

JOB INVOLVEMENT AS A MEDIATOR IN HOW HUMAN RESOURCE INFORMATION SYSTEMS DO AFFECT EMPLOYEE PERFORMANCE

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Abstract: *The development of digitalization encourages companies to adopt Human Resource Information Systems (HRIS) as a strategic tool in managing human resources. This research aims to analyze the influence of the Human Resource Information System (HRIS) on employee performance with job involvement as a mediating variable. Research was conducted on employees of PT UTS Kaltim using a quantitative approach. Primary data was collected through questionnaires and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the help of the SmartPLS application. The research results show that HRIS has a positive and significant effect on employee performance and job involvement. Apart from that, job involvement has also been proven to have a positive and significant effect on employee performance. Furthermore, job involvement is able to positively and significantly mediate the influence of HRIS on employee performance. These findings indicate that effective HRIS implementation not only improves performance directly, but also through increasing employee work engagement. It is hoped that this research can provide a theoretical contribution in the development of HRIS and job involvement studies, as well as become practical consideration for companies in optimizing digital transformation in the field of human resources.*

Keywords: *Human Resource Information System (HRIS), Job Involvement, Employee Performance.*

INTRODUCTION

The development of human resource management in the digital era is marked by the increasingly widespread use of Human Resource Information Systems (HRIS) as technology-based systems that help organizations manage human resource information more effectively and in an integrated manner. HRIS enables companies to store, process, and manage various employee data such as recruitment, payroll, performance appraisals, and career development planning digitally. The use of this technology no longer functions solely as an administrative tool, but has evolved into a strategic platform that supports managerial decision-making and improves overall organizational performance (El et al., 2021). The implementation of HRIS helps companies reduce administrative burdens, improve data accuracy, and accelerate work processes so that human resource management functions can run more efficiently and respond to the dynamics of the business environment (Ammupriya & Subrahmanyam, 2023).

Globally, the adoption of HRIS technology also shows a significant upward trend. PwC's HR Technology survey, which involved nearly 600 HR and technology executives from various large and medium-sized companies, shows that most organizations have invested in or are switching to technology-based HR systems, particularly cloud-based platforms, which are considered more effective than conventional systems. However, around 82% of organizations still face various challenges in implementing HRIS, such as limited user training, suboptimal system experience, and insufficient management support (PwC's HR Technology, 2020). This condition shows that although HRIS has great potential in improving company operational efficiency, its successful implementation is still influenced by the organization's readiness and user involvement in utilizing the technology.

In the context of human resource management, HRIS plays an important role in improving operational efficiency and the effectiveness of employee data management. This system enables companies to process data quickly and accurately, thereby supporting information-based decision making and increasing work productivity. With HRIS, various administrative processes such as attendance recording, compensation management, and performance evaluation can be carried out

automatically and in an integrated manner, enabling organizations to save time and costs while increasing transparency in human resource management (Siddique et al., 2025; Maisharah et al., 2023). In addition, the use of HRIS has also been proven to contribute positively to improving employee performance by providing more accurate and real-time information to support competency development and more appropriate employee placement (Imron et al., 2024; Yamin, 2025).

Studies on the relationship between HRIS and employee performance are still relatively limited, especially in the context of research in Indonesia. Most previous studies have focused more on the direct influence of HRIS on employee performance, while the psychological mechanisms that explain this relationship have not been explored in depth (Sutikman & Digdowiseiso, 2023). One factor that could potentially explain this relationship is job involvement, which is the level of psychological involvement of employees in their work. Employees with high levels of job involvement tend to show greater commitment, dedication, and effort in carrying out their duties, thereby improving individual and organizational performance. Therefore, it is important to examine how the implementation of HRIS can affect employee performance through increased job involvement as a mediating variable. This approach is expected to provide a more comprehensive understanding of the mechanisms of HR technology's influence on employee behavior and performance in modern organizations.

Job Involvement is an important concept in organizational behavior studies that describes the extent to which individuals are psychologically involved in their work. This concept reflects the level of identification a person has with the work they do and the extent to which that work is an important part of their life. Employees with high levels of job involvement tend to show greater commitment, responsibility, and dedication in carrying out organizational tasks. Job involvement is understood as the level of psychological and physiological involvement of a person in their work, which shows the extent to which individuals identify with the role of the job they perform (Jiang et al., 2025).

Job involvement can be formed when the work performed is in line with the abilities, knowledge, and personal expectations of employees. This condition will foster intrinsic motivation such as pleasure, challenge, and satisfaction in completing work. When individuals feel that their work has important meaning for them, they tend to devote more energy, attention, and effort in carrying out the tasks assigned by the organization (Azizah & Rozaq, 2024).

Conceptually, job involvement can also be measured through several important dimensions that describe an individual's involvement in their work. Some of these indicators include personal involvement, which is the level of personal engagement of individuals in their work; company involvement, which reflects a sense of belonging and loyalty to the company; career involvement, which shows an individual's commitment to career development; and job improvement involvement, which is the involvement of individuals in efforts to improve work quality and develop personal skills (Gil et al., 2023).

Job involvement can also be seen from the aspects of emotional involvement, cognitive involvement, and behavioral involvement. Emotional involvement shows the level of attention and emotional concern of individuals towards the work being done. Cognitive involvement relates to mental focus and the thought put into completing tasks, while behavioral involvement reflects concrete actions such as initiative, consistency, and active participation in carrying out work (Anindyta & Anggraini, 2022).

In the context of organizational performance, job involvement plays an important role in improving employee performance. Employees with high job involvement tend to show enthusiasm, dedication, and maximum effort in completing their tasks. A high level of involvement also encourages employees to actively participate in organizational activities, improve work quality, and contribute optimally to the achievement of company goals (Trans et al., 2022).

In the era of human resource management digitalization, job involvement can also be influenced by the application of organizational technology, one of which is through the Human Resource Information System (HRIS). This system allows employees to obtain faster and more accurate access to information about their work, thereby increasing their understanding of their job roles and strengthening their psychological involvement in their work. Thus, HRIS can encourage increased job involvement, which ultimately has an impact on improving employee performance (Nanik Iriyanti et al., 2025; Setyorini et al., 2026).

In human resource management literature, studies on the role of job involvement as a mediating variable in the relationship between HRIS and employee performance are still relatively limited. Previous studies have mostly examined the direct influence of HRIS on employee performance or job involvement separately. Therefore, research that integrates HRIS, job involvement, and employee performance is important to provide a more comprehensive understanding of how information technology in human resource management can influence work behavior and employee performance in organizations, including companies such as PT UTS Kaltim (Yamin, 2025).

The development of information technology in human resource management has encouraged many organizations to adopt Human Resource Information Systems (HRIS) as a strategic tool for managing employee data and administrative processes. HRIS can improve operational efficiency and information accuracy, as well as support data-driven decision-making processes within organizations. A number of studies show that the implementation of HRIS has a positive effect on improving employee performance because this system can accelerate access to information, increase work effectiveness, and facilitate coordination between departments within the company (Abuhantash, 2023; Yona & Meilani, 2024).

Most previous studies have focused on the direct relationship between HRIS and employee performance without considering psychological factors that may influence this relationship. Many studies emphasize that HRIS acts as a technological system that directly improves work efficiency and employee productivity through the automation of administrative processes and the provision of accurate information. This approach tends to view HRIS only as a technical tool in human resource management, so that the behavioral and psychological engagement aspects of employees in their work have not been studied in depth.

Studies integrating HRIS, job involvement, and employee performance are still relatively limited, especially in the context of organizations in Indonesia. Previous studies have mostly placed job involvement as an independent variable or only tested the direct effect of HRIS on employee performance. Therefore, there is still a research gap regarding how job involvement acts as a mediating variable that bridges the relationship between HRIS and employee performance (Al-refaei et al., 2024; Nanik Iriyanti et al., 2025; Kurniawan & Desiana, 2024).

Studies examining the relationship between HRIS, job involvement, and employee performance in the context of organizations implementing human resource digitalization are still limited. Therefore, this study attempts to fill this gap by analyzing how the implementation of HRIS can affect employee performance through the role of job involvement as a mediating variable. This study is expected to provide a more comprehensive understanding of the relationship between human resource information technology and employee work behavior, particularly in the context of companies such as PT UTS Kaltim, which are facing the demands of digital transformation in human resource management (Yamin, 2025).

Research on the effect of Human Resource Information Systems (HRIS) on employee performance has been widely conducted in human resource management literature. HRIS is a technology-based system used by organizations to manage human resource information more efficiently, accurately, and in an integrated manner. Through the implementation of HRIS, companies can improve the effectiveness of employee data management, accelerate administrative processes, and support more accurate decision-making in human resource management (Sutikman & Digdowiseiso, 2023).

Most previous studies have focused more on the direct relationship between HRIS and employee performance without considering the psychological mechanisms that may bridge this relationship. In fact, in modern organizational practice, the success of information system implementation is not only determined by the technology itself, but also by how the system affects employee attitudes, involvement, and behavior at work.

This study presents a novelty by including Job Involvement as a mediating variable in the relationship between HRIS and employee performance. This approach provides a more comprehensive perspective in understanding how human resource information systems can affect performance through employee psychological factors. In an organizational context, job involvement reflects the extent to which individuals identify with their work and demonstrates a high level of participation and attention to the tasks performed.

By including Job Involvement as a mediating variable, this study is expected to provide new insights into how the implementation of HRIS not only has a direct impact on employee performance but can also influence work engagement, which ultimately contributes to improved individual performance within the organization (Nelson et al., 2023).

In the context of this study, the analysis was conducted on PT UTS Kaltim, so it is hoped that the results of the study will be able to provide empirical contributions regarding how the implementation of HRIS in organizations can influence work engagement and employee performance more comprehensively.

Research on the effect of Human Resource Information Systems (HRIS) on employee performance with Job Involvement as a mediating variable has strong relevance to the Sustainable Development Goals (SDGs), particularly Goal 8, Decent Work and Economic Growth. SDG 8 emphasizes the importance of creating a productive and sustainable work environment that can improve the welfare of workers through the use of technology and effective human resource management.

In the context of modern organizations, the application of information technology in human resource management has become an important strategy for improving work efficiency and productivity. HRIS is a technology-based system that helps organizations manage various human resource administration processes, such as employee data management, performance evaluation, payroll, and career development, in a more integrated and accurate manner. The use of HRIS can improve operational efficiency, information transparency, and the quality of decision-making in organizations, thereby increasing employee performance (Sutikman & Digdowiseiso, 2023; Yamin, 2025).

In this study, the implementation of HRIS at PT UTS Kaltim is not only viewed as a digital administrative tool, but also as a strategic means of increasing employee engagement in their work. Faster access to information, a more efficient work system, and transparency in human resource management can encourage employees to better understand their roles and responsibilities within the organization. These conditions have the potential to increase job involvement or employee engagement, which ultimately contributes to improvements in the quality, quantity, and timeliness of work completion (Putra, 2017; Ainani & Simon, 2024).

Furthermore, improving employee performance through the use of HRIS technology also contributes to an increase in overall organizational productivity. Optimal employee performance is one of the main factors in supporting the company's operational success and the achievement of organizational strategic objectives. Thus, the use of HRIS not only benefits the company in improving the effectiveness of human resource management, but also contributes to the creation of a more productive, efficient, and sustainable work environment (Anakpo et al., 2023).

This study supports the implementation of SDG 8 by providing insights into how the use of HRIS technology can improve job quality and workforce productivity through increased employee engagement in their work. By integrating technological aspects and psychological factors such as job involvement, this study provides a more comprehensive understanding of the mechanisms for sustainable employee performance improvement in organizations.

Based on the phenomena, research gaps, and conceptual framework described above, this study aims to analyze the relationship between Human Resource Information System (HRIS), Job Involvement, and Employee Performance. As a technology-based system, HRIS plays an important role in improving the efficiency of human resource management, information transparency, and decision-making accuracy within organizations (Sutikman & Digdowiseiso, 2023; Yamin, 2025). The use of this system not only has an impact on administrative aspects but also has the potential to influence employee behavior and involvement in their work.

Specifically, this study aims to examine the role of Job Involvement as a mediating variable in the relationship between HRIS and Employee Performance among employees at PT UTS Kaltim. Job involvement describes the extent to which individuals are psychologically engaged in their work and view their work as an important part of their identity. A high level of job involvement can encourage employees to contribute more optimally to the organization, thereby potentially improving individual and organizational performance (Trans et al., 2022; Zuhruf & Andriani, 2023).

Through testing these relationships, this study is expected to provide a more comprehensive understanding of the mechanisms by which HRIS can affect employee performance, not only directly but also through psychological factors such as job involvement. Thus, the results of this study are expected to provide new insights for companies in optimizing the use of HRIS as a human resource management strategy that not only improves operational efficiency but also strengthens employee engagement in their work, thereby leading to a sustainable improvement in performance (Yona & Meilani, 2024; Abuhantash, 2023).

RESEARCH METHODOLOGY

This study uses a quantitative approach with a causal research design, which aims to examine the causal relationship between research variables based on previously formulated hypotheses (Yam & Taufik, 2021). The quantitative approach was chosen because it allows for objective measurement of variables and statistical analysis of data to explain the effect of the Human Resource Information System (HRIS) on Employee Performance with Job Involvement as a mediating variable.

The population in this study was employees of PT UTS Kaltim who used the HRIS system. Given the limited access to the entire population data, the company gave permission to 150 employees to be respondents. All respondents were used as research samples, so the sampling technique applied was saturated sampling, which is a technique for determining samples by taking all available population members as research samples (Suryani et al., 2023).

Data collection was carried out through a structured questionnaire compiled based on the indicators of the research variables from theoretical studies and previous research. Each statement item was measured using a five-point Likert scale to determine the respondents' level of agreement with the statements presented, as the Likert scale is considered effective in quantitatively measuring respondents' attitudes, perceptions, and opinions (Sulianta, 2025).

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS software. The SEM-PLS method was chosen because it is capable of testing the relationships between latent variables simultaneously and predictive research models (Ghozali, 2014). The analysis stages included evaluation of the measurement model (outer model) through construct validity and reliability tests, as well as evaluation of the structural model (inner model) to test the relationship between latent variables using path coefficients, R-square values, effect size (F^2), and hypothesis significance testing through the bootstrapping procedure. The results of the analysis are then used as the basis for interpreting the research findings and drawing conclusions.

RESEARCH RESULTS

This chapter presents the results of data analysis obtained from PT UTS Kaltim respondent questionnaires and a discussion of the influence of Human Resource Information System (HRIS) on Employee Performance, with Job Involvement as a mediating variable. Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software, which allows simultaneous testing of relationships between variables, both direct and indirect effects (Ghozali, 2014).

The results presented in this chapter include an evaluation of the measurement model (outer model) through testing the validity and reliability of the instruments, a description of the characteristics of the respondents, an evaluation of the structural model (inner model), hypothesis testing, and an analysis of the mediating role of job involvement. The research findings not only emphasize the statistical significance of the relationships between variables, but also interpret the research results theoretically and practically by referring to the concepts of Knowledge-Based View (Grant, 1996) and Knowledge Management (Alavi et al., 1999) as the main basis for explaining the role of HRIS in human resource knowledge management.

The discussion focuses on understanding how the implementation of HRIS as a support system for managing HR information and knowledge can increase employee engagement, and how this engagement contributes to the achievement of optimal employee performance. In addition, this chapter also outlines the practical implications for company management in optimizing the use of HRIS as a strategic instrument to improve work effectiveness and employee performance in a sustainable manner, in line with relevant previous research findings (Alavi et al., 1999; Ghozali, 2014).

Tabel 1 Outer Loading

Variabel	Item	Average Variance Extracted
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Human Resource Information System (X1)	X1.1.1	0.867
	X1.1.2	0.860
	X1.1.3	0.876
	X1.1.4	0.881
	X1.1.5	0.899
	X1.1.6	0.866
	X1.2.1	0.885
	X1.2.2	0.874
	X1.2.3	0.870
	X1.2.4	0.898
	X1.2.5	0.871
	X1.2.6	0.826
Job Involvement (Y1)	Y1.1.1	0.854
	Y1.1.2	0.869
	Y1.1.3	0.867
	Y1.2.1	0.877
	Y1.2.2	0.835
	Y1.3.1	0.863
	Y1.3.2	0.851
	Y1.3.3	0.856
	Y1.4.1	0.863
	Y1.4.2	0.857
	Y1.5.1	0.861
	Y1.5.2	0.845
	Y1.5.3	0.853
Employee Performance (Y2)	Y2.1.1	0.799
	Y2.1.2	0.847
	Y2.1.3	0.863
	Y2.1.4	0.839
	Y2.2.1	0.807
	Y2.2.2	0.755
	Y2.3.1	0.833
	Y2.4.1	0.848
	Y2.4.2	0.820
	Y2.4.3	0.798
	Y2.5.1	0.842
	Y2.5.2	0.838
	Y2.5.3	0.821

Sources: Data processed by researchers (2026)

Table 1. Shows the outer loadings values for all research variable indicators analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with a First-order model. All indicators have outer loading values ≥ 0.70 , thus meeting the convergent validity criteria and declared valid (Hair et al., 2011). For the purposes of discussion, the analysis focuses on the indicators with the highest outer loading values in each construct as a representation of the most dominant aspects.

Human Resource Information System (HRIS) construct, the indicator with the highest outer loading value was X1.1.5 (Service Quality) with a value of 0.899. This indicates that the quality of the HRIS system, such as the reliability of system support and service responsiveness, is the most dominant aspect in shaping employees' perceptions of the effectiveness of HRIS in the company.

Job Involvement construct, the indicator with the highest outer loading value is Y1.2.1 (Company Involvement) with a value of 0.877. This finding indicates that employee attachment to the company is a major factor in shaping the level of work involvement, compared to personal, emotional, career, and behavioral involvement.

Employee Performance construct, the indicator with the highest outer loading value is Y2.1.3 (timeliness) with a value of 0.863. This result shows that the ability of employees to complete work on time is the most dominant aspect in reflecting overall employee performance.

Tabel 2 Construct Reliability and Validity

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Human Resource Information System (X1)	0.972	0.972	0.975	0.762
Job Involvement (Y1)	0.970	0.970	0.973	0.736
Employee Performance (Y2)	0.961	0.961	0.965	0.680

Sources: Data processed by researchers (2026)

Based on Table 2. Construct Reliability and Validity, all research variables show adequate reliability and validity. Cronbach's Alpha and Composite Reliability (CR) values for each construct are above 0.8, indicating high internal consistency and measurement stability (Hair et al., 2011). This confirms that the indicators used to measure the Human Resource Information System (X1), Job Involvement (Y1), and Employee Performance (Y2) are internally correlated and consistent.

Tabel 3 Discriminant Validity (HTMT)

	Human Resource Information System (X1)	Job Involvement (Y1)	Employee Performance (Y2)
Human Resource Information System (X1)	1		
Job Involvement (Y1)	0.793	1	
Employee Performance (Y2)	0.848	0.866	1

Sources: Data processed by researchers (2026)

The results of the HTMT test in Table 3. show that all HTMT values between constructs are below the threshold of 0.90. The HTMT value between Human Resource Information System (HRIS) and Job Involvement is 0.793, between HRIS and Employee Performance is 0.848, and between Job Involvement and Employee Performance is 0.866. These results indicate that each construct has an adequate level of separation and does not overlap conceptually.

Hair (2011) assert that discriminant validity is fulfilled if the HTMT value is below 0.90, which indicates that each construct is capable of measuring different and unique concepts. Thus, the Human Resource Information System, Job Involvement, and Employee Performance in this study can be analyzed independently without the risk of significant overlap, so that the PLS-SEM measurement model used is declared to have good discriminant validity and is feasible to proceed to the structural model testing stage.

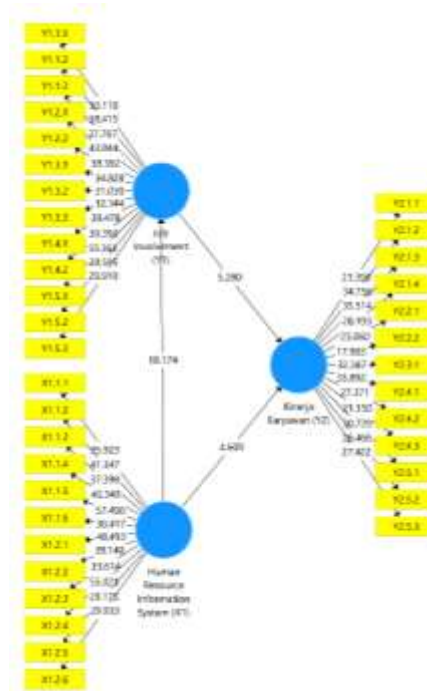
Tabel 4 R Square dan R Square Adjusted

	R Square	R Square Adjusted
Job Involvement (Y1)	0.596	0.592
Employee Performance (Y2)	0.776	0.772

Sources: Data processed by researchers (2026)

Based on the results of the R Square and Adjusted R Square analysis in Table 4, the R Square value for Job Involvement (Y1) is 0.596 with an Adjusted R Square of 0.592, which shows that the Human Resource Information System (HRIS) is able to explain 59.6% of the variance in employee job involvement. Meanwhile, the R Square value for Employee Performance (Y2) is 0.776 with an Adjusted R Square of 0.772, indicating that HRIS and Job Involvement together can explain 77.6% of the variance in employee performance. Referring to the criteria of (Hair et al., 2011), the R

Square value for Job Involvement is classified as moderate, while the R Square value for Employee Performance is classified as substantial. Thus, this research model has strong predictive power, particularly in explaining employee performance through the role of HRIS and job involvement.



Gambar 1 Structural Model Results of SEM-PLS Analysis

Sources: Data processed by researchers (2026)

Tabel 5 Bootstrapping Test Results

Hipotesis	T Statistics (O/STDEV)	P Values
Human Resource Information System (X1) -> Job Involvement (Y1)	18.581	0.000
Human Resource Information System (X1) -> Kinerja Karyawan (Y2)	4.770	0.000
Job Involvement (Y1) -> Kinerja Karyawan (Y2)	5.282	0.000

Sources: Data processed by researchers (2026)

Based on the bootstrapping results in Table 5, it can be explained that the T-statistics and P-values indicate the significance of the relationship between variables. Human Resource Information System (X1) has a significant effect on Job Involvement (Y1) ($t=18.581$; $p<0.05$), and also has a significant effect on Employee Performance (Y2) ($t=4.770$; $p<0.05$). Job Involvement (Y1) has significantly affect Employee Performance (Y2) ($t=5.282$; $p<0.05$).

Tabel 6 Indirect Effect

Hipotesis	T Statistics (O/STDEV)	P Values
Human Resource Information System (X1) -> Job Involvement (Y1) -> Kinerja Karyawan (Y2)	5.901	0.000

Sources: Data processed by researchers (2026)

The results of testing using the bootstrapping method show an indirect effect in the research model with T-statistics and P-values indicating the significance of the relationship between variables. Based on Table 6, the effect of the Human Resource Information System (HRIS) on Employee Performance through Job Involvement with a T-statistic value of 5.901 and a P-value of 0.000, shows that the indirect effect is statistically significant, so Job Involvement is proven to mediate the effect of HRIS on Employee Performance in this study.

DISCUSSION

The results of the study indicate that the Human Resource Information System (HRIS) has a positive and significant effect on Job Involvement and Employee Performance among employees of PT UTS Kaltim. These findings confirm that the implementation of HRIS not only functions as an administrative tool, but also as a strategic system capable of improving employee involvement and performance through the provision of accurate information, ease of access, and work process efficiency. Theoretically, these results are in line with the Knowledge-Based View (Grant, 1996), which places information systems as an important mechanism in the integration and utilization of organizational knowledge to support performance achievement.

The significant influence of HRIS on Job Involvement shows that the quality of the system, the quality of information, and the ease of use of HRIS can encourage cognitive, emotional, and behavioral employee involvement. When employees feel that the system genuinely supports their work, they tend to be more involved and have a sense of ownership towards their work and the organization. These findings support the Knowledge Management perspective put forward by (Alavi et al., 1999), that information systems play an important role in distributing relevant knowledge, thereby increasing individual participation and involvement in the organization.

However, the results of the study show that Job Involvement does not have a significant effect on Employee Performance and is not proven to mediate the relationship between HRIS and employee performance. These findings indicate that high job involvement does not necessarily translate directly into improved performance, especially when job demands, performance targets, or performance appraisal systems place more emphasis on results than on the psychological processes of employees. These results differ from several previous studies that found a mediating role for job involvement, but are in line with studies showing that job involvement does not always have a direct impact on performance in highly structured and system-based organizational contexts.

Overall, the findings of this study confirm that HRIS has a strong direct influence on Employee Performance, without having to go through the mediating mechanism of job involvement. This shows that the effectiveness of HRIS at PT UTS Kaltim is more dominant in improving performance through operational efficiency, speed of information access, and support for work decision-making. The novelty of this research lies in the empirical proof that in the context of a digital system-based organization, job involvement does not always act as a mediator, thereby enriching the theoretical discourse related to the mechanism of the relationship between HR information systems and employee performance.

From a practical standpoint, the results of this study imply that companies need to prioritize the development of a reliable and user-friendly HRIS as a key strategy for improving employee performance. Meanwhile, increasing job involvement remains important, but it needs to be supported by work policies, evaluation systems, and an organizational culture that can convert involvement into measurable performance results. The limitations of this study lie in the use of a sample limited to one company, so further research is recommended to expand the research object and add other psychological or contextual variables as mediators or moderators in order to obtain a more comprehensive understanding.

CONCLUSION

1. This study concludes that the Human Resource Information System (HRIS) plays a strategic role in improving employee performance at PT UTS Kaltim, not only as an administrative tool, but as a work support system capable of increasing efficiency, information accuracy, and decision-making speed. These findings reinforce the Knowledge-Based View, which places information systems as the primary means of managing and utilizing organizational knowledge.
2. The results show that HRIS has a significant effect on job involvement, indicating that system quality, ease of use, and information quality encourage cognitive and emotional

employee engagement in their work. This confirms that well-designed digital systems can build employee commitment through support for daily work activities.

3. Job Involvement has been found to have a significant impact on employee performance and serves as a mediating variable in the relationship between HRIS and employee performance. These findings suggest that, in the context of a system-based organization with structured performance targets, job involvement directly leads to measurable improvements in performance.
4. The strength of this study lies in its empirical testing, which shows the strong direct influence of HRIS on employee performance without a mediating mechanism, thus providing novelty compared to previous studies that generally place job involvement as the main mediator. This enriches the theoretical discourse on the working mechanisms of HR information systems in the context of organizational digitalization.
5. The limitations of this study lie in the scope of the research object, which only covers one company, and the relatively limited number of respondents, so that generalization of the research results still needs to be done carefully. However, the findings of this study provide practical implications that HRIS optimization is a key strategy in improving employee performance, especially in organizations that have implemented digital transformation.

RECOMMENDATION

1. For the management of PT UTS Kaltim, it is recommended to continue developing and improving the implementation of HRIS, particularly in terms of system service quality and ease of use, so that the benefits of HRIS on employee performance can be maintained and improved continuously.
2. The company is also advised to integrate HRIS with performance appraisal systems and other human resource policies so that employee engagement can be more effectively converted into measurable performance achievements that are aligned with organizational goals.
3. For future researchers, it is recommended to expand the research object to different sectors or types of organizations and use a larger sample size so that the research results have stronger generalization power.
4. Future research can also add other variables as mediators or moderators, such as work motivation, job satisfaction, or organizational culture, in order to gain a more comprehensive understanding of the mechanism of the relationship between HRIS and employee performance.

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