

The Influence of Human Resource Information System on Employee Performance Resonant Leadership Style as a Moderating Variable

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ABSTRACT

With an explanatory approach, this quantitative research examines the influence of the human resource information system (HRIS) on employee performance and whether or not the resonant leadership style moderates this relationship. Primary data were collected from 350 Hypermart employees across Indonesia using a ten-item online questionnaire. Data were analyzed using Smart PLS 4.0. The results show that HRIS positively and significantly affects employee performance, with a p-value of 0.013. This implies that HRIS helps employees complete their tasks and achieve targets, enhancing performance. Additionally, the Resonant Leadership Style significantly moderates the influence of HRIS on performance, as indicated by a p-value of 0.004. Leaders with a resonant style can strengthen the effectiveness of HRIS, supporting better task completion and performance outcomes. These findings confirm the acceptance of both proposed hypotheses. The study highlights the importance of technological systems and leadership style in improving employee performance.

Keywords: *Employee Performance, Human Resource Information System, Resonant Leadership Style,*

Introduction

According to [1] Human Resource Management is acquiring, training, assessing, and compensating employees, paying attention to their work relationships, health and safety, and fairness. [2] In his book Introduction to Management, Human Resource Management attracts, develops, and maintains quality workers. According to [3] In his book Employee Training and Development, he describes Human Resource Management as a policy, practice, and system that influences employee behavior, attitudes, and performance.

According to [4] Their book, Management, stated that Human Resource Management is an activity in which managers plan, attract, develop, and retain employees. According to [5] In their book Management, researchers explain that managing an organization's human resources consists of eight activities to fill the organization's staff and maintain high employee performance. Based on the explanation above, researchers believe that the Human Resource Information System can have a positive relationship direction and significant influence on Employee Performance.

Performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, without violating the law, and by morals and ethics. [6]. The formulation above explains that performance is the level of success of a person or institution in carrying out their work. According to [7] Performance is the result or level of success of a person or the whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets, objectives, or criteria that have been determined in advance and mutually agreed upon.

Employees are critical assets for a company or organization. Although the company has other assets, such as buildings and property, employees play a very important role. Because employees determine the progress or decline of a company or organization from its performance, several factors can influence employee performance. For a smooth business, these factors are essential to note so that employee

performance does not decline. The following are various factors that can influence employee performance. According to [8] factors that influence performance are: 1. Individual factors consist of abilities and skills, personal and democratic backgrounds, [9] argues that performance is not only influenced by the amount of effort made by a person, but is also influenced by his abilities, such as: knowledge, work and expertise, and how a person feels the role he plays. 2. Organizational factors include resources, leadership, rewards, structural design, and job design. 3. Psychological factors include perception, attitude, personality, learning, and motivation. According to Mitchell in [10], motivation is individual in that each person is motivated by various influences to various levels.

Hasan [11] Arguing that a company conducts performance appraisal based on two main reasons: 1. Managers need an objective evaluation of employee performance in the past, which is used to make HR decisions in the future. 2. Managers need tools to help their employees improve performance, plan work, develop abilities and skills for career development, and strengthen relationships between managers and their employees. In addition, performance appraisals can be used for: 1. Knowing development, including training needs, performance feedback, determining transfers and assignments, and identifying employee strengths and weaknesses. 2. Administrative decision making, which includes decisions to determine salaries, promotions, retain or dismiss employees, employee performance recognition, termination of employment and identifying bad ones. 3. Company needs which include: HR planning, determining training needs, evaluating the achievement of company goals, information for identifying goals, evaluating HR systems, and strengthening the company's development needs. 4. Documentation includes: criteria for validating research, documenting HR decisions, and helping to meet legal requirements.

Rivai [12] Based on the description above, the objectives of employee performance or achievement research include: 1. To determine the level of employee achievement. 2. Providing appropriate rewards, for example, for providing periodic salary increases, basic salary, special salary increases, and cash incentives. 3. Encouraging employee accountability. 4. To differentiate between one employee and another. 5. Human resource development can still be divided into: a. Reassignment, such as mutation or transfer, job rotation. b. Promotion, promotion. c. Training or training. 6. Increasing work motivation. 7. Increasing work ethic. 8. Strengthening the relationship between employees and supervisors by discussing their work progress. 9. As a tool to obtain employee feedback to improve job design, work environment, and future career plans. 10. Selection research as a criterion for success or effectiveness. 11. As one source of information for HR planning, career and succession planning decisions. 12. Helping to place employees with suitable jobs to achieve good results overall. 13. As a source of information for decision making related to salary, wages, incentives, compensation, and various other rewards. 14. As a channel for complaints related to personal and work problems. 15. As a tool to maintain performance levels. 16. As a tool to help and encourage employees to take the initiative to improve performance. 17. To determine the effectiveness of HR policies, such as selection, recruitment, training, and job analysis, as interdependent components of HR functions. 18. Identifying and eliminating obstacles to good performance. 19. Developing and determining job compensation. 20. Termination of employment, sanctions, or rewards. [13]

There are several previous studies. [13] That can have a positive relationship direction and significantly influence Employee Performance. Different from his research [13] This article adds the Resonant Leadership Style variable as a moderating variable that researchers can use to strengthen the influence of the Resonant Leadership Style variable on Employee Performance.

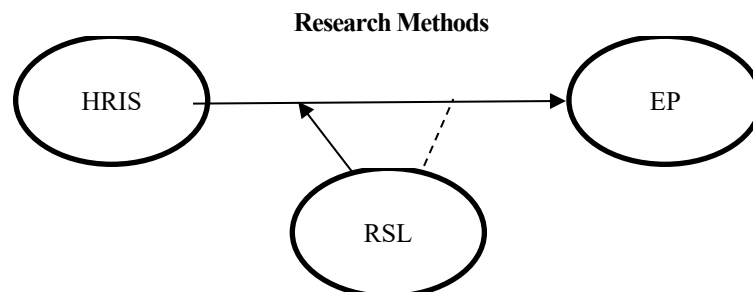


Figure 1. Model

Noted:

HRIS: Human Resource Information System

EP: Employee Performance

RSL: Resonant Leadership Style

Based on the figure above, it can be concluded that this study aims to analyze the influence of the Human Resource Information System variable on Employee Performance. This study aligns with previous research, namely his research [13]. Unlike his research [13], this article adds the Resonant Leadership Style variable as a moderating variable that is believed to be able to strengthen the influence of the Human Resource Information System variable on Employee Performance [14]. This research is a quantitative study with an explanatory approach, which is a study that uses previous research as the most fundamental material for finding hypotheses, modifying them, and proving them. [15]. The data used in this study are primary data that researchers obtained directly from Hypermart employees spread throughout Indonesia, as many as three hundred and fifty employees. [16]. The data used in this study were collected using an online questionnaire method containing ten questions. [17]. The data collected were analyzed using the innovative PLS 4.0 analysis tool with the hypothesis below. [18].

Hypothesis:

H1: The Influence of Human Resource Information Systems on Employee Performance

H2: Resonant Leadership Style Can Moderate the Influence of Human Resource Information System on Employee Performance

Result and Discussion

Background Analysis

According to [1] Human Resource Management is acquiring, training, assessing, and compensating employees, paying attention to their work relationships, health and safety, and fairness. [2] In his book Introduction to Management, Human Resource Management attracts, develops, and maintains quality workers. According to [3] In his book Employee Training and Development, he describes Human Resource Management as a policy, practice, and system that influences employee behavior, attitudes, and performance.

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training needs, evaluating the achievement of company goals, information for identifying goals, evaluating HR systems, and strengthening the company's development needs. 4. Documentation includes: criteria for validating research, documenting HR decisions, and helping to meet legal requirements.

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Validity Test

In line with the researcher's explanation above, if this article uses the innovative PLS 4.0 analysis tool and uses an online questionnaire to obtain its data [19]. The data obtained by the researcher must first be tested to determine whether it is valid or not through a validity test. To find out, here are the results of the validity test in this article [20]:

Table 1. Validity Test

Variable	Question Item	Loading Factor
Human Resource Information System (X)	Human Resource Information System can affect Employee Performance	0.889
	A Human Resource Information System can make employee work easier	0.892
	A Human Resource Information System can make employee targets easily achieved	0.899
	A Human Resource Information System can improve Employee Performance	0.914
Employee Performance (Y)	Employee Performance can be achieved if employee targets can be met	0.922
	Human Resource Information System can influence Employee Performance	0.931
	Resonant Leadership Style can influence Employee Performance	0.919

	Employee Performance can be influenced by increasing employee success in completing their targets	0.911
Resonant Leadership Style (Z)	Resonant Leadership Style can affect Employee Performance	0.945
	Resonant Leadership Style can affect the Human Resource Information System	0.944

Valid > 0.70

Reliability Test

The first table above shows that the ten questions the author distributed to respondents have been answered convincingly, so the results can be declared valid. [21]. The next stage is the reliability test stage, which ensures whether the variables used in this article are reliable. Based on this, here are the results of the reliability test in this article [22]:

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Human Resource Information System	0.922	0.882	Reliable
Employee Performance	0.945	0.904	Reliable
Resonant Leadership Style	0.961	0.921	Reliable

Reliable > 0.70

Path Coefficient

The final stage is the Path Coefficient stage, which proves each hypothesis used in this article, namely that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance and that the Resonant Leadership Style variable can moderate the impact of the Human Resource Information System variable on Employee Performance. [23] & [24]:

Table 3. Path Coefficient

Direct Influence	Variable	P-Values	Noted
	HRIS->EP	0.013	Accepted
Indirect Influence	RLS* HRIS->EP	0.004	Accepted

Valid < 0.05

The results of the Path Coefficient table three above show that the hypothesis used in this article, which includes the Human Resource Information System variable, can have a positive relationship direction and a significant influence on Employee Performance, and the Resonant Leadership Style variable can moderate the impact of the Human Resource Information System variable on Employee Performance. The researcher decided on this conclusion because the results of the third table of the first row of the Path Coefficient above show that the P-values of the influence of the Human Resource Information System variable are positive and below the significance level of 0.05, namely 0.013. The meaning of this number indicates that the Human Resource Information System can make it easier for employees to complete their targets, can help employees complete their tasks, and ultimately, employees can improve their performance. In addition, the Resonant Leadership Style variable can also moderate the influence of the Human Resource Information System variable on Employee Performance because the P-values are positive and below the significance level of 0.05, namely 0.004. The results show that the magical touch of a Leader who has a Resonant Style can strengthen the influence of the Human Resource Information System variable on Employee Performance. Thus, it can be concluded that this article's first and second hypotheses can be accepted.

Conclusion

The results of the Path Coefficient table three above show that the hypothesis used in this article, which includes the Human Resource Information System variable, can have a positive relationship

direction and a significant influence on Employee Performance, and the Resonant Leadership Style variable can moderate the impact of the Human Resource Information System variable on Employee Performance. The researcher decided on this conclusion because the results of the third table of the first row of the Path Coefficient above show that the P-values of the influence of the Human Resource Information System variable are positive and below the significance level of 0.05, namely 0.013. The meaning of this number indicates that the Human Resource Information System can make it easier for employees to complete their targets, can help employees complete their tasks, and ultimately, employees can improve their performance. In addition, the Resonant Leadership Style variable can also moderate the influence of the Human Resource Information System variable on Employee Performance because the P-values are positive and below the significance level of 0.05, namely 0.004. The results show that the magical touch of a Leader who has a Resonant Style can strengthen the influence of the Human Resource Information System variable on Employee Performance. Thus, it can be concluded that this article's first and second hypotheses can be accepted.

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