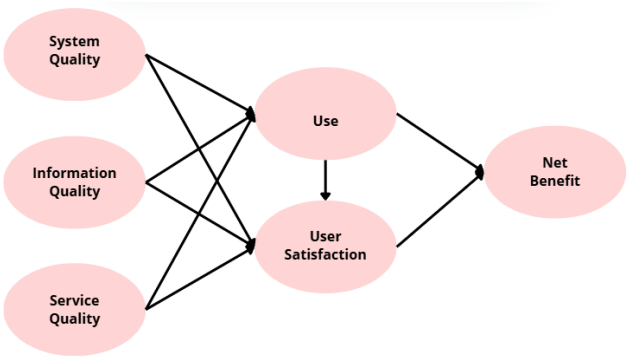

Figure 1. Conceptual Model

Figure 3.2 presents the conceptual model utilized in this research, which is derived from prior studies and shaped by the literature review carried out. It is then modified to fit the specific context of the HRMS information system. The model encompasses six core elements, which include:

a. System quality pertains to users' evaluations of the HRMS software's performance.
b. Information quality refers to the accuracy, timeliness, completeness, and presentation of the data produced by the system.
c. Service quality measures users' perceptions of the assistance and services offered by administrators, developers, and IT support teams.
d. Use reflects the frequency and extent of HRMS system usage.
e. User satisfaction captures the feedback and reactions users provide after interacting with the system.
f. Net benefit outlines users' views on the advantages of using HRMS, both on an individual level.

2.5. Hypothesis Development

A hypothesis is a provisional statement proposed to be tested for its validity in research, based on theory and previous studies [11]. The development of the hypothesis in this study is based on the conceptual model that has been developed, which links the existing variables to test the success of HRMS implementation.

Tabel 1. Hipotheses

	Hipotheses
H1	Use is positively and significantly impacted by system quality.
H2	User satisfaction is positively and significantly impacted by system quality.
H3	Use is positively and significantly impacted by information quality.
H4	User satisfaction is positively and significantly impacted by information quality.
H5	Use is positively and significantly impacted by service quality.
H6	User satisfaction is positively and significantly impacted by service quality.
H7	User is positively and significantly impacted by use.
H8	Use significantly and favorably affects net benefit.
H9	Net benefit is positively and significantly impacted by user satisfaction.

2.6. Data Collection Techniques

The data collection technique in this study uses a quantitative approach to evaluate the success of the HRMS through the DeLone & McLean (2003) model. Focusing on collecting data in numerical form and applying diagram analysis to test the predefined hypotheses [12]. To achieve this, primary data is collected through the distribution of questionnaires to PT XYZ employees, both online and offline. In addition, secondary data is also obtained from literature such as journals, books, scientific articles, and related documents that support this research. By combining both types of data, this study aims to ensure the validity and reliability of the results in accordance with the established objectives.

2.7. Population and Sample

Based on the data collected from PT XYZ, the total number of HRMS system users in the company at the time of this research was 370 employees distributed across various branches. This study employed a probability sampling technique using simple random sampling. The minimum sample size was calculated using the Slovin formula, with a 95% confidence level and a 5% margin of error. According to the calculation, the required sample size was approximately 192 respondents, which was rounded to 192.

2.8. Pre-Questionnaire Testing

In this thesis, an initial questionnaire test was carried out to evaluate the validity and reliability of the research instrument before it was distributed to a broader set of respondents. The results of the pre-questionnaire testing indicated that all indicators were valid, as the calculated r value exceeded the critical r value (0.361), and both Cronbach's Alpha and Composite Reliability values were greater than 0.7, which is deemed suitable for exploratory research.

2.9. Data Analysis and Processing

The data collected will be analyzed quantitatively using two main statistical methods, namely descriptive statistics and inferential statistics. Descriptive statistics will describe the distribution of the questionnaire results, while inferential statistics will be used to test the hypotheses proposed in this study using SEM-PLS. The primary purpose of inferential analysis is to generalize the findings from the sample to a larger population, allowing the testing of the hypotheses formulated in the research [13]. This analysis includes the evaluation of the model (outer model), structural model (inner model), and hypothesis testing based on data obtained from respondents and processed using SmartPLS 4 software.

3. Result and Discussion

3.1. Respondent Demographic Data

The demographic data of the respondents were analyzed to determine the distribution based on divisions and ensure a representative sample. Out of a total of 211 respondents, data cleaning was performed using Google Colab to ensure validity, including removing 6 respondents with invalid answers or missing values, resulting in 205 valid respondents. The demographic analysis shows that the majority of respondents are male, with 116 individuals, and the 17-27 age group dominates with 97 respondents. Based on departments, the largest number of respondents came from Marketing with 38 individuals, followed by IT with 18, HRD with 15, and Finance with 12, with distribution covering various job functions in the organization. This provides an overview of the experiences and perceptions of HRMS users from diverse backgrounds and generations.

3.2. Outer Model

The outer model depicts how latent constructs are related to the indicators that measure them directly[14]. In this research, testing the outer model ensures that the tools used align with the standards of validity and reliability, thus representing the constructs accurately. The evaluation of the outer model involves assessing three main factors: convergent validity, discriminant validity, and reliability. This process is essential for verifying the precision and consistency of the conducted measurements.

3.2.1. Convergent Validity

Convergent validity is a component of the outer model that aims to assess how well the indicators within a construct can consistently explain the intended variable [15]. In the PLS-SEM approach, convergent validity is evaluated using two main criteria: the outer loading value and the Average Variance Extracted (AVE) [15].

Tabel 2. The results of outer loading and AVE

Indikator	Outer Loding	AVE
	System Quality	
SQ1	0.772	0.546
SQ2	0.783	
SQ3	0.735	
SQ4	0.720	
SQ5	0.717	
SQ6	0.703	
	Information Quality	
IQ1	0.795	0.611
IQ2	0.747	

Indikator	Outer Loding	AVE
IQ3	0.708	
IQ4	0.834	
IQ5	0.835	
IQ6	0.732	
IQ7	0.783	
IQ8	0.810	
	Service Quality	
SV1	0.701	0.604
SV2	0.783	
SV4	0.805	
SV5	0.763	
SV6	0.826	
SV7	0.780	
	Use	
U1	0.836	0.632
U2	0.718	
U3	0.830	
U4	0.810	
U5	0.774	
	User Satisfaction	
US1	0.746	0.583
US2	0.712	
US3	0.756	
US4	0.824	
US5	0.775	
	Net Benefit	
NB1	0.838	0.633
NB2	0.753	
NB3	0.767	
NB4	0.822	

Convergent validity is considered satisfied when the outer loading value for each indicator exceeds 0.70, which reflects a strong relationship between the indicator and its corresponding latent construct [15]. The outer loading analysis shown in Table 2 indicates that all indicators for each construct surpass the minimum required threshold of 0.70. Additionally, the acceptable AVE (Average Variance Extracted) value should be above 0.50, suggesting that the construct accounts for at least 50% of the variance in the associated indicators [15]. All constructs in Table 2 have AVE values greater than 0.50, confirming that each construct meets this requirement. With both outer loading and AVE values being fulfilled, it can be concluded that the measurement model exhibits strong convergent validity.

3.2.2. Discriminant Validity

In order to evaluate a reflective measurement model, discriminant validity is crucial since it guarantees that a construct is distinct from other constructs in the model [16]. More precisely, it determines if a construct measures its intended function accurately and does not overlap with other unique constructs. The Fornell and Larcker (1981) criterion, which stipulates that a construct's AVE value must be higher than the squared correlation between that construct and any other construct in the model, is a frequently employed technique for evaluating discriminant validity [16].

Tabel 3. The results of Fornell-Larcker est

	IQ	NB	SQ	SV	U	US
IQ	0.782					
NB	0.632	0.796				
SQ	0.708	0.629	0.739			
SV	0.770	0.703	0.697	0.777		
U	0.614	0.650	0.609	0.596	0.795	
US	0.758	0.722	0.661	0.706	0.615	0.763

According to Table 3, the square root of the AVE values for each construct is greater than the correlation values with other constructs. This suggests that each construct is more strongly related to its own indicators than to the other constructs.

3.3.3. Reliability

Reliability is an important indicator for measuring the extent to which indicators within a construct maintain good internal consistency. In the PLS SEM approach, reliability is typically assessed through key indicators such as Cronbach's alpha and composite reliability. These measurements ensure that the construct's indicators are consistent and reliable across different samples. Evaluating reliability helps confirm the stability and dependability of the measurement model, which is essential for drawing valid conclusions.

Tabel 4. The results of the reliability test

Variable	Cronbach's Alpha	Composite Reliability	Result
IQ	0.909	0.926	Reliabel
NB	0.806	0.873	Reliabel
SQ	0.834	0.878	Reliabel
SV	0.868	0.901	Reliabel
U	0.854	0.895	Reliabel
US	0.821	0.874	Reliabel

Composite Reliability and Cronbach's alpha values ≥ 0.7 are regarded as acceptable [15]. All of the constructions had Cronbach's alpha values above 0.70, with the information quality construct having the highest value at 0.909, per the data in Table 4. Furthermore, the composite reliability values, which vary from 0.873 to 0.926, are within the advised range. Each of these values is higher than the 0.70 minimal criterion. It may be inferred that all of the model's components are trustworthy and consistent in evaluating the latent variables because Cronbach's alpha and composite reliability both satisfy the necessary requirements.

3.3. Inner Model

The inner model, also known as the structural model, aims to assess the causal relationships between constructs or latent variables in a study [14]. This evaluation helps determine how well the hypothesized relationships align with empirical data and measures the strength of the relationships between constructs. The assessment focuses on R-square and f-square values to identify the quality of the structural model and the predictive strength between constructs.

Tabel 5. R-square Values

Variable	R-square	Result
Net Benefit	0.589	Moderate
Use	0.452	Weak
User Satisfaction	0.640	Moderate

The coefficient of determination (R^2) serves as a key indicator for assessing the PLS-SEM structural model. It illustrates the extent to which the variance in the endogenous constructs is accounted for by the exogenous constructs within the model [15]. Typically, R^2 values are classified into three levels: high ≥ 0.75, moderate ≥ 0.50, and weak ≥ 0.25 [15]. Referring to Table 5, the R^2 values demonstrate the effectiveness of exogenous constructs in explaining the dependent variables within the model. The net benefit variable exhibits an R^2 of 0.589, which signifies that 58.9% of its variation is explained by other constructs, placing it in the moderate category. The user satisfaction variable, with an R^2 of 0.640, indicates that 64.0% of the variance in user satisfaction is explained by exogenous constructs, also falling under the moderate classification. In contrast, the use construct has an R^2 of 0.452, meaning only 45.2% of the variation in system usage is accounted for, which is considered weak.

Tabel 6. F-square Values

Hipotheses	F square	Result
IQ → U	0.043	Weak Effect
IQ → US	0.157	Moderate Effect
SQ → U	0.068	Weak Effect
SQ → US	0.020	No Effect
SV → U	0.025	Weak Effect
SV → US	0.040	Weak Effect
U → US	0.166	Moderate Effect
U → NB	0.041	Weak Effect
US → NB	0.405	High Effect

F-Square (f^2) or effect size is a measure used to assess the specific contribution of exogenous constructs to endogenous constructs in a structural model. Cohen (1988) classifies the f^2 size into three

categories: small (0.02), moderate (0.15), and large (0.35) [17]. Based on the f-square (f^2) calculation results in Table 6, the user satisfaction construct has an f^2 value of 0.405 against net benefit, indicating a large effect. The information quality construct against user satisfaction and use against net benefit have f^2 values of 0.157 and 0.166, respectively, indicating a moderate effect. Several constructs, such as information quality against use, system quality against use, and service quality against user satisfaction, have f^2 values above 0.02, showing a small but still significant effect. Finally, the system quality construct against user satisfaction has an f^2 value of 0.020, indicating a very small effect that can be considered insignificant.

3.3. Hypothesis Testing

Hypothesis testing is conducted to determine the extent to which the relationships between variables in this research model have a statistically significant impact. The analysis process uses the PLS SEM approach with the help of SmartPLS software version 4.0.9.9. The technique applied in this analysis is bootstrapping, a method that generates original sample values and p-values. These values are used to determine whether the relationships between variables are significant and whether the proposed hypotheses can be accepted or rejected.

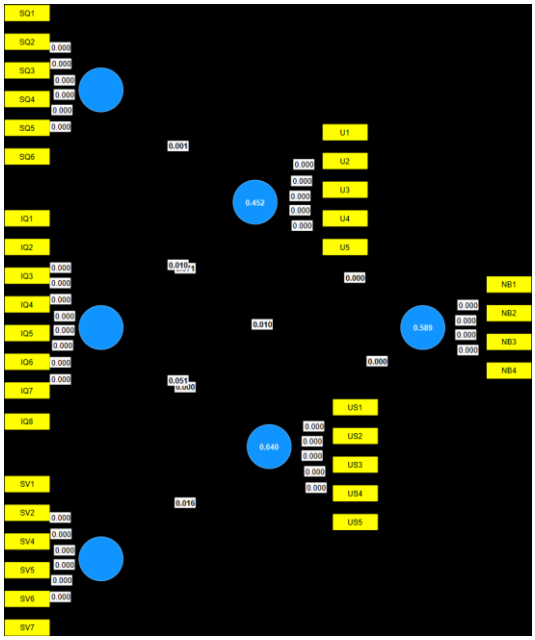

Figure 2. Diagram of the structural model in SEM analysis

Figure 2 shows the results of hypothesis testing using the bootstrapping method. This test analyzes the path coefficients to assess the impact of each independent variable on the dependent variable. Hypotheses are accepted or rejected based on the original sample values and p-value, with relationships considered significant if the p-value is less than 0.05 at a 5% significance level [18]. The results of this data processing provide information used to address the previously formulated hypotheses, and are summarized in more detail in Table 7, which contains the relationships between variables and relevant statistical values as the basis for decision-making.

Tabel 7. Results of hypothesis testing

Hipotheses		O	P-Value	Result
Hp	**Jalur**			
H1	SQ → U	0.291	0.001	Accepted
H2	SQ → US	0.130	0.071	Not Accepted
H3	IQ → U	0.259	0.010	Accepted
H4	IQ → US	0.410	0.000	Accepted
H5	SV → U	0.194	0.051	Not Accepted
H6	SV → US	0.202	0.016	Accepted
H7	U → US	0.164	0.010	Accepted
H8	U → NB	0.332	0.000	Accepted
H9	US → NB	0.518	0.000	Accepted

The results for hypothesis H1 show that system quality has a strong positive effect on usage. In other words, when users feel the system is of better quality, they are more likely to use it. This is consistent with

previous research [6], which also found that better system quality encourages more use, particularly in mandatory systems. For hypothesis H2, the results suggest that system quality doesn't have a significant impact on user satisfaction, with a sample value of 0.130 and a p-value of 0.071. While the quality of the system might influence the user experience, the findings of this study suggest that it's not enough on its own to boost overall user satisfaction. This could be because the HRMS system is mandatory, meaning users have to use it even if they aren't happy with its quality. Other studies also support this idea, showing that system quality doesn't always significantly affect user satisfaction, especially when the system is mandatory [19].

The findings support hypothesis H3, indicating that information quality significantly and favorably influences the frequency of usage of the HRMS system (p-value = 0.010, sample value = 0.259). This implies that consumers are more inclined to interact with the system when the quality of the information is higher. This is consistent with other studies [20], which emphasized the value of high-quality information in promoting system use. With a sample value of 0.410 and a p-value of 0.000 for hypothesis H4, the results further demonstrate that user happiness is considerably impacted by the quality of the content. Users are more satisfied when the quality of the information is higher, which is consistent with previous research [21] that highlights the importance of information quality in guaranteeing users' pleasure with the system..

The results for hypothesis H5 indicate that there is no significant relationship between service quality and system usage, with a sample value of 0.194 and a p-value of 0.051. Although service quality and utilization are positively correlated, this relationship is not significant enough to significantly alter how users interact with the system. This might be the case because other elements, such as the system's requirement, have a greater influence on how frequently it is used. Additionally, prior research indicates that although service quality is important, system usage is frequently more strongly influenced by the requirement to use it.

However, for hypothesis H6, the data demonstrate that, with a sample value of 0.202 and a p-value of 0.016, service quality does significantly affect consumer happiness. This implies that users are more satisfied when the quality of the service is higher, which is consistent with previous research [22] that emphasizes the significance of service quality in raising user satisfaction.

With a sample p value of 0.164 and a p-value of 0.010, the results for H7 demonstrate that system utilization has a positive and substantial impact on user satisfaction. Accordingly, users' contentment rises when they use the system more frequently, which is consistent with earlier research showing that more use directly raises satisfaction levels [23]. With a sample value of 0.332 and a p-value of 0.000, the test for H8 demonstrates that consumption has a significant impact on net benefits. Users perceive more benefits from the system the more they use it, which is consistent with previous study that found frequent usage of the system increases reported benefits [24].

Finally, with a sample value of 0.518 and a p-value of 0.000, the results for H9 demonstrate that user satisfaction significantly and favorably influences net benefits. This implies that users will see more benefits from the system if they are more satisfied. This is in line with earlier study [25]. which emphasizes how crucial user pleasure is to maximizing the advantages users receive from the system.

4. Conclusion

The results of this study indicate that the perceived advantages that users have experienced attest to the efficacy of the HRMS installation at PT XYZ. System utilization and user satisfaction are greatly impacted by elements including system quality, information quality, and service quality. Nonetheless, it seems that there are negligible relationships between system quality and user pleasure and between service quality and usage. The users' familiarity with the current system and its services could be one reason for this lack of relevance. Thus, continuous use and user satisfaction are critical for optimizing the advantages of the HRMS, even though system, information, and service quality are still crucial.

Future investigations could explore additional variables to further understand the factors that contribute to the success of the HRMS, particularly considering the weak correlations between some of the key elements. Moreover, a more detailed examination of user demographics, including work experience and usage history, might provide valuable insights into how these factors affect both the usage and satisfaction with the HRMS.

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