

User Satisfaction on Human Resource Management Information System (HRMIS): A Case Study at Terengganu Police Contingent, Malaysia

Ahmad Suffian Mohd Zahari¹, Mohd Amir Harun², Raja Mariam Raja Baniamin³

¹Faculty of Business Management, Universiti Teknologi MARA, 23000 Dungun, Terengganu, Malaysia

²Faculty of Administrative Science and Policy Studies, Universiti Teknologi MARA, 23000 Dungun, Terengganu, Malaysia

³Academy of Language Studies, Universiti Teknologi MARA, 23000 Dungun, Terengganu, Malaysia

Received: May 11, 2017

Accepted: August 2, 2017

ABSTRACT

The main objective of this paper is to measure the acceptance and satisfaction of Terengganu Police Contingent Headquarters (IPK Terengganu) employees on managing Human Resource Management Information System (HRMIS) system to compute information regarding routine tasks. Furthermore, the ongoing employment of HRMIS application system is to standardize its usage as a central database for the purpose of public sector management resources towards efficiency and effectiveness. The transformation of rather a traditional way to a more urban computerization system managing and handling information could lead to dissatisfaction on several government employees. This study uses primary data of 191 government servants of Terengganu Police Contingent Headquarters (IPK Terengganu) employees. Simple random technique was utilized for data collection, which is then analysed using the descriptive and correlation analysis in order to achieve the objectives of the study. The findings showed that HRMIS application, user characteristic and organizational supports are positively relationship with user's satisfaction. This study provides clear implications related to the theory as well as contributions to the literature related to research in the government sector. The study also provides invaluable insightfulness to various stakeholders including policy makers, institutional support about the importance of Human Resource Management Information System (HRMIS) in determining the acceptance and satisfaction of Terengganu Police Contingent Headquarters (IPK Terengganu).

KEYWORDS: Acceptance, Satisfaction, Human Resource Management, Information System.

INTRODUCTION

According to [1], Human Resource Management Information System (HRMIS) is one of the Malaysia e-government flagships that occupy government employees to manage human resource functions appropriately throughout the system. HRMIS objective is to enable a competent management resource by the modernization of technology-based for a better and conducive working environment. The implementation of HRMIS system evolved in line with the Electronic Government (E-government) agenda, where the project is anchored by the Public Service Department (PSD) started in 1999. HRMIS is known as the Malaysian government's effort to ensure that human resource management in the Public Service will produce skilled, trained and motivated workers. The project was developed based on six key principles aimed at realizing the K-economy i.e.:

- Strategic approach towards human resource management
- Emphasis on positive values
- Performance oriented management
- Giving priority to human resource
- Terms of service that encourages performance
- Monitoring and evaluation of innovation and reforms

The government's decision to develop HRMIS should be supported and encouraged by all parties in the Public Service. HRMIS is an integrated, technology-enabled Human Resource Management Information System incorporating Global Best Practices in human resource management. It is one of the pilot applications developed under the Electronic Government initiative, and the Electronic Government is one of the Flagship Applications of the Multimedia Super Corridor (MSC). HRMIS Objectives is as follows:

- To achieve effective staffing and right-sizing of civil service through better availability of human resource management information
- To automate human resource management operational processes

- To improve paperless human resource management capabilities among agencies such as electronic distribution of human resource policy, manuals and circulars
- To provide an open and flexible system which will fulfil and improve the information needs of operational and managerial processes at a different level of agencies.

To summarize; the ongoing employment of HRMIS application system is to standardize its usage as a central database for the purpose of public sector management resources towards efficiency and effectiveness. The transformation of rather a traditional way to a more urban computerization system managing and handling information could lead to dissatisfaction on several government employees.

According to [2], satisfaction referring to someone feelings or attitude based on various factors upon given situation. The constant change of attitude due to technology constraint can lead employees to disobey or mistreated the importance of using HRMIS on gathering information and data resource for daily operation tasks. Upon technological rapid changes, senior employees tend to violate HRMIS system due to various factors such as bad experience on managing the system [3]. Measuring employee's satisfaction and technology acceptance is a must for identifying the acceptance and satisfaction of Terengganu Police Contingent Headquarters (IPK Terengganu) employees on managing HRMIS system to compute information regarding routine tasks.

LITERATURE REVIEW

According to [4], the relationships towards information system success derive on the importance of six criteria. These six criteria are related through independent variable (IV) and dependant variable (DV) that has been stated within the proposal:

HRMIS Application

- i. Information quality-Refers to quality information where it related to user satisfaction to HRMIS system and also users intentions (user characteristics) toward using the system.
- ii. System quality-System quality is related towards organizational support, where continuous support (in e.g. of ergonomics, response, technology driven and etc.) will enhance the HRMIS usage. Such limited user within IT knowledge tends to users characteristics (jaded, technostress, phobia and etc.).
- iii. Service quality-Service quality directly impacts usage intentions and user satisfaction with the system. Continuous support (in e.g. of training, documentation, helpdesk support and etc.) will enhance the HRMIS usage.
- iv. System use/usage intentions-HRMIS system used is posited to influence user satisfaction within the information system, where it also influences usage intentions.
- v. User satisfaction-User satisfaction directly influences the usage of the HRMIS system, where there is a positive relationship between system usage and user satisfaction.
- vi. Net system benefits-Organizational support will lead to user's satisfaction by delivering important data and information towards daily task and activities.

User Characteristics

According to [5], attitude model can be split into two categories which are the attitude toward object and attitude toward the behaviour's. It concludes the core values that represent person respond and reaction towards specified behaviour. Rationally, consumers nowadays been exposed towards technology innovations/modernization. By means, their reaction towards technology acceptance will be spreading towards discomfort and unfavourable attitudes. In [6] categorize technostress as a negative relationship between user acceptance on ICT application towards human attitudes (behaviour, thoughts and also psychology).

Organizational Support

In [7] study shows that there is proof for a positive relationship between perceived organizational support and affective organization commitment. Organizational Support Theory (OST) rectifies that perceived organizational support increase affective organizational commitment (e.g. employee's welfare) and thus helps the organizations to reach its goals [8]. In [9] define person characteristics such as age, gender and IT experience performed high impact on user's satisfaction (behaviour) towards IT usage. In this context, end-user satisfaction (behaviour) influenced by their feelings (situation) and also by organizational (IS) support (training, discussion, support).

User Satisfaction

Earlier studies have discovered that there are strong relationships between user satisfaction and intended/actual use of information system [10-11]. User satisfaction refers to the successful relations between the information system and its user [4]. To summarize the literature review; documentation, user interface,

timeliness, accuracy, relevance and ease of use of the HRMIS system replicate the user satisfaction within the system. Individual impact and organizational impact also play an important role towards HRMIS longevity usage.

Technology Acceptance Model (TAM)

In [12] findings on e-learning system concludes that there is a positive relationship based on external variables made by them. They stress out on the facilitating conditions and computer self-efficacy in their research design, where 4 criteria of the TAM method has been tested and given final positive output to the respective hypothesis made. Based on their research, the 4 criteria are:

- Perceived ease of use-believe on using technology (specifically) is easy
- Perceived usefulness-Technology used will help improve his / her job performance onward
- Attitude toward using technology-Person general feeling (favourable level) within technology usage in daily work activity
- Behavioural intention-Person's behavioural respond towards technology applied

Such technologies can help learners in mounting deeper knowledge and much more reflective thinking rather than stick to the old method (traditional). The introduction of new technology in working environment will help influence the intention of the developers to improvise the system through research and development to suit on demand requirement from the employees and staff. Their findings also identified that policy makers should also reconsider the social, institutional factors related to the research objective rather than solely focus on technology solutions. By conducting facilitating conditions; users will overcome technology difficulties and further influence their intentions towards technology usage in daily activity. User's self-efficacy also determines individual's confidence in using a computer; signify their level of confidence on technology usage as a whole. When users believe on technology, it will help to improve their job performance. Besides, they can feel easy and useful to use it. Users that feel technology is both easy to use and useful will positively affect their attitudes and intentions toward it. In conclusion, facilitating conditions simplify that guidance and specialized instructions, availability of training and resources, policies and regulations, provision of helpdesks and online support service; all these conditions have a positive effect on the perceived ease of use towards the research hypotheses made earlier.

Employee Perception on HRMIS

In [13] reveal that technology plays an important role to ensure human resource development become more effective and efficient nowadays. Optimum usage of the information system is rapidly one of the modern changing and dynamic processes in daily business organizations nowadays. Hence, their research on employee perception towards HRMIS application in human resource department concludes that information technology is well proven and the most important tools for achieving business success. There are 3 factors that been recognized based on the research made by [13]. The first factor is the proficient and systematic where it is observed as the most important factor in determining the effectiveness of HRMIS. Employees who are perceived towards HRMIS usage will improve the quality of their work. Next is on the practical and usefulness of the HRMIS, where the study identifies employee can maintain record easily and update data transactions accordingly. The last factor is time and costs effective, where the overall employee perceptions identified that HRMIS application saves time and cost effective to be used in daily basis activity.

HRMIS Trust

In [14] described that rapid change within technology in the twenty-first century had cause social and organizational transformation within the context of human resource (HR) where the likes of HR processes and practices such as e-learning, e-procurement, e-recruitment had been replaced from (traditional method) and been executed with the HRMIS application. HRMIS trust is a definition of the level of security and also the privacy of a new technology imposed by the employees to cater HR processes and practices.

Hence, the definition of HRMIS trust can be summarized as the level of user socialization, user sensitivity to privacy and also user tendency to trust the HRMIS application as a whole. Three important factors that will impact on HRMIS trust are user expectation, organizational structure and also IT infrastructure. In [14] also figured out that the higher level of knowledge, skills and other attributes (KSOA) will lead to an increase in HRMIS trust. What we can point out from this research is that the more competent on KSOA among the management team, the more competent HRMIS trust can be gained among them. It also applied the attributed such as organizational size, organizational financial condition and organizational type along with the feasibility study on IT infrastructure for using HRMIS application.

HRMIS in the Context of Public Sector Adoption

In [15] believe that in order to succeed the HRMIS implementation within the scope of public sector practice, they should first demonstrate the benefit of the system application before the final output can be officially launched. As a non-profit business operation, the key or nature of business operation of government on public sector compromise towards non-profit activity where money spent should replicate into a significant amount of rationalism towards improvement in terms of service and quality (efficiency, accountability) for the citizen. So, in order to justify the priority of the general acceptance on HRMIS in the public sector, in [15] findings evaluate that there are needs and urgency on the government public sector to focus on 3 major issues which are the environment, organizational and technology context. These three major issues represent the HRMIS adoption decision making towards the public sector service. Applying HRMIS in terms of conversion towards technologies evolvement does not mean that every investment made should be a mega rich project. Every single penny spent should justify the cost made to ensure public service demonstrate the practical value, in terms of managing human resources and delivering the best service to the citizens.

According to [16], HRMIS project implemented by the government of Malaysia main objective is to ensure that human resource management produced by the public service workers are skilful, trained and motivated. It embarks new era of more comprehensive and well integrated human resource management to cope with future challenges. Ten main functions of public sector human resource management and process are based on fixed philosophy to ensure efficiency, effectiveness, relevant and responsive to current challenges. In [17] summarized that user information satisfaction is fundamental to the information systems success. Studies show that failure of Information System (IS) duly because of psychological/organizational issues, comparable to technology issues during development and implementation stages [18]. Public Service Department (PSD) of Malaysia and Malaysian Administrative Modernization and Management Planning Unit (MAMPU) on March 2012 had been given the task to re-develop and solve the dissatisfaction among public service servant on HRMIS2 system. According to [19], essential actions had been taken to solve dispute among HRMIS faulty and errors to ensure the longevity of HRMIS application within government servant. Thus, the main objective of this study is to investigate and identify on user satisfaction among users (government servant in IPK Terengganu) towards HRMIS application.

According to [20], summarized report show on how users satisfaction been deemed surplus to the requirement rather than transaction records among sub-module tested. This study is important to rectify the necessary action and corrective action to ensure that HRMIS efficiency and effectiveness can be performing at its fullest in IPK Terengganu. The result of this study hopefully can be uses as a guideline for the enhancement of future implementation on HRMIS application throughout government organization (public sector and agencies).

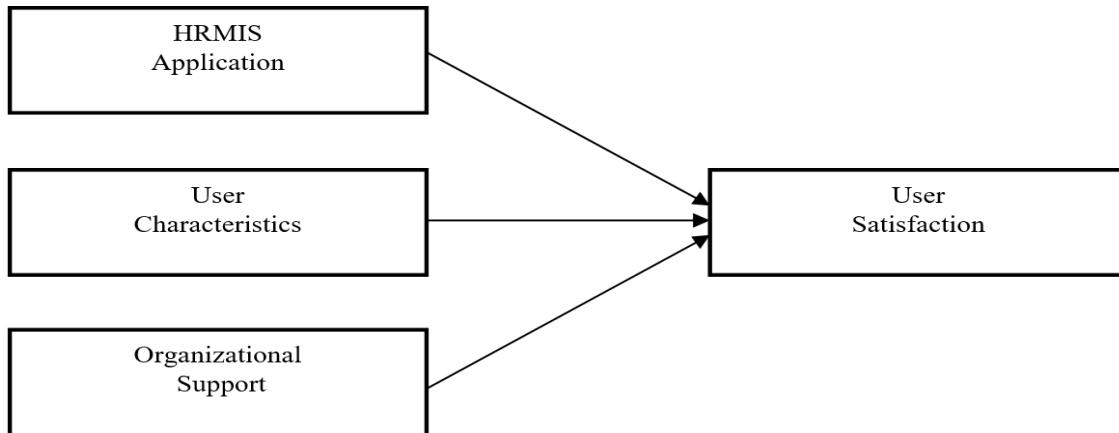


Figure 1: Proposed conceptual framework

METHODOLOGY

This study is intended to explore the nature of user acceptance towards HRMIS application within IPK Terengganu job scope contexts. This research is also done to nurture end-user acceptance of HRMIS application and sub-modules, and to carry out a number of factors that affect user acceptance towards ICT knowledge-based problem within IPK Terengganu government staffs. There are questions to ponder upon the methodology used and how the research will be done upon completion. Also, there are several points to be discussed such as research design, unit of analysis, sample size, sampling techniques, measurement, data collection and also data

analysis. Within this research, the researcher intends to use the correlation research design. According to [21], correlation can be defined as a relationship between 2 variables. Researchers are using correlations to seek significant relationship between two variables. Correlation research defines the variables that have mutual interaction between them. This is to examine the relationship between those 2 variables. There are 2 outcomes which is either positive or negative correlation. There are significance changes within two variables in the correlation research. For example, there are positive relationship as variable A increase; variable B also increase. Negative relationship reflected towards the opposite of the positive relationship then.

Unit of analysis underlines the core study of this research. This will identify the end user or personnel that will involve in this research. This research identifies the government servant that work in IPK Terengganu as a unit of analysis. By identifying the unit of analysis, the researcher then will gather required information throughout questionnaires given to random employees within IPK Terengganu regarding HRMIS application. According to [22], a large sample size are required to perform higher precision standard based on the variable of the populations itself. In [23] stated that a suitable number of sample size should consist more than 30 or less than 500. Since the population of IPK Terengganu government servant is 380, the sample size selected was 191 respondents.

The sampling technique that will be used is simple random technique. This is because by applying this technique, each member within the populations will have an equal chance of being selected as a respondent. For the case of IPK Terengganu employees, this sampling technique will give an ease of assembling the sample. It is a fair and constant technique in order to select a sample from the population where each member is given equal opportunities to be selected. The questionnaire will be used for the main instrument use of this study. In [23] define questionnaires as the best tool to replicate the information needed from the respondents. Questionnaires also indicate the strong fundamental in organizing the structure of variables measured. Questionnaires are considered as the quantitative methodology in response to the HRMIS user satisfaction research in IPK Terengganu. All data and information gathered from the questionnaire then will be evaluated and processed through Statistical Package for Social Science (SPSS) system.

RESULTS AND DISCUSSION

Hypothesis Testing

The purpose of implementing the hypothesis testing is to identify and to figure out the outcome of the problem statement within this research. The hypothesis testing been done then will evaluate the raw data collected by the questionnaires and then the researcher will use the SPSS system to compute the data given by the respondents. From the SPSS system, the researcher will use some of the tools available in the system and assess the data based on the respondent's questionnaire answered. For this research, the most suitable techniques are Reliability Analysis and Pearson Correlations.

Frequency Distribution

Frequency distribution is one of the main tools that been used by the researcher in conquest to validated the raw data into the SPSS system. Frequency can be understood as how frequently things happen while distribution signals the pattern of these frequencies. To make things simple, frequency distribution can be a summary of repetitive scores that occur within a sample of values. The variables that been listed out in the questionnaires then been computed to the SPSS system is described as gender, age, race, job category, working experience, educational level and computer literacy as shown in the table below.

Table 1: Frequency distribution

Demographic Factors	Valid	Frequency	Percent
Gender	Male	61	62.9
	Female	36	37.1
	Total	97	100.0
Age (years)	21-30	18	18.6
	31-40	37	38.1
	41-50	28	28.9
	51-60	14	14.4
	Total	97	100.0
Race	Malay	94	96.9
	Chinese	2	2.1
	Indian	1	1.0
	Total	97	100.0
Job Category	Civil Servant	32	33.0
	Police Force	65	67.0
	Total	97	100.0
Working Experience	Less than 1 year	5	5.2
	1-5 years	17	17.5

	6-10 years	26	26.8
	More than 10 years	49	50.5
	Total	97	100.0
Education Level	SPM	36	37.1
	Diploma	42	43.3
	Degree	18	18.6
	Others	1	1.0
	Total	97	100.0
Computer Literacy	Basic	36	37.1
	Moderate	54	55.7
	Excellent	7	7.2
	Total	97	100

From the above table, we will see one by one the demographic factors frequency and percent. For the gender demographic factor, there are 2 valid item which is male and female and been represented by 61 and 36 frequency respectively. Overall of the demographic factor for male gender can be summarized as 61 (frequency) and 62.9%, while the female gender consist of 36 (frequency) and 37.1%. This represents the total of 97 respondents for this questionnaire had been dominated by the male gender (61), and followed up by female gender (36) in IPK Terengganu. For the age (years) demographic factor, it have 4 valid range from overall total of the respondents (97) which been summarized as (21-30 years: 18 (frequency): 18.6%), (31-40 years: 37 (frequency): 38.1%), (41-50 years: 28 (frequency): 28.9%) and (51-60 years: 14 (frequency): 14.4%). To conclude it, the age of 31-40 years led the respondent's age with a number of 37 (frequency) representing 38.1%. The least age is 51-60 years with 14 frequencies on 14.4%. On the race demographic factor, there are 3 valid criteria which are Malay (94) stand for 96.9%. Next is on Chinese staff with 2 number of frequency and 2.1%. Last but not least, Indian with 1 frequency and 1%; summarizing a total of 97 numbers of respondents of IPK Terengganu staff. It signifies that Malay staff dominates the whole questionnaires answered within the IPK Terengganu.

Job category has been split into 2 valid criteria which are a civil servant and police force, both with 32 and 65 frequencies respectively and validating 33% and 67% of the total number of 97 respondents in IPK Terengganu. This highlights the numbers of questionnaires respondents surmounted by the police force, which is relevant as they are the main staff working in the IPK Terengganu. Working experience also been highlighted in the questionnaires as it is relevant to be asked in search for identification of the main research topic on HRMIS user's satisfaction. There are 4 valid criteria which is less than 1 year (5 respondent @ 5.2%), 1-5 years (17 respondent @ 17.5%), 6-10 years (26 respondent @ 26.8%) and more than 10 years (49 respondents @ 50.5%). What the researcher can conclude from the frequency distribution is that a total number of 49 out of 97 respondents are among them who had work within more than 10 years in the public service. It characterizes that most of them may cater different transition of the public service improvisation on technologies enhancement and adaptation through the period. So, they who spend their service more than 10 years may experience a transformation from the traditional method to a more computerized system and the researcher tends to dig out the findings and consequences on the HRMIS introduction to the public services in IPK Terengganu staff.

Education level demographic factor plays its role in determining the stage of IPK staff academic qualification. From the table of the frequency distribution made above, the summarization can be separated into 4 criteria which are SPM, Diploma, Degree and others. IPK Terengganu staff respondents academic qualification frequency led by the diploma holders with 42 persons (43.3%), SPM 36 persons (37.1%), degree 18 persons (18.6%) and others 1 (1%). The academic qualification is subjective as time passed by, there are plenty of room for improvement especially to those are now working within the public service. The government of Malaysia encourages civil staff to further study to ensure that staffs are well equipped with the latest knowledge along with the chance of promotion in respective position. For those who had spent their time within more than 10 years of service, the promotion will be based on an available post to be filled in once the personnel had completed the requirements needed.

The last part of the demographic factor is on computer literacy. The computer literacy is the level of how effective and user's familiar with ICT usage in their daily activities. Since HRMIS is an innovative and modern translation on ICT transformation on public service administration and human resources management, the level of computer literacy among staff needs to be identified to make sure that they can cope with changes in future time. So, for the computer literacy, it can be separate to 3 criteria which is basic, 36 (respondents) with 37.1%, moderate with 54 respondents (55.7%) and excellent with 7 respondents. All in all, a number of 54 out of 97 total respondents had the moderate computer literacy with a total of 55.7% percentage and the least 7 respondents had excellent computer literacy.

Reliability Analysis

In [22] explained that reliability is a degree of consistent result made within repeated measurement of the selected characteristic. Coefficient meanwhile is used to access the reliability. In [24] describe the main rules for Cronbach's Alpha coefficient range as table below.

Table 2: Cronbach's alpha coefficient range

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Table 3: Cronbach's alpha result

Variable	Cronbach Alpha	No of Items	Strength of Association
HRMIS application	0.932	5	Excellent
User characteristic	0.939	7	Excellent
Organizational support	0.949	6	Excellent
Users satisfaction	0.933	5	Excellent

Reliability Analysis SPSS Output

Based on the table above, Cronbach's Alpha showed that overall positively correlated to each other and is internally consistent. N of items refers to the number of questions been asked to the respondents within each variable section that has been responded and then keyed in the SPSS system. The variable asked in the questionnaire is based on independent variable (IV) and dependent variable (DV) made before the questionnaire been handed out. The logical situation and identification of current usage towards HRMIS application have been categorized to suits each IV and DV respectively sequentially to distribute end user final outcome. For the HRMIS application variable (IV), it consists of 5 questions within the questionnaire handed out to a number of 97 respondents where the Cronbach Alpha gives 0.932 scales (excellent). User characteristic (IV) then give 0.939 scale and consists of 7 questions with producing an excellent strength of association. Organizational support (IV) then consist of 6 questions give 0.949 scales and also category as excellent strength. For the DV (users satisfaction), the Cronbach Alpha scale for this variable is 0.933 (excellent) with a number of 5 questions been asked to the respondent. Overall findings using Cronbach's Alpha tools in quest on the reliability test (ALPHA) method shows that all IV and DV are important and positively interrelated to each other's in this research. In order to justify the related hypothesis and also IV and DV, the researcher tends to break down each variable (IV and DV) questions in the next topic.

Central Tendencies Measurement of Constructs

Table 4: HRMIS Application (IV) statistics

Item Statistics	Mean	Standard Deviation	N
Q1. APPS: easy to use	4.08	0.687	97
Q2. APPS: user friendly system	4.18	0.722	97
Q3. APPS: be accessed freely / minimal error	4.08	0.786	97
Q4. APPS: competent with technology enhancement	4.04	0.803	97
Q5. APPS: free from bug and errors	3.89	0.900	97

The above table shows the HRMIS application statistics (IV) that been distributed to 120 respondent where only 97 questionnaire been returned back. There are 5 variables been asked in this topic, where it indicates the central tendency of staff behaviour reacted towards designated questions in terms of mean and standard deviation. All variables are evaluated based on a 5-point scale (1-strongly disagree to 5-strongly agree). Q2-user friendly system shows the highest indication of 4.18 (mean scale) where it shows respondents equally gave constant point scale, meaning that they are pleased with the HRMIS application system and are easy to use. To be precise, the relevant of this statistics are positively related toward the hypothesis made earlier in this research.

Table 5: User Characteristic (IV) statistics

Item Statistics	Mean	Standard Deviation	N
Q1. UCHAR: ergonomics and suitable for daily use	3.97	0.657	91
Q2. UCHAR: effective on daily routine jobs	4.24	0.735	91
Q3. UCHAR: more control over the activities	4.25	0.769	91
Q4. UCHAR: strict database access (security)	4.20	0.778	91
Q5. UCHAR: lesser time to completed compared to manual system	4.25	0.739	91
Q6. UCHAR: faster response time	4.21	0.768	91

On User characteristic statistics questions, there are up to 7 variables been streamlined in this section. For the N number of respondents, there are only 91 persons that respond to the questions mentioned in this section. The main reason why a number of 6 respondents missing are either they fail to react to the questions or misjudge to give their answers. So, based on the above table, the researcher identifies that Q3-HRMIS gave more control over the activities and HRMIS also required lesser time to complete to be completed compared to the manual system with a scale of 4.25. This shows that respondents of the HRMIS system tend to be positive about the impact of the system in catering daily job activity. So, the researcher identifies that this question is positively related to IV and DV made earlier in the research proposal.

Table 6: Organizational Support (IV) statistics

Item Statistics	Mean	Standard Deviation	N
Q1. ORG: helpdesk to assist problem.	3.86	0.764	97
Q2. ORG: Training and online support	4.13	0.759	97
Q3. ORG: Infrastructure and IT equipment improvised	3.96	0.877	97
Q4. ORG: Sufficient time and less bug/errors	3.82	0.854	97
Q5. ORG: recover from mistakes quickly and easily	3.88	0.869	97
Q6. ORG: use HRMIS system without written instructions	3.92	0.838	97

Based on the organizational support above, there are 6 variables been questioned by the researcher in order to solve the last IV made. This is to ensure that related hypothesis made can be determined whether it had a positive or negative relationship with its DV. So, from this table, the researcher identified that there are 97 respondents that answer the questionnaires. Q2-training and online support has the biggest mean scale (4.13), underline respondents satisfaction towards the organizational support in providing and assisting them on HRMIS application. Respondents also give a scale of 3.96 for Q3-infrastructure and IT equipment to be improvised, where the majority of them fear of lack of instrument and mechanism that may vary towards HRMIS efficiency and effectiveness in the near future. Q-6: Use HRMIS system without written instruction also has a scale range of 3.92, which is the third highest mean scale been rated by the respondents, illustrate that they are capable of using the HRMIS system with minimal supervision. This third IV demonstrates that positive relationship between IV and DV are bond together as predicted within the proposed research objective.

Table 7: Users Satisfaction (DV) statistics

Item Statistics	Mean	Standard Deviation	N
Q1. USATIS: HRMIS system is very efficient	4.05	0.651	97
Q2. USATIS: HRMIS system is very effective	4.27	0.685	97
Q3. USATIS: HRMIS data and information is always accurate	4.20	0.745	97
Q4. USATIS: HRMIS helpdesk always give full commitment	4.15	0.755	97

For this DV statistics, there are 5 variable been highlight within the users satisfaction main question. The total number of 97 respondents had responded to the questionnaires as above result. For Q2-HRMIS system is very effective, the respondent had a high mean scale of 4.27 which is the highest among five variable been highlighted in the users satisfaction part. This show how they felt that the HRMIS application is the best solution to cater human resources data management for daily basis operation work. Respondents also gave 4.21 mean scale for Q5-i have no problem with HRMIS system, showing that the united in being positively tied to the HRMIS overall system operation and processes.

By far, Q3-HRMIS data and information are always accurate to prove that majority of the respondent's trust the system very well with a 4.20 mean scale marks given. For Q4-HRMIS helpdesk always give full commitment with the mean scale of 4.15, then justify that overall respondents satisfied with the service made by the HR and IT team to provide simultaneously effort in helping them to manage HRMIS system in daily basis work. The least mean scale made by the respondents is on the Q1-HRMIS system is very efficient with a score of 4.05 mean scale might have some relation to the respondent lack of knowledge in IT environment and infrastructure. As for conclusion, based from the 3 IV and DV and also measurement through Cronbach's Alpha tools, the researcher concludes that there are positive relationship between both IV and DV. They are bond to make positive relationship to prove that earlier hypothesis made well up links together and resolve the research objective of this proposal.

Pearson Correlations

In [23] describe that the range of correlation coefficient represents how strong the degree of the correlation. The correlation then will measure the relationship between 2 sets of data. The range will be somewhere in between -1 and 1. To test the Pearson Correlation, the researcher will use every significant IV and pair it to the respective DV to resolve any correlation between them. The below table represent De Vaus correlation coefficient range:

Table 8: Pearson correlations coefficient range

Coefficient of Correlation	Interpretation
0.8 and 1.0	Very strong correlation
0.6 and 0.8	Strong Correlation
0.4 and 0.6	Moderate correlation
0.2 and 0.4	Weak correlation
0 and 0.2	Very weak correlation

After the questionnaires been keyed in through SPSS system, the Pearson Correlation tools had been used to analyse the IV and DV to prove their relationship towards hypothesis made by the proposal research before.

Table 9: Pearson correlations SPSS results

		Mean HRMIS Application	Mean Users Characteristics	Mean Organizational Support	Mean User's Satisfaction
Mean HRMIS Application	Pearson Correlation	1	0.777**	0.807**	0.767**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	97	97	97	97
Mean Users Characteristics	Pearson Correlation	0.777**	1	0.719**	0.758**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	97	97	97	97
Mean Organizational Support	Pearson Correlation	0.807**	0.719**	1	0.806**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	97	97	97	97
Mean User's Satisfaction	Pearson Correlation	0.767**	0.758**	0.806**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	97	97	97	97

**Correlation is significant at the 0.01 level (2-tailed).

The hypothesis will then be evaluated based on the final output of the Pearson's Correlation result. The mean of respective IV will be evaluated through the DV made earlier in the research proposal to identify whether there are positive or negative relationship between them. The researcher will evaluate the respective IV and DV in order to rectify previous hypothesis made, whether the relationships are positive or else. From Table 9, it demonstrated a significant value of 0.00 (0.01 level 2 tailed). For the previous research proposal hypothesis comparison, the hypothesis evaluation made is based on the Pearson Correlation findings from SPSS system as follows:

Hypothesis 1

H₁: HRMIS application is positively related towards user's satisfaction

Based on Table 9, the Pearson Correlation range for the relationship between HRMIS Application (IV) and User's Satisfaction (DV) stands at 0.767. The relationship between these IV and DV according to Pearson Correlation stands at (0.6 and 0.8) (Strong Correlation) where ($r = 0.767$). This show that there is a significant positive correlation between HRMIS application and user's satisfaction and the strength of the correlation is strong.

$r (97) = 0.767$, $p < 0.01$, two tailed

Hypothesis 2

H₂: A User characteristic is positively related towards user's satisfaction

The relationship between user characteristics and users satisfaction based on SPSS system stands at 0.758. The relationship between this IV and DV from the Pearson Correlation range rest in the range of (0.6 and 0.8) with a Strong Correlation indication where ($r = 0.758$). Thus, previous hypothesis 2 shows a positive correlation between user characteristics and user's satisfaction and the strength of the correlation is strong.

$r (97) = 0.758$, $p < 0.01$, two tailed

Hypothesis 3

H₃: Organizational support is positively related towards user's satisfaction.

Based on Table 9, the Pearson Correlation ranges for the respective IV (organizational support) and the DV (user's satisfaction) stands for .806. This range situates between 0.8 and 1.0 range and it indicates a very strong correlation between both IV and DV ($r = 0.806$). The final result of these Pearson Correlation findings proves out that hypothesis 3 shows a positive correlation between organizational support and user's satisfaction and the strength of the correlation is very strong.

$r (97) = 0.806$, $p < 0.01$, two tailed

CONCLUSION

As things stand, the overall result had proved that all the hypotheses and also problem statement had been answered well. The questionnaire that been distributed out to staff in IPK Terengganu are well managed and been computed within SPSS system in a quest for data validation and determine the necessary output; to prove out that the hypotheses made earlier are positively related to its respective IV and DV. There IV been highlighted (HRMIS application, user characteristic and organizational support) with it subordinate questions are the key to determining whether there is a positive relationship with the respective DV (user's satisfaction). Overall, IV and DV gave a positive relationship with its DV, compromise the previous hypotheses made earlier and justify the problem statement issue. Summarization of the research made is justified as below explanation:

HRMIS Application

HRMIS application consists of human resources sub-modules that shorten rather than the traditional method. By using HRMIS application, users tend to eliminate time wasting and benefit of minus bureaucracy issues. This allowed the user to be more focused and allowing high productivity among them to give their service to the public. HRMIS application also needs to be competent and suitable for the time being in order to standardize within the recent technologies evolvement, with toleration on ease of accessibility and user-friendly system that will help users to produce their work with minimal fuss. Staff in IPK Terengganu will start to believe that HRMIS application is the best solution to improve their productivity and daily output to serve community demands and needs.

User Characteristic

User characteristic justifies user's criteria of using the HRMIS application in their daily work basis activity. Staff in IPK Terengganu felt that using HRMIS suitable in their daily activity as it's ergonomic and functionality are easy to moderate. Users also found that the HRMIS system gave them more freedom to control their activity on accessing information, while strict database access will deny any unnecessarily prohibited data and information to be passed out to unrecognized authorization. One of the main benefits of HRMIS application is that users required lesser time to handle and finished out tasks rather than using the manual/traditional system. This indicates a positive relationship between users and the HRMIS tools as a whole, embarking a much faster response time in order to finish up certain tasks. Overall, user characteristics underline happiness on applying HRMIS as main human resources management tools comparable to traditional method.

Organizational Support

Organizational support towards HRMIS application in IPK Terengganu can be enhanced by numbers of training and online support. These support methods highlighted the management commitment to solve any disputed or inaccuracy of HRMIS tools to users. Holding training on sub-module will cater most of the issues that cannot be understood by the personnel of the HRMIS system along with two-way communications with future enhancement of the system flow and improvement. Improving the infrastructure and IT equipment towards the staff of IPK Terengganu will help them to overcome the technical problem on using the HRMIS system. Technology rapid changes nowadays emphasize changes in terms of infrastructure and equipment to be tip top in order to make sure that the HRMIS system can be used without any disturbance and error free. HRMIS system also should be bug-free and eliminates errors to ensure that every process and stage on HRMIS usage can be performed at its fullest. Continuous organizational support also helps the staff of IPK Terengganu to master HRMIS and can operate it with minimal supervision and recover from any mistake made quick and easily.

User's Satisfaction

To conclude, users of the HRMIS system in IPK overall are positively satisfied with the full cooperation made by the management and also find out that HRMIS is very efficient and effective. From the full commitment made by the helpdesk to answers their problems towards HRMIS errors to HRMIS data and information which accurate and secured, there are nothing much to argue about using it within IPK staff in future time.

RECOMMENDATION

Overall findings of this research show that HRMIS application, user's characteristic and also organizational supports are positively related towards user's satisfaction among HRMIS users in IPK Terengganu. Based on the output gathered from the SPSS system, the researcher would like to give some recommendation for future enhancement.

Continuous Training Session

Training, a method that needs to be put into practice within periodically time to ensure staffs are well aware of new method or improvisation of the HRMIS system. Literally, for the time being, technology plays an important part in managing human resource information system. To accommodate latest alteration and improvement of the HRMIS system, training session needs to be added to annual job activity as to ensures that everybody in IPK Terengganu gain knowledge about new system improvisation in the near future. This will help them to understand and encourage them to learn new sub-module or anything regarding the HRMIS system.

Reputable Helpdesk Personnel

Helpdesk is the main medium representing the management of HRMIS system with users in IPK Terengganu. Appointing a key representative to conduct the helpdesk or online support is important as the criteria for the personnel to become the medium for support acknowledge the high level of understanding within the HRMIS system.

Needless to say that by appointing wrong key personnel will deliberately drag the HRMIS problems or worsen it with other problems. The personnel should be trained and have full knowledge about the HRMIS and also the infrastructure of the system in order to ease the problem within matters of time. Computer literacy also played its part to ensure that the helpdesk personnel can solve problems with minimal supervision by the top management.

IT Facility and Infrastructure

HRMIS main objective is to ease the burden of waving out the manual system and implemented the latest technologies used towards efficiency and effectiveness of human resources management. This means that the management of HRMIS in IPK Terengganu needs to ensure that IT facility and infrastructure are well organized and been up to date. Limitation towards this availability can cause the projection of HRMIS usage in IPK Terengganu becomes limited and hard to access.

Liaison Officer

Liaison officer role is to ensure that every HRMIS users in IPK Terengganu used the system. The flexibility of the introduction of liaison officer is that there are responsible to monitor out the transaction of the HRMIS system use, besides providing circulars and preparing monthly report to be submitted to the HR department.

To the Future Researchers

It is recommended that if any future researchers wish to replicate this study, they would carefully choose major variables that may help identify a more accurate findings that may help IPK Terengganu to improve its user's satisfaction towards the implementation of the HRMIS system in daily usage activities.

REFERENCES

1. Yusoff, M.R.M. and M. Radzi, 2002. E-government opportunities and challenges: Malaysia's experience. Retrieved from <http://egovaspac.apdip.net/topics/country/my/radzi-yusoff>.
2. Wixom, B.H. and P. Todd, 2005. A Theoretical Integration of User Satisfaction and Technology Acceptance. *Information Systems Research*, 16 (1): 85-102.
3. Bailey, J.E. and S.W. Pearson, 1983. Development of Tool for Measuring and Analyzing Computer User Satisfaction. *Management Science*, 29 (5): 530-545.
4. DeLone, W.H. and E.R. McLean, 2003. The DeLone and McLean Model of Information Systems Success: A Ten-Year Update. *Journal of Management Information Systems*, 19 (4): 9-30.
5. M. Fishbein and I. Ajzen, 1975. Belief, attitude, intention and behavior: An introduction to theory and research. Addison-Wesley.
6. Tu, Q., K.L. Wang, and Q. Shu, 2005. Computer-Related Techno Stress in China. *Communications of the ACM*, 48 (4): 77-81.

7. Rhoades, L. and R. Eisenberger, 2002. Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87 (4): 698-714.
8. Rhoades, L., R. Eisenberger and S. Armeli, 2001. Affective Commitment to the Organization: The Contribution of Perceived Organizational Support. *Journal of Applied Psychology*, 86 (5): 825-836.
9. Elie-Dit-Cosaque, C., J. Pallud and M. Kalika, 2012. The Influence of Individual, Contextual, and Social Factors on Perceived Behavioral Control of Information Technology: A Field Theory Approach. *Journal of Management Information Systems*, 28 (3): 201-234.
10. Athanassopoulos, A., S. Gounaris and V. Stathakopoulos, 2001. Behavioral Responses to Customer Satisfaction: An Empirical Study. *European Journal of Marketing* 35 (5/6): 687-707.
11. Livari, J., 2005. An Empirical Test of the DeLone-McLean Model of Information System Success. *The Database for Advances in Information Systems*, 36 (2): 8-27.
12. Liu, C. and Y. Huang, 2015. An Empirical Investigation of Computer Simulation Technology Acceptance to Explore the Factors That Affect User Intention. *Universal Access in the Information Society*, 14 (3): 449-457.
13. Makkar, U. and R. Sanjeev, 2014. Determining Employees Perception through Effective HRIS: An Empirical Study. *Journal of Strategic Human Resource Management*, 3 (3): 1-7.
14. Ngoc Duc, N., S. Siengthai and S. Page, 2013. A Conceptual Model of HRIS-Trust: An Understanding of Suppliers' Customers' Relationship. *Foresight*, 15 (2): 106-116.
15. Troshani, I., C. Jerram and S.R. Hill, 2011. Exploring the Public Sector Adoption of HRIS. *Industrial Management and Data Systems*, 111(3), 470-488.
16. Eghrmis, 2011. Pengenalan dan mekanisme pelaksanaan HRMIS. Retrieved from http://www.eghrmis.gov.my/docs/pdf/se/sp_buku_pengenalan.pdf.
17. Aladwani, A.M., 2003. A Deeper Look at the Attitude-Behavior Consistency Assumption in Information Systems Satisfaction Research. *Journal of Computer Information Systems*, 44 (1): 57-63.
18. Edward J. Garrity and G. Lawrence Sanders, 1998. Information systems success measurement. Idea Group Publishing.
19. Eghrmis, 2012. Dialog HRMIS BIL 2/2012 usaha-usaha penambahbaikan HRMIS tahun 2012. Retrieved from http://www.eghrmis.gov.my/docs/pdf/slide_forum/sesi_dialog2012/USAHA-USAHA-PENAMBAHBAIKAN-HRMI-BAGI-TAHUN-2012.pdf.
20. MAMPU, 2011. Kajian keberkesanan pelaksanaan SMPC dan SMPT dalam pengurusan sumber manusia sektor awam. Retrieved from <http://www.eghrmis.gov.my/docs/pdf/buletin/2011/laporan-brc.pdf>.
21. Kowalczyk, D., 2003. Correlation research: Definition, purpose and examples. Retrieved from <http://www.study.com/academy/lesson/correlational-research-definition-purpose-examples.html>.
22. U. Sekaran and R. Bougie, 2016. Research method for business: A skill building approach. John Wiley and Sons.
23. Neil J. Salkind, 2012. Exploring research. Pearson.
24. Joseph F. Hair, 2015, Essentials of business research methods. ME Sharpe.