

# The Impact of The HRIS Usage in Human Resource Management Practice, Employee Innovation, and Job Satisfaction to Increase Employee Performance

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## Abstract

The objectives of this research are research aims to understand the influences of human resource management practices, employee innovation, and job satisfaction on the usage of human resource management information systems (HRMIS) and employee performance. It also investigates how HRMIS usage affects employee performance and examines the mediation effects of HRMIS on the relationships between human resource management practices, employee innovation, job satisfaction, and employee performance. The study is descriptive quantitative and classified as explanatory research, with a sample of 30 employees from PT.GSI, and it employs Structural Equation Modeling Partial Least Squares (SEM PLS) for data analysis. The results showed that; The study found that Human Resource Management Practices (HR), Employee Innovation (EV), and Job Satisfaction (JS) each have a positive and significant effect on the Human Resource Information Systems (IS) of PT GSI employees. Additionally, HR and JS have a positive and significant impact on Employee Performance (EP), whereas EV has a positive but insignificant effect on EP. The IS itself positively and significantly influences EP. Moreover, IS mediates the effects of HR, EV, and JS on EP, enhancing the relationship between these variables and employee performance.

*Keyword:* human resource management practice, employee innovation, job satisfaction, employee performance.

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## 1. Introduction

The more employees who have good performance will certainly bring changes to the company's operations and attitudes. Companies should try to build better conditions. Uncertain conditions are certainly a challenge for every company. Similar to how the COVID-19 pandemic has compelled numerous organizations to make significant managerial decisions, particularly in the realm of human resources, which have a direct impact on company policies pertaining to employees. Between April and July 2020, Indonesia recorded the greatest percentages of self-employed individuals (28%) and employees who experienced job loss (23%). In conclusion, when considering sectors, it was found that Indonesia encountered the most substantial regional unemployment rate among service workers (24%), followed by industrial employees (35%) (Putra et al., 2023). The temporary absorption of unemployment by the agricultural sector is anticipated, with particular emphasis on the transportation, tourism, and commerce industries (Malahayati et al., 2021).

The personnel, organizations, and human resource management (HRM) professionals that are necessary to confront the challenges of Industry 4.0. Human resource management incorporates sustainability as a component of the industrial technological revolution. Rogers is a firm believer in the capacity of human resources to guarantee the sustainability of innovation (Jadesola Ololade et al., 2023). In regard to its practices, sustainable human resource management should be a priority. Sulej (2021) examines emerging subjects including sustainable human resource management, Industry 4.0, and sustainability. The domain of HRM is impacted by digital trends that emerge as a consequence of Industry 4.0. These trends present both advantageous prospects and obstacles for HRM, the workforce, and organizations at large (da Silva et al., 2022). Implementation of the development should take into

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account additional sustainable human resource management principles. The implementation of various lockdown measures during a pandemic may result in a transition from transitory to permanent changes in employee behavior, which may have an impact on employee performance (Narayanamurthy & Tortorella, 2021). The era changes from pandemic to new normal, most of the employees need adapt for the new system of the company. The biggest impact is the human resources practices principle for the new normal employee. The negative aspects of the virtual work environment include inadequate infrastructure, a disruption in the work environment and among colleagues, unattainable performance standards, strained manager-employee relationships, and challenges in establishing trust with colleagues (Narayanamurthy & Tortorella, 2021). These aspects have been lauded by Graves & Karabayeva (2020).

Related to the use of HRIS has been studied in previous research while most organizations possess e-recruiting facilities, they underutilize them due to a preference for traditional recruiting methods (Nagendra & Deshpande, 2014). Factors such as lack of support upper management, funding, and HR expertise regarding system designers hinder organizations from fully embracing HRIS. Increased HRIS usage correlates with enhanced organizational effectiveness and efficiency in recruitment, planning, and training. This is also supported by other research that importance of successful implementation of HR Information Systems (HRIS) by acknowledging and addressing potential difficulties and disruptions. Top management support is critical to the prosperity as a whole of HRIS plans (Jadesola Ololade et al., 2023). It is evident that the factors influencing job satisfaction include HRM management practices, job satisfaction itself, employee innovation, and the utilization of HRIS. The implementing HRIS has significantly triggered the performance of PT. GSI employees during the transition from manual to system usage, particularly during the COVID-19 pandemic. These factors influencing employee performance are then explored further in this study by posing questions to respondents to elucidate the underlying causes of their decreased implementation amidst the Covid-19 pandemic and the transition in HRIS system usage. PT. GSI is a company that implemented an HRIS system during the pandemic. All employee work processes are controlled and systemized in an application which must be done online.

Research related to employee satisfaction states that HR Information Systems (HRIS) are of paramount importance in facilitating organizational progress functionality and increasing employee satisfaction (Bhaskar & Mohanasundaram, 2019). However, there is a risk of potential misuse of employees' personal data, particularly with the implementation of Employee Self-Service (ESS). Furthermore, this notion is corroborated by recent studies that have examined the correlation between AI and To identify a research divide between managerial (human-centric) and other perspectives, the study performs a systematic literature review (SLR) and technical (data-driven) HRIS applications. It emphasizes the overrepresentation of technical components and the need for future exploration in managerial aspects (Votto et al., 2021). While other research proves that importance of creativity for organizational survival and competitiveness, advocating for investment in new technologies like Enterprise Resource Planning (ERP) systems. Benefit from HRIS implementation, not only streamlining HR processes but also enhancing employee innovation (Ben Moussa & El Arbi, 2020).

This phenomenon reflects a paradigmatic change from traditional manual HR tasks to automated systems that offer efficiency, accuracy, and strategic insights. Through the implementation of HRIS, PT. GSI is not only modernizing its HR functions but also fostering innovation and a culture of continuous development throughout the organization. This phenomenon underscores the evolving role of technology in shaping contemporary HR practices and underscores PT. GSI's commitment to leveraging cutting-edge solutions to drive organizational success and employee satisfaction. This will continue to benefit from it until the new normal period. In addition, PT. GSI currently includes the distribution of employees with a network throughout Indonesia (Forde, 2023). This is also supported by PT. GSI's business type which focuses on resources for human. Specifically, the transfer of human resources, meeting the needs of other company human resources, as well as headhunter recruitment facilities that are currently in demand by various companies (Forde, 2023). The HRIS adapted in this company can be used by specified users. and you can see what features are often used and their benefits to the company and also the performance of the corporation (Guide, 2023). With the complexity of companies that recruit employees with various levels of education, certain types of position levels and also various branches in Indonesia that are far apart, the HRIS function can influence its implementation and the extent to which HRIS is used by companies and what is achieved.

## 2. Literature Review

### 2.1. Human Resources Management (HRM)

Human resource management is all about Activities and decisions of management that influence the nature of the organization's relationship with its employees (Rondi et al., 2022). Views from the RBV theory (resource base view) form the basis for its development. Analysis of previous research identified several effects that are commonly as human resource management practices produce human resource management outcomes. The results of human resource management such as knowledge, skills, and abilities or competencies (Beer, 1985). This is also related to the role of resources in a firm's competitive advantage (Barney, 1991).

### 2.2. Employee Performance

Employee performance is a personal behavior, in which the company has a role in controlling this behavior through human resource management and implementing practices that are in accordance with company performance reporting (Kotamena et al., 2021). Positive behavior of the company towards employees can lead to employee performance. of course this has a trade-off. so that it is beneficial for both. The impact of socially responsible HRM on employees' positive attitudes and behavior has been elucidated by this theory (Vu, 2022). The definition of individual performance is the results and behavior of employees and supports organizational goals (Mahmoud et al., 2021).

### 2.3. Human Resources Management System (HRIS)

Human resources information systems (HRIS) play a leading role in computerized HR Systems. It also can be called as electronic human resources management (Nyathi & Kekwaletswe, 2023). The use of this system in the company is an innovation Ben Moussa & El Arbi (2020) one of the company's strategies to continue to pursue excellence against its competitors and be ahead. Human Resource Information Systems (HRIS) serve as a multifaceted tool within organizations, facilitating the management of various HR functions efficiently and effectively. At its core, HRIS functions as a centralized repository for employee data, encompassing information such as personal details, employment history, performance evaluations, and training records. This centralized database enables HR professionals to streamline administrative tasks, including payroll processing, benefits administration, and compliance reporting (Chen & Cui, 2022).

### 2.4. Job Satisfaction

Job satisfaction can be defined as the degree to which individuals perceive that the benefits they derive from their work align with their requirements. Job satisfaction is commonly understood as an indication of the favorable or unfavorable affective responses that employees experience in relation to the tasks they execute, encompassing their authority and obligations . Specifically, compensation and performance evaluation, on employee job satisfaction at Pakistan Telecommunication Company Limited (PTCL). Both sources highlight the importance of fair compensation policies and effective performance evaluation methods in improving job satisfaction and employees' organizational commitment among employees (Ali, 2019). The construct effect on job satisfaction can be attributed to various factors such as compensation, performance evaluation, and HR policies and practices (Ali, 2019).

### 2.5. Employee Innovation

In the contemporary informational era, innovation is recognized as vital for the success and survival of companies. Resources theory underscores the sacred role of individuals within organizations, particularly their crucial contribution to innovation. Innovation is frequently regarded as either a proactive strategy to exert influence over the external environment or a reactive reaction to changes in it (Tan Cheng Ling & Aizzat Mohd. Nasurdin, 2010). Employees' innovation and creativity represent the initial steps in the innovation process, ensuring the transfer of innovative ideas within the organization. The concept of innovation capacity involves both emotional and cognitive processes related to creativity. Organizations need to encourage employees to be innovative by providing appropriate systems and fostering an environment that supports individual innovation capacity. Outbound innovation success requires not only external connections but also internal changes in staff job design. Managers aiming for economic results in outbound innovation should ensure employee autonomy, allowing self-direction in work (Burcharth et al., 2017).

## 2.6. Relationship Between Variables

### 2.6.1. Human Resources Management practice with Human Resources Information System

Existing research shows how expected to influence the practice of HRM. But the result obtained is lack of top management support, funding, HR knowledge about designing HR systems and solutions, are the main factors that prevent organizations from HRIS (Nagendra & Deshpande, 2014). At least HRIS can evaluation of the training process which is the factor of the HRM practice. The adoption of HRIS not only makes the HR department is not only extremely efficient but also actively participates in the company's overall progress (Ben Moussa & El Arbi, 2020). Seven factors were considered in determining the applicability of an HRIS to an organization's training procedure. In the majority of these aspects, managers have provided affirmative responses. This indicates that HRIS is unquestionably a valuable instrument to have on hand to facilitate the training process. One limitation of an HRIS is its inability to accurately assist in budgeting for training and development programs (Nagendra & Deshpande, 2014). Because the HRIS relationship that influences this is unsatisfactory from the author's point of view, the author tries to propose to make HRM have an impact on the use of HRIS. Which is supported by the results of other studies which say that personalized HRM provides organizations with a sustained and distinctive competitive advantage by delivering additional positive performance outcomes in addition to the existing positive impacts Huang et al.( 2023) and also propose model from research conceptual (Qamar et al., 2021). Relationally HRIS, it reduces customer request processing time, elevates HR staff satisfaction, and enhances acceptance within the organization (Ben Moussa & El Arbi, 2020). From this elaboration, the authors provide the first hypothesis, namely:

*H1 : HRM practices have a positive effect on HRIS usage*

### 2.6.2. Employee Innovation with Human Resources Information System

Employees' increased capacity for innovation is a result of the heightened affective commitment in HRIS initiatives, which motivates them to actively contribute novel and imaginative concepts to the organization (Ben Moussa & El Arbi, 2020). In addition, other studies have shown that the use of different HRIS applications and features tends to encourage the development of the innovation capacity of HR employees, where innovation is part of the quality of employees in their performance (Ben Moussa & El Arbi, 2020). The distribution of Human Resource Information Systems (HRIS) across different levels of an organization is determined by organizational and innovative characteristics. These systems are crucial in facilitating strategic decision-making and the management of human resource functions and data, thereby enhancing efficiency. HRIS implementation and configuration are customized to align with the unique requirements and objectives of individual organizations, thereby enabling a more personalized and efficient application of technology within the domain of human resource administration (Jadesola Ololade et al., 2023). Therefore, the authors propose the second hypothesis, namely:

*H2 : Employee innovation have a positive effect on HRIS usage*

### 2.6.3. Job Satisfaction with Human Resources Information System

Adopt e-HRM or HRIS alongside traditional HR practices for improved organizational performance, anticipating enhancements in employee performance and job satisfaction (Nyathi & Kekwaletswe, 2023). Human Resource Information Systems (HRIS) in enhancing the overall functioning of organizations, leading to an improvement in employee satisfaction levels. While the implementation of Employee Self-Service (ESS) through HRIS proves beneficial, there is a potential risk of misusing employees' personal details (Bhaskar & Mohanasundaram, 2019). Therefore, the authors propose the third hypothesis, namely:

*H3 : Job satisfaction have a positive effect on HRIS usage*

### 2.6.4. Human Resource Management Practice with Employee Performance

Previous research tried to describe the indirect relationship of HRM practices to performance with examine the proposed relationships include direct and moderating effects, but no indirect effects (Alqudah et al., 2022). Researchers have highlighted the many factors that influence an individual's job performance. Examples include goal orientation, self-efficacy, self-monitoring, task and orientation, and relational abilities and experience (Chen & Cui, 2022). This opinion suggests that there is a relationship between organizational support and impact on performance for frontline workers in order to increase their sense of belonging to work. The quality of the employment relationship is supported when employers adopt a sustainable HRM approach that consists of investing in the employability of their employees (Martini et al., 2022). Companies must adopt sustainable HRM systems, and not just specific practices, to increase staff and retain human capital. Perceived socially responsible HRM positively

influenced job performance, additionally, employees' perceptions of socially responsible HRM practices were found to enhance their organizational identification (Vu, 2022). Thus HRM can also directly affect employee performance. From this elaboration, the authors provide the fourth hypothesis, namely:

*H4 : HRM practice have a positive effect on employee performance*

#### *2.6.5. Employee Innovation with Employee Performance*

Study finds that mission is a strong predictor of Emotional Intelligence, particularly within the management group, emphasizing the influential role of organizational mission on the emotional intelligence of leaders. The evidence indicates that a clear and motivating organizational mission facilitates innovation (Nguyen et al., 2019). Work environment of new ventures influences employee innovation behaviour, which in turn affects performance employee innovation behaviour and corporate performance (Yang & Wu, 2021). It sheds light on how employees perceive and engage with workplace innovation to improve their performance, focuses on how a culture of workplace innovation can enhance employee innovativeness and job performance (Khan et al., 2022). From this elaboration, the authors provide the fifth hypothesis, namely:

*H5 : Employee innovation have a positive effect on employee performance*

#### *2.6.6. Job Satisfaction with Employee Performance*

Research highlights that high job satisfaction positively influences employee performance. The study emphasizes that employees with high job satisfaction tend to perform better in their roles compared to those who are dissatisfied (Rachman, 2021). An essential and constructive correlation exists between employee performance and employment satisfaction. It is suggested that performance outcomes may be enhanced by increasing employee employment satisfaction (Memon et al., 2023). The extent to which job satisfaction explains organizational performance is found to be greater than that of employee performance. It is recommended that management utilize pertinent human resource management practices in order to exert a positive impact on these variables, consequently improving the outcomes of the organization. In general, the dimensions of job satisfaction and employee performance are indicative of e-HRM configurations that are effective (Nyathi & Kekwaletswe, 2024). Employees who are more satisfied with their employment are less likely to resign, resulting in reduced turnover rates for the organization. Employers experience a positive impact as a result of time, effort, and cost savings related to the recruitment and training of new personnel. These studies collectively underscore the significant impact of job satisfaction on employee performance, emphasizing how job satisfaction influences various aspects of professional life, including retention rates, productivity, motivation, and overall organizational success. From this elaboration, the authors provide the sixth hypothesis, namely:

*H6 : Job satisfaction have a positive effect on employee performance*

#### *2.6.7. Human Resources Information System and Employee Performance*

Continuing from previous research which suggests looking at how HRM functions on employee performance, and not just looking at organizational performance (Nyathi & Kekwaletswe, 2023). Supplementary to the utilization of HRIS should be the application of a variety of HR practices designed to inspire and incentivize personnel. Furthermore, HRIS generates data as an incidental outcome and is equipped with front-end web applications that enable employees and line-managers to access a portion of HR data management (Chakraborty & Mansor, 2013). This show the important role of HRIS which connects the human resource management practices (HRMP) with all employees from various lines. Notably, HRIS not only reduces costs over time but also improves development programs, communication among employees, knowledge management, and overall organizational performance. Utilization of HRIS is positively correlated with organizational effectiveness, individual performance, and personal performance that is HRIS-oriented. The significance of HRIS in the automation of HR processes, enhancement of communication, and improvement of organizational efficacy and performance is underscored (Kaygusuz et al., 2016). The adoption and integration of a Human Resource Information System (HRIS) by an organization is expected to elicit positive emotions from HR professionals, owing to the increased efficiency it will provide (Kent et al., 2023). The gaps from other studies and also the support of the results of several studies the authors propose the seven hypothesis, namely:

*H7 : HRIS usage have a positive effect on employee performance*

*2.6.8. Human Resource Management (HRM) affect Employee Performance (EP), with Human Resource Information Systems (HRIS) as mediating*

The incorporation of performance-based criteria into strategic human resource management (SHRM) practices emerges as a pivotal factor influencing job satisfaction. The effective implementation of performance-based decisions in alignment with SHRM principles has been recognized as a catalyst for heightened job satisfaction among employees. Consequently, the integration of performance-based criteria within SHRM is poised to exert a significant and positive impact on elevating job satisfaction levels within organizations, as emphasized by Adiguzel et al., (2020). The alignment of these constructs, such as fair compensation, effective performance evaluation, and supportive HR policies, can positively influence job satisfaction among employees (Ali, 2019). HRIS applications, particularly adept at supporting relational HRM objectives, are shown to enhance internal communication, collaboration, and personnel engagement (Martini et al., 2021). So the authors propose the eighth hypothesis, namely:

*H8 : Human Resource Information Systems (HRIS) significantly mediates the relationship between Human Resource Management (HRM) and Employee Performance (EP)*

*2.6.9. Employee Innovation affect Employee Performance (EP), with Human Resource Information Systems (HRIS) as mediating*

Need for organizations to tailor HRM practices based on occupational groups, understanding that the impact of these practices can differ across tasks and job types. Recognition of the context-dependent effects of motivation-enhancing practices and the importance of autonomy in job design were emphasized as crucial considerations for fostering innovative behavior work (Bos-Nehles et al., 2017). HRM practices play a crucial role in motivating employees, supporting the implementation of an organization's competitive strategy. In innovative companies, effective human resource management is essential for creating and marketing new products and services. Organizations must continually adjust HRM practices to align with the changing business environment and workforce expectations, fostering employee commitment, improving organizational performance, and enhancing employee well-being and development (Tan Cheng Ling & Azzat Mohd. Nasuridin, 2010). Human Resource Management Practices (HRMP) and innovation indicates progress in understanding this connection in various organizational contexts. The practical implications derived from the studies offer guidance on which HRM practice could potentially induce innovation, recognizing the need for flexibility in applying practices based on firm and cultural contingencies (Easa & Orra, 2021). So the authors propose the ninth hypothesis, namely:

*H9: Human Resource Information Systems (HRIS) significantly mediates the relationship between Employee Innovation (EI) and Employee Performance (EP)*

*2.6.10. Job Satisfaction affect Employee Performance (EP), with Human Resource Information Systems (HRIS) as mediating*

According to Kuvaas (2006), the correlation between work performance and satisfaction with performance appraisals, a human resource management factor, is influenced and moderated by employees' intrinsic work motivation. Specifically, employees with low intrinsic motivation experience a negative relationship, whereas those with high intrinsic motivation enjoy a positive relationship (Garengo et al., 2022). Strategic significance of aligning human resource practices with job satisfaction for enhanced organizational performance and competitiveness in the business landscape (Paşaoğlu & Tonus, 2014). HRIS usage was found to contribute to cost reduction, task efficiency, knowledge development, improved development programs, enhanced communication, and overall organizational performance (Ben Moussa & El Arbi, 2020). The adoption of HRIS not only enhances HR department effectiveness but also contributes to the holistic development of the company (Ben Moussa & El Arbi, 2020). Human Resource Information Systems (HRISs) play a crucial role in modernizing and advancing the HR function to change the employee satisfaction on company role. So the authors propose the ten hypothesis, namely:

*H10 : Human Resource Information Systems (HRIS) significantly mediates the relationship between Job Satisfaction and Employee Performance*

### **3. Research Method and Materials**

Research paradigm is a scientific way to understand and solve problem in order to obtain the truth that is scientific truth. There are other truths that are often unreachable by the ability to think scientifically, for example philosophical truths and religious truths. Scientific truth is not an essential truth, but a truth that is limited to the ability of the senses

and human rational thinking (Lestari, 2019). Findings in this study, does not mean to be an eternal truth. The phenomena that can be captured in this research are limited to the referenced sources (Sekaran & Bougie, 2017).

### 3.1. Research Design

The research design serves as a blueprint that articulates the approach to gather, quantify, and analyse data to tackle research issues. In this particular study, a cross-sectional design is employed, focusing on the temporal aspect of data collection. Cross-sectional studies involve a singular data collection event within a specified timeframe, followed by processing and in-depth analysis to address the research inquiries (Sekaran & Bougie, 2017). For this study, respondent data was gathered through a questionnaire in the months of March 2024.

### 3.2. Research Subject

The research subject comprises a group of individuals, events, or occurrences with features to be examined, leading to conclusions Sekaran, U., & Bougie (2017) this research, the intended subjects are all employees, including staff from various departments, supervisors, operational teams, and back-office personnel of PT. GSI.

### 3.3. Conceptual Definition and Operational Definition

The conceptual definition and Operational variable definition:

- a. **HRM (Human Resources Management) Practice.** Human resources management encompasses the application and adherence to principles and practices concerning the "human resources" obligations of upper management, including but not limited to human resources planning, job analysis, selection, and orientation (Paşaoğlu & Tonus, 2014). Dimentions: Recruitment & selection, Training & development, and Compensation & Performance appraisal (Kokkaew et al., 2022).
- b. **Human resource information system (HRIS).** Human resource management-related information systems and applications, whether standalone or networked, are utilized to support HR policies, practices, and strategies (Chakraborty & Mansor, 2013). Dimentions: Frequency usage, Perceived ease of use, and System usefulness (Jadesola Ololade et al., 2023); (Ben Moussa & El Arbi, 2020); (Nyathi & Kekwaletswe, 2024).
- c. **Employee Performance.** Individual performance is characterized by the outcomes and conduct of staff members in furtherance of the objectives of the organization (Mahmoud et al., 2022). Dimentions: Quality dan Efficiency & Efficacy (Alqudah et al., 2022), (Narayanamurthy & Tortorella, 2021).
- d. **Job Satisfaction.** Staff members' conduct and outcomes in support of the organization's objectives constitute individual performance (Mahmoud et al., 2022). Dimentions: Extrinsic, Intrinsic, and General (Adiguzel et al., 2020b; Chao et al., 2015).
- e. **Employee Innovation.** Employee innovation can be defined as a proactive effort to influence the external environment or a reaction to changes in that environment. Individual innovation is the consequence of self-direction and creativity. According to Cheng & Nasurdin (2010) and Ben Moussa & El Arbi (2020b). Dimentions: capability (Ben Moussa & El Arbi, 2020); (Khan et al., 2022).

### 3.4. Data Collection Method

Data collection there are primary data and secondary data. Primary data comes from questionnaires that have been distributed. secondary data obtained from various other supporting data, which can be used as a valid reference in this study. as presented by Sekaran and Bougie, 2017 data obtained directly from the original source, namely from researchers, while secondary data is obtained from data or sources from a company PT. GSI.

### 3.5. Sampling Design

This research makes use of purposive sampling, a non-probability sampling procedure. The sample consists of employers of PT. GSI who have employed individuals between the ages of 18 and 55 for a duration of at least one month. The population described in this study are individuals who are employees of PT. GSI in Indonesia. The research sample is employees in several cities / regencies in Indonesia, which can be considered to be representative as a whole. The object of research includes all employees at PT. GSI, without limiting contract or permanent employees.

### 3.6. Data Analyst Method

Many researchers choose to use SEM-PLS for various reasons. SEM-PLS is a variance or component-based SEM, in which indicators of one latent variable are not correlated with indicators of other latent variables in a research model.

The advantage of SEM-PLS is that it is non-parametric or does not require various assumptions. The number of samples required in SEM-PLS is not large (Abdillah & Jogiyanto, 2011; Hair, 2018).

3.7. Respondent Descriptive Analysis

Descriptive analysis of the respondents which provides a comprehensive picture of the respondent's data as the unit of analysis. The description of the respondents is very important as initial information to see whether the characteristics of the respondents are able to represent the population, or in other words whether the information provided by the respondents with their characteristics can answer and explain the problems of a number of research variables.

4. Results and Discussion

4.1. Results

The analysis in this study is Partial Least Square (PLS) analysis. This analysis is used to determine the influence between variables of Human Resource Management Practices (HR), Employee Innovation (EI), Job Satisfaction (JS), and Employee Performance (EP). The PLS results presented on Figure 1.

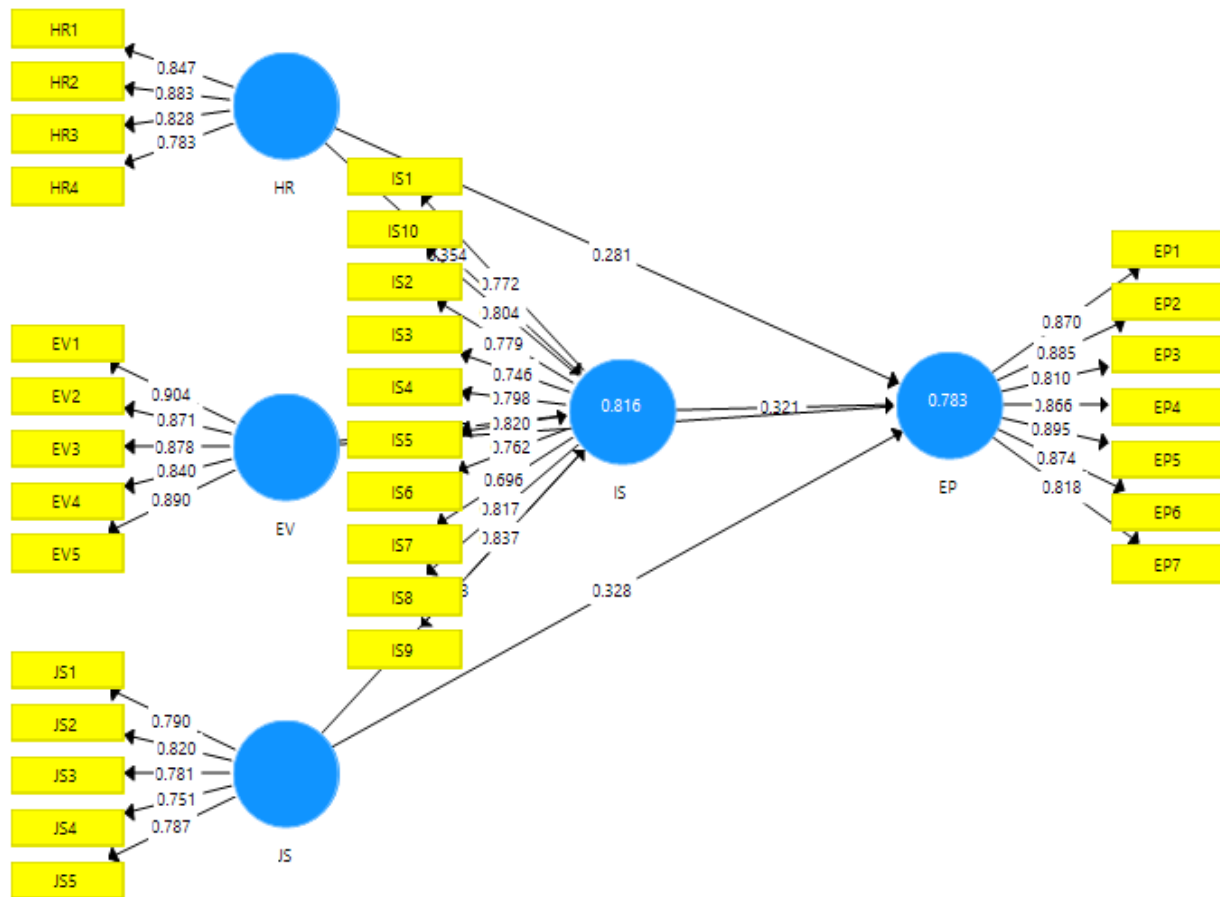


Figure 2 Figure PLS Analysis Values

The table 1 shows the PLS results for the mediation effect:

Table 1 Partial Least Square (PLS) Results Mediation Effect

Hypothesis	Coefficient Regression	t-count	P-Value	Conclusion
HRM practices have a positive effect on HRIS usage	0,354	4,726	0,000	Supported
Employee innovation has a positive effect on HRIS usage	0,310	4,761	0,000	Supported



Job satisfaction has a positive effect on HRIS usage.	0,323	4,265	0,000	Supported
HRM practices have a positive effect on employee performance	0,394	5,060	0,000	Supported
Employee innovation has a positive effect on employee performance	0,118	1,521	0,129	Not Supported
Job satisfaction has a positive effect on employee performance	0,432	5,274	0,000	Supported
HRIS usage has a positive effect on employee performance	0,321	3,903	0,000	Supported

#### 4.2. Hypothesis Testing

The results of hypothesis testing are known:

- Testing the Effect of Human Resource Management Practices (HR) on Human Resource Information Systems (IS). Based on the results of data processing, the  $t_{\text{count}}$  value<sub>g</sub> (4.726) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the Human Resource Management Practices (HR) variable has a positive and significant effect on Human Resource Information Systems (IS).
- Testing Employee Innovation (EI) on Human Resource Information Systems (IS). Based on the results of data processing, the  $t_{\text{count}}$  value (4.761) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the Employee Innovation (EI) variable has a positive and significant effect on Human Resource Information Systems (IS).
- Testing Job Satisfaction (JS) on Human Resource Information Systems (IS). Based on the results of data processing, the  $t_{\text{count}}$  value (4.265) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the Job Satisfaction (JS) variable has a positive and significant effect on Human Resource Information Systems (IS).
- Testing the Effect of Human Resource Management Practices (HR) on Employee Performance (EP). Based on the results of data processing, the  $t_{\text{count}}$  value (5.060) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the variable Human Resource Management Practices (HR) has a positive and significant effect on Employee Performance (EP).
- Testing Employee Innovation (EI) on Employee Performance (EP). Based on the results of data processing, the  $t_{\text{count}}$  value (1.521) <  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the Employee Innovation (EI) variable has a positive, but insignificant effect on Employee Performance (EP).
- Testing Job Satisfaction (JS) on Employee Performance (EP). Based on the results of data processing, the  $t_{\text{count}}$  value (5.274) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the Job Satisfaction (JS) variable has a positive and significant effect on Employee Performance (EP).
- Testing Human Resource Information Systems (IS) on Employee Performance (EP). Based on the results of data processing, the  $t_{\text{count}}$  value (3.903) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that the Human Resource Information Systems (IS) variable has a positive and significant effect on Employee Performance (EP).
- Testing the Effect of Human Resource Management Practices (HR) on Employee Performance (EP) Mediated by Human Resource Information Systems (IS). Based on the results of data processing, the  $t_{\text{count}}$  value (3.014) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that, Human Resource Management Practices (HR) affect Employee Performance (EP) through Human Resource Information Systems (IS).
- Testing the Effect of Employee Innovation (EI) Employee Performance (EP) Mediated by Human Resource Information Systems (IS). Based on the results of data processing obtained  $t_{\text{count}}$  value (2.867) >  $t_{\text{table}}$  (1.960), it is concluded that, Employee Innovation (EI) affects Employee Performance (EP) through Human Resource Information Systems (IS).
- Testing the Effect of Job Satisfaction (JS) on Employee Performance (EP) Mediated by Human Resource Information Systems (IS). Based on the results of data processing, the  $t_{\text{count}}$  value (2.857) >  $t_{\text{table}}$  (1.960) is obtained, it is concluded that, Job Satisfaction (JS) affects Employee Performance (EP) through Human Resource Information Systems (IS).

#### 4.3. Discussion

##### 4.3.1. The Effect of Human Resource Management Practices (HR) on Human Resource Information Systems (IS)

Human Resource Management Practices (HR) have a positive and statistically significant effect on Human Resource Information Systems (IS), according to the findings of the analysis. It can be inferred that a substantial increase in the Human Resource Information System (IS) will result from an expansion of Human Resource Management Practices (HR). Human Resource Information Systems (IS) are significantly impacted by Human Resource Management

Practices (HR), according to the findings of Ben Moussa & El Arbi (2020) research. Human Resource Information Systems (IS) of employees will be enhanced by human resource management practices (HR). Human Resource Information Systems (IS) experienced a notable and favorable impact from Human Resource Management Practices (HR), as evidenced by the fact that the majority of respondents rated HR exceptionally well, Very Highly (Mean 4.40), thereby facilitating the enhancement of IS. As demonstrated by prior research, expectations impact HRM practices. Nonetheless, the findings indicate that the primary obstacles impeding organizations' adoption of HRIS are inadequate funding, insufficient support from upper management, and a lack of HR expertise regarding the design of HR systems and solutions (Nagendra & Deshpande, 2014). HRIS is capable of assessing the training process, an element of human resource management practices. The implementation of HRIS not only enhances the efficiency of the HR department but also positively impacts the organization's growth as a whole (Ben Moussa & El Arbi, 2020). Seven factors were considered in determining the applicability of an HRIS to an organization's training procedure. In the majority of these aspects, managers have provided affirmative responses. Consequently, an HRIS is undeniably a beneficial instrument to have in order to facilitate the training procedure. One limitation of an HRIS is its inability to provide precise budget assistance for training and development programs. Nagendra & Deshpande (2014) Due to the author's dissatisfaction with the HRIS relationship that influences this, the author attempts to propose a way in which HRM could influence the use of HRIS. which is corroborated by the findings of other research indicating that personalized HRM provides organizations with a sustained and distinctive competitive edge by delivering additional positive performance outcomes in addition to the positive impacts of HRIS. In addition, a model derived from conceptual research is proposed (Huang et al., 2023; Qamar et al., 2021). By implementing a relational HRIS, the processing time for customer requests is decreased, HR personnel are more satisfied, and organizational acceptance is increase (Ben Moussa & El Arbi, 2020).

#### 4.3.2. *The Effect of Employee Innovation (EI) on Human Resource Information Systems (IS)*

The analysis results show that the Employee Innovation (EI) variable has a positive and significant influence on Human Resource Information Systems (IS). This can be interpreted, if Employee Innovation (EI) increases, then Human Resource Information Systems (IS) will experience a significant increase. The results of research by Ololade et al. (2023) state that Employee Innovation (EI) has a positive and significant effect on Human Resource Information Systems (IS). The positive and significant effect of Employee Innovation (EI) on Human Resource Information Systems (IS) is because it is known that most respondents rated Employee Innovation (EI), High (Mean 4.12), so that it can increase Human Resource Information Systems (IS) where it is known that most respondents rated Human Resource Information Systems (IS) also Very High (Mean 4.24). The heightened affective commitment in HRIS projects contributes to employees' increased innovation capacity, as they actively contribute new and creative ideas to their organization (Moussa & El Arbi, 2020). In addition, other studies have shown that the use of different HRIS applications and features tends to encourage the development of the innovation capacity of HR employees, where innovation is part of the employees' quality of employees in their performance (Ben Moussa & El Arbi, 2020). Human Resource Information Systems (HRIS) are distributed throughout organizations at various levels, contingent upon organizational and innovative qualities. These systems play a pivotal role in managing human resource functions and data, facilitating efficiency and strategic decision-making. The implementation and configuration of HRIS are tailored to meet the specific needs and goals of each organization, allowing for a more customized and effective utilization of technology in the realm of human resource management (Jadesola Ololade et al., 2023).

#### 4.3.3. *The Effect of Job Satisfaction (JS) on Human Resource Information Systems (IS)*

The analysis results show that the Job Satisfaction (JS) variable has a positive and significant effect on Human Resource Information Systems (IS). This can be interpreted, if Job Satisfaction (JS) increases, then Human Resource Information Systems (IS) will experience a significant increase. The results of Bhaskar & Mohanasundaram (2019) state that Job Satisfaction (JS) has a positive and significant effect on Human Resource Information Systems (IS). The positive and significant effect of Job Satisfaction (JS) on Human Resource Information Systems (IS) is because it is known that most respondents rated Job Satisfaction (JS), Very High (Mean 4.24), so that it can increase Human Resource Information Systems (IS) where it is known that most respondents rated Human Resource Information Systems (IS) also Very High (Mean 4.24). Adopt e-HRM or HRIS alongside traditional HR practices for improved organizational performance, anticipating enhancements in employee performance and job satisfaction (Nyathi & Kekwaletswe, 2023). Human Resource Information Systems (HRIS) in enhancing the overall functioning of organizations, leading to an improvement in employee satisfaction levels. While the implementation of Employee Self-Service (ESS) through HRIS proves beneficial, there is a potential risk of misusing employees' personal details. (Bhaskar & Mohanasundaram, 2019).

#### 4.3.4. *The Effect of Human Resource Management Practices (HR) on Employee Performance (EP)*

The results of the analysis show that the Human Resource Management Practices (HR) variable has a positive and significant effect on Employee Performance (EP). This can be interpreted, if Human Resource Management Practices (HR) increase, then Employee Performance (EP) will experience a significant increase. The results of Vu (2022) state that Human Resource Management Practices (HR) have a significant effect on Employee Performance (EP). The better the Human Resources Management Practices (HR) will be able to improve employee Employee Performance (EP). The positive and significant effect of Human Resource Management Practices (HR) on Employee Performance (EP) is because it is known that most respondents rated Human Resource Management Practices (HR), Very High (Mean 4.40), so that it can improve Employee Performance (EP) where it is known that most respondents rated Employee Performance (EP) also Very High (Mean 4.48). Previous research tried to describe the indirect relationship of HRM practices on performance by examining the proposed relationship including direct and moderating effects, but no indirect effects (Alqudah et al., 2022). Researchers have highlighted many factors that influence one's job performance. Examples include goal orientation, self-efficacy, self-monitoring, task and orientation, and relational abilities and experiences (Chen & Cui, 2022). The opinion suggests that there is a relationship between organizational support and impact on performance for frontline workers to increase a sense of belonging to the job. The quality of the employment relationship is supported when employers adopt a sustainable HRM approach that consists of investing in the employability of their employees (Martini et al., 2022) Companies must adopt sustainable HRM systems, and not just specific practices, to increase staffing and retain human capital. Perceived socially responsible HRM positively influenced job performance, additionally, employees' perceptions of socially responsible HRM practices were found to enhance their organizational identification (Vu, 2022).

#### 4.3.5. *Effect of Employee Innovation (EI) on Employee Performance (EP)*

The analysis results show that the Employee Innovation (EI) variable has a positive, but insignificant effect on Employee Performance (EP). This can be interpreted, if Employee Innovation (EI) increases, then Employee Performance (EP) will experience an insignificant increase. The results of research by Khan et al. (2022) state that Employee Innovation (EI) has a positive effect on Employee Performance (EP). The insignificant effect of Employee Innovation (EI) on Employee Performance (EP) is because it is known that most respondents rated Employee Innovation (EI), High (Mean 4.12, but the value is higher), so it is less able to improve Employee Performance (EP) where it is known that most respondents rated Employee Performance (EP), Very High (Mean 4.48). Apart from that, based on the interview results, Employee Innovation is not high because each division has different professions. In the legal division, the HRIS system only helps administratively. In the HRGA division, the HRIS system has a huge influence because features such as attendance, payroll and approvals make it easier for HRGA to run and help HRGA to manage employee data efficiently. Meanwhile, in the Operations Division, the HRIS system has a very big influence because it has important features such as attendance management, approvals and comprehensive employee database storage. Then in the Finance Division, the HRIS system has a significant impact because of its integration with the attendance system, which simplifies the payroll process. Apart from that, the HRIS system allows the Finance Division to easily access the necessary data, such as NIK and NPWP. The study finds that mission is a strong predictor of Emotional Intelligence, especially within the management group, emphasizes the influential role of organizational mission on the emotional intelligence of leaders. Evidence suggests that a clear and motivating organizational mission facilitates innovation (Vinh The et al., 2019). The work environment of new ventures influences employee innovation behavior, which in turn affects employee innovation behavior and corporate performance (Yang & Wu, 2021). It sheds light on how employees perceive and engage with workplace innovation to improve their performance, focuses on how a culture of workplace innovation can enhance employee innovativeness and job performance (Khan et al., 2022).

#### 4.3.6. *The Effect of Job Satisfaction (JS) on Employee Performance (EP)*

The analysis results show that the Job Satisfaction (JS) variable has a positive and significant effect on Employee Performance (EP). This can be interpreted, if Employee Innovation (EI) increases, then Employee Performance (EP) will experience a significant increase. The results of Nyathi & Kekwaletswe (2024) state that Job Satisfaction (JS) has a positive and significant effect on Employee Performance (EP). The positive and significant effect of Job Satisfaction (JS) on Employee Performance (EP) is because it is known that most respondents rated Job Satisfaction (JS), Very High (Mean 4.24), so that it can improve Employee Performance (EP) where it is known that most respondents rated Employee Performance (EP) also Very High (Mean 4.48). The research highlights that high job satisfaction has a positive effect on employee performance. The research emphasizes that employees with high job satisfaction tend to perform better in their roles compared to dissatisfied employees (Rachman, 2021). A positive and

important relationship between job satisfaction and employee performance. This suggests that increasing employee job satisfaction can improve performance outcomes (Memon et al., 2023). Job satisfaction emerges as a greater role in explaining organizational performance compared to employee performance. Management is advised to utilize relevant HRM practices to positively influence these variables, thereby improving organizational outcomes. Overall, employee performance and job satisfaction collectively qualify as dimensions that characterize an effective e-HRM configuration (Nyathi & Kekwaletswe, 2024). Satisfied employees are less likely to leave their jobs, leading to lower organizational turnover rates. This positively affects employers by saving time, effort, and costs associated with recruiting and training new employees. These studies collectively underscore the significant impact of job satisfaction on employee performance, emphasizing how job satisfaction influences various aspects of professional life, including retention rates, productivity, motivation, and overall organizational success.

#### 4.3.7. *Effect of Human Resources Information System (IS) on Employee Performance (EP)*

The analysis results show that the Human Resources Information System (IS) variable has a positive and significant effect on Employee Performance (EP). This can be interpreted, if Employee Innovation (EI) increases, then Employee Performance (EP) will experience a significant increase. The results of research by Kent et al. (2023) state that Human Resource Information Systems (IS) have a positive and significant effect on Employee Performance (EP). The positive and significant effect of Human Resource Information Systems (IS) on Employee Performance (EP) is because it is known that most respondents rated Human Resource Information Systems (IS), Very High (Mean 4.40), so that it can improve Employee Performance (EP) where it is known that most respondents rated Employee Performance (EP) also Very High (Mean 4.48). Continuing previous research that suggests looking at how HRM functions on employee performance, and not just looking at organizational performance (Nyathi & Kekwaletswe, 2023a). The use of HRIS should be complemented by the implementation of a number of HRM practices intended to motivate employees. In addition, HRIS generates data as a by-product and has front-end web applications that can transfer some of the HR data management to employees and line managers (Chakraborty & Mansor, 2013), demonstrating the important role of HRIS linking human resource management practices (HRMP) to all employees from various lines. HRIS not only reduces costs over time, but also improves development programs, communication between employees, knowledge management, and overall organizational performance. Positive relationships between HRIS use and organizational efficiency, personal performance, and HRIS-oriented personal performance. This emphasizes the importance of HRIS in automating HR processes, improving communication, and increasing overall efficiency and performance in organizations (Kaygusuz et al., 2016). When an organization acquires and implements an HRIS, HR practitioners are likely to experience increased emotions, as it will increase their productivity (Kent et al., 2023).

#### 4.3.8. *Testing the Effect of Human Resource Management Practices (HR) on Employee Performance (EP) (Y) Mediated by Human Resource Information Systems (IS)*

The analysis results show that the Human Resource Information System (IS) variable mediates the effect of Human Resource Management Practices (HR) on Employee Performance (EP). This can be interpreted, if Human Resource Management Practices (HR) increase, then the Human Resource Information System (IS) will also increase which has a significant impact on Employee Performance (EP). The results of research by Martini et al. (2022) state that the Human Resources Information System (IS) mediates the effect of Human Resource Management Practices (HR) on Employee Performance (EP). The significant mediating effect of the Human Resources Information System (IS) on the effect of Human Resources Management Practices (HR) on Employee Performance (EP) is because it is known that most respondents rated Human Resources Management Practices (HR), Very High (Mean 4.40), while most respondents also rated the Human Resources Information System (IS) with the same average number of 4.24 and most respondents rated Employee Performance (EP) also Very High (Mean 4.48). Thus the Human Resource Information System (IS) can significantly increase the effect of Human Resource Management Practices (HR) on Employee Performance (EP). The incorporation of performance-based criteria into strategic human resource management (SHRM) practices is emerging as an important factor influencing job satisfaction. Effective implementation of performance-based decisions aligned with SHRM principles has been recognized as a catalyst for improving job satisfaction among employees. Consequently, the integration of performance-based criteria in SHRM is poised to have a significant and positive impact on increasing the level of job satisfaction in organizations, as emphasized by Adiguzel et al. The alignment of these constructs, such as fair compensation, effective performance evaluation, and supportive HR policies, can positively influence job satisfaction among employees (Ali, 2019). HRIS applications, especially those adept at supporting relational HRM goals, have been shown to improve internal communication, collaboration, and personnel engagement (Martini et al., 2022).

#### 4.3.9. *Testing the Effect of Employee Innovation (EI) on Employee Performance (EP) Mediated by Human Resource Information Systems (IS)*

The analysis results show that the Human Resource Information Systems (IS) variable mediates the effect of Employee Innovation (EI) on Employee Performance (EP). This can be interpreted, if Employee Innovation (EI) increases, then Human Resource Information Systems (IS) will also increase which has a significant impact on Employee Performance (EP). The results of Easa & Orra's research (2021) state that Human Resource Information Systems (IS) mediate the effect of Employee Innovation (EI) on Employee Performance (EP). The significant mediating effect of Human Resource Information Systems (IS) on the effect of Employee Innovation (EI) on Employee Performance (EP) is because it is known that most respondents rated Employee Innovation (EI) High (Mean 4.12), while most respondents also rated Human Resource Information Systems (IS) very high 4.24 and most respondents rated Employee Performance (EP) also Very High (Mean 4.48). So that Human Resource Information Systems (IS) can significantly increase the effect of Employee Innovation (EI) on Employee Performance (EP). The need for organizations to adjust HRM practices based on job groups, understanding that the impact of these practices can be different for each task and type of work. Recognition of the context-dependent effects of motivation-enhancing practices and the importance of autonomy in job design were emphasized as important considerations for encouraging innovative work behaviors (Bos-Nehles et al., 2017). HRM practices play an important role in motivating employees, supporting the implementation of an organization's competitive strategy. In innovative companies, effective human resource management is critical to creating and marketing new products and services. Organizations must continuously adjust HRM practices to align with changes in the business environment and workforce expectations, foster employee commitment, improve organizational performance, and enhance employee well-being and development (Ling & Nasurdin, 2010). Human Resource Management Practice (HRMP) and innovation show progress in understanding this relationship in various organizational contexts. The practical implications derived from this research offer guidance on which HRM practices have the potential to foster innovation, recognizing the need for flexibility in applying practices based on firm and cultural contingencies (Easa & Orra, 2021).

#### 4.3.10. *Testing the Effect of Job Satisfaction (JS) on Employee Performance (EP) Mediated by Human Resource Information Systems (IS)*

The analysis results show that the Human Resource Information Systems (IS) variable mediates the effect of Job Satisfaction (JS) on Employee Performance (EP). This can be interpreted, if Job Satisfaction (JS) increases, then Human Resource Information Systems (IS) will also increase which does not have a significant impact on Employee Performance (EP). The results of Moussa & El Arbi's research (2020) state that Human Resource Information Systems (IS) mediate the effect of Job Satisfaction (JS) on Employee Performance (EP). The significant mediating effect of Human Resource Information Systems (IS) on the effect of Job Satisfaction (JS) on Employee Performance (EP) is because it is known that most respondents rated Job Satisfaction (JS) Very High (Mean 4.24, while most respondents also rated Human Resource Information Systems (IS) also very high 4.24 and most respondents rated Employee Performance (EP) also very High (Mean 4.48). So that Human Resource Information Systems (IS) can significantly increase the effect of Job Satisfaction (JS) on Employee Performance (EP). Kuvaas (2006) said underlining that the relationship between performance appraisal satisfaction which is a human resource management factor and job performance is mediated and moderated by employees' intrinsic work motivation, namely a negative relationship for employees with low intrinsic motivation, a positive relationship for those with high intrinsic motivation (Garengo et al., 2022). The strategic significance of aligning human resource practices with job satisfaction to improve organizational performance and competitiveness in the business landscape (Paşaoğlu & Tonus, 2014). The use of HRIS was found to contribute to cost reduction, task efficiency, knowledge development, enhanced development programs, improved communication, and overall organizational performance (Ben Moussa & El Arbi, 2020). The adoption of HRIS not only increases the effectiveness of the HR department but also contributes to the holistic development of the company (Moussa & El Arbi, 2020). Human Resource Information Systems (HRIS) play an important role in modernizing and advancing the HR function to transform employee satisfaction with the corporate role.

## 5. Conclusion

Based on the results and discussion, the conclusion of the study:

- a. The results showed that Human Resource Management Practices (HR) had a positive and significant effect on the Human Resource Information Systems (IS) of PT GSI employees. This can be interpreted, if Human Resource

Management Practices (HR) increase, the Human Resource Information Systems (IS) of PT. GSI employees will experience a significant increase.

- b. The results showed that Employee Innovation (EV) has a positive and significant effect on Human Resource Information Systems (IS) employees of PT GSI. This can be interpreted, if Employee Innovation (EV) increases, then the Human Resource Information Systems (IS) of PT GSI employees will experience a significant increase.
- c. The results showed that Job Satisfaction (JS) had an ositive and significant effect on Human Resource Information Systems (IS) employees of PT GSI. This can be interpreted, if Job Satisfaction (JS) increases, the Human Resource Information Systems (IS) employees of PT. GSI will experience a significant increase.
- d. The results showed that Human Resource Management Practices (HR) had a positive and significant effect on Employee Performance (EP) of PT GSI employees. This can be interpreted, if Human Resource Management Practices (HR) increase, then the Employee Performance (EP) of PT GSI employees will experience a significant increase.
- e. The results showed that Employee Innovation (EV) has a positive, but insignificant effect on Employee Performance (EP) of PT GSI employees. This can be interpreted, if Employee Innovation (EV) increases, the Employee Performance (EP) of PT GSI employees will experience an insignificant increase.
- f. The results showed that Job Satisfaction (JS) has a positive and significant effect on Employee Performance (EP) of PT GSI employees. This can be interpreted, if Job Satisfaction (JS) increases, then Employee Performance (EP) of PT GSI employees will experience a significant increase.
- g. The results showed that Human Resource Information Systems (IS) had a positive and significant effect on Employee Performance (EP) of PT GSI employees. This can be interpreted, if Human Resource Information Systems (IS) increases, then the Employee Performance (EP) of PT GSI employees will experience a significant increase.
- h. The results showed that the Human Resource Information Systems (IS) variable mediates the effect of Human Resource Management Practices (HR) on Employee Performance (EP). This can be interpreted, if Human Resource Management Practices (HR) increase, then Human Resource Information Systems (IS) will also increase which has a significant impact on Employee Performance (EP).
- i. The results showed that the Human Resource Information Systems (IS) variable mediates the effect of Employee Innovation (EV) on Employee Performance (EP). This can be interpreted, if Employee Innovation (EV) increases, then Human Resource Information Systems (IS) will also increase which has a significant impact on Employee Performance (EP).
- j. The results showed that the Human Resource Information Systems (IS) variable mediates the effect of Job Satisfaction (JS) on Employee Performance (EP). This can be interpreted, if Job Satisfaction (JS) increases, then Human Resource Information Systems (IS) will also increase which has a significant impact on Employee Performance (EP).

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