

Digital Transformation In Hr Management : The Impact of Hris And Compensation On Employee Performance With Job Satisfaction As A Mediator In PT. XYZ

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Abstract.

This study aims to examine the influence of Human Resource Information Systems (HRIS) and compensation on employee performance, with job satisfaction as a mediating variable at PT. XYZ, Indonesia. The study is motivated by fluctuations in employee performance, the limited integration of HRIS in performance evaluation, and inconsistencies in compensation growth that may affect employee motivation and satisfaction. Previous studies have also reported mixed findings regarding the relationships among these variables, indicating the need for further investigation. A quantitative approach was employed using a survey method with 184 employees as respondents, and the data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to assess both direct and indirect relationships. The findings show that HRIS and compensation have a positive and significant effect on employee performance, both directly and indirectly through job satisfaction. These results highlight the importance of integrating digital HR systems with fair compensation practices to improve employee satisfaction and performance, while also providing practical insights for organizations in enhancing performance in a sustainable manner.

Keywords: Compensation, Employee Performance, Human Resource Information System (HRIS), Job Satisfaction and PLS-SEM.

I. INTRODUCTION

The development of technology and increasing industry competition have encouraged organizations to continuously improve their performance, particularly through more effective management of human resources [16, 28]. In technology based industries, companies are required to operate efficiently, deliver high quality outputs, and adapt quickly to ongoing changes in order to remain competitive [11]. In this context, human resources play a crucial role, as effective human resource management aims to optimize employee potential and support the achievement of organizational goals [1]. Therefore, employee performance becomes an important indicator that reflects how well individuals carry out their responsibilities in line with organizational objectives [29].

Employee performance is commonly measured using Performance Indicators (PI), which are developed based on job responsibilities and expected work outcomes [3, 29]. In the case of PT. XYZ, employee performance is evaluated periodically, with a target achievement of 100% for each employee. However, achieving this target is not always easy, indicating that there are several factors influencing employee performance that need to be further examined [7]. The performance evaluation results at PT. XYZ are classified into several categories, reflecting different levels of employee achievement. To better understand how employee performance is assessed, the performance assessment index used in PT. XYZ is presented in Table 1.

Table 1. Employee Performance Assessment Index at PT XYZ

Criteria	Category
0-50%	<i>Below Standard</i>
51-64%	<i>Satisfactory</i>
65-84%	<i>Good</i>
84-94%	<i>Very Good</i>
95-100%	<i>Outstanding</i>

Table 1 shows the classification of employee performance levels at PT. XYZ, consisting of Below Standard (0–50%), Satisfactory (51–64%), Good (65–84%), Very Good (85–94%), and Outstanding (95–100%). This classification is used as a reference to evaluate the level of employee achievement based on

predetermined performance standards. On the other hand, Table 2 presents the employee performance data at PT. XYZ over a certain period.

Table 2. Employee Performance of PT XYZ

Year	Criteria (Percentage)					Total
	Below Standard	Satisfactory	Good	Very Good	Outstanding	
2022	18%	13%	39%	20%	10%	100%
2023	11%	11%	44%	21%	13%	100%
2024	8%	19%	40%	15%	18%	100%

As shown in Table 2, employee performance at PT. XYZ shows a fluctuating pattern over the observed period. In 2022, most employees were categorized as “Good” (39%), followed by “Very Good” (20%) and “Outstanding” (10%). In 2023, there was a slight improvement, particularly in the “Good” category, which increased to 44%, along with a rise in the “Outstanding” category to 13%. However, in 2024, the percentage of employees in the “Very Good” category decreased to 15%, while the “Satisfactory” category increased to 19%. Although overall performance is still within an acceptable range, these changes indicate that performance consistency has not yet been fully achieved.

This condition suggests that employee performance at PT. XYZ is not yet stable and has not consistently reached optimal levels. The decline in higher performance categories, along with the increase in moderate categories, indicates that there may be underlying factors affecting employee performance [7]. Therefore, it is important to further examine the factors that influence employee performance within the organization [2, 29].

One of the factors that may influence employee performance is the implementation of the Human Resource Information System (HRIS). HRIS is designed to support the management of employee data and improve the efficiency of HR related processes, such as attendance, payroll, and performance evaluation [10]. In PT. XYZ, HRIS has been implemented to facilitate these processes, however, its use is still not fully optimized. In particular, the integration of performance evaluation into the system has not been fully developed, which may affect the effectiveness and transparency of performance management [24].

In addition to HRIS, compensation is another factor that plays an important role in influencing employee performance. Compensation is provided as a form of reward for employees contributions and is expected to motivate employees to perform better [4]. In PT. XYZ, the compensation system has been structured and shows gradual improvement. However, the increase in compensation has not always been followed by consistent improvements in employee performance. This indicates that compensation alone may not be sufficient to ensure optimal performance outcomes [5].

Another factor that needs to be considered is job satisfaction. Job satisfaction reflects how employees perceive their work, including aspects such as compensation, work environment, and organizational support [20]. Employees who feel satisfied with their jobs tend to show better attitudes, higher commitment, and improved performance [25]. However, job satisfaction does not always directly lead to higher performance, as it may also be influenced by other internal conditions within the organization [27].

Previous studies have reported different findings regarding the relationship between HRIS, compensation, job satisfaction, and employee performance. Some studies show that HRIS and compensation have a positive and significant effect on performance [30], while others indicate that the effect may vary depending on how these systems are implemented [23]. Similarly, job satisfaction has been found to strengthen employee performance in some cases [25], but in other cases, its effect is not significant.

These differences indicate a research gap, particularly in understanding how HRIS and compensation influence employee performance when job satisfaction is considered as an intervening variable. Therefore, this study aims to analyze the effect of Human Resource Information System and compensation on employee performance, with job satisfaction as an intervening variable at PT. XYZ.

II. LITERATURE REVIEW

Human Resource Management (HRM) is a process of managing individuals through activities such as planning, recruitment, training, development, compensation, and performance evaluation in order to achieve organizational goals [1]. Effective HRM plays an important role in optimizing employee potential and supporting organizational performance [21]. Human resources are also considered valuable organizational assets that contribute to long term organizational sustainability and competitiveness [19]. Organizational Behavior studies how individuals and groups act within an organization and how these behaviors influence performance [31]. Factors such as motivation, leadership [12, 32], and work environment are essential in shaping employee behavior and improving organizational outcomes [9, 17]. Human Resource Information System (HRIS) is an integrated system used to manage employee data and support HR related decision making [10]. HRIS helps improve efficiency in administrative processes such as attendance, payroll, and performance evaluation [6]. The implementation of HRIS has been proven to have a positive effect on employee performance, particularly in improving efficiency and accuracy of information [30].

Compensation refers to all forms of financial and non-financial rewards provided to employees in return for their contributions [4]. A fair and appropriate compensation system can increase employee motivation and improve performance outcomes [13]. Employee Performance reflects the level of achievement of work carried out by employees in accordance with organizational standards [29]. It is commonly measured through quality, quantity, and timeliness of work results [29]. Employee performance also represents employees ability to complete tasks effectively and contribute to organizational objectives [22] The Relationship Between Human Resource Information Systems (HRIS) and Employee Performance. HRIS has a significant role in improving employee performance by enhancing efficiency and supporting decision making processes [10]. Research shows that the implementation of HRIS positively influences employee performance through improved data management and work effectiveness [23, 30]. The Relationship Between Compensation and Employee Performance Compensation directly influences employee performance by motivating employees to achieve better results [5]. Appropriate compensation systems can encourage higher productivity and improved performance [13].

Job Satisfaction refers to employees feelings toward their work, including aspects such as workload, compensation, and work environment [20]. In the context of digital transformation, job satisfaction is also influenced by technological innovation and workload balance, which can affect employee well being and performance [14, 16]. The Relationship Between Human Resource Information Systems (HRIS) and Job Satisfaction HRIS can influence job satisfaction by simplifying administrative processes and improving access to information [24]. Digital systems that are well implemented can reduce workload and increase employee satisfaction, especially in technology-driven environments [14]. The Relationship Between Compensation and Job Satisfaction Compensation is closely related to job satisfaction, as it reflects how organizations value employee contributions [4]. Studies indicate that fair compensation has a positive effect on job satisfaction among employees [18]. The Relationship Between Job Satisfaction and Employee Performance Job satisfaction is an important factor that affects employee performance [25]. Employees who are

satisfied with their work tend to have higher motivation and better performance outcomes [27].

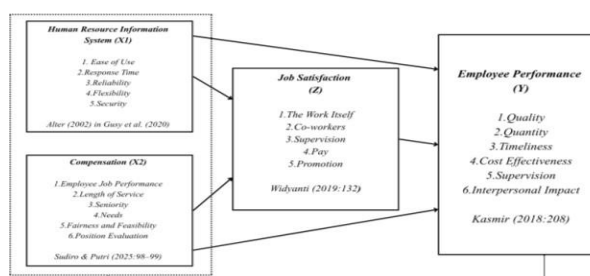


Fig. 1. Research Framework

Based on the conceptual framework presented in Figure 1, employee performance is influenced by the

Human Resource Information System (HRIS), compensation, and job satisfaction [23]. Previous studies indicate that the effective implementation of HRIS can improve administrative efficiency, accelerate access to information, and support decision-making processes that contribute to higher employee satisfaction and performance [10, 15]. In addition, compensation provided fairly and in accordance with employee contributions can enhance work motivation, loyalty, and job satisfaction, which ultimately affect employee performance improvement [4]. Job satisfaction is also considered an important psychological factor in shaping positive work behavior and supporting optimal work performance [25]. Therefore, job satisfaction is assumed to mediate the effect of Human Resource Information System (HRIS) and compensation on employee performance. Accordingly, the research hypotheses are formulated as follows:

H1 : Human Resource Information System (X1) has a positive effect on Job Satisfaction (Z).

H2 : Compensation (X2) has a positive effect on Job Satisfaction (Z).

H3 : Human Resource Information System (X1) has a positive effect on Employee Performance (Y).

H4 : Compensation (X2) has a positive effect on Employee Performance (Y).

H5 : Job Satisfaction (Z) has a positive effect on Employee Performance (Y).

H6 : Human Resource Information System (X1) and Compensation (X2) have a positive effect on Employee Performance (Y) through Job Satisfaction (Z) as an intervening variable.

III. RESEARCH METHOD

This study employs a quantitative approach to investigate the effects of Human Resource Information System (HRIS), compensation, and job satisfaction at PT XYZ [26]. From a total population of 339 employees, 184 were selected using stratified random sampling with a 5% margin of error based on the Slovin formula. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis involved assessing both the measurement model, including convergent validity, discriminant validity, and reliability, and the structural model, examining R^2 , path coefficients, and bootstrapping results. with significance evaluated at $t \geq 1.96$ and $p \leq 0.05$.

IV. RESULT

Table 3. Results of Measurement Model Evaluation (Validity and Reliability)

Variable	Items	Indicators	Loadings	CA	Rho_a	Rho_c	AVE
Human Resource Information System	X1.1	Clarity of menus and features in the HRIS system.	0.875	0.971	0.971	0.974	0.792
	X1.2	Ease of users in finding information through HRIS.	0.917				
	X1.3	Speed of HRIS system response during use.	0.895				
	X1.4	Smooth operation of Human Resource activities.	0.879				
	X1.5	Efficiency of the HRIS system in processing data.	0.907				
	X1.6	Accuracy and reliability of information in HRIS.	0.889				
	X1.7	Setting options according to user needs.	0.873				
	X1.8	Ability of HRIS to be used across various devices.	0.901				
	X1.9	Security of data within the HRIS system.	0.882				
	X1.10	Strictness of the HRIS access authentication system.	0.884				

Compensation	X2.1	I receive a salary that is appropriate for my workload and job responsibilities.	0.901	0.964	0.965	0.969	0.798
	X2.2	The salary I receive is in accordance with the standards applied by the company.	0.884				
	X2.3	My provides incentives to employees based on work performance achievements.	0.889				
	X2.4	Incentives I receive are given fairly and in accordance with the company's applicable policies.	0.891				
	X2.5	The company provides benefits that support employee well-being.	0.890				
	X2.6	Facilities are appropriate to my work needs and conditions.	0.888				
	X2.7	Facilities provided by the company support the smooth execution of my work.	0.895				
	X2.8	I am satisfied with the work facilities provided by the company.	0.905				
Employee Performance	Y.1	Level of accuracy in completing work.	0.789	0.957	0.958	0.962	0.679
	Y.2	Consistency of work results in accordance with procedures and standards.	0.825				
	Y.3	Ability to complete work according to targets.	0.801				
	Y.4	Stability of work productivity.	0.830				
	Y.5	Timeliness in completing work.	0.834				
	Y.6	Speed of task completion before deadlines.	0.856				
	Y.7	Rational budget utilization in work activities.	0.848				
	Y.8	Effectiveness of cost utilization in task completion.	0.843				
	Y.9	Monitoring to identify achievements and improvements.	0.779				
	Y.10	Employee responsibility toward work implementation.	0.844				
	Y.11	For teamwork and a positive work culture.	0.842				
	Y.12	Harmonious working relationships among employees.	0.791				
Job Satisfaction	Z.1	Opportunities for growth and learning through work.	0.897				
	Z.2	Level of interest in job tasks.	0.861				
	Z.3	Comfort of the work environment.	0.899				
	Z.4	Availability of supportive work facilities.	0.853	0.968	0.969	0.972	0.778
	Z.5	Clarity of work instructions from supervisors.	0.877				
	Z.6	Supervisor support in completing work tasks.	0.859				
	Z.7	Suitability of salary with workload.	0.888				
	Z.8	Satisfaction with the salary received.	0.899				

Z.9	Clarity of job promotion opportunities.	0.896			
Z.10	Satisfaction with career development opportunities.	0.888			

As presented in Table 3, all indicator loadings above 0.70 confirm convergent validity. The constructs all exceed 0.70 for reliability, and most are above the threshold of 0.90, suggesting that internal consistency is very high. Moreover, an AVE greater than 0.50 indicates adequate variance explained, proving a satisfactory measurement model reliable and valid for structural analysis.

Table 4. Results of Discriminant Validity Assessment

Variable	HRIS	Compensation	Employee Performance	Job Satisfaction
HRIS	0.890			
Compensation	0.754	0.893		
Employee Performance	0.683	0.628	0.824	
Job Satisfaction	0.747	0.762	0.698	0.882

As presented in Table 4, the discriminant validity assessment indicates that the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlation value with other constructs. The HRIS variable has an AVE root value of 0.890, which is higher than its correlations with Compensation (0.754), Employee Performance (0.683), and Job Satisfaction (0.747). Likewise, the Compensation variable shows an AVE root value of 0.893, exceeding its correlations with Employee Performance (0.628) and Job Satisfaction (0.762).

Furthermore, the Employee Performance variable has an AVE root value of 0.824, which is greater than its correlation with Job Satisfaction (0.698). Similarly, the Job Satisfaction variable demonstrates an AVE root value of 0.882, which is also higher than its correlations with the other constructs. These findings confirm that each construct is empirically distinct from the others and fulfills the discriminant validity requirement based on the Fornell-Larcker criterion. Therefore, the measurement model used in this study is considered valid and appropriate for further structural model analysis.

Table 5. Results of Predictive Relevance and Coefficient of Determination

Variable	Q ²	R ² adjusted
Employee Performance	0.629	0.541
Job Satisfaction	0.466	0.646

Based on Table 5, the Employee Performance variable has a Q² value of 0.629 and an adjusted R² value of 0.541. This indicates that the independent variables are able to explain 54.1% of the variation in Employee Performance, while the remaining 45.9% is influenced by other factors outside the model. The Q² value greater than 0 also shows that the model has good predictive relevance. The Job Satisfaction variable has a Q² value of 0.466 and an adjusted R² value of 0.646. This means that the independent variables explain 64.6% of the variation in Job Satisfaction, while 35.4% is explained by other factors outside the study. The Q² value also indicates that the model has good predictive capability.

Table 6. Results of Effect Size Analysis

Variable	f ²
HRIS □ Job Satisfaction	0.198
Compensation □ Job Satisfaction	0.261
HRIS □ Employee Performance	0.087
Compensation □ Employee Performance	0.006
Job Satisfaction □ Employee Performance	0.115

Based on the effect size (f²) analysis on Table 6, HRIS has a moderate effect on Job Satisfaction with an f² value of 0.198, while Compensation also shows a moderate effect on Job Satisfaction with an f² value of 0.261. Furthermore, Job Satisfaction has a small effect on Employee Performance with an f² value of 0.115. In addition, HRIS has a small effect on Employee Performance with an f² value of 0.087, whereas Compensation has a very small effect on Employee Performance with an f² value of 0.006. Overall, these results indicate that HRIS and Compensation contribute more strongly to Job Satisfaction than directly to Employee Performance, supporting the role of Job Satisfaction as an intervening variable in the research

model.

V. DISCUSSION

Table 7. Results of Hypothesis Testing

Relationship	VIF	β	P-Values	Result
HRIS $\square$ Job Satisfaction	2.318	0.400	0.000	Accepted
Compensation $\square$ Job Satisfaction	2.318	0.460	0.000	Accepted
HRIS $\square$ Employee Performance	2.776	0.330	0.000	Accepted
Compensation $\square$ Employee Performance	2.922	0.085	0.508	Rejected
Job Satisfaction $\square$ Employee Performance	2.856	0.386	0.000	Accepted

Table 7 presents the results of hypothesis testing on the relationships among Human Resource Information System (HRIS), Compensation, Job Satisfaction, and Employee Performance. The findings indicate that HRIS has a positive and significant effect on Job Satisfaction ($\beta = 0.400$; $p < 0.001$), suggesting that effective HRIS implementation can improve employee satisfaction through easier access to information, increased transparency, and more efficient administrative processes. Compensation also shows a positive and significant effect on Job Satisfaction ($\beta = 0.460$; $p < 0.001$), indicating that fair and competitive compensation enhances employees' sense of appreciation, motivation, and overall satisfaction.

The results further reveal that HRIS has a significant positive effect on Employee Performance ($\beta = 0.330$; $p < 0.001$). This suggests that HRIS supports employee effectiveness by improving information management, reducing errors, and increasing productivity. In addition, Job Satisfaction significantly influences Employee Performance ($\beta = 0.386$; $p < 0.001$), indicating that satisfied employees tend to demonstrate higher commitment, engagement, and work productivity.

However, Compensation does not have a significant direct effect on Employee Performance ($\beta = 0.085$; $p = 0.508$). This finding implies that compensation alone is insufficient to improve performance directly and may instead contribute indirectly through increased job satisfaction. Comparing the standardized coefficients, Compensation has the strongest influence on Job Satisfaction, while Job Satisfaction exerts a stronger effect on Employee Performance than HRIS. Overall, the findings highlight the importance of integrating effective HRIS implementation, fair compensation practices, and employee satisfaction strategies to enhance organizational performance.

VI. CONCLUSION AND RECOMMENDATION

Based on the results of this study, it can be concluded that Human Resource Information System (HRIS) and compensation have an important role in influencing employee performance at PT. XYZ. The findings show that HRIS has a positive and significant effect on both job satisfaction and employee performance. This indicates that the implementation of HRIS can help employees work more efficiently, access information more easily, and support smoother work processes within the company.

Compensation was also found to have a positive and significant effect on job satisfaction. Employees who receive fair compensation and benefits tend to feel more appreciated and satisfied with their work. However, the direct effect of compensation on employee performance was not significant. This means that compensation alone may not be enough to directly improve employee performance without being supported by other factors, especially job satisfaction.

In addition, job satisfaction was proven to have a positive and significant effect on employee performance. Employees who feel satisfied with their work environment, career opportunities, and organizational support are more likely to show better performance and stronger commitment to the company. Therefore, job satisfaction also plays an important role as an intervening variable in the relationship between HRIS, compensation, and employee performance. From a managerial perspective, PT. XYZ is expected to continue improving the implementation of HRIS, especially in integrating performance evaluation systems and increasing user convenience within the system [3, 4]. The company should also maintain fair compensation practices and pay more attention to employee satisfaction through career development

opportunities, supportive work environments, and better communication between management and employees [8].

This study still has several limitations. The research was conducted only in one company, which may limit the generalization of the findings to other industries or organizations. In addition, this study used a cross sectional approach, so it could only describe conditions within a certain period of time and could not fully explain changes that may occur in the future. Therefore, future studies are recommended to involve a wider range of companies and industries in order to provide broader insights regarding the relationship between HRIS, compensation, job satisfaction, and employee performance. Future researchers may also consider adding other variables such as organizational culture, leadership style [32], work motivation, or employee engagement to enrich the research model and provide a deeper understanding of factors affecting employee performance.

Acknowledgement

The authors would like to acknowledge the support provided by Telkom University, particularly the Master of Management Study Program, School of Economics and Business, in facilitating this research. Special appreciation is extended to Mrs. Puspita Wulansari, S.T., M.M., Ph.D., for her valuable guidance, insightful feedback, and continuous support throughout the research process, which greatly contributed to the completion of this study.

The authors are also grateful to PT. XYZ for its cooperation and for providing access to the data required for this research. Furthermore, sincere thanks are extended to all employees who participated as respondents and shared their valuable insights. Their contributions have been essential in achieving the objectives of this study.

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