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**THE ROLE OF JOB SATISFACTION AS A MEDIATOR ON THE  
IMPLEMENTATION OF HUMAN RESOURCE INFORMATION SYSTEM  
(HRIS) ON EMPLOYEE PERFORMANCE AT PT. HARDO SOLOPLAST**

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**Abstract**

This study investigates the influence of Human Resource Information Systems (HRIS) on employee performance with job satisfaction as a mediating variable at PT. Hardo Soloplast, within the broader context of digital transformation in HR management. Utilizing a quantitative approach and Partial Least Squares-Structural Equation Modeling (PLS-SEM) via SmartPLS 4, the research collected data from 64 randomly selected employees. Results indicate that HRIS significantly enhances both job satisfaction and employee performance, with job satisfaction partially mediating this relationship. While the study confirms the positive impact of HRIS, it treats HRIS as a singular construct without detailing how specific functionalities such as self-service portals, performance tracking, or automated workflows affect satisfaction and performance outcomes. Moreover, the reliance on simple random sampling within a single company limits the generalizability of findings, suggesting that future research should include multi-company comparisons or more diverse sampling strategies. The literature review could be enriched by addressing conflicting evidence and exploring conditions under which HRIS might yield negative effects, such as user resistance or inadequate training. This would provide a more comprehensive and critical understanding of HRIS implementation and its varied outcomes across organizational contexts.

**Keywords:** Employee Performance, Human Resource Information System, Job Satisfaction, Mediation



## INTRODUCTION

The accelerating pace of digital transformation has elevated the strategic role of Information Technology (IT) in Human Resource Management (HRM). Organizations are increasingly adopting Human Resource Information Systems (HRIS) to streamline functions such as recruitment, employee data management, performance evaluation, compensation, and development. HRIS enables integration across departments, linking HR operations with finance, marketing, and other business functions (Biki et al., 2021). While its efficiency and centralization benefits are widely acknowledged, questions remain regarding its broader implications on workforce dynamics, particularly in terms of employee experience and adaptability within highly automated systems.

A case in point is the HRD & GA division at PT. Hardo Soloplast, which reported an average of 45.6 annual overtime hours per employee prior to HRIS implementation in 2011. Following the adoption of HRIS, overtime work was completely eliminated by 2021, illustrating a measurable increase in operational efficiency. However, this gain came with trade off system automation restricted flexibility in processing overtime requests (Hapsari et al., 2023). While such changes highlight the potential of HRIS to optimize workflows, they also raise concerns about how automation might affect employee autonomy, job satisfaction, and the perception of organizational support—factors that directly influence performance outcomes.

Previous research presents mixed findings on the relationship between HRIS and employee performance. Hapsari et al. (2023) observed positive impacts, whereas Hidayati and Abadiyah (2020) reported no significant effect. These inconsistencies may stem from differences in organizational readiness, user



engagement, or contextual variables. Furthermore, job satisfaction has been identified as a key determinant of employee performance, suggesting its potential role as a mediating factor (Hidayati & Abadiyah, 2020). Yet, few studies have critically examined how HRIS affects job satisfaction and, in turn, performance. Addressing this gap, the current study investigates the mediating role of job satisfaction in the relationship between HRIS implementation and employee performance at PT. Hardo Soloplast, contributing to a deeper understanding of the nuanced outcomes of digital HR transformation.

## LITERATURE REVIEW

### Human Resource Management

Human resources represent a strategic organizational asset, central to achieving competitive advantage through people (Shofia et al., 2022). HRM is thus not merely administrative but strategic in nature, encompassing policies and practices aimed at optimizing talent and aligning it with organizational goals (Hermawan & Panjaitan, 2023). However, while the literature emphasizes the centrality of HRM in achieving organizational efficiency, it often underplays the complexities of implementation in rapidly digitalizing environments. For example, the increasing reliance on digital tools like HRIS introduces new dynamics in HRM such as data-driven decision-making and employee monitoring that require further investigation into their long-term effects on organizational culture and individual agency.

### Human Resource Information System (HRIS)

HRIS has emerged as a core component of modern HRM, driven by technological advancement and the need for data integration (Hakim et al., 2022).



It facilitates strategic functions such as recruitment, training, and performance appraisal by automating processes and ensuring real-time access to employee data (Hermawan & Panjaitan, 2023). Despite these advantages, studies often overlook critical perspectives. For instance, resistance to HRIS adoption is not merely due to inadequate training or resources, but may also stem from perceived threats to autonomy, privacy concerns, and the dehumanization of HR processes (Alkashami, 2023). Moreover, while some scholars touch upon theoretical underpinnings like the DeLone and McLean Information Systems Success Model or the Technology Acceptance Model (TAM), these are rarely integrated meaningfully into discussions about HRIS in empirical contexts. Incorporating these frameworks more explicitly allows for a nuanced understanding of how system quality, user attitudes, perceived ease of use, and perceived usefulness jointly influence HRIS success.

### **Job Satisfaction**

Job satisfaction is frequently defined as the affective orientation of individuals toward their work roles, shaped by compensation, working conditions, and individual expectations (Greenberg & Baron, 2021; Hakim et al., 2022). While this foundational understanding is important, the literature often lacks specificity in how digitized HR environments may alter traditional satisfaction drivers. For instance, transparency enabled by HRIS can foster fairness and trust (Hidayati & Abadiyah, 2020), yet may also introduce surveillance-like dynamics that erode psychological safety for some employees. Research by Inez Gracia Hapsari et al. (2023) underscores this duality, noting that while HRIS enhances access to information, it may also intensify performance pressure, particularly among younger or digitally native employees. Thus, job



satisfaction in digital HR contexts is not uniformly positive and requires differentiated analysis across demographics and roles.

### **Employee Performance**

Employee performance is traditionally evaluated through indicators such as productivity, quality, and timeliness (Robbins, 2016), with several studies linking it to motivational and organizational factors (Masruro, 2022; Hakim et al., 2022). Yet, this literature often assumes a stable and unproblematic relationship between motivation and output, neglecting the evolving landscape of performance management under digital HR systems. For example, algorithmic evaluations and real-time tracking, made possible by HRIS, can simultaneously improve accountability and introduce stress or dissatisfaction (Prawirosentono, 2021). Moreover, existing models rarely explore how digital transformation might redefine “good performance,” with new metrics prioritizing adaptability, tech-literacy, and data compliance over traditional productivity measures. This oversight represents a gap warranting further investigation.

### **Hypothesis**

#### **The Influence of Human Resource Information System (HRIS) on Employee Performance**

The relationship between Human Resource Information System (HRIS) and employee performance is highlighted by Noe (as cited in Hakim, Hidayat, & Fanani, 2021), where human resource management practices, policies, and systems impact employee attitudes, behaviors, and performance. Literature reviews of previous studies, including those by Hakim et al. (2022), Hermawan & Panjaitan (2023), Hartini (2020), and Melias Banta Sebayang & Fitriyah (2024), suggest that HRIS positively and significantly influences employee performance.



These studies emphasize that the implementation of HRIS enhances the efficiency and effectiveness of HR functions, thereby improving employee performance.

**H1:** The implementation of Human Resource Information System positively and significantly affects employee performance.

### **The Influence of Human Resource Information System (HRIS) on Job Satisfaction**

The impact of HRIS on employee performance is grounded in the view that technological tools streamline HR functions and thereby improve operational outcomes (Hakim et al., 2022; Hermawan & Panjaitan, 2023). However, beyond efficiency, theoretical models like TAM suggest that user acceptance—shaped by perceived usefulness and ease of use—is a critical mediator of performance outcomes. Studies by Hartini (2020) and Melias Banta Sebayang & Fitriyah (2024) support the positive link between HRIS and performance, but rarely examine long-term behavioral shifts or stress induced by constant monitoring. This study seeks to explore such nuances in the relationship.

**H2:** Human Resource Information System positively and significantly affects job satisfaction.

### **The Influence of Job Satisfaction on Employee Performance**

Job satisfaction relates to the emotional responses expressed by employees toward their work. Employees experience job satisfaction when they respond positively to their jobs. Literature reviews, such as those by Nurhandayani (2022), Jermstittiparsert et al. (2019), and Amirudin et al. (2021), reveal a significant positive influence of job satisfaction on employee performance. Meta-analyses and empirical studies indicate a consistent positive relationship between job satisfaction and employee performance across various sectors.



**H3:** Job satisfaction positively and significantly affects employee performance.

### **The Influence of HRIS on Employee Performance through Job Satisfaction as a Mediator**

DeLone and McLean's Information Systems Success Model (as cited in Inez Gracia Hapsari et al., 2023) explains that system and information quality affect both system usage and user satisfaction, which, in turn, influence individual and organizational performance. Thus, there is evidence that the use of HRIS can affect employee performance through job satisfaction. This mediating role of job satisfaction suggests that HRIS not only impacts performance directly but also through enhancing employee satisfaction, which ultimately improves overall performance.

**H4:** The implementation of Human Resource Information System influences employee performance through job satisfaction as a mediator.

## **RESEARCH METHOD**

This research adopts a quantitative approach, utilizing statistical data through experiments to explore the relationships between Human Resource Information Systems (HRIS), employee performance, and job satisfaction at PT. Hardo Soloplast, a plastic manufacturing company with 100 employees. A simple random sampling technique was used to select respondents, with the sample size determined through the Slovin formula, resulting in 64 completed responses. However, to ensure randomness, it would be essential to clarify the process and confirm the representation of all departments within the organization, given the hierarchical structure. The data collection combined primary data from a self-



administered questionnaire, designed based on validated scales and pre-tested for reliability and validity, and secondary data from relevant literature such as case studies and journal articles on HRIS and employee satisfaction. The study employs path analysis via SmartPLS to examine direct and indirect relationships, with a focus on convergent and discriminant validity for the outer model, and R-square and hypothesis testing for the inner model. This approach provides insights into the effects of HRIS on employee performance and job satisfaction, while also accounting for the mediating role of job satisfaction, although the methodological limitations, such as potential bias in the sampling process and the integration of secondary data, should be considered.

## **RESULTS AND DISCUSSION**

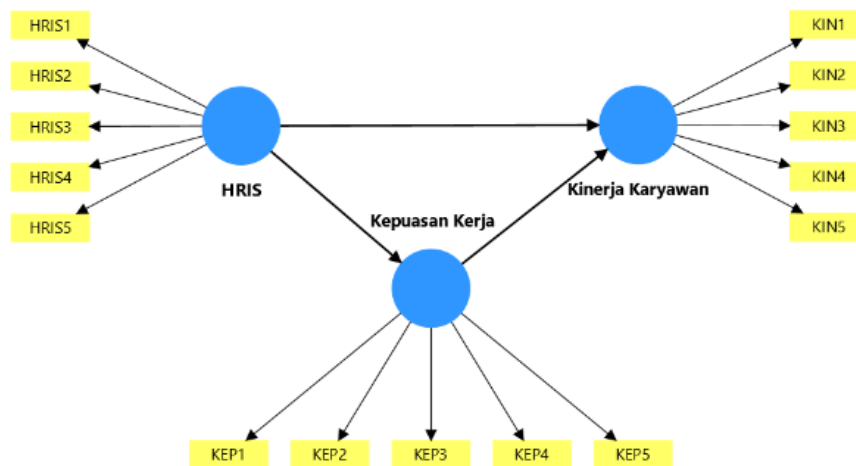
### **Company Profile**

PT Hardo Soloplast, established in 1989, is a manufacturing company specializing in the production of polypropylene woven bags and has been exporting its products to various countries, including Europe, since 1992. The company is committed to delivering high-quality products supported by advanced technology, providing excellent customer service, and fostering strong business relationships. With a vision to excel in market competition and maintain a solid presence among business partners, PT Hardo Soloplast aims to build a strong organization with clear, simple, and efficient procedures. The company is recognized for its disciplined, responsive, and team-oriented culture, supported by reliable processes, high performance, and a strong commitment to continuous improvement, as embodied in their motto, "BERDIRI TEGAR."

## Respondent Description

This study involved employees of PT Hardo Soloplast using an HRIS system, with data collected through an online questionnaire distributed via Google Forms to HRD and then shared with employees. A total of 64 respondents participated. The respondents were classified based on gender, age, education, and work experience. In terms of gender, there were 34 male and 30 female respondents. Age-wise, 32 respondents were between 21-30 years old, 27 were between 31-40 years, 4 were between 41-50 years, and 1 was over 50 years old. Regarding education, 12 respondents had a diploma, 43 were university graduates, and 9 had completed high school or vocational education. As for work experience, 7 respondents had less than 1 year, 5 had 11-20 years, 51 had 2-10 years, and 1 respondent had over 21 years of work experience. Data analysis will be performed using SmartPLS version 4.

## Inferential Analysis



**Figure 1.**

### Latent Model of Research Variables

Source: SmartPLS processed results (2025)



In testing the research model, there are 2 stages, namely the Outer Model and the Inner Model. The outer model is known as the outer relation or measurement model, which explains how each indicator in a block relates to the latent variable it represents. The inner model is carried out as part of the development of a structural model based on the concepts and theories that have been explained in the framework of thought (Azahari & Hakim, 2021).

**Outer Model**

**Loading Factor Value**

**Table 1.**  
**Outer Loading Results of Convergent Validity Test**

	<b>HRIS</b>	<b>Job Satisfaction</b>	<b>Employee Performance</b>
HRIS 1	0.833		
HRIS 2	0.837		
HRIS 3	0.837		
HRIS 4	0.805		
HRIS 5	0.839		
Job satisfaction 1		0.790	
Job satisfaction 2		0.798	
Job satisfaction 3		0.717	
Job satisfaction 4		0.673	
Job satisfaction 5		0.695	
Employee performance1			0.815
Employee performance2			0.804
Employee performance3			0.645
Employee performance4			0.861
Employee performance5			0.848

Source: SmartPLS processed results (2025)



The loading factors for the Job Satisfaction variable are 0.673 and 0.695, which are below the 0.70 threshold, and the Employee Performance variable has one indicator with a loading factor of 0.645. According to the rule of thumb for Convergent Validity, a loading factor above 0.7 is typically required for confirmatory research, while values between 0.6 and 0.7 are acceptable for exploratory research, as long as the Average Variance Extracted (AVE) is greater than 0.5 (Suryadi et al., 2021). Since the loading factors fall within the acceptable range for exploratory research and the AVE exceeds 0.5, these results are deemed acceptable, indicating that the indicators effectively measure the correlation between the variables and support the construct validity of the measurement model.

**Average Variance Extracted (AVE)**

**Table 2.**  
**AVE Results of Convergent Validity Test**

<b>Intrument</b>	<b>Average Variance Extracted (AVE)</b>	<b>Information</b>
HRIS	<b>0.689</b>	<b>Valid</b>
Job satisfaction	<b>0.542</b>	<b>Valid</b>
Employee performance	<b>0.637</b>	<b>Valid</b>

Source: SmartPLS processed results (2025)

The AVE value of each variable is HRIS (Human Resource Information System) of 0.689, Job satisfaction of 0.542, and Employee performance of 0.637. These three variables have a value > 0.50, meaning that the three variables are categorized as valid.



**Discriminant Validity**

**Cross Loading**

**Table 3.**

**Cross-Loading Results of the Discriminant Validity Test**

	<b>HRIS</b>	<b>Job satisfaction</b>	<b>Employee Performance</b>	<b>Information</b>
HRIS 1	<b>0.833</b>	<b>0.577</b>	<b>0.634</b>	<b>Valid</b>
HRIS 2	<b>0.837</b>	<b>0.638</b>	<b>0.439</b>	<b>Valid</b>
HRIS 3	<b>0.837</b>	<b>0.542</b>	<b>0.432</b>	<b>Valid</b>
HRIS 4	<b>0.805</b>	<b>0.685</b>	<b>0.613</b>	<b>Valid</b>
HRIS 5	<b>0.839</b>	<b>0.612</b>	<b>0.472</b>	<b>Valid</b>
KEP 1	<b>0.577</b>	<b>0.790</b>	<b>0.573</b>	<b>Valid</b>
KEP 2	<b>0.587</b>	<b>0.798</b>	<b>0.435</b>	<b>Valid</b>
KEP 3	<b>0.475</b>	<b>0.717</b>	<b>0.194</b>	<b>Valid</b>
KEP 4	<b>0.414</b>	<b>0.673</b>	<b>0.260</b>	<b>Valid</b>
KEP 5	<b>0.608</b>	<b>0.695</b>	<b>0.589</b>	<b>Valid</b>
KIN 1	<b>0.521</b>	<b>0.469</b>	<b>0.815</b>	<b>Valid</b>
KIN 2	<b>0.428</b>	<b>0.452</b>	<b>0.804</b>	<b>Valid</b>
KIN 3	<b>0.416</b>	<b>0.391</b>	<b>0.645</b>	<b>Valid</b>
KIN 4	<b>0.602</b>	<b>0.546</b>	<b>0.861</b>	<b>Valid</b>
KIN 5	<b>0.533</b>	<b>0.528</b>	<b>0.848</b>	<b>Valid</b>

Source: SmartPLS processed results (2025)

The cross loading value for the HRIS, Job satisfaction, Employee performance variables has a correlation value between the indicator (instrument) and its construct (variable) > indicator (instrument) on other constructs (variables). The results of the convergent validity and discriminant validity tests show consistent numbers, with all indicators declared valid. This shows that the model used can effectively distinguish different constructs. Therefore, it can be concluded that the measuring instrument used in this study is valid.



**Construct Reliability**

**Cronbach’s Alpha**

**Table 4.**  
**Cronbach's Alpha Value**

<b>Variabel</b>	<b>Cronbach’s Alpha</b>	<b>Information</b>
HRIS	<b>0.888</b>	<b>Reliable</b>
Job Satisfaction	<b>0.794</b>	<b>Reliable</b>
Employee Performance	<b>0.855</b>	<b>Reliable</b>

Source: SmartPLS processed results (2025)

The results of the analysis in the table show that the Cronbach's Alpha value for the HRIS (Human Resource Information System) construct/variable is 0.888, Job satisfaction is 0.794, and Employee Performance is 0.855. All Cronbach's Alpha values are > 0.70. So all variables have good reliability.

**Composite Reliability**

**Table 5.**  
**Composite Reliability Values**

<b>Variabel</b>	<b>Composite Reliability</b>	<b>Information</b>
HRIS	<b>0.917</b>	<b>Reliable</b>
Job Satisfaction	<b>0.855</b>	<b>Reliable</b>
Employee Performance	<b>0.897</b>	<b>Reliable</b>

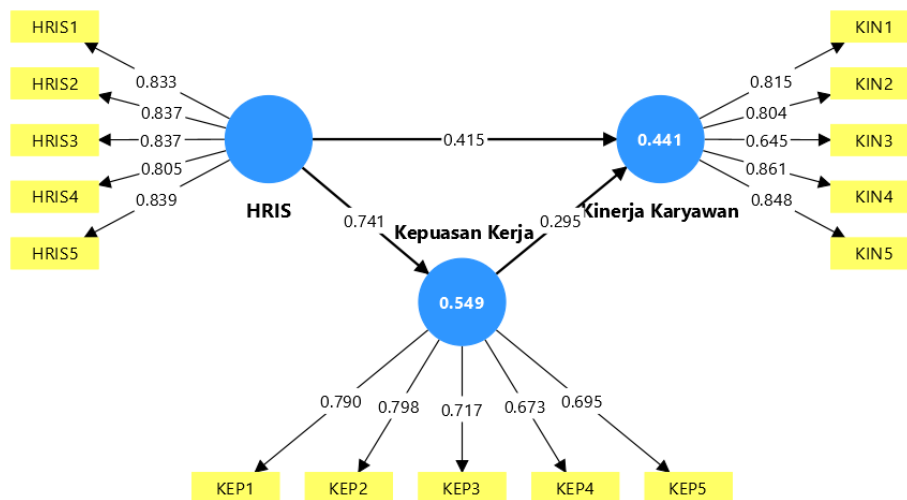
Source: SmartPLS processed results (2025)

The results of this analysis show that the Composite Reliability value for the HRIS (Human Resource Information System) variable is 0.917, Job satisfaction is 0.855, and Employee performance is 0.897. All Composite Reliability values are >0.70, so all variables have good reliability.

### Model Fit Test

The model fit test results show that the model is suitable for analyzing the relationships between latent variables and has strong predictive capability. The Goodness of Fit (GoF) value of 0.548, which exceeds the threshold of 0.36, indicates a high level of model adequacy, meaning the model is highly appropriate for explaining the relationships among the latent variables in the study.

### Inner Model



**Figure 2.**  
**PLS-SEM Model Output Algorithm**  
Source: SmartPLS processed results (2025)

Figure 2 shows the results of the structural model estimation using SmartPLS software. This model consists of 3 latent variables, namely HRIS, Job satisfaction, and Employee performance. The relationship between these variables is visualized in the form of a path diagram.



### R Square (R<sup>2</sup>)

**Table 6.**  
**R Square Test**

Var. Dependent	R-Square	R-Square Adjusted
Job Satisfaction	<b>0.549</b>	<b>0.542</b>
Employee Performance	<b>0.441</b>	<b>0.423</b>

Source: SmartPLS processed results (2025)

The R<sup>2</sup> value for job satisfaction (0.549) suggests a strong explanatory power of the independent variables in predicting job satisfaction. However, the lower R<sup>2</sup> for employee performance (0.441) indicates that external factors, not captured in this model, have a more substantial influence on performance. Future research could consider incorporating additional variables, such as leadership style, work environment, or organizational culture, to provide a more comprehensive understanding of employee performance drivers.

### Hypothesis Testing

#### Bootstrapping results of direct effects

**Table 7.**  
**Path Coefficient Bootstrapping Results of Direct Effects**

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics	P values	Information
HRIS -> Job Satisfaction	<b>0.741</b>	<b>0.745</b>	<b>0.058</b>	<b>12.864</b>	<b>0.000</b>	<b>Proven</b>
HRIS -> Employee Performance	<b>0.415</b>	<b>0.407</b>	<b>0.137</b>	<b>3.029</b>	<b>0.001</b>	<b>Proven</b>
Job Satisfaction -> Employee Performance	<b>0.295</b>	<b>0.320</b>	<b>0.140</b>	<b>2.106</b>	<b>0.018</b>	<b>Proven</b>

Source: SmartPLS processed results (2025)

The study reveals that the implementation of Human Resource Information Systems (HRIS) positively impacts both job satisfaction and



employee performance. HRIS has a significant effect on job satisfaction, with a coefficient of 0.741 and a T-statistic of 12.864, indicating that effective HRIS implementation contributes significantly to higher employee satisfaction. Additionally, HRIS positively influences employee performance (coefficient of 0.415, T-statistic of 3.029), emphasizing the importance of investing in efficient HRIS to enhance HR processes and support employees. Furthermore, job satisfaction also positively impacts employee performance (coefficient of 0.295, T-statistic of 2.106), highlighting the value of fostering a work environment that promotes employee satisfaction to improve overall performance.

**Indirect Effect Bootstrapping Results**

**Table 8.**

**Indirect Effect Bootstrapping Path Coefficient Results**

<b>Path Coefficient</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T statistics</b>	<b>P value</b>	<b>Information</b>
HRIS -> Job Satisfaction -> Employee Performance	<b>0.219</b>	<b>0.235</b>	<b>0.099</b>	<b>2.214</b>	<b>0.013</b>	<b>Proven</b>

Source: SmartPLS processed results (2025)

The analysis shows that the implementation of HRIS has a significant indirect effect on employee performance, mediated by job satisfaction. With a coefficient of 0.219, a T-statistic of 2.214 (>1.96), and a p-value of 0.013 (<0.05), these results highlight the importance of not only implementing HRIS but also focusing on how it can enhance job satisfaction. By improving job satisfaction through HRIS, companies can maximize their positive impact on employee performance. Since the direct relationship between HRIS and employee



performance is also significant, job satisfaction acts as a partial mediator, strengthening the effect of HRIS on performance.

### **Discussion**

This study reveals that the implementation of Human Resource Information System (HRIS) significantly contributes to employee job satisfaction. This is consistent with the findings of Inez Gracia Hapsari et al. (2023), who argue that HRIS accelerates information access, enhances data accuracy, and boosts productivity. Employees utilizing HRIS tend to experience a more structured workflow, which leads to greater job satisfaction.

Moreover, HRIS usage directly impacts employee performance, supporting the research by Hermawan and Panjaitan (2023), which suggests that IT in human resource management streamlines administrative processes and aids decision-making. This, in turn, encourages employees to work more efficiently and effectively, improving overall performance.

The study also demonstrates that job satisfaction significantly affects employee performance. Employees who are satisfied with aspects such as workload, interpersonal relationships, and management systems are more motivated and focused on task completion. This finding aligns with Nurhandayani (2022), who stated that job satisfaction correlates with enhanced employee performance.

One key finding is that job satisfaction mediates the relationship between HRIS and employee performance. While HRIS can directly influence performance, its impact is more profound when accompanied by high job satisfaction. Therefore, effective HRIS implementation should be complemented by fostering a work environment that prioritizes employee well-being,



emphasizing both technological and psychological aspects to enhance overall productivity.

## CONCLUSION

This study on the impact of Human Resource Information System (HRIS) on employee performance, with job satisfaction as a mediating variable, reveals that HRIS significantly enhances both employee performance and job satisfaction, with the latter serving as an effective mediator. These findings underline the critical role of HRIS in optimizing employee outcomes, particularly in manufacturing firms like PT. Hardo Soloplast, and suggest that job satisfaction can amplify the positive effects of HRIS on performance. However, the study's reliance on a single company and quantitative methods may limit its generalizability, as factors such as organizational culture, leadership style, and hierarchical structure could influence employee perceptions of HRIS. Additionally, exploring other mediating variables, like work motivation, would provide a more comprehensive understanding of how HRIS affects performance. Future research should expand to multiple companies across different sectors and regions, particularly in developing countries, and consider a mixed-methods approach to capture more nuanced insights. These considerations would offer valuable implications for HR digitalization strategies and their application across various organizational contexts.



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