THE INFLUENCE OF E-HRM ON ORGANIZATIONAL PERFORMANCE WITH MEDIATION OF EMPLOYEE PERFORMANCE AND JOB SATISFACTION INDONESIA MULTIPLE COMPANIES

HELEN CAROLINE
SETIA TJAHYANTI

Trisakti School Of Management, Jl. Kyai Tapa No. 20, Grogol, Indonesia
helencarolinedamanik@gmail.com, tia@stietrisakti.ac.id

Abstract: e-HRM is an important strategy for companies to improve organizational performance. The purpose of this study is to examine how e-HRM affects organizational performance through mediation of job satisfaction and employee performance in several companies in Indonesia. This study uses quantitative methods, the sample selection in this study is non probability sampling using purposive sampling technique by collecting data through online questionnaires via google form distributed to respondents. The population of this study consisted of certain time work agreement employees with more than one year of service in several companies in Indonesia. The data analysis method used in this research is the Structural Equation Model (SEM) data analysis method using SmartPLS4 software. Empirical evidence that the implementation of an effective e-HRM system can improve organizational performance through improved employee performance and job satisfaction is provided by research findings showing that employee performance and job satisfaction act as mediators that strengthen the relationship between e-HRM and organizational performance.

Keywords: e-hrm, employee performance, job satisfaction, organizational performance

INTRODUCTION

In essence, performance encompasses both the actions taken and the manner in which they are executed. (Primasari and Suyadi 2014). Performance is defined as the achievement of work results by an individual or team within an organization, based on their authority and responsibilities. These results are achieved in an effort to realize organizational goals in a manner that is legally sound, ethically sound, and in accordance with moral principles (Armstrong and Baron 1998).

The manner in which an organization administers human resource management has undergone substantial modification. The integration of electronic human resource management with information technology systems is a strategic imperative for organizations seeking to enhance their operational efficiency and competitive advantage in the contemporary business landscape.

The companies under scrutiny concentrate on independent assurance in five sectors: industry and trade, energy and mineral resources, telematics, transportation, agriculture, forestry, marine, and the environment. The necessity to focus on this

company stems from its endeavors to enhance operational efficiency through the integration of information technology. A pervasive innovation is the e-HRM (electronic human resource management) system. As a preeminent entity in the domain of surveying and inspection, PT Surveyor Indonesia has adopted an E-HRM system to enhance its human resource management practices. Despite the existence of the e-HRM system, there is a phenomenon that has not yet been fully exploited by the organization.

The observation results in Table 1 of the company's internal data studied are grouped into two indicators, namely Monitoring, e-HRM assessment and Improved human resource quality. Monitoring can be interpreted as a process of monitoring the activities that take place in the e-HRM system to ensure that all functions are carried out according to plan.

The purpose is to ensure and monitor whether the e-HRM system is functioning optimally without problems, in addition to ensuring that users (employees) use the system to help their work. For example, monitoring employee time and attendance through an online time and attendance system. Assessment can be defined as the process of evaluating systems, data or policies implemented through e-HRM to measure their effectiveness. The goal is to meet the needs of the organization and improve the assessment for continuous development. For example, evaluating the effectiveness of online recruitment, such as time savings or the number of qualified candidates successfully recruited.

Monitoring, assessment of e-HRM is a key category to identify the strengths and weaknesses of the system, thus providing data and recommendations that can be used to develop effective strategies to improve the quality of HRM.

Based on the data obtained, the object under study shows that the level of use of e-HRM is still low, in 2023 the level of satisfaction is not good due to lack of adequate training and employee dissatisfaction with the existing system. Therefore, at the beginning of 2024, the object under study increased training and understanding of the use of the e-HRM system by conducting periodic evaluations which had a positive impact so that it increased in 2024 by 2%.

Table 1. An Evaluation of The Electronic Human Resources Management System in The Company Under Scrutiny is Necessary

Year	Indicator	Weights	Satisfaction Levels	Expectations	Categories
2023	Monitoring, assessment e- HRM	4.0 / 10	4%	7/10	Less Good
	Improved human resource quality	6.0 / 10	6%	7/10	Good
2024	Monitoring, assessment e- HRM	6.0 / 10	6%	10/10	Good
	Improved human resource quality	8.0 / 10	8%	10/10	Very Good

Based on the background described above, this study is entitled "The Influence of E-HRM on Organizational Performance with Mediation of Employee Performance and Job Satisfaction Indonesia Multiple Companies".

E-HRM Use

Marler and Parry (2016) in Nyathi and Kekwaletswe (2024) e-HRM is a networked computer system (hardware and software) used to carry out HR functions. This system makes it easier to collect employee data, generate information, and communicate related to HR within the company.

Bondarouk et al. (2007) in Nyathi and Kekwaletswe (2024) the application of e-HRM is a best practice in HR management to increase contributions to organizational success.

Alrawashdeh et al. (2022) argue that E-HRM is a modern solution to improve employee well-being while streamlining the management of company resources.

Based on the explanation of several definitions of the use of e-HRM, it can be concluded that e-HRM is a modern approach to managing human resources utilizing technology to improve the efficiency, effectiveness, and strategic contribution of the HR function in the organization.

Employee Performance

Motowidlo (2003) in Nyathi and Kekwaletswe (2024) performance is a prediction of the value or benefits that the company expects from the actions or behavior of an employee over a period of time. There are two interpretations of this definition. First, it indicates that employee performance is an indexed behavior that affects employee performance.

The second definition is the nature of the behavior that is the reference for performance and is the expected value for the organization Robbins et al. (2018) in Nyathi and Kekwaletswe (2024).

Conceptually, employee performance is the measurable output of work behavior expected by the company, where the contribution directly or indirectly advances the organization.

Job Satisfaction

Armstrong's research (2008) in Nyathi and Kekwaletswe (2024) job satisfaction refers to recognition, income, promotion, and achievement of other goals, which results in satisfaction about the attitudes, beliefs, and feelings that an employee has about their job. Daft (2022) job satisfaction is a measure of how satisfied a person is with their job.

Based on the description of the definition of job satisfaction, the conclusion is a positive emotional response that is complex and includes various aspects of work. Internal and environmental factors influence it, which then has an impact on employee attitudes, actions, productivity, and their contribution to organizational success.

Organizational Performance

Bethke et al. (2011) in Nyathi and Kekwaletswe (2024) organizational performance includes financial results, such as profit and market value, and organizational results, such as employee satisfaction and commitment.

Organizational performance is the result of all company activities or activities that become the benchmark for the success of the company Daft et al. (2016).

Based on the explanation of several definitions of organizational performance, it can be concluded that organizational performance is Organizational performance is a measure of the company's overall success, including financial and non-financial aspects, which results from all business activities and becomes a reference for achieving goals.

E-HRM towards Employee Performance

Umar et al. (2020) electronic human resource management improves employee performance, through easier access to information, skill development, more effective

communication.

Nurlina et al. (2020) electronic human resource management contributes to employee performance through the provision of more effective and transparent systems such as electronic performance management.

Sumaryono (2024) electronic human resource management significantly affects employee performance, such as electronic compensation management and electronic career management which improve the performance of employees' additional roles.

H₁: E-HRM has an influence on Employee Performance.

E-HRM towards Job Satisfaction

Masum et al. (2020) e-HRM practices increase employee job satisfaction because they enable automation of routine tasks, reduce administrative responsibilities, and provide accurate and timely HR information.

Al Haziazi et al. (2020) e-HRM affects job satisfaction; for example, e-HRM components that affect e-Compensation and e-Performance Appraisal significantly affect job satisfaction.

Modi (2024) argues that e-HRM can increase job satisfaction through more efficient processes, more access to information, better communication, and career development.

H₂: E-HRM has an influence on Job Satisfaction.

E-HRM towards Organizational Performance

Masum et al.(2020) argue that organizational performance is influenced by e-HRM because e-HRM increases the effectiveness and efficiency of human resource management, which in turn contributes to overall organizational performance.

Al Haziazi et al. (2020) e-HRM allows the HR department to contribute more strategically to the organization. By providing insight into workforce analysis, HR can align its strategy with overall business goals, improving organizational performance.

Shamaileh et al. (2022) e-HRM greatly benefits organizational performance. Organizations can increase productivity, efficiency, and employee satisfaction by assisting with strategic decision making.

H₃: E-HRM has an influence on organizational performance.

Job Satisfaction on Organizational Performance

Ateeq et al. (2023) at Zain company in Bahrain showed that job satisfaction and work performance. This study found that there is a significant relationship between job satisfaction and job performance, which means that employees who feel satisfied with their jobs tend to do more.

Suryaputra (2023) also supports this hypothesis by showing that a good work environment can make employees happier in their workplace, which in turn results in better performance.

Manik et al. (2023) this study shows that factors such as work environment and employee competence affect employee performance through job satisfaction as a mediating variable.

H₄: Job Satisfaction has an influence on Organizational Performance.

Employee Performance to Organizational Performance

Sarumpaet et al. (2023) employee performance is an important component that can affect the success of an organization as a whole. High-performing employees can contribute to achieving organizational goals.

Herawati et al. (2021) employee performance has no effect on organizational performance because employee performance is not reflected in organizational performance if the organization does not provide resources such as technology, tools, or financial support, to support employee efforts.

Azzizah and Gulo (2023) employee performance affects organizational performance productive employee performance can

contribute to improving organizational performance.

H₅: Employee performance has an influence on organizational performance.

Employee performance mediates the effect of E-HRM usage and organizational performance

Moussa et al. (2020) the effect of employee performance on the use of e-HRM can increase the efficiency and effectiveness of the human resource management process. With a functioning system, perform their tasks better, which improves performance.

Herawati et al. (2021) employee performance mediates the effect of using e-HRM with the incorporation of an e-HRM system that supports contemporary information technology facilities to improve overall organizational performance.

González et al. (2017) employee performance mediates the effect of e-HRM usage on organizational performance with routine tasks that tend to be automated while non-routine work is more difficult to do.

H₆: Employee performance mediates the effect of using E-HRM on Organizational Performance

Job Satisfaction mediates E-HRM Use and Organizational Performance

Chen et al. (2023) the positive effect of job satisfaction can be increased by the use of information technology that increases job satisfaction and improves job characteristics such as skills, feedback by using information technology.

Moussa et al. (2020) by making HR processes clearer, providing easier access to information (such as payroll and career development), and improving internal communication, e-HRM can increase employee job satisfaction.

Salsabila et al. (2024) by using e-HRM, employees can easily access important information and resources, and a more efficient system allows them to focus more on key tasks, which in turn can increase work productivity. If employees are satisfied with the conveniences offered by e-HRM, their relationship with the organization can be strengthened and overall performance can be improved.

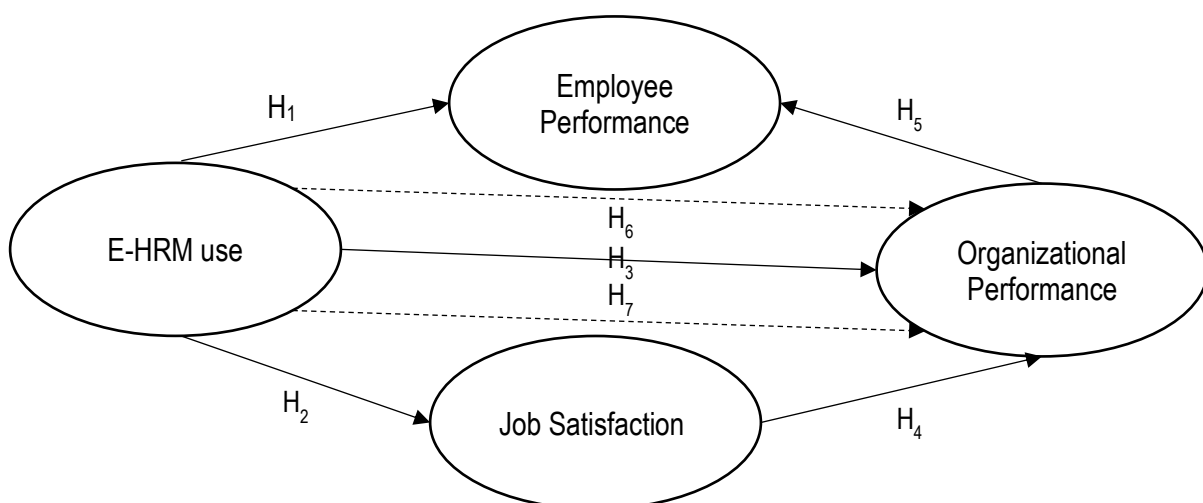**H₇: Job Satisfaction mediates the Use of E-HRM on Organizational Performance.**

RESEARCH METHODS

Figure 1. Research Model

Table 2. Variables and Indicators

Variables	Indicators	Scale
E-HRM Use (X)	Perceived ease of use System usability	*Likert*
Employee Performance (Z₁)	Contextual performance Task performance Mindfulness	*Likert*
Job Satisfaction (Z₂)	Intrinsic job satisfaction Extrinsic job satisfaction	*Likert*
Organizational Performance (Y)	Operational consequences Relational Transformational	*Likert*

Source: (Nyathi and Kekwaletswe 2024)

The research method according to (Sekaran and Roger 2016) states that a research design is a blueprint or plan for data collection, measurement, and analysis, which is made to answer your research questions. The form of research used in this study is causality or causal relationship. Causality research is research to test whether a variable will cause changes in other variables (Sekaran and Roger 2016). Causality research will test whether there is an influence of the independent variable on the dependent variable. This study aims to determine the effect of e-HRM on organizational performance with mediation of employee performance and job satisfaction.

RESULT AND ANALYSIS

Based on table 3, the characteristics of more male respondents were 33 people or 52.4% and female respondents were 30 people or 47.6%.

Characteristics of respondents based on age 18-30 years were 17 people or 27.0%, respondents aged 31-40 years were 23 people or 36.5%, respondents aged 41-50 years were 22 people or 34.9%, and respondents over 60 years were 1 person or 1.6%.

The number of respondents with more than 20 years of work experience was 1 person or 1.6%, respondents with 11-15 years of work experience were 18 people or 28.6%, respondents with 16-20 years of work experience were 10 people or 15.9%, respondents with 2-5 years of work experience were 17 people or 27.0%, respondents with 6-10 years of work experience were 17 people or 27.0%.

The number of respondents with investment sectors or projects undertaken was 13 people or 20.6%, respondents with sectors or non-projects were 23 people or 36.5%, respondents with automotive sectors or projects were 12 people or 19.0%, respondents with transportation sectors or projects were 15 people or 23.8%. The number of respondents with finance division is 25 people or 39.7%, respondents with human resource and general affair division is 3 people or 4.8%, respondents with logistics division is 6 people or 9.5%, respondents with marketing and sales division is 7 people or 11.1%, respondents with operational division is 22 people or 34.9%.
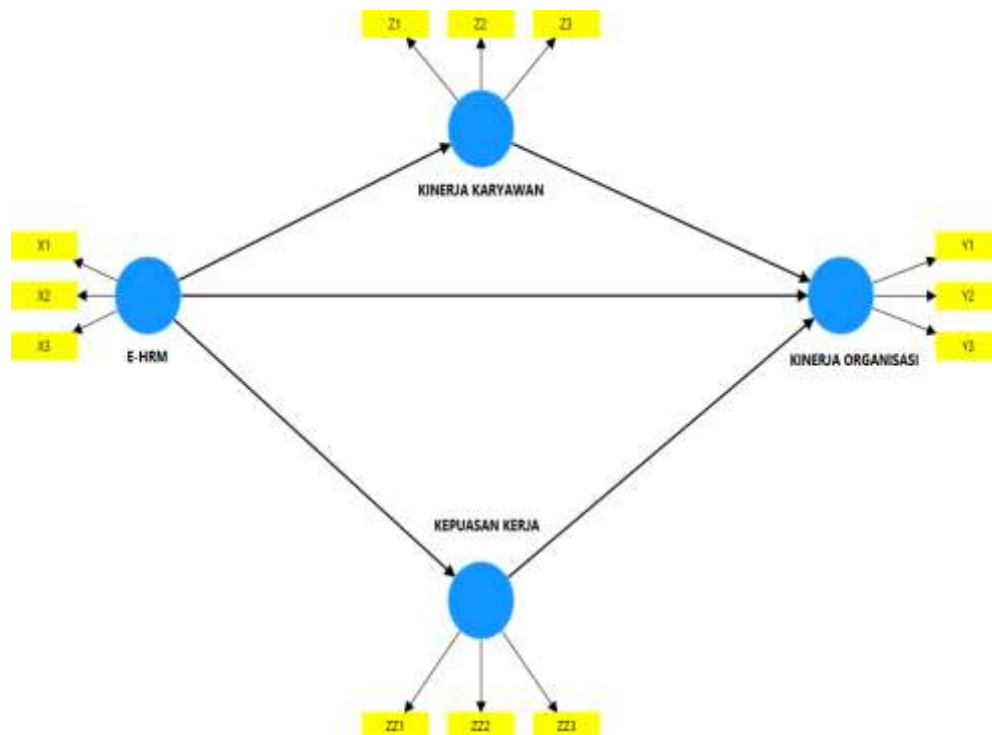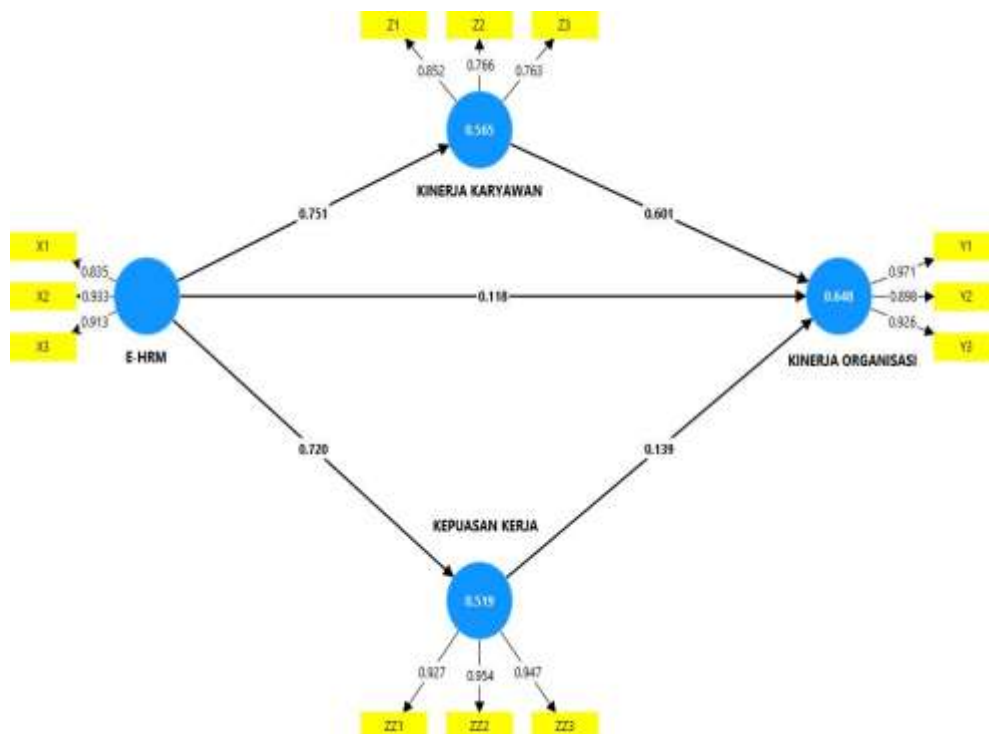
Helen Caroline
Setia Tjahyanti

Figure 2. SmartPLS Measurement Model

Figure 3. SmartPLS Measurement Model

Table 3. Characteristics of Respondents

Characteristics	Frequency	Percent
Gender		
Male	33	5,.4
Female	30	47,6
Total	63	100,0
Age		
18-30	17	27,0
31-40	23	36,5
41-50	22	34,9
Diatas 60	1	1,6
Total	63	100,0
Experienced		
> 20 tahun	1	1,6
11-15 tahun	18	28,6
16-20 tahun	10	15,9
2-5 tahun	17	27,0
6-10 tahun	17	27,0
Total	63	100,0
Sector or project worked on		
Investation	13	20,6
Non-Project	23	36,5
Automotive	12	19,0
Transportation	15	23,8
Total	63	100,0
Division		
Finance	25	39,7
Human Resource and General Affair	3	4,8
Logistic	6	9,5
Marketing and Sales	7	11,1
Operasional	22	34,9
Total	63	100,0

Source: Results of statistical data processing

Based on table 4, it shows that each construct indicator meets the Convergent Validity requirements as seen from the Loading Factor value which is > 0.70 (valid). Thus from the AVE analysis, it can be concluded that each variable used has met the criteria for convergent validity.

Based on table 5, compared to other groups of variable indicators, each variable indicator of each latent variable has better performance. The results of the Cross Loadings analysis can be considered valid because the value for each variable > 0.70.

Based on table 6 Fornell-Larcker correlation between other latent variables, so all Criterion shows that each latent variable > variables are declared discriminant valid.

Table 4. Convergent Validity

Variable	Items	Outer Loading	AVE
e-HRM Use (X)	X_1	0,835	0,800
	X_2	0,933	
	X_3	0,913	
Employee Performance (Z_1)	Z_1	0,852	0,889
	Z_2	0,766	
	Z_3	0,763	
Job Satisfaction (Z_2)	$Z_{2.1}$	0,927	0,631
	$Z_{2.2}$	0,954	
	$Z_{2.3}$	0,947	
Organizational Performance (Z_3)	Y_1	0,971	0,869
	Y_2	0,898	
	Y_3	0,926	

Source: Data Processing Results with SmartPLS 4.0

Based on table 7 Cronbach's Alpha and Composite Reliability shows that each variable meets the reliability requirements, because the Composite Reliability value for each variable is > 0.70. The employee performance variable (Z_1) has the lowest value of 0.706 and the organizational performance variable (Y) has the highest value of 0.924.

Based on table 8 Inner Model with Average Variance Extracted Reliability (R-Square) analysis shows that the employee performance variable (Z_1) has a value of 0.519 or 51.9%, which means that the model has a moderate or moderate influence. The job satisfaction variable has a value of 0.565 or 56.5%, which means that the model has a moderate or moderate influence, and the organizational performance variable has a value of 0.648 or 64.8%, which means that the model has a moderate or moderate influence. In addition, in the Prediction Relevance Test (Q-Square) column, the Employee Performance variable is 0.474, the Job Satisfaction variable is 0.556, the Organizational Performance variable is 0.630. In conclusion, all indicator models have good relevance to endogenous variables.

Table 5. Cross Loading

	e-HRM	Employee Performance	Job satisfaction	Organizational Performance
X_1	0,835	0,652	0,620	0,605
X_2	0,933	0.691	0,642	0,619
X_3	0,913	0,671	0,670	0,573
$Z_{1.1}$	0,632	0,852	0,573	0,665
$Z_{1.2}$	0,456	0,766	0,321	0,718
$Z_{1.3}$	0,700	0,763	0,862	0,506
$Z_{2.1}$	0,694	0,683	0,927	0,569
$Z_{2.2}$	0,642	0,668	0,954	0,637
$Z_{2.3}$	0,701	0,734	0,947	0,680
Y_1	0,693	0,819	0,728	0,971
Y_2	0,582	0,657	0,568	0,898
Y_3	0,590	0,726	0,556	0,926

Source: Data Processing Results with SmartPLS 4.0

Table 6. Fornell-Larcker Criterion

	e-HRM	Employee Performance	Job Satisfaction	Organizational performance
e-HRM	**0,894**			
Employee Performance	0,720	**0,943**		
Job Satisfaction	0,751	0,738	**0,794**	
Organizational Performance	0,670	0,668	0,792	**0,932**

Source: Data Processing Results with SmartPLS 4.0

Table 7. Cronbach's Alpha dan Composite Reliability

Variable	Cronbach's alpha	Composite reliability
e-HRM (X)	0,874	0,875
Employee Performance (Z_1)	0,938	0,940
Job Satisfaction (Z_2)	0,706	0,710
Organizational Performance (Y)	0,924	0,939

Source: Data Processing Results with SmartPLS 4.0

Table 8. Inner Mode

Variable	R-Square	Q_2 Predict
Employee Performance (Z_1)	0,519	0,474
Job Satisfaction (Z_2)	0,565	0,556
Organizational Performance (Y)	0,648	0,630

From table 9 above, it can be concluded that:

1. (H_1) T value (5,947) and P value (0.000) means that there is an influence of e-HRM on Employee Performance on the object of research.

2. (H_2) T value (10,869) and P value (0.000) means that there is an influence of e-HRM on Job Satisfaction on the object of research.

3. (H_3) T value (0.449) and P value (0.654) means that there is no influence between e-HRM on the Organizational Performance on the object of research.

4. (H_4) T value (0.484) and P value (0.629) means that there is no influence between Job Satisfaction on the Organizational Performance on the object of research.

5. (H_5) T value (2.613) and P value (0.009) means that there is an influence between Employee Performance on the Organizational Performance on the object of research.

6. (H_6) T value (2,302) and P value (0.021) means that Employee Performance mediates the use of e-HRM on the Organizational Performance on the object of research.

7. (H_7) T value (0.468) and P value (0.640) means that Job Satisfaction does not mediate the use of e-HRM on the Organizational Performance on the object of research.

Helen Caroline
Setia Tjahyanti

Table 9. Summary of The Structural Model

Hipotesis	Coeffcients	T-Value	P-Value	Description
e-HRM > Employee Performance	0,720	5,947	0,000	Diterima
e-HRM > Job Satisfaction	0,751	10,869	0,000	Diterima
e-HRM > Organizational Performance	0,118	0,449	0,654	Ditolak
Job Satisfaction > Employee Performance	0,139	0,484	0,629	Ditolak
Employee Performance > Organizational Performance	0,601	2,613	0,009	Diterima
e-HRM > Employee Performance > Organizational Performance	0,451	2,302	0,021	Diterima
e-HRM > Employee Performance > Organizational Performance	0,100	0,468	0,640	Ditolak

Source: Data Processing Results with SmartPLS 4.0

CONCLUSION

1. e-HRM affects the performance of employees on the object of research. The results of this study are in line with research conducted by Umar et al. (2020).

2. e-HRM affects Job Satisfaction on the object of research. The results of this study are in line with research conducted by Modi (2024).

3. e-HRM cannot affect the Organizational Performance on the object of the research. The results of this study are in line with the research conducted by Zhou et al. (2022).

4 Job Satisfaction has no effect on the Organizational Performance on the object of the research. The results of this study are in line with research conducted by Alrazehi et al. (2021).

5. Employee Performance affects the Organizational Performance on the object of the research. The results of this study are in line with research conducted by Yusnita et al. (2023).

6. Employee Performance can mediate the effect of using e-HRM on Organizational Performance with the mediation of Employee Performance on the object of the research. The results of this study are in line with Nyathi and Kekwaletswe's research (2024).

7. Job Satisfaction does not mediate the effect of using e-HRM on the Organizational Performance of on the object of the research. The results of this study differ from the research of Nyathi and Kekwaletswe (2024) which states that Job Satisfaction does not mediate the Use of E-HRM and the Organizational Performance of on the object of the research.

The researcher realizes that this study is far from perfect.the researchers faced limitations in conducting this study, including:

1. The time limitation in data collection resulted in the researcher being unable to conduct a thorough analysis.

2. The limitation of the data used because the data cannot be freely accessed by the researchers due to its confidential nature.

3. There are limitations on the mediation variable used in this study, namely the Job Satisfaction variable that mediates the use of e-HRM on Organizational Performance.Employee Performance variable as a mediator in the use of e-HRM on Organizational Performance.

4. The researcher used the SmartPLS software for the first time when processing the data from the questionnaire distribution.

From the existing limitations, the recommendations that can be made for future

researchers are:

1. Ensure that the information obtained remains relevant, conduct data collection periodically if possible.This is important because this research examines rapidly changing fields such as policy and technology.

2. Subsequent research can use research subjects from different industrial sectors to broaden perspectives and enrich research outcomes.

Meanwhile, for the company, the recommendations that can be proposed are:

1. The research object is advised to pay attention to the use of e-HRM, which can support organizational performance if used wisely.This step is expected to enhance job satisfaction and employee performance towards companies that use e-HRM by increasing productivity and efficiency.

2. The research object is advised to pay attention to various factors related to job satisfaction, such as intrinsic factors that consist of organizational commitment, responsibility, achievement, and recognition.There are also extrinsic factors such as leadership style, organizational culture, salary, and employee relationships.

3. The Research Object is advised to pay attention to various factors related to organizational performance, such as operational and transformational activities to drive organizational change and progress. Research objects are advised to pay attention to various factors related to organizational performance, such as operational and transformational activities, to drive organizational change and progress

REFERENCES

Alrawashdeh, Naji, Nur Amalina Mohamad Zaki, Juhaizi Mohd Yusof, and Nik Hazimah Nik Mat. 2022. "Electronic Human Resource Management Practices, Information Technology Capability and Organisational Performance: A Review Paper Toward Conceptual Framework." *Journal of Advanced Research in Applied Sciences and Engineering Technology* 28 (2): 148–161. https://doi.org/10.37934/araset.28.2.148161.

Alrazehi, Hareth Abd Al-Wareth, Noor Aina Amirah, Ali Salman Mohammed Emam, and Aamir Rashid Hashmil. 2021. "Proposed Model for Entrepreneurship, Organizational Culture and Job Satisfaction towards Organizational Performance in International Bank of Yemen*." International Journal of Management and Human Science (IJMHS)*. Vol. 5. http://www.ijmhs.org.

Armstrong, M and Baron, A. 1998. Performance Management - The Realities. London: Institute of Personnel and Development Armstrong, Michael. 2008. Strategic Human Resource Mangement: A Guide to Action. Kogan Page.

Ateeq, Ali, Mohammed Alzoraiki, Marwan Milhem, and Mujeeb Al-Absy. 2023. "Impact of Employee Loyalty on Job Performance: Mediating Role of Job Satisfaction on the Example of Zain Company, Bahrain." *Problems and Perspectives in Management* 21 (2): 470–481. https://doi.org/10.21511/ppm.21(2).2023.44.

Azzizah, Septiana Nur, and Yupiter Gulo. 2023. "Dampak Kinerja Organisasi, Motivasi, Dan Kepuasan Kerja Terhadap Kinerja Karyawan." *E-Jurnal Manajemen Trisakti School of Management (TSM)* 3 (2): 139–148.

Chen, Yong See, Chao Liu, and Lou Song. 2023. "The Mediator Role of Job Satisfaction (JS) Among the Relationship Between Electronic Human Resource Management (E-HRM), Employee Performance (EP), and Organizational Commitment (OC)in Family-Owned Small Middle Enterprises (SMEs)in China." *Frontiers in Business, Economics and Management* 9 (1): 229-237.

Daft, Richard L. 2022. The Leadership Experience. 8th ed. Cengage Learning.

Daft, Richard L, Australia Brazil, Japan Korea, and Mexico Singapore. 2016. "Management TwelfTh EdiTion." www.cengage.com/highered.

González Melián, Santiago, and Jacques Bulchand-Gidumal. 2017. "Information Technology and Front Office Employees' Performance." *International Journal of Contemporary Hospitality Management* 29 (8): 2159–2177. https://doi.org/10.1108/IJCHM-10-2015-0585.

Haziazi, Mohammed Al. 2020. "Impact of E-HRM System on Organizational Performance in the Sultanate of Oman."

International Journal of Management (IJM) 11 (8): 446–458. https://doi.org/10.34218/IJM.11.8.2020.043.

Herawati, Efi, Syamsurijal Tan, Tona Aurora Lubis, and M. Syurya Hidayat. 2021. "The Role of Employee Performance on Organizational Performance." *Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah* 8 (6): 585–594. https://doi.org/10.22437/ppd.v8i6.11018.

Manik, Andre Masago, Prihatin Lumbanraja, and Parapat Gultom. 2023. "The Effect Of Work Environment And Competence On Employee Performance Through Satisfaction Work In Research And Innovation Body Medan City Region." *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration IJEBAS* 3 (3): 989-994.

Marler, Janet H., and Emma Parry. 2016. "Human Resource Management, Strategic Involvement and e-HRM Technology." *International Journal of Human Resource Management* 27 (19): 2233–2253. https://doi.org/10.1080/09585192.2015.1091980.

Masum, Abdul Kadar Muhammad, Abdullah Mohammad Ahsanul Mamun, Mohammad Shariful Islam, and Loo See Beh. 2020. "The Impact of EHRM Practice on Organizational Performance: Investigating the Effect of Job Satisfaction of HRM Professionals." *Journal of Computer Science* 16 (7): 983–1000. https://doi.org/10.3844/jcssp.2020.983.1000.

Modi, Ravi Kant. 2024. "An Empirical Study Of E-Hrm On Job Satisfaction." *Journal of Research Administration* 5 (2): 1015-1028. https://www.researchgate.net/publication/380720175.

Moussa, Nejib Ben, and Rakia El Arbi. 2020. "The Impact of Human Resources Information Systems on Individual Innovation Capability in Tunisian Companies: The Moderating Role of Affective Commitment." *European Research on Management and Business Economics* 26 (1): 18–25. https://doi.org/10.1016/j.iedeen.2019.12.001.

Nurlina, N., Jubair Situmorang, Muhammad Akob, Cici Aryansi Quilim, And Aryati Arfah. 2020. "Influence of E-HRM and Human Resources Service Quality on Employee Performance." *Journal of Asian Finance, Economics and Business* 7 (10): 391–399. https://doi.org/10.13106/jafeb.2020.vol7.no10.391.

Nyathi, Musa, and Ray Kekwaletswe. 2024a. "Electronic Human Resource Management (e-HRM) Configuration for Organizational Success: Inclusion of Employee Outcomes as Contextual Variables." *Journal of Organizational Effectiveness* 11 (1): 196–212. https://doi.org/10.1108/JOEPP-08-2022-0237.

Primasari, Dewi, and Prawirosentono Suyadi. 2014. Manajemen Stratejik & Pengambilan Keputusan Korporasi (Strategic Management & Corporate Decision Making). Bumi Aksara.

Robbins, Stephen P, Timothy Judge, and Tim Judge. 2018. Organizational Behavior. 18th ed. Pearson.

Salsabila Elia, Diva, and Rofi Rofaida. 2024. "The Mediating Role of Job Satisfaction in the Relationship between Human Resource Information Systems and Employee Performance at The Project Deployment Center Division of PT Len Industri (Persero)." *The International Journal of Business Review* 17 (2). https://doi.org/10.17509/tjr.v7vi1.70365.

Sarumpaet Novera, Christiani, and Erny Tajib. 2023. "The Influence of Organizational Culture and Employee Engagement on Employee Performance Through Job Satisfaction of Employees at Pt Generasi Teknologi Buana." *Indonesian Journal of Economic & Management Sciences* 1 (2): 129–142. https://doi.org/10.55927/ijems.v1i2.3790.

Satri, Satri, Adil Adil, and Ahmad Suardi. n.d. 2023. "The Influence of Job Satisfaction and Organizational Culture on Employee Performance at the Regional Drinking Water Company (PDAM) in Luwu Regency" *Journal Economic Resources* 6 (1): 138-144.

Sekaran, Uma, and Roger Bougie. 2016a. Research Methods Business. Edited by Uma Sekaran and Roger Bougie.

Shamaileh, Nancy, Ahmad Alhamad, Mohammad Al-Qudah, Anber Mohammad, Mohammad Al- Halalmeh, Majed Al-Azzam, and Muhammad Alshurideh. 2022. "The Effect of E-HRM on Organizational Performance and Talent Management: A Strategic Evolution Perspective." *International Journal of Data and Network Science* 6 (4): 1043–1048. https://doi.org/10.5267/j.ijdns.2022.8.005.

Sumaryono. 2024. "Digitalisasi Manajemen Sumber Daya Manusia (Human Resource Management) Dalam Rangka Meningkatkan Kinerja Karyawan In-Role Dan Extra-Role Di Bisnis Garmen Jadi/Ready Made Garment (RMG). Studi Kasus Di Bangladesh." *Jurnal Manajemendan Pemasaran Digital* 2 (1): .

https://doi.org/10.38035/jmpd.v1i3.

Suryaputra, Naufal. 2023. "Impact Analysis of Work Environment Mediated by Job Satisfaction on Employee Performance (Case Study Asuransi Siap)." *International Journal of Current Science Research and Review* 6 (4): 2612-2631. https://doi.org/10.47191/ijcsrr/V6-i4-41.

Umar, T. R., Yammama, B. A., & Shaibu, R. O. (2020). "The Implications of Adopting and Implementing Electronic Human Resource Management Practices on Job Performance." *Journal of Human Resource Management*, 8, 96-108. https://doi.org/10.11648/j.jhrm.201200802.17

Yusnita, N., Melytama, M., Irawan, T. T. (2023) "The Effect of Work Environment on Performance Through Job Satisfaction." *The Management Journal of Binaniaga* 8(1), 27-40. https://doi.org/10.33062/mjb.v8i1.20

Zhou, Yu, Yuan Cheng, Yunqing Zou, and Guangjian Liu. 2022. "E-HRM: A Meta-Analysis of the Antecedents, Consequences, and Cross-National Moderators." *Human Resource Management Review* 32 (4). https://doi.org/10.1016/j.hrmr.2021.100862.