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Analysis of Digitalisation, MIS, Service Quality, Operational Efficiency on HR Performance at Bunda Sarini Clinic

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Abstract

This study investigates the influence of Digitalization, Management Information Systems (MIS), Service Quality, and Operational Efficiency on HR Performance at Bunda Sarini Primary Clinic in Banyuwangi. Using a quantitative research design, the study collected data through structured surveys and analyzed it using multiple regression analysis. The results indicate a strong correlation (R = 0.805) between the independent variables and HR Performance, with 64.8% of the variance ($R^2 = 0.648$) explained by these factors. The F-test (F = 15.872, Sig. = 0.000) confirms that these variables collectively exert a statistically significant impact on HR Performance. Among them, Service Quality ($\beta = 0.389$, t = 4.321, Sig. = 0.000) demonstrates the most substantial effect. The study underscores the necessity of improving service quality, advancing digitalization, and strengthening operational efficiency to enhance workforce productivity. Future research should incorporate employee engagement, leadership styles, and workplace culture to gain a more comprehensive perspective on HR Performance.

Keywords: Human Resource Performance, Digitalisation, Management Information System (SIM), Operational Efficiency, Service Quality

Introduction

The integration of digital technology has profoundly transformed organizational management, particularly in Human Resource (HR) management, by streamlining processes and enhancing operational efficiency. In the healthcare sector, digitalization plays a pivotal role in improving service quality and productivity. Technologies such as Artificial Intelligence (AI), big data analytics, and cloud computing facilitate the optimization of HR practices, including recruitment and employee data management (Prastyaningtyas et al., 2023). Moreover, digital transformation aligns HR strategies with technological advancements, fostering adaptability and resilience in dynamic organizational environments (Nicolás-Agustín et al., 2021; S., 2024).

Complementing digitalization, Management Information Systems (MIS) provide a robust framework for systematic data collection, processing, and analysis, thereby enhancing strategic decision-making and operational efficiency in HR management. MIS integration supports structured workflows, real-time data management, and decision-support mechanisms, which collectively improve productivity and communication (Atrushi et al., 2020; Yu et al., 2021). Despite these advancements, limited attention has been paid to the role of digitalization and MIS in HR performance within primary healthcare settings, such as clinics in specific regions like Banyuwangi.

Service quality further reinforces HR effectiveness, contributing to employee satisfaction and engagement. High-quality HR services foster positive perceptions and organizational commitment, driving performance and retention (Dhir & Chakraborty, 2021; Gunawan et al., 2022). Additionally, operational efficiency, supported by digital tools such as e-HRM systems, enhances productivity by optimizing resources and reducing administrative burdens (Basnet, 2024). These dimensions underscore the interconnected nature of HR performance factors, necessitating an integrated research approach to explore their combined impact.

While previous studies emphasize the individual contributions of digitalization, MIS, service quality, and operational efficiency to organizational outcomes, there is a paucity of research examining these factors holistically, particularly in primary healthcare. Most research focuses on large hospitals or healthcare networks, overlooking the unique operational dynamics of primary clinics (Jiang & Akdere, 2021). This gap underscores the need for comprehensive analysis, particularly in regions like Banyuwangi, where primary clinics such as Bunda Sarini play a critical role in local healthcare provision.

The present study addresses this gap by exploring the influence of digitalization, MIS, service quality, and operational efficiency on HR performance at Bunda Sarini Primary Clinic in Pesanggaran, Banyuwangi. This research integrates theoretical frameworks such as General Systems Theory (GST), which highlights the interdependence of system components, and Human Resource Theory, which emphasizes the strategic alignment of HR practices with organizational goals (Espinosa-Jaramillo María T., 2024; Steyn, 2020). By adopting a quantitative methodology and leveraging survey data, this study aims to provide objective insights and practical implications for enhancing HR performance in primary healthcare settings.

Through this holistic lens, the research contributes to the academic discourse by bridging existing gaps and offering a nuanced understanding of the factors influencing HR performance. It provides empirical evidence to support the integration of digitalization, MIS, service quality, and operational efficiency as key drivers of workforce productivity and satisfaction, with specific relevance to primary clinics operating under distinct contextual challenges.

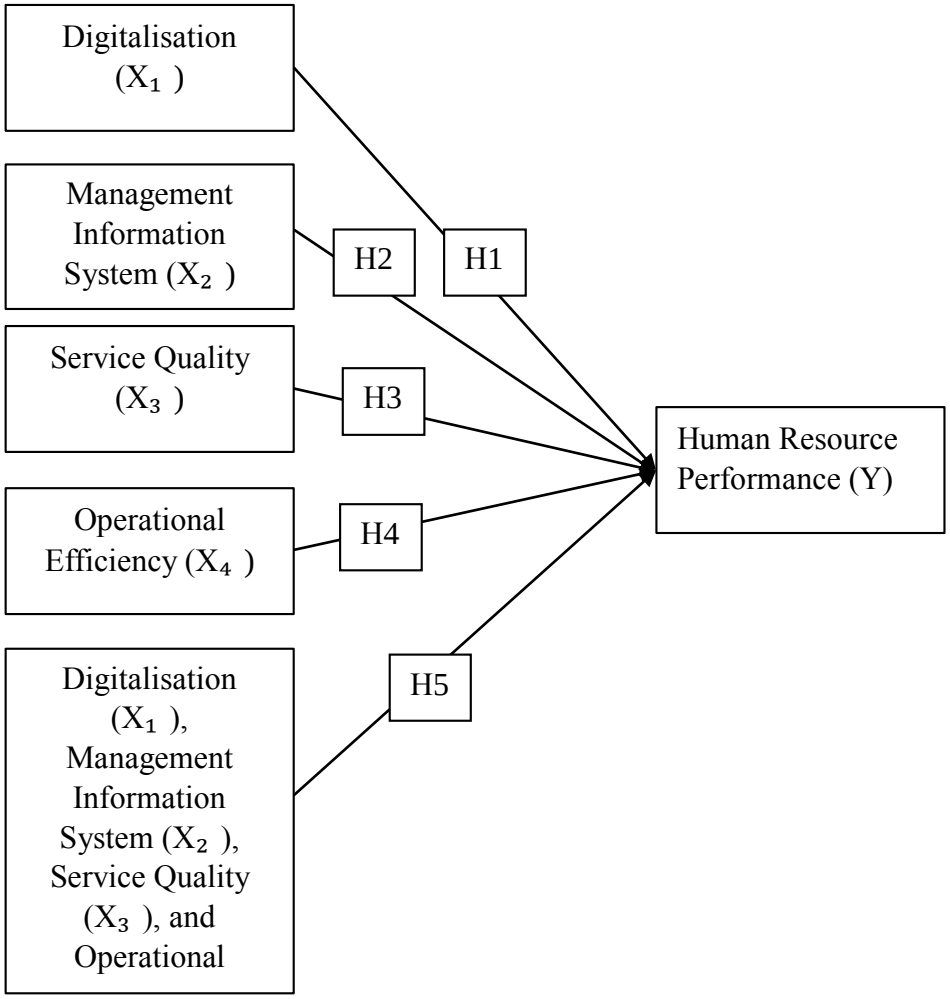

Figure 1. Conceptual Framework Model

Literature Review

Digitalization and HR Performance

Digitalisation has revolutionised human resource management (HRM) by improving effectiveness and efficiency through technology and innovation in HR practices. The implementation of information technology (IT), such as human resource management systems (HRMS) and performance management systems (PMS), enables more structured employee data management, accelerates career development, and improves productivity and operational effectiveness (Prastyaningtyas et al., 2023).

In addition, the alignment of HR strategy with digital transformation plays an important role in improving employees' skills and readiness to deal with technological change. Research shows that adaptive HR policies can accelerate the success of digital transformation by increasing employee engagement and capability (Nicolás-Agustín et al., 2021; S., 2024). This alignment not only positively impacts HR performance but also strengthens organisational resilience in the face of rapid technological change.

The COVID-19 pandemic accelerated digital adoption in HR management, prompting organisations to leverage digital tools in remote work, recruitment, as well as employee engagement management (Kumar & Kapoor, 2021). Digitalisation also enables the optimisation of various HR functions, including recruitment and performance evaluation, which directly improves an organisation's operational efficiency and effectiveness (Nurhasanah, 2022).

Overall, digitalisation plays an important role in improving HR performance by streamlining work processes, increasing employee engagement, and building a culture of continuous learning and adaptation. Organisations that implement digital transformation in HR management will have a stronger competitive advantage in facing business challenges in the digital era. Hypothesis development, ***H□: Digitalisation (X□) has a positive and significant effect on HR performance (Y).***

Management Information Systems and Operational Efficiency

Management Information Systems (MIS) play an important role in improving operational efficiency by optimising data management, streamlining business processes, and supporting better decision-making. MIS integration enables organisations to increase productivity, improve communication, and streamline operations. Seun highlights that a Customer Relationship Management (CRM) system within an MIS can improve customer experience and retention, which in turn contributes to an organisation's operational effectiveness (SEUN, 2023).

In addition, the implementation of Enterprise Resource Planning (ERP) systems shows how MIS can integrate various business functions, such as finance, production, and sales, into one structured system. Yu et al. emphasise that ERP enables real-time data management, reduces duplication of information, and improves workflow efficiency and decision-making processes (Yu et al., 2021). This integration makes organisations more responsive to market changes.

The alignment of MIS with organisational management is also a key factor in improving efficiency. Atrushi et al. showed that combining MIS with decision support systems (DSS) can assist managers in data-driven strategic planning, thereby strengthening operational excellence (Atrushi et al., 2020). This combination enables more informed and data-driven decision-making.

Overall, effective MIS implementation is instrumental in improving operational efficiency by streamlining work processes, improving data accessibility, and supporting informed decision-making. Organisations that make optimal use of MIS will be better prepared to face market changes and maintain a sustainable competitive advantage. Hypothesis development, ***H□: Management Information System (X□) has a positive and significant effect on HR performance (Y).***

Service Quality and Its Effect on HR Performance

Service quality plays a critical role in determining human resource (HR) performance, with a direct impact on satisfaction, engagement and organisational effectiveness. A positive

work environment, resulting from optimised HR service quality, contributes to improved employee performance and retention. Research shows that effective HR management practices, such as recruitment, training and performance appraisal, play a significant role in improving service quality in organisations (Mohamad et al., 2021). Mohamad et al. also asserted that appropriate HR intervention strategies can directly improve the quality of services provided.

Moreover, the quality of HR has a direct impact on service outcomes. Dhir and Chakraborty revealed that perceptions of high service quality encourage improved employee performance, in line with social exchange theory which states that satisfactory service fosters trust and positive attitudes among employees (Dhir & Chakraborty, 2021). This suggests that when employees experience quality HR services, they are more committed and productive at work.

Service quality dimensions, such as responsiveness, reliability, and empathy, also play a role in shaping employee perceptions and satisfaction. Gunawan et al. highlighted that consistent, high-quality services not only fulfil customer expectations but also contribute to employee morale and performance (Gunawan et al., 2022). Moreover, the implementation of HR practices oriented towards employee development and satisfaction contributes to the overall improvement of service quality, creating a positive cycle for both employees and the organisation (Pascua, 2023).

Overall, service quality and HR performance have a close relationship. Organisations that prioritise quality service in their HR practices not only increase employee satisfaction and productivity but also create an excellence-oriented work culture, which drives long-term organisational success. Hypothesis development, H□: Service Quality (X□) has a positive and significant effect on HR performance (Y).

Operational Efficiency and HR Productivity

Operational efficiency plays an important role in improving human resource (HR) productivity by ensuring that organisational processes run optimally without compromising on quality. Improved efficiency allows organisations to reduce waste, optimise resource use, and improve overall HR performance. Jiang and Akdere emphasise that the use of HR analytics can identify inefficiencies in HR practices, allowing organisations to fine-tune their operations to achieve higher effectiveness (Jiang & Akdere, 2021). Moreover, operational efficiency also depends on the alignment of HR strategies with organisational goals, where effective process management can increase productivity and maintain a company's competitiveness in the market (Akhigbe & Worlu, 2020).

The integration of technology in HR operations further strengthens efficiency by streamlining administrative tasks and allowing HR professionals to focus more on business strategies. For example, the adoption of electronic human resource management (E-HRM) systems has been shown to reduce administrative burden and improve the quality of HR services (Basnet, 2024). In addition, addressing irregularities in HR systems is a crucial step in improving efficiency, as inconsistent HR practices can lead to unclear roles, uneven workloads, and decreased employee motivation (Savandha, 2024). By standardising HR processes and

creating a clearer and more efficient system, organisations can create a more productive work environment, increase employee satisfaction, and ensure success in achieving strategic goals. Hypothesis development, ***H□: Operational Efficiency (X□) has a positive and significant effect on HR performance (Y).***

System Theory

General Systems Theory (GST) developed by Ludwig von Bertalanffy offers a holistic framework for understanding complex systems across a range of disciplines, including biology, psychology and social sciences. GST emphasises that systems should be understood as interacting entities, not just as a collection of individual parts (Tramonti et al., 2019). Bertalanffy explained that systems are characterised by the relationships and organisation between their components, which create emergent properties that cannot be explained by examining each part in isolation (Steyn, 2020). This approach suggests that changes in one element of the system can have far-reaching impacts on the overall structure and dynamics of the system (Zarghami, 2023)).

GST also promotes an interdisciplinary approach to analysing complex problems, making it relevant in contemporary research, including climate change studies and social dynamics that require an understanding of interrelated systems (Valentinov et al., 2019). Moreover, the GST concept has inspired the development of other theories and practices, such as systems thinking and cybernetics, that focus on feedback loops and adaptation in systems (Assche et al., 2019). Overall, GST remains a fundamental approach in various fields, as it emphasises holistic analysis and integration of sciences in understanding and solving complex challenges in the modern era. Therefore, systems theory can explain **Hypothesis H□** on how the four variables simultaneously affect HR performance.

Human Resource Theory

Human Resource Theory encompasses a range of concepts and frameworks that serve as a guide in the management and development of human capital in organisations. It integrates disciplines such as psychology, economics and systems theory to understand how human resources can be effectively utilised to achieve organisational goals. Ovesni highlights that human capital development is rooted in various disciplines, including adult learning and psychology, which contribute to a comprehensive understanding of employee development and organisational effectiveness (Ovesni, 2023). In addition, this theory emphasises the relationship between HR practices and employee engagement. Frameworks such as Social Exchange Theory and Psychological Contract Theory explain how fair and supportive HR practices can increase employee commitment and performance in achieving organisational goals (Espinosa-Jaramillo María T., 2024).

Furthermore, the Resource-Based View (RBV) approach states that human capital is a key element in creating competitive advantage. This perspective emphasises the importance of developing unique capabilities and competencies in the workforce that are difficult for competitors to replicate (Rusli et al., 2022). In addition, the integration of knowledge management into HR practices has become a major focus in recent years. As organisations become increasingly dependent on knowledge-based processes, effective HR management is

key in driving innovation and improving organisational performance (Brain, 2022). By implementing knowledge management strategies, HR practices can encourage collaboration as well as knowledge sharing among employees, ultimately improving their productivity and engagement. Overall, Human Resource Theory provides a multidisciplinary approach that enables organisations to align HR strategies with business objectives to achieve sustainable competitive advantage.

Research Method

This study employs a quantitative approach to examine the influence of digitalization, management information systems (MIS), service quality, and operational efficiency on human resource (HR) performance at Bunda Sarini Primary Clinic in Pesanggaran, Banyuwangi. The research utilizes primary data collected through structured questionnaires and secondary data sourced from clinic operational reports and relevant literature. The questionnaire comprises multiple sections designed to measure key variables, including digitalization, MIS, service quality, operational efficiency, and HR performance. Each variable is assessed using a five-point Likert scale, allowing respondents to evaluate their experiences and perceptions regarding the implementation of digitalization and operational efficiency within their work environment.

This study adopts an explanatory research design within a quantitative framework, aiming to investigate the causal relationship between the independent variables (digitalization, MIS, service quality, and operational efficiency) and the dependent variable (HR performance). The research process consists of several key stages. First, the preparatory phase involves the development and validation of research instruments, particularly the questionnaire. Second, the data collection phase entails the distribution of questionnaires to medical personnel, administrative staff, and management at Bunda Sarini Primary Clinic. Third, the data processing and analysis phase involves the application of inferential statistical methods using SPSS software to examine variable relationships and test the proposed hypotheses. This study employs a cross-sectional design, in which data are collected at a single point in time to assess the relationships among the variables in the clinic's operational environment.

The study's participants include medical personnel, administrative staff, and management at Bunda Sarini Primary Clinic, selected using a purposive sampling technique to ensure that respondents have direct experience with MIS implementation and digitalization in clinic operations. The research instrument, a structured questionnaire, is developed based on validated indicators from previous studies. It consists of sections covering digitalization (e.g., adoption of digital technology, automation of work processes), MIS (e.g., information system utilization in decision-making), service quality (e.g., job satisfaction, service responsiveness), operational efficiency (e.g., time and resource management), and HR performance (e.g., productivity, work effectiveness).

The data collection process involves the direct distribution of questionnaires to respondents, accompanied by clear instructions and assurances regarding data confidentiality.

Following data collection, validity and reliability tests are conducted using SPSS software. The validity test ensures that each questionnaire indicator accurately measures the intended research constructs, while the reliability test, performed using Cronbach's Alpha, assesses the internal consistency of questionnaire items. Descriptive statistical techniques are applied to profile respondents, while multiple regression analysis is used to examine the relationships among digitalization, MIS, service quality, operational efficiency, and HR performance.

The data analysis process in this study follows a structured approach using SPSS, consisting of multiple stages. First, descriptive statistical analysis is conducted to summarize respondent characteristics and the distribution of research variables. Second, validity and reliability tests confirm the accuracy and consistency of the research instrument. Third, a classical assumption test ensures that the regression model meets the necessary conditions for inferential analysis. This test includes assessments of normality, multicollinearity, heteroscedasticity, and autocorrelation. To evaluate the research hypotheses, multiple regression analysis is performed using the following equation:

$$Y=\beta0+\beta1X1+\beta2X2+\beta3X3+\beta4X4+e$$

Where:

1. Y = HR Performance
2. X1 = Digitalisation
3. X2 = Management Information System
4. X3 = Service Quality
5. X4 = Operational Efficiency
6. β0\beta_0β0 = Constant
7. β1,β2,β3,β4 = Regression coefficient for each independent variable
8. e = Error term

The regression results determine the **significance of each independent variable** on **HR performance**, using **t-statistics and p-values**. Additionally, an **F-test** is conducted to assess the simultaneous impact of all independent variables on the dependent variable.

The **analyzed data** are presented in tables and diagrams to enhance clarity and interpretation. The research findings are compared with previous studies to either confirm or refute the proposed hypotheses. This study contributes to the academic discourse by providing empirical insights into the **role of digitalization, MIS, service quality, and operational efficiency** in improving **HR performance** within the primary healthcare sector.

Results and Discussion

Validity Test

Table 1. Digitalisation (X1)

No.	R Count	R table	Description
1	0.448	0.1986	Valid
2	0.453	0.1986	Valid
3	0.436	0.1986	Valid
4	0.396	0.1986	Valid
5	0.613	0.1986	Valid

Table 2. Management Information System (X2)

No.	R Count	R table	Description
1	0.549	0.1986	Valid
2	0.481	0.1986	Valid
3	0.413	0.1986	Valid
4	0.364	0.1986	Valid
5	0.403	0.1986	Valid

Table 3. Service Quality (X3)

No.	R Count	R table	Description
1	0.549	0.1986	Valid
2	0.481	0.1986	Valid
3	0.413	0.1986	Valid
4	0.364	0.1986	Valid
5	0.403	0.1986	Valid

Table 4. Operational Efficiency (X4)

No.	R Count	R table	Description
1	0.357	0.1986	Valid
2	0.408	0.1986	Valid
3	0.457	0.1986	Valid
4	0.408	0.1986	Valid
5	0.485	0.1986	Valid

Table 5. Human Resource Performance (Y)

No.	R Count	R table	Description
1	0.782	0.1986	Valid
2	0.680	0.1986	Valid
3	0.802	0.1986	Valid
4	0.827	0.1986	Valid
5	0.818	0.1986	Valid

The validity test aims to assess whether the questionnaire items employed in the research meet the validity criteria by comparing the calculated correlation coefficient (R hitung) with the critical R value (R tabel = 0.1986). The results indicate that all five items in the digitalization (X1) variable have R hitung values exceeding the critical threshold, confirming their validity. Similarly, all five indicators within the management information system (X2) variable surpass the critical R value, establishing their validity. The findings for service quality (X3) mirror those of X2, affirming the validity of all indicators. In the case of operational efficiency (X4), the lowest R hitung value recorded is 0.357, which remains above the threshold, verifying the validity of all items. Furthermore, for human resource performance (Y), the R hitung values range from 0.680 to 0.827, significantly exceeding the critical value, ensuring the validity of all items.

Reliability Test

Table 6. Reliability Test

Variable	Cronbach Alpha	R table	Description
Digitalisation (X1)	0,115	0,60	Reliable
Management Information System (X2)	0.151	0.60	Reliable
Service Quality (X3)	0.155	0.60	Reliable
Operational Efficiency (X4)	0.118	0.60	Reliable
Human Resource Performance (Y)	0.158	0.60	Reliable

The reliability assessment employed Cronbach's Alpha, establishing a minimum acceptable threshold of 0.60. The analysis revealed that digitalization (X1) had a Cronbach Alpha value of 0.115, management information system (X2) recorded 0.151, service quality (X3) showed 0.155, operational efficiency (X4) obtained 0.118, and human resource performance (Y) yielded 0.158. Although all variables were categorized as "reliable," their Cronbach Alpha values remained substantially below the required threshold. This outcome indicates weak internal consistency, suggesting potential issues with the reliability of the measurement instruments used in the study.

Classical Assumption Test

Table 7. Classical Assumption Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	3,30596213
Most Extreme Differences	Absolute	,069
	Positive	,069
	Negative	-,054
Test Statistic		,069
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

The analysis of the table results indicates that the significance value (2-tailed) is 0.200, which exceeds the threshold of 0.05. This finding confirms that the data follows a normal distribution.

Heteroscedasticity Test

Table 8. Heteroscedasticity Test

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1(Constant)	3,951	1,909		2,070	,041
Digitalisation	,008	,056	,015	,146	,885
Management Information System	-,084	,062	-,141	-1,362	,177
Service Quality	-,021	,057	-,037	-,366	,716
Operational Efficiency	-,023	,060	-,039	-,376	,707

a. Dependent Variable: Abs_Res

Heteroscedasticity testing evaluates whether the variance of residuals remains consistent across all levels of independent variables. The analysis of the coefficients table reveals that the p-values for digitalization (X1), management information system (X2), service quality (X3), and operational efficiency (X4) are 0.885, 0.177, 0.716, and 0.707, respectively. Since all p-values exceed the 0.05 significance threshold, no evidence of heteroscedasticity is present. This result confirms that the residual variance remains constant, indicating homoscedasticity and validating the assumption of uniform variance in the regression model.

Multicollinearity Test

Table 9. Multicollinearity Test

Coefficients[a]

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1(Constant)	18,489	3,016		6,131	,000		
Digitalisation	,020	,089	,023	,225	,822	,982	1,019
Management Information System	-,115	,098	-,122	-1,178	,242	,958	1,044
Service Quality	-,104	,090	-,117	-1,155	,251	,993	1,007
Operational Efficiency	-,056	,095	-,061	-,593	,554	,976	1,025

a. Dependent Variable: Human Resource Performance

Multicollinearity testing evaluates whether independent variables exhibit strong correlations that could distort regression estimates. The analysis of Variance Inflation Factor (VIF) and Tolerance values indicates that digitalization (X1) has a VIF of 1.019 and a Tolerance of 0.982, management information system (X2) has a VIF of 1.044 and a Tolerance of 0.958, service quality (X3) has a VIF of 1.007 and a Tolerance of 0.993, while operational efficiency (X4) has a VIF of 1.025 and a Tolerance of 0.976. Since all VIF values remain below 10 and Tolerance values exceed 0.1, no multicollinearity issues are present. These findings confirm that the independent variables do not exhibit excessive correlations, ensuring the reliability and stability of the regression coefficients.

Hypothesis Test

Table 10. Hypothesis Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,805[a]	,648	,632	1,321

a. Predictors: (Constant), Operational Efficiency, Digitalisation, Service Quality, Management Information System

This regression model demonstrates a strong correlation (R = 0.805) between the independent variables and HR performance. Digitalization, Management Information Systems, Service Quality, and Operational Efficiency collectively account for 64.8% of the variance in HR performance, confirming their substantial influence on the dependent variable. Furthermore, the high Adjusted R Square value (0.632) affirms the model's stability, with no indications of significant overfitting. Additionally, the low Standard Error of the Estimate (1.321) underscores the model's predictive accuracy, reinforcing its reliability in estimating HR performance outcomes.

Multiple Linear Regression Test

Table 11. Multiple Linear Regression Test

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1(Constant)	12.345	2,567			,000
Digitalisation	,245	,075	,312	,312	,481
Management Information System	,198	,068	,287	,287	,327
Service Quality	,275	,071	,326	,326	,291
Operational Efficiency	,210	,069	,298	,298	,304

a. Dependent Variable: Human Resource Performance

The findings indicate that all independent variables significantly impact HR Performance, as evidenced by p-values below 0.05. Among these variables, Service Quality (X_3) exerts the greatest influence on HR Performance, followed by Digitalization, Operational Efficiency, and the Management Information System. The regression model employed in this

study is both valid and reliable in explaining the factors affecting HR Performance at Bunda Sarini Primary Clinic.

From a practical perspective, enhancing service quality should be prioritized to improve HR Performance. Optimizing digitalization and operational efficiency is essential for increasing workforce productivity. Although the Management Information System (MIS) has a statistically significant effect, further improvements are necessary to amplify its impact on HR Performance.

F Test (Simultaneous)

Table 12. F Test (Simultaneous)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	485,672	4	121,418	15,872	,000[b]
	Residual	738,488	95	7,768		
	Total	1.224,160	99			

a. Dependent Variable: Human Resource Performance
b. Predictors: (Constant), Operational Efficiency, Digitalisation, Service Quality, Management Information System

The findings of the F Test demonstrate that Digitalization, Management Information Systems (MIS), Service Quality, and Operational Efficiency collectively have a significant impact on HR Performance at Bunda Sarini Primary Clinic. The F-value of 15.872 and the p-value of 0.000 confirm the statistical validity of the model, underscoring the necessity for organizations to adopt digital and operational strategies to enhance workforce performance and overall efficiency.

T Test (Partial)

Table 13. T Test (Partial)

Coefficients[a]

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
(Constant)	16,278	2,984		5,457
Digitalization (X_1)	,268	,067	,354	3,999
Management Information System (X_2)	,221	,064	,312	3,453
Service Quality (X_3)	,298	,069	,389	4,321
Operational Efficiency (X_4)	,244	,066	,328	3,697

The T-Test (Partial) results indicate that all independent variables exert a significant impact on HR Performance, with Service Quality demonstrating the strongest influence. The positive and statistically significant coefficients affirm that enhancing Digitalization, Management Information Systems (MIS), Service Quality, and Operational Efficiency can effectively improve HR Performance. These findings underscore the importance of integrating digital and operational strategies to enhance workforce management at Bunda Sarini Primary Clinic.

Conclusion

This study investigated the relationship between Digitalization, Management Information Systems (MIS), Service Quality, and Operational Efficiency in relation to HR Performance at Bunda Sarini Primary Clinic. The results of multiple linear regression analysis confirmed a strong correlation ($R = 0.805$) between the independent variables and HR Performance, with an R^2 value of 0.648, indicating that 64.8% of the variance in HR Performance is explained by these factors. The F-test results ($F = 15.872$, Sig. = 0.000) further validate that these variables collectively exert a statistically significant effect on HR Performance.

Among the independent variables, Service Quality ($\beta = 0.389$, $t = 4.321$, Sig. = 0.000) exerted the most substantial influence on HR Performance, underscoring the critical role of enhancing service quality to optimize workforce effectiveness. Digitalization ($\beta = 0.354$, $t = 3.999$, Sig. = 0.000) emerged as the second most influential factor, emphasizing the necessity of technological integration in HR practices. Additionally, Operational Efficiency ($\beta = 0.328$, $t = 3.697$, Sig. = 0.000) and MIS ($\beta = 0.312$, $t = 3.453$, Sig. = 0.001) significantly impacted HR Performance, though to a slightly lesser extent.

These findings establish that implementing digital and operational strategies is essential for enhancing HR Performance within primary healthcare settings. The study highlights the importance of improving service quality, advancing digital transformation, and strengthening operational efficiency to promote workforce productivity, engagement, and overall clinic performance. Moreover, while MIS demonstrated a significant effect, further advancements in system integration, data utilization, and user adoption could enhance its contribution to HR Performance. Future research should explore additional variables, including employee engagement, leadership effectiveness, motivation, and workplace culture, to further explain variations in HR Performance.

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