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1. Detail Informasi Tentang Jurnal

Nama Jurnal	:	Administrative Sciences
Publisher	:	MDPI
ISSN	:	2076-3387
Editor in Chief	:	Prof. Dr. Isabel-María Garcia-Sanchez
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Website	:	https://www.mdpi.com/journal/admsci
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2. Proses Hasil Review dari Paper

<p>Hasil Review dikirimkan melalui email</p>	<p>01/04/23, 09:43 Email Universitas Muhammadiyah Jakarta - [Administrative Sciences] Manuscript ID: admsci-2108812 - Major Revisions</p>  <p style="text-align: right;">Evi Satispi <evi.satispi@umj.ac.id></p> <hr/> <p>[Administrative Sciences] Manuscript ID: admsci-2108812 - Major Revisions 1 pesan</p> <hr/> <p>Administrative Sciences Editorial Office <admsci@mdpi.com> 3 Januari 2023 pukul 08.52 Balas Ke: juanita.ong@mdpi.com Kepada: Ismi Rajiani <rajiani@ulm.ac.id> Cc: Evi Satispi <evi.satispi@umj.ac.id>, Mamun Murod <mamun.murod@umj.ac.id>, Andriansyah Andriansyah <andriansyah@dsn.moestopo.ac.id>, Administrative Sciences Editorial Office <admsci@mdpi.com></p> <p>Dear Dr. Rajiani,</p> <p>I hope this email finds you well in this new year. Thank you again for your manuscript submission:</p> <p>Manuscript ID: admsci-2108812 Type of manuscript: Article Title: Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary? Authors: Evi Satispi *, Ismi Rajiani *, Mamun Murod, Andriansyah Andriansyah Received: 4 December 2022 E-mails: evi.satispi@umj.ac.id, rajiani@ulm.ac.id, mamun.murod@umj.ac.id, andriansyah@dsn.moestopo.ac.id Submitted to section: Organizational Behavior https://www.mdpi.com/journal/admsci/sections/organizational_behavior New Technologies and Institutional Change in Public Administration https://www.mdpi.com/journal/admsci/special_issues/public_administration</p> <p>Your manuscript has now been reviewed by experts in the field. Please find your manuscript with the referee reports at this link: https://susy.mdpi.com/user/manuscripts/resubmit/92e8d45ce75ff3aa51d37fded414c7e7</p> <p>Please revise the manuscript according to the referees' comments and upload the revised file within 10 days.</p> <p>Please use the version of your manuscript found at the above link for your revisions.</p> <p>(I) Please check that all references are relevant to the contents of the manuscript. (II) Any revisions to the manuscript should be marked up using the "Track Changes" function if you are using MS Word/LaTeX, such that any changes can be easily viewed by the editors and reviewers. (III) Please provide a cover letter to explain, point by point, the details of the revisions to the manuscript and your responses to the referees' comments. (IV) If you found it impossible to address certain comments in the review reports, please include an explanation in your appeal. (V) The revised version will be sent to the editors and reviewers.</p> <p>If one of the referees has suggested that your manuscript should undergo extensive English revisions, please address this issue during revision. We propose that you use one of the editing services listed at https://www.mdpi.com/authors/english or have your manuscript checked by a native English-speaking colleague.</p> <p>Do not hesitate to contact us if you have any questions regarding the revision of your manuscript. We look forward to hearing from you soon.</p> <p>Kind regards, Ms. Juanita Ong</p> <p><small>https://mail.google.com/mail/u/0/?ik=3323e8cf53&view=pt&search=all&permthid=thread-f1753964344776238063&siml=msg-f:17539643447762... 1/2</small></p>
<p>Point yang perlu direvisi <input type="checkbox"/> Komentar dari reviewer</p>	<p>#Reviewer 1</p> <p>The paper provides a good overview of the study. It has an interesting research background and should be of great interest to the readers. However, I have some major concerns that I will share in the following points.</p> <ol style="list-style-type: none"> 1. Overall, the introduction is nicely written covering the need to study the topic. However, I believe that theoretical underpinning is very weak. The hypotheses are built on arguments that completely lack theoretical underpinning. I also believe there is some recent literature on HRIS in developing countries that are missing. 2. I have serious concerns about the study framework. The authors are trying to find predictors and consequences of HRIS, yet they are framing the paper quite differently. It looks like HRIS is a mediator

in the relationship between predictor and consequences but it is not recognized in the entire paper.

3. The method section is strangely written, for example, Material and Methods are provided at the end why not before the results section? If this is the requirement of the journal then this comment can be discarded. If not, then the authors must restructure the article. Please mention, if a confirmatory or exploratory factor analysis was run.
4. In the results, I miss the control variables' impact, Has the author not considered them at all? Please mention correlations between constructs. Good that authors have chosen to run SEM, but actually if you are not testing mediation, what's the use of SEM? Simply use the path model in SPSS.
5. There are several theoretical arguments provided in the discussion part which were never referred to in the theoretical part e.g., the discussion on NPM. It's not an acceptable way, especially for quantitative studies.
6. Finally, I am surprised by this sentence "However, this study confirms that e-HRM reflected in HRIS implementation will 252 not make employees innovative." how did the authors come to this conclusion, when mediation was not tested?

#Reviewer 2

Thank you for an interesting read. The study has addressed a critical domain of the adoption of HRIS in the public sector and the content is significant for publication in the journal. However, several improvements are suggested:

The researcher claims to examine the instrumental adoption factors to adopt HRIS in boosting employee innovation outcomes from technological, organizational, people, and social outlooks. The aim of the study has a great emphasis on the innovation outcomes of HRIS. Unfortunately, the results could not support this hypothesis: HRIS adoption in public sector organizations is positively associated with employee innovation. Please provide justification in discussion for why this hypothesis could not supported.

You have used Structural Equation Modeling (SEM) to examine the relationship among constructs, which is a suitable technique given that your study incorporates a complex model including mediation of HRIS adoption. In your study there are three independent factors (1- technological fit; 2- organization resources; and 3- knowledge of technological characteristics) that are related to HRIS adoption and HRIS adoption is positively related to employee innovation. In this way, HRIS adoption is a mediator in the model. However, you have not paid any attention on the mediating role of HRIS adoption. Whereas, SEM is a suitable technique to analyse the role of HRIS as mediator in the model. I would suggest to reconsider the model and data analysis for the mediation.

	<p>The manuscript needs a thorough revision in terms of language clarity and proper sentence structure.</p> <p>#Reviewer 3</p> <p>The introduction should briefly place the study in a broad context, present the research gap and aim of study. Please highlight why this work is important and define the significance of work.</p> <p>The Theoretical Background is very short, it should include well-developed literature review of other authors research. The broad review of models used to analyse HRIS systems acceptance and the main results of similar research should be presented.</p> <p>Please, explain why the sample research sample is not representative? It seems that the results are not reliable, as the sample is not representative and it is not possible to generalize the conclusions of the research sample to the entire population. Too small research sample in this research shows the lack of scientific reliability and accuracy of the scientific study.</p>
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03/04/23, 14:20

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Dear Dr. Rajiani,

Thank you very much for providing the revised version of your paper:

Manuscript ID: admsci-2108812

Type of manuscript: Article

Title: Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary?

Authors: Evi Satispi *, Ismi Rajiani *, Mamun Murod, Andriansyah Andriansyah

Received: 4 December 2022

E-mails: evi.satispi@umj.ac.id, rajiani@ulm.ac.id, mamun.murod@umj.ac.id, andriansyah@dsn.moestopo.ac.id

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We will continue processing your paper and will keep you informed about the status of your submission.

Kind regards,
Ms. Juanita Ong
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3. Proses Revisi dan Bukti Penerimaan Paper

<p>Perbaikan Paper :</p>	<p>03/04/23, 14.02 Email Universitas MuhammadiyahJakarta - [Administrative Sciences] Manuscript ID: admsci-2108812 - Minor Revisions</p> <p> Evi Satispi <evi.satispi@umj.ac.id></p> <hr/> <p>[Administrative Sciences] Manuscript ID: admsci-2108812 - Minor Revisions 1 pesan</p> <hr/> <p>Administrative Sciences Editorial Office <admsci@mdpi.com> 12 Januari 2023 pukul 08.58 Balas Ke: juanita.ong@mdpi.com Kepada: Ismi Rajiani <rajiani@ulm.ac.id> Cc: Evi Satispi <evi.satispi@umj.ac.id>, Mamun Murod <mamun.murod@umj.ac.id>, Andriansyah Andriansyah <andriansyah@dsn.moestopo.ac.id>, Administrative Sciences Editorial Office <admsci@mdpi.com></p> <p>Dear Dr. Rajiani,</p> <p>Thank you again for your manuscript submission:</p> <p>Manuscript ID: admsci-2108812 Type of manuscript: Article Title: Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary? Authors: Evi Satispi *, Ismi Rajiani *, Mamun Murod, Andriansyah Andriansyah Received: 4 December 2022 E-mails: evi.satispi@umj.ac.id, rajiani@ulm.ac.id, mamun.murod@umj.ac.id, andriansyah@dsn.moestopo.ac.id Submitted to section: Organizational Behavior https://www.mdpi.com/journal/admsci/sections/organizational_behavior New Technologies and Institutional Change in Public Administration https://www.mdpi.com/journal/admsci/special_issues/public_administration</p> <p>Your manuscript has been reviewed by experts in the field. Please find your manuscript with the referee reports at this link: https://susy.mdpi.com/user/manuscripts/resubmit/92e8d45ce75ff3aa51d37fded414c7e7</p> <p>(I) Please revise your manuscript according to the referees' comments and upload the revised file within 5 days. (II) Please use the version of your manuscript found at the above link for your revisions. (III) Please check that all references are relevant to the contents of the manuscript. (IV) Any revisions made to the manuscript should be marked up using the "Track Changes" function if you are using MS Word/LaTeX, such that changes can be easily viewed by the editors and reviewers. (V) Please provide a short cover letter detailing your changes for the editors' and referees' approval.</p> <p>If one of the referees has suggested that your manuscript should undergo extensive English revisions, please address this issue during revision. We propose that you use one of the editing services listed at https://www.mdpi.com/authors/english or have your manuscript checked by a native English-speaking colleague.</p> <p>Please do not hesitate to contact us if you have any questions regarding the revision of your manuscript or if you need more time. We look forward to hearing from you soon.</p> <p>Kind regards, Ms. Juanita Ong Assistant Editor E-Mail: juanita.ong@mdpi.com</p> <p>-- MDPI Office</p> <p>MDPI Administrative Sciences Editorial Office St. Alban-Anlage 66, 4052 Basel, Switzerland</p> <p>https://mail.google.com/mail/u/0/?ik=3323e8cf53&view=pt&search=all&permthid=thread-f:1754780125566115930&siml=msg-f:1754780125566115930 1/2</p>
<p>Point yang telah direvisi :</p>	<p>Konteks HRIS</p>



Evi Satispi <evi.satispi@umj.ac.id>

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Dear Dr. Rajiani,

Thank you very much for resubmitting the modified version of the following manuscript:

Manuscript ID: admsci-2108812
Type of manuscript: Article
Title: Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary?
Authors: Evi Satispi *, Ismi Rajiani *, Mamun Murod, Andriansyah Andriansyah
Received: 4 December 2022
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Dear Dr. Rajiani,

Congratulations on the acceptance of your manuscript, and thank you for submitting your work to Administrative Sciences:

Manuscript ID: admsci-2108812

Type of manuscript: Article

Title: Human Resources Information System (HRIS) to Enhance Civil Servants'

Innovation Outcomes: Compulsory or Complimentary?

Authors: Evi Satispi *, Ismi Rajiani *, Mamun Murod, Andriansyah Andriansyah

Received: 4 December 2022

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4. Informasi Publis Paper

Hasil setelah Galley Proof Paper :

Bukti Informasi Publikasi Paper :

Article

Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary?

Evi Satispi ^{1,*}, Ismi Rajiani ^{2,*}, Mamun Murod ¹ and Andriansyah Andriansyah ¹

¹ Faculty of Social Science and Political Science, Muhammadiyah University Jakarta, Banten 15419, Indonesia
² Faculty of Teacher Training and Education, Lambung Mangkurat University, Banjarmasin 70123, Indonesia
 * Correspondence: evi.satispi@umj.ac.id (E.S.); rajanian@ulm.ac.id (I.S.)

Abstract: The Internet of things (IoT) has oriented organisations digitally in administrating human resources. In line with this trend, Indonesian public sectors are adopting Human Resources Information Systems (HRIS) to boost employee innovation outcomes. However, coercive pressure to implement HRIS has only resulted in fiascos for the technology, which cannot be fully considered to eliminate long, ineffective, and inefficient practices. This study examines the instrumental adoption factors to adopt HRIS in boosting employee innovation outcomes from technological, organisational, people, and social outlooks. The empirical data consisting of 500 valid datasets were obtained from public servants in Indonesia via web-based questionnaires, structural equation modelling (SEM), which was used to examine the relationship among constructs. Technology fit, organisational resources, knowledge, and social influences have positive impacts on technology adoption. However, when treated as a mediation, the negative path from HRIS to innovation outcomes implied that e-HIRM reflected in HRIS implementation would not make employees innovative. The scrutinized under ability, motivation, and opportunity (AMO) framework and empirical insights clearly portray that Indonesian's ability to fit into this framework is problematical, making technological innovation in the Indonesian public sector only complimentary, not compulsory. This study suggests that IIRM reform in public organisations is a top priority if the country wishes to achieve world-class bureaucracy by 2025.

Keywords: HRIS; technology; public servants; Indonesia



Citation: Satispi, Evi; Ismi Rajiani, Mamun Murod, and Andriansyah Andriansyah. 2023. Human Resources Information System (HRIS) to Enhance Civil Servants' Innovation Outcomes: Compulsory or Complimentary? *Administrative Sciences* 13, 32. <https://doi.org/10.3390/admsci13020032>
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<https://www.mdpi.com/journal/admsci>

1. Introduction

The Internet of things (IoT) has driven human resource management (HRM) into the digital era. This phenomenon makes researchers and practitioners concentrate on integrating IT and HRM systems called e-HRM (Myllymäki 2021). E-HRM is terminology covering all possible juxtaposition contrivances between performing HRM and technology (Thite 2020). Consequently, HR is no longer perceived as a supporting role in delivering employee services (Riana et al. 2020), instead it is a strategic business unit leading to digital transformation in providing organisations with a competitive advantage (Kutieshat and Farmanesh 2022).

The arrangement of technological innovations applied to human resources is classified into three categories of e-HRM, including electronic human resources, human resources information systems (HRIS), and virtual human resources groups (VHR) (Moussa and Al Arbi 2020). HRIS contributes to modernising and developing the HR function by disposing of the most sophisticated technological equipment and systems (De Alwis et al. 2022). This is because the information generated by the system lessens the uncertainty rate, reduces the gap between forecasting and reality, and produces data serving as a decision-making base (Rajawat and Sharma 2022). Although some researchers expressed assurance on e-HRM adoption (Johnson et al. 2022; Ullah et al. 2021; Myllymäki 2021), the empirical evidence displays various adverse concerns that the adoption of ICT in HRM does not



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