

The Influence of Sustainable Human Resources Information System, Self-Efficacy, and Organizational Citizenship Behavior on the Civil Servant's Performance of The Ministry of State Secretary of the Republic of Indonesia

Sihol Situngkir

Faculty of Economics And Business, Jambi University, Sumatera, Indonesia.

Corresponding author: sihol_situngkir@yahoo.co.id

© Authour(s)

OIDA International Journal of Sustainable Development, Ontario International Development Agency, Canada

ISSN 1923-6654 (print) ISSN 1923-6662 (online) www.oidaijdsd.com

Also available at <http://www.ssrn.com/link/OIDA-Intl-Journal-Sustainable-Dev.html>

Abstract: This paper investigates: firstly, brief descriptions and advantages of sustainable human resource information system (SHRIS) and electronic government (egov) as well as performance of the civil servants at the Ministry State Secretary of the Republic of Indonesia; secondly, to analyze the influence of sustainable human resource information system, self-efficacy, organizational citizenship behavior (OCB) on performance of the civil servants at the Ministry State Secretary of the Republic of Indonesia; thirdly, strategic implications of sustainable human resource information system on electronic government (egov). A survey method was used to cover information and gather primary data from a sample of 156 civil servants at the Ministry State Secretary of the Republic of Indonesia. Structural Equation Modelling (SEM) was used for the statistical analysis. The findings of this research are based on the hypotheses that sustainable human resource information system, self-efficacy, organizational citizenship behavior positively and significantly influence on performance of the civil servants at the Ministry State Secretary of the Republic of Indonesia. This research found that 66.26% of changes in the performance of the civil servants was caused by sustainable human resource information system, self-efficacy, organizational citizenship behavior. While 33.74% of the changes caused by other factors which were not observed in this research. The research finding indicates that self-efficacy as well as organizational citizenship behavior have strong influences on performance of the civil servants at the Ministry State Secretary of the Republic of Indonesia. So, it is a critical time to suggest that the management of the Ministry State Secretary of the Republic of Indonesia needs to pay close attention to design training and development of the human resources by investing more budgets go for digital information and technology applications to execute better human resource information system and electronic government in achieving good governance.

Keywords: Human resource information system, self-efficacy, organizational citizenship behavior, civil servant's performance, electronic government, good governance, the Ministry of State Secretary of the Republic of Indonesia.

Introduction

Sustainable human resources management has become a recent issue to be discussed seriously today in both public organization and private organization. The key issue related to sustainability on strategic action like allocating sufficient budget on the application of human resource information system (HRIS). Briefly, in facing modern government, a sustainable concept becomes an interesting issue to be observed and discussed today in Indonesia. However, the issue is not only intended to of Information and technology application budget, the capacity of human resources in general and civil servants in the government offices are vital in order to execute public services.

In fact, academicians have pursued a number of research in relation to the application of human resource information system as a sustainable concept. As an example that the international research has revealed a statement that “*a paradigm shift is evolving in people management policies and practices that aim to integrate HRM with sustainability*” (Westerman et. al., 2018) dan “*human resource investment as a very important and significant policies, strategy and efforts in developing HRIS and sustainable HRM in any organizations today and in future*” Sustainable human resource information system (SHRIS) has become a leverage of effective human resource management practices today (Sihol Situngkir, 2017). Electronic government had become the target of Indonesian government since 2003. Egov is very important and useful in order to increase civil servant’s performance as well as to reach clean and good government in Indonesia. Therefore, in fact a number of governors in Indonesia have been serious to implement this egov projects such as DKI Province Jakarta, West Java Province, East Java Province and Provinsi Jawa Timur and many other government insitutions.

In following up the Indonesian government policies on the electronic government (e-government) in general, specifically in the recent application in relation to recruitment and selection of new civil servant candidates. It seems that the application of human resource information system (HRIS) is still new however it is quite interesting to be researched. Besides, so many cases that civil servants tend to execute their formal job function and task compared to organizational citizenship behavior (OCB) that generally acquires spontaneous voluntary action. Any effects of HRIS on OCB is also interesting to test the correlation in the field.

Furthermore, the civil servant’s performance is also interesting to be related the issue of self-efficacy. The new civil servants today with the capacity of applying technology and information in the workplace have shown good energies and have changed mindsets in doing progressive function and task in relation to executing public services. Therefore, with so many recent studies in terms of self-efficacy, so this variable is quite important and useful for academic human resource management development discussion today. This study, therefore, extends to examine the influence of self-efficacy on the civil servant’s performance as well as on organizational citizenship behavior. Last but not least, in today’s fourth industrial revolution era, it is a critical time to relate organizational citizenship behavior on the civil servant’s performance as well this study.

Based on the phenomenon or current issues on human resource management practices, so the sustainability in human resource information system (HRIS) become a must, self-efficacy and organizational citizenship behavior (OCB) are important and useful to be observed and tested on this research. On account of these reasons, so the objectives of this study are to examine the influence of sustainable of HRIS, self-efficacy, and organizational citizenship on the civil servant’s performance of the Ministry of State Secretary of the Republic of Indonesia. Specifically, this research is designed to reveal the influence of sustainable of HRIS on the civil servant’s performance as well as on OCB; next to examine the influence of self-efficacy on the Civil servant’s performance and also on OCB and the least is to examine the influence of OCB on the civil servant’s performance at the Ministry of State Secretary of the Republic Indonesia.

Literature Review

Civil Servant’s (Employee) Performance

Performance is defined by as “a summary measure of the quantity and quality of task contributions made by an individual or group to the work unit and organization work” (Wood et al, 2001) while Manning (1998) defined performance as the result of natural ability, acquired skills, and the desire to achieve. Furthermore Bernardin and Russel (1993) define “performance as the record of outcomes produced on specified job function or activity during a specified time period”. This concept is related to individual performance that comprises both behavioral and an outcome aspect. In general theory of employee performance covers both quantity of work and quality of work. A number of indicators of employee performance was proposed by human resource management experts and of course a number of practitioners implemented and tested in practices with a popular key performance indicators (KPI). However, both theoretical point of view and practitioner’s way of thinking and breakthrough to reach at least two categories for KPIs, namely quantitative facts and qualitative values. Briefly, KPIs should follow the SMART criteria, namely specific, measurable, achievable, relevant, and time.

Sustainable Human Resource Information System (SHRIS)

Ceriello and Freeman (1991) argued that the term of human resource management system is a mouthful even for those who work with them every day, Some people use the term HRMS for short, Some refer to this type of a system as a human resource information system (HRIS), a personal data system, an employee information system, or staff data system. Whichever the term they use, more and more professionals who are responsible for employee-related record keeping are including computers as integral part of their management process. As defined by Snell and Bohlander (2010) that human resource information system (HRIS) as a computerized system that provides

current and accurate data for purposes of control and decision-making. They also argue that information and technology has, of course, changed the face of HRM in the United States and abroad. Organizations determined to improve productivity and lower costs. Moreover, as admitted by Bernardin and Russell (2013), the new workday HRIS system that includes a competency or skill inventory, a comprehensive recruiting system, and an elaborate performance management and development system. According to them, the best HRISs, workday being example, provide great flexibility for managing a global workforce for the process of recruiting, applicant tracking, hiring/placement, and even termination. Requisite components should have the following: 1). Applicant tracking for comparing the pool across the organization, job families, job profiles, and positions; 2). Managing the transition from applicant to employee (including temps); 3). Employee tracking with full worker histories, performance appraisal, and compensation, benefits, and Paid Time off (PTO)/leave history; 4). Employee movement system from tracking within the organization to aid in succession planning and internal staffing; and 5). Managing the transition from working status to retirement and/or termination.

Self-efficacy

According to Bernardin and Russell (2013) that it is important to build self-efficacy and self-efficacy is a feeling of control and accomplishment, the sense that one can control his or her own destiny. Self-efficacy is related to motivation to learn, which is subsequently related to motivation to transfers the skills. Albert Bandura has ever defined self-efficacy as one's belief in one's ability to succeed in a specific situations or accomplish a task. Moreover, he argued more by quoting the opinion of Luszczynska and Schwarzer (2005) that one's sense of self-efficacy can play a major role in how one approaches goals, tasks, and challenges. Moreover, Stephen Robbins (2011) confirms that self-efficacy is the more confidence you have in your ability to succeed, It means that self-efficacy is essentially an employee's confidence in his ability to complete a job. Furthermore, Ivancevich and Konopaske (2013) argue that self-efficacy is the belief that one can perform well in a given situation, similarly Gibson et al (2012) say that self-efficacy is the belief that one can perform adequately in a situation.

Organizational Citizenship Behavior (OCB)

Stephen Robbins (2012) explained that organizational citizenship behavior (OCB) is discretionary behavior that is not part of an employee's formal job requirements, but which promotes the effective functioning of organization. It means that this argument describes that OCB is a voluntary behavior. Gorge and Jones (2002) also argued that OCB is the behavior that is above and beyond the call of duty-that is, the behavior that is not required of organizational members but nonetheless necessary for organizational survival and effectiveness. Organizational citizenship behavior (OCB) consist of five dimensions, namely (1) altruism, (2) Courtesy, (3) sportsmanship, (4) civil virtue, and (5) conscientiousness. All of these dimensions have been used to enrich questionnaires of this research.

Research Model

This model of this study is presented in the figure below.

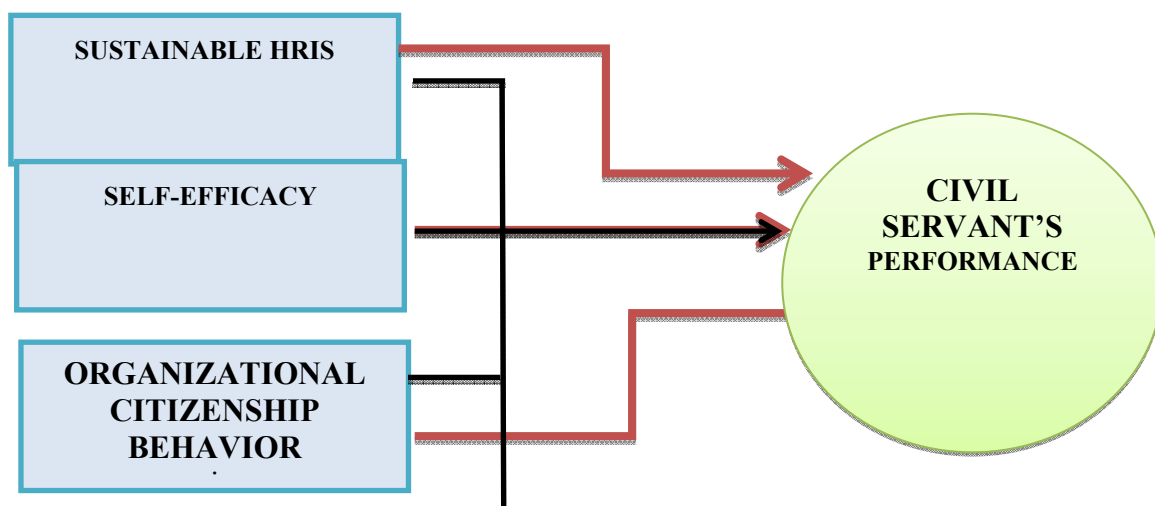


Figure 1
The Conceptual Relationships among Sustainable HRIS, Self-Efficacy, Organizational Citizenship Behavior, and Civil Servant's Performance

The above figure illustrates that theoretically (1) sustainable HRIS is related to self-efficacy, (2) self-efficacy is also related to organizational citizenship behavior, (3) organizational citizenship behavior is related to civil servant's performance and however the level of relationships can be revealed after testing further empirical data and information by means of statistical analysis in this study.

Research Hypotheses

- H₁: There is positive and significant correlation between sustainable HRIS on civil servant's performance.
- H₂: There is a positive and significant correlation between sustainable HRIS organizational citizenship behavior (OCB).
- H₃: There is a positive and significant correlation between self-efficacy on civil servant's performance.
- H₄: There is a positive and significant correlation between self-efficacy on OCB.
- H₅: There is a positive and significant correlation between OCB on civil servant's performance.

Research Method

Research Design

This research is categorized as a survey. The population was sampled using questionnaires as a main instrument to collect primary data. The population of this study was the civil servants of the Ministry of State Secretary of the Republic of Indonesia. Based on the literature review, questionnaires were developed to investigate the perceived comments in terms of the civil servant's performance caused by the sustainable HRIS, self-efficacy, and organizational citizenship behavior at the Ministry of State Secretary of the Republic of Indonesia.

Participants

The participants were 156 civil servants of the Ministry of State Secretary of the Republic of Indonesia, Jakarta, Indonesia.

Data Collection

The data reported in this study were collected using a questionnaire distributed to randomly 156 civil servants of the Ministry of State Secretary of the Republic of Indonesia. Four-part questionnaires were developed for civil servants. Part I comprised of questions in terms of the civil servants and the questionnaire was designed to get evaluation of the direct supervisor to subordinate civil servants. Part II comprised of questions in terms of sustainable HRIS by means of gathering comments of civil servants in terms of the real benefits of HRIS applications. Part III comprised of questions in relation to self-efficacy by getting the civil servant's spontaneous response in terms of their ability to exert control over their own motivation, behavior and social environment. Part IV comprised of questions in terms of the organizational citizenship behavior in relation to human conduct of voluntary action and mutual aid with no request for pay or formal rewards in return.

Results and Discussion

Based on *Partial Least Square Structural Equation Modeling* (PLS-SEM) analysis with SmartPLS v.3.2.7 program with three steps, namely: firstly, making a path diagram; secondly, evaluating measurement model; and thirdly, evaluating structural model. The four observed variables observed, namely sustainable HRIS, self-efficacy, organizational citizenship behavior and civil servant's performance.

As shown in Table 1 Appendix 1 there are 30 indicators have *Loading Factor* (LF) value > 0,5, *Average Variance Extracted* (AVE) and *Communality* (Com) values > 0,5. This shows that sustainable HRIS variable, self-efficacy, organizational citizenship behavior, and civil servant's performance have good *convergent validity*. Moreover, all variables have good reliabilities as well as *Composite Reliability* (CR) and *Cronbach's Alpha* (CA) have values > 0,7.

Moreover, Tabel 2 as shown in Appendix 2 indicates that the correlation values of *cross loading* indicators toward latent variables bigger than the other latent variables correlations. It also shows that *cross loading* values of all indicators related to the policies made by Ministry of State Secretary > 0,5. This shows good *discriminant* validities. While Tabel 3 in Appendix 3 indicates that all indicators significantly influenced on other latent variables based on the fact that *T Statistics* values attained > 1,96.

Structural Model Evaluation (*inner model*)

Based on the structural model evaluation (*inner model*) that has been used to test research hypothesis or to test the effects among the variables. Structural model by using SmartPLS shows that *R-Squares* (R²) score toward

dependent variable dan coefficient parameter (*path*) or *T Statistics (t-value)* used to test any significant variables in the structural model.

R-Squares (R2) score is used to measure level of variation changes of independent variables to dependent variable. It can be interpreted that the higher score of *R-Squares (R2)*, the better prediction model of the proposed research. So, *R-Squares (R2)* score 0,67 has attained a good research model, if *R-Squares (R2)* score 0,33 indicates a moderate model of the research, while *R-Squares (R2)* score 0.19 indicates the weak research model. The coefficient path indicates level of significance in hypothesis testing. In general, coefficient path score shown by T-Statistic should be more than 1.96 with two direction sides and more than 1.64 for one side direction of hypothesis testing in 5% of *alpha* dan *power* 80% of *power*.

- *R-Squares (R2)* score of civil servant's performance is 0.6626; it means that 66.26 of the civil servant's performance was caused by sustainable HRIS, self-efficacy, and organizational citizenship behavior, while 33.74 % of the civil servant's performance was caused by other variables that were not observed in this study.
- *R-Squares (R2)* score of organizational citizenship behavior is 0.5010; it means that 50.10% of OCB was caused by sustainable HRIS and self-efficacy while 49.90% of it was caused by other variables out of the research model.

Estimated value of relation in path structural model can be seen from the coefficients of parameter in *original sample (O)*. The *path coefficients* are shown in the following Table 1.

Tabel 1. Path Coefficients (Mean, STDEV, T Statistics)

<i>Path</i>	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>
Sustainable HRIS -> <i>Servant's Performance</i>	0,140	0,131	0,082	1,709
Sustainable HRIS -> <i>Organizational Citizenship Behavior</i>	0,414	0,421	0,063	6,562
Self-efficacy -> <i>Civil Servant's Performance</i>	0,487	0,499	0,076	6,417
Self-efficacy -> <i>Organizational Citizenship Behavior</i>	0,397	0,399	0,054	7,401
OCB-> <i>Civil Servant's Performance</i>	0,309	0,305	0,072	4,300

Source: SmartPLS, 2018

Based on the Tabel 1, it can be concluded that:

- a. *T Statistics* score of the effect of sustainable HRIS on civil servant's performance is 1.709 (more than 1,64), so H0 was rejected that means sustainable HRIS influences on civil servant's performance
- b. The *original sample* score of the effect of sustainable HRIS on civil servant's performance is 0.140. It means there is a positive side that the better sustainable HRIS, the better civil servant's performance.
- a. *T Statistics* score of the effect of sustainable HRIS on OCB is 6.562 (more than 1.64), so H0 was rejected that means sustainable HRIS influences on OCB.
- b. The *original sample* score of the effect of sustainable HRIS on OCB is 0.414. It means there is a positive side that the better sustainable HRIS, the better OCB.
- a. *T Statistics* score of the effect of self-efficacy on civil servant's performance is 6.417 (more than 1.64), so H0 was rejected that means self-efficacy influences on civil servant's performance.
- b. The *original sample* score of the effect of self-efficacy on civil servant's performance is 0.487. It means there is a positive side that the better self-efficacy, the better civil servant's performance.
- a. *T Statistics* score of the effect of self-efficacy on OCB is 7.401 (more than 1.64), so H0 was rejected that means that self-efficacy influences on OCB.
- b. The *original sample* score of the effect of self-efficacy on OCB is 0.397. It means there is a positive side that the better self-efficacy, the better OCB.
- a. *T Statistics* score of the effect of OCB on civil servant's performance is 4.300 (more than 1.64), so H0 was rejected that means that OCB influences on civil servant's performance.
- b. The *original sample* score of the effect of OCB on civil servant's performance is 0.309. It means that OCB influences on civil servant's performance.

Total Effects Analysis

Robert D. Retherford as quoted by Sarwono (2012) said that *Path Analysis* as a technique of analyzing causalities as happened in multiple regression if independent variables effect on dependent variable both direct and indirect influences. The path diagram of this research shows two paths, namely the effect of sustainable HRIS on civil servant's performance and the effect of self-efficacy on civil servant's performance by intermediating OCB.

Tabel 2. Total Effects

Path	Effects		Total Effects
	Direct	Indirect	
Sustainable HRIS -> Civil Servant's Performance	0,140	0,128	0,268
Sustainable HRIS -> Organizational Citizenship Behavior	0,414	-	0,414
Self-efficacy-> Servant's Performance	0,487	0,123	0,637
Self-efficacy -> Organizational Citizenship Behavior	0,397	-	0,397
OCB -> Servant's Performance	0,309	-	0,309

Source: SmartPLS, 2018

Tabel 2 shows that sustainable HRIS on civil servant's performance score is bigger in direct path, namely 0.140 compare through OCB namely 0.128, so with *partial mediation* that sustainable HRIS is able to influence directly on civil servant's performance without OCB. Moreover, the effect of self-efficacy on civil servant's performance is bigger with direct effect, namely 0.487 compared through OCB namely 0.123, So with *partial mediation* that self-efficacy is able to influence directly on civil servant's performance without OCB.

Discussion

In evaluating the measurement model namely *outer model* that of the 42 indicators, in fact there are 30 indicators are categorized valid, reliable and significant towards other latent variables, while with structural model evaluation namely *inner model*, so the research results that support all hypothesis can be concluded as follows:

1. Sustainable HRIS positively and significantly influences on the Civil Servant's Performance.

The *inner model* shows positive and significant influence of sustainable HRIS on civil servant's performance. This research finding is related to previous research findings that reveal that HRIS positively effects on employee performance (Sihol Situngkir, 2017) and also support the HRIS theory that support decision making and control system (Snell and Bohlander, 2010). In fact the two indicators indicate high scores. Limited budget is a very weak indicator that needs to be paid attention at the Ministry of State Secretary. In addition, it is a critical moment to design a new policy on training and development of the civil servants, so that by sustainable training and development, hopefully civil servants can cope with the application of sustainable HRIS in future.

2. Sustainable HRIS positively and significantly influences on Organizational Citizenship Behavior

Based on *inner model*, in fact that Sustainable HRIS positively and significantly influences on OCB. Frankly, not so many previous researches show the relationship of the two variables. However, as Bernardin and Russell (2013) confirm some components such as worker histories and performance appraisal should be analyzed and noted that show the way of employee acts everyday and shows productivity. Moreover, Sihol Situngkir (2017) in his research indicate that some institutions with adequate budget allocated to build information and technology can get benefits in conducting human resource recruitment and selection. The more budget on sustainability of HRIS, the more benefits in decision-making and in executing public services faster and cheaper.

3. Self-efficacy positively and significantly influences on the Civil Servant's Performance.

The *inner model* indicates that there is a positive and significant relationship between self-efficacy and civil servant's performance. This research finding strongly confirms the previous research findings reveal self-efficacy effects on employee performance. AS mentioned earlier that some human resource management experts such as Bernardin and Russell (2013), Stephen Robbins (2011), Ivancevich and Konopaske (2013) as well as Gibson et al (2012) have shown positive arguments about the importance of self-efficacy concepts. Last but not least, Luszczynska dn Schwarzer (2005) also argue that self-efficacy can play a major role in how one approaches goals, tasks and challenges. Therefore, in order to increase the self-capacity of civil servants, so the content of self-capacity

at the training and development center (PUSDIKLAT) program of the Ministry of State Secretary of the Republic of Indonesia is vitally needed to be included.

4. Self-efficacy positively and significantly influences on organizational citizenship behavior.

Simply the *inner model* of this research shows that self-efficacy positively and significantly influences on OCB.. This research finding strongly confirms the previous research findings reveal that self-efficacy effects on employee performance. AS mentioned earlier that Stephen Robbins (2011), Ivancevich and Konopaske (2013) as well as Gibson et al (2012) have shown positive arguments about concepts of self-efficacy. Bernardin and Russell (2013) argue that it is important to build self-efficacy because it is related to a feeling of control and accomplishment, with the sense that one can control his or her own destiny. So, again, in order to increase the self-capacity of civil servants, the content of self-capacity at the training and development center (PUSDIKLAT) program of the Ministry of State Secretary of the Republic of Indonesia is vitally needed to be included.

5. Organizational citizenship behavior positively and significantly influences on the Civil Servant's performance.

Last but not least, the *inner model* of this research shows that OCB positively and significantly influences on civil servant's performance. As Stephen Robbins (2012) argue that OCB can promote the effective functioning of organization. This research finding support the arguments of George and Jones (2002) that OCB is necessary for organizational survival and effectiveness. Of five dimensions observed in this study, courtesy, civic virtue and conscientiousness have higher scores. It means that the three dimensions have contributed positively in maintaining OCB. While altruism and sportsmanship dimensions have low scores. It means that the two dimensions need to be more paid attention by the human resource management deputy at the Ministry of State Secretary of the Republic of Indonesia.

Conclusion

From the previous analysis and discussion of the research findings, it can be drawn conclusions as follows :

Simultaneously, with the degree of confidence 95 %, it can be concluded that sustainable HRIS, self-efficacy, and organizational citizenship behavior have influenced significantly on the servant's performance at the Ministry of State Secretary of the Republic of Indonesia. This research found that 66,26% of changes in the civil servant's performance was caused by sustainable HRIS, self-efficacy, and organizational citizenship behavior. While 33,74% of changes in the civil servant's performance caused by other factors which were not observed in this research such as leadership style, organizational culture and organizational commitment as well.

Partially each independent variable based on the research findings show that sustainable HRIS significantly and positively influences on the civil servant's performance. In addition, self-efficacy has also significantly and positively influences on the civil servant's performance. The last independent variable, organizational citizenship behavior also significantly and positively influence on the civil servant's performance at the Ministry of State Secretary of the Republic of Indonesia, Indonesia. However, it can be noted that self-efficacy has influences more than the other two independent variables, namely sustainable HRIS and organizational citizenship behavior.

Managerial Implication

Since the current study has found that it is a critical time to suggest that the deputy management of civil servants at the Ministry of State Secretary of the Republic of Indonesia needs to pay close attention to redesign policies on sustainable HRIS, especially investment budget on technology and information applications to anticipate the future competitive clean and good governance. None can avoid serving best public services in the era of globalization as well as in the fourth industrial revolution era.

Contribution to Theory

This study contributes in human resource management development, especially in sustainability of HRIS in several ways. This research finding is related to previous research findings that reveal that HRIS positively effects on employee performance (Sihol Situngkir, 2017) and also support the HRIS theory that support decision making and control system (Snell and Bohlander, 2010). Briefly, the positive and significant influences findings of the independent variables on the dependent variable have supported the management theory and in turn can ensure viewpoints further researchers in terms of management development theory, especially the concepts of sustainability of human resource information system (SHRIS).

Limitation and Suggestion for Future Research

It is essential to recommended that one need to pursue further research related to other factors that might influence on the civil servants at the Ministry of State Secretary of the Republic of Indonesia which were not yet observed in this research such as leadership style, organizational culture, and organizational commitment as well. This is quite important and useful in order to find out what factors will be dominant in influencing on the civil servant's performance in government institutions in general and in the Ministry of State Secretary of the Republic of Indonesia in particular.

References

- [1] Anonymous. 2004. *HBR on Teams that Succeed*. Boston: Harvard Business School Publishing Company.
- [2] ----- . 2004. *The Result Driven Manager: Teams that Click*. Boston: Harvard Business School Publishing Company.
- [3] Cascio, Wayne. 2002. Strategies for Responsible Structuring, *Academy of Management Executive*, Vol. 16 No. 3.
- [4] Christensen, Clayton and Michael Overdorf. 2000. Meeting the Challenge of Disruptive Change, *Harvard Business Review*, March-April.
- [5] Drucker, Peter F. 1999. *Management Challenges for the 21st Century*. New York: Harper Business.
- [6] -----1997. *Toward the New Organization, Leader to Leader*, Winter. Boston: Harvard Business Review.
- [7] -----1977. *They're not Employees, They're People*. Winter. Boston: Harvard Business Review.
- [8] Galbraith, Jay R. 2002. *Designing Organization: An Executive Guide to Strategy, Structure and Processes*. San Francisco: Jossey-Bass Publishers.
- [9] Gordon, Judith R. (1996) *Organizational Behavior: A Diagnostic Approach*, 5th Edition, Upper Saddle River, New Jersey: Prentice Hall.
- [10] Hitt, Michael A and R. Duane Ireland. 2002. The Essence of Strategic Leadership: Managing Human and Social Capital. *The Journal of Leadership and Organizational Studies*, Vol. 9 No. 1.
- [11] Jahan, Sabrina. 2014. Human Resource Information System (HRIS): A Theoretical Perspective. *Journal of Human Resource and Sustainability Studies*. Vol. 2, 33-39.
- [12] James L., Gibson et al. 2005. *Organizations: Behavior, Structure, Processes*, 11th edition. Boston: McGraw-Hill/Irwin.
- [13] Khairnar, Sanjay D. 2014. Human Resource Information System – Basics & Recent Trends. *IOSR Journal of Business and Management*, e-ISSN: 2278-487X, p-ISSN: 2319-7668.
- [14] Kreitner, Robert and Angelo Kinicki. 2008. *Organizational Behavior*, Eight Edition. Boston: McGraw-Hill-Irwin.
- [15] Kuhn, Thomas S. 1970. *The Structure of Scientific Revolutions*, 2nd edition. Chicago: University of Chicago Press.
- [16] Lapina, Inga, Gunta Maurane, and Olga Starineca, 2014. *Holistic Human Resource Management Model towards Sustainable and Sophisticated Business*. Riga, Latvia: Faculty of Engineering Economics and Management.
- [17] Luthans, Fred. 2008. *Organizational Behavior*, Eleventh Edition. New York: McGraw-Hill Company, Inc.
- [18] Luszczynska, A. & Schwarzer, R. (2005). "Social cognitive theory". In M. Conner & P. Norman. *Predicting health behaviour* (2nd ed. rev. ed.). Buckingham, England: Open University Press. pp. 127–169.
- [19] Mazur, Barbara. 2015. Sustainable Human Resource Management. The Attempt of Holistic Approach. *Journal of Economics and Management*, Volume 7 Issue 2.
- [20] ----- . 2014. Sustainable Human Resource Management in Theory and Practice. *Journal of Economics and Management*, Volume 6 Issue 1.
- [21] McShane, Steven L. and Mary Ann Von Glinow. 2005. *Organizational Behavior*. Boston: McGraw-Hill-Irwin.
- [22] Mintzberg, Henry. 1983. *Structure in Fives: Designing Effective Organizations*. Englewood, New Jersey: Prentice-Hall.
- [23] Monga, Anubhuti, Dheeraj, Anubhav Monga, and OP Monga, 2015. Understanding Human Resource Information System. *International Journal of Engineering, Business and Enterprise Applications (IJEBA)*. ISSN (Print): 2279-0020, ISSN (Online): 2279-0039; 15-557.
- [24] Obeidat, Bader Yousef. (2012). The Relationship Between Human Resource Information System (HRIS) Functions and Human Resource Management (HRM) Functionalities. *Journal of Management Research*. ISSN 1941-899X 2012, Vol. 4, No. 4.
- [25] Oruh, Emeka Smart. 2013. Towards Sustainable Human Resource Information System (HRIS) in the Nigerian Banking Sector: The Role of New Media. *Journal of Economic Insights*, Vol. II (LXV) No. 3/2013.

- [26] Obeidat, Bader Yousef. (2012). The Relationship Between Human Resource Information System (HRIS) Functions and Human Resource Management (HRM) Functionalities. *Journal of Management Research*. ISSN 1941-899X 2012, Bol. 4, No. 4.
- [27] Pivac, Snjezana, Ivana Tadic and Branka Marasovic. 2014. The Level of the Usage of the Human Resource Information System and Electronic Recruitment in Croatia Companies, *Croatian Operational Research Review* CRORR 2 (2014), 291-304.
- [28] Sihol Situngkir. 2015. *Perilaku & Kinerja Organisasi*. Jakarta: PERGUBI
- [29] Westerman, Jim et al (Eds). 2018. *Sustainable HRM: Perspectives, Practices and Programs*. Elsevier B.V. <http://www.elsevier.com>.

APPENDIX 1

Table 1. CFA Outpout, Cronbach's Alpha Value, Communality, Composite Reliability and AVE values

Variables	Indicator	LF	AVE	Com	CR	CA
Sustainable HRIS	X01	0,717	0,611	0,926	0,934	0,920
	X02	0,869				
	X03	0,789				
	X04	0,807				
	X05	0,743				
	X06	0,822				
	X07	0,725				
	X08	0,797				
	X09	0,751				
Self-efficacy	X10	0,698	0,509	0,866	0,892	0,861
	X11	0,758				
	X12	0,742				
	X14	0,760				
	X15	0,632				
	X16	0,784				
	X17	0,658				
	X19	0,662				
Organizational Citizenship Behavior	X26	0,734	0,508	0,811	0,861	0,808
	X27	0,741				
	X29	0,713				
	X31	0,681				
	X32	0,733				
	X33	0,670				
Civil Servant's Performance	X35	0,802	0,530	0,862	0,886	0,849
	X36	0,745				
	X37	0,730				
	X38	0,772				
	X39	0,800				

Variables	Indicator	LF	AVE	Com	CR	CA
	X40	0,665				
	X42	0,548				

Source: SmartPLS, 2018

APPENDIX 2

Tabel 2. Cross Loading Value of Latent Indicator Towards Other Latent Variables

Indicator	Sustainable HRIS	Self-efficacy	OCB	Servant's Performance
X01	0,717	0,397	0,382	0,550
X02	0,869	0,473	0,529	0,567
X03	0,789	0,309	0,436	0,387
X04	0,807	0,311	0,438	0,356
X05	0,743	0,405	0,432	0,416
X06	0,822	0,461	0,551	0,514
X07	0,725	0,305	0,486	0,359
X08	0,797	0,391	0,462	0,366
X09	0,751	0,560	0,600	0,537
X10	0,269	0,698	0,324	0,441
X11	0,459	0,758	0,456	0,542
X12	0,431	0,742	0,468	0,570
X14	0,341	0,760	0,484	0,635
X15	0,354	0,632	0,358	0,454
X16	0,388	0,784	0,423	0,579
X17	0,329	0,658	0,447	0,532
X19	0,411	0,662	0,507	0,486
X26	0,487	0,387	0,734	0,401
X27	0,409	0,492	0,741	0,551
X29	0,442	0,448	0,713	0,466
X31	0,423	0,210	0,681	0,315
X32	0,483	0,401	0,733	0,498
X33	0,420	0,576	0,670	0,640
X35	0,463	0,607	0,616	0,802
X36	0,395	0,508	0,466	0,745
X37	0,410	0,628	0,435	0,730
X38	0,508	0,608	0,533	0,772
X39	0,536	0,556	0,580	0,800
X40	0,322	0,537	0,481	0,665

Indicator	Sustainable HRIS	Self-efficacy	OCB	Servant's Performance
X42	0,332	0,320	0,406	0,548

Source: SmartPLS, 2018

APPENDIX 3

**Table 3. Outer Loading Value of Indicators to Latent Variable
(Mean, STDEV, T Statistics)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)
X01 <- Sustainable HRIS	0,717	0,713	0,054	13,178
X02 <- Sustainable HRIS	0,869	0,870	0,019	45,732
X03 <- Sustainable HRIS	0,789	0,785	0,053	14,840
X04 <- Sustainable HRIS	0,807	0,803	0,043	18,914
X05 <- Sustainable HRIS	0,743	0,743	0,044	16,874
X06 <- Sustainable HRIS	0,822	0,822	0,033	24,936
X07 <- Sustainable HRIS	0,725	0,725	0,052	13,869
X08 <- Sustainable HRIS	0,797	0,797	0,037	21,351
X09 <- Sustainable HRIS	0,751	0,753	0,044	17,152
X10 <- Self-efficacy	0,698	0,699	0,050	13,945
X11 <- Self-efficacy	0,758	0,755	0,049	15,559
X12 <- Self-efficacy	0,742	0,742	0,043	17,204
X14 <- Self-efficacy	0,760	0,758	0,035	21,722
X15 <- Self-efficacy	0,632	0,637	0,066	9,538
X16 <- Self-efficacy	0,784	0,783	0,037	21,282
X17 <- Self-efficacy	0,658	0,655	0,054	12,090
X19 <- Self-efficacy	0,662	0,658	0,064	10,334
X26 <- Organizational Citizenship Behavior	0,734	0,737	0,044	16,635
X27 <- Organizational Citizenship Behavior	0,741	0,742	0,059	12,667
X29 <- Organizational Citizenship Behavior	0,713	0,712	0,057	12,427
X31 <- Organizational Citizenship Behavior	0,681	0,677	0,069	9,843
X32 <- Organizational Citizenship Behavior	0,733	0,727	0,045	16,295
X33 <- Organizational Citizenship Behavior	0,670	0,667	0,071	9,407

	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>
X35 <- Civil Servant's Performance	0,802	0,803	0,034	23,851
X36 <- Civil Servant's Performance	0,745	0,747	0,037	20,094
X37 <- Civil Servant's Performance	0,730	0,725	0,049	14,884
X38 <- Civil Servant's Performance	0,772	0,772	0,037	21,088
X39 <- Civil Servant's Performance	0,800	0,796	0,036	22,367
X40 <- Civil Servant's Performance	0,665	0,664	0,056	11,947
X42 <- Civil Servant's Performance	0,548	0,546	0,075	7,265

Source: SmartPLS, 2018

About the authors

Prof. Dr. Sihol Situngkir, SE, MBA
 Professor of Management
 Faculty of Economics,
 Jambi University
 Phone: +62870153555
 Email: sihol_situngkir@yahoo.co.id