

***HRIS and Banking Employee Performance: The Mediating Role of Employee Wellbeing
(Evidence from Bank X, Makassar)***

**HRIS dan Kinerja Pegawai Perbankan: Employee Wellbeing sebagai Mekanisme
Peningkatan Kinerja (Studi Bank X Makassar)**

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ABSTRACT

Digital transformation in human resource management has become a strategic necessity for the banking industry to enhance employee effectiveness and performance. One of the key forms of this transformation is the implementation of a Human Resource Information System (HRIS), which integrates functions such as attendance, payroll, performance appraisal, self-service, and training. This study aims to examine the effect of HRIS implementation on employee performance, with employee wellbeing as a mediating variable, at Bank X in the Makassar area. A quantitative approach was employed using a survey method involving 150 employees of Bank X Makassar who actively use HRIS in their daily work activities. Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results indicate that HRIS implementation has a positive effect on employee performance and employee wellbeing. Furthermore, employee wellbeing has a positive effect on employee performance and partially mediates the relationship between HRIS implementation and employee performance. These findings highlight that HRIS serves not only as an administrative tool but also as a strategic support system that enhances employee wellbeing and sustainable performance in the banking sector.

Keywords: HRIS, employee wellbeing, employee performance, digital HR transformation, banking.

ABSTRAK

Transformasi digital dalam pengelolaan sumber daya manusia menjadi kebutuhan strategis bagi industri perbankan untuk meningkatkan efektivitas dan kinerja pegawai. Salah satu bentuk transformasi tersebut adalah penerapan Human Resource Information System (HRIS) yang mencakup berbagai fungsi seperti kehadiran, penggajian, penilaian kinerja, layanan mandiri, dan pelatihan. Penelitian ini bertujuan untuk menganalisis pengaruh implementasi HRIS terhadap kinerja pegawai dengan employee wellbeing sebagai variabel mediasi pada Bank X Area Makassar. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 150 pegawai Bank X wilayah Makassar yang menggunakan HRIS dalam aktivitas kerja sehari-hari. Data dianalisis menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS). Hasil penelitian menunjukkan bahwa implementasi HRIS berpengaruh positif terhadap kinerja pegawai dan employee wellbeing. Selain itu, employee wellbeing terbukti berpengaruh positif terhadap kinerja pegawai serta memediasi secara parsial hubungan antara HRIS dan kinerja pegawai. Temuan ini menegaskan bahwa HRIS tidak hanya berperan sebagai alat administratif, tetapi juga sebagai sistem pendukung yang meningkatkan kesejahteraan kerja dan kinerja pegawai secara berkelanjutan.

Kata Kunci: HRIS, employee wellbeing, kinerja pegawai, transformasi digital HR, perbankan.

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INTRODUCTION

The banking industry is under increasing pressure to maintain productivity, service accuracy, and operational compliance amid changing customer behavior and the acceleration of digitalization. In this context, digital transformation is not limited to external services but also extends to internal processes, particularly human resource management, as the quality of employee work execution determines operational stability and organizational competitiveness. Recent literature indicates that digital transformation drives changes in how organizations manage talent and work processes, including performance appraisal systems, employee development, and data-driven decision-making (Wirapraja et al., 2025).

Accordingly, digital transformation in the human resource function is increasingly realized through electronic/digital HRM practices and the use of Human Resource Information Systems (HRIS) to integrate services such as attendance, payroll, e-performance, self-service, and training. Numerous studies confirm that digital HRM and e-HRM strengthen the effectiveness of HR processes and enhance organizational outcomes through faster, more transparent, and well-documented managerial mechanisms (Alqarni et al., 2023). In terms of productivity, recent research also demonstrates that the use of digital-based HR systems is associated with improvements in performance management and the efficiency of HR function implementation (Raja et al., 2025).

However, the success of HRIS is not solely determined by the availability of system features, but rather by how the system is perceived and experienced by employees in their daily work activities. The implementation of technology in the workplace can deliver benefits such as task optimization, procedural clarity, and process security that ultimately contribute to employee wellbeing, yet it may also introduce new burdens if not managed in an employee-centric manner. Recent empirical evidence suggests that the adoption of technology and artificial intelligence in organizations can indirectly influence wellbeing through work-related factors such as task optimization and safety aspects (Valtonen et al., 2025). Other studies emphasize the importance of managing job demands and resources to sustain wellbeing, as job resources play a critical role in protecting wellbeing and enabling employees to cope with increasing work demands (Pienaar et al., 2025).

Employee wellbeing is also widely regarded as a critical pathway toward more stable and sustainable performance. Recent empirical findings reveal a positive relationship between psychological wellbeing and job performance, both directly and through work-related attitudes that support performance (Yang et al., 2024). Furthermore, recent literature reviews reinforce that workplace wellbeing is closely linked to performance outcomes, highlighting that organizational strategies aimed at structuring work processes and employee experiences are essential for maintaining performance (Hamza & Farah, 2025). Thus, HRIS has the potential to enhance performance not merely by making processes “faster and more orderly,” but by reducing work friction and strengthening perceived organizational support, which is subsequently reflected in employee wellbeing and performance.

Although the relationship between digital HRM/e-HRM and performance has been widely discussed, studies that position employee wellbeing as a mediating mechanism within the context of banking at the regional or city level remain limited and require further contextualized empirical evidence. Recent studies indicate that digital HR practices can enhance productivity and performance through specific behavioral and psychological pathways (Alqarni et al., 2023). On the other hand, e-HRM research also demonstrates that the relationship between e-HRM utilization and performance often operates through intervening variables that explain how systems influence organizational outcomes (Nugroho & Masman, 2025). Therefore, this study aims to analyze the effect

of HRIS implementation on employee performance with employee wellbeing as a mediating variable at Bank X in the Makassar area, involving 150 employees who use HRIS modules including attendance, payroll, e-performance, self-service, and training.

LITERATURE REVIEW

HRIS Implementation in Digital Transformation of Human Resources

Digital transformation in human resource management has reshaped how organizations design, manage, and evaluate HR practices. One of the main manifestations of this transformation is the implementation of a Human Resource Information System (HRIS), an information technology-based system that integrates various HR functions such as personnel administration, payroll, performance appraisal, training, and employee self-service. HRIS is no longer viewed merely as an administrative tool, but rather as a strategic instrument that supports organizational effectiveness through data-driven human resource management.

Recent studies indicate that HR digitalization through HRIS contributes to improved decision-making quality, greater transparency in HR processes, and consistency in the implementation of HR policies. Bondarouk et al. (2017) emphasize that e-HRM and HRIS enable organizations to create strategic value by aligning HR practices with organizational goals in a more systematic and measurable manner (Bondarouk et al., 2017; Pak et al., 2021). In service-oriented organizations, including the banking sector, HRIS is particularly important due to job characteristics that demand timeliness, accuracy, and strict compliance with procedures.

Furthermore, Strohmeier and Parry (2014) explain that the success of HRIS largely depends on employees' acceptance and utilization of the system (Strohmeier, 2014). HRIS that is user-friendly and relevant to daily work requirements tends to generate a stronger positive impact compared to systems that focus solely on administrative interests.

HRIS Implementation and Employee Performance

Employee performance is a key indicator of successful human resource management, especially in the banking industry, which is highly service-oriented and compliance-driven. Performance is not only measured by output quantity but also by work quality, timeliness, efficiency, and contribution to organizational objectives. In this context, HRIS functions as a support system that facilitates task execution in a more structured and transparent manner.

Several recent empirical studies demonstrate that HRIS implementation has a positive effect on employee performance. Arokiasamy et al. (2023) found that digital HRM, including HRIS, contributes to improved individual performance through enhanced work processes and clearer role expectations (Arokiasamy et al., 2023). HRIS enables employees to independently access HR information, monitor performance achievements, and better understand organizational expectations.

Another study by Chams and García-Blandón (2019) shows that digital technologies in HR strengthen employee productivity by increasing efficiency and reducing administrative burdens (Chams & García-Blandón, 2019). In the banking context, HRIS modules such as attendance, e-performance, and payroll help ensure work discipline, fairness in performance appraisal, and certainty of employee entitlements, which ultimately support more stable performance.

Based on these findings, the following hypothesis is proposed:

H1: HRIS implementation has a positive effect on employee performance.

HRIS Implementation and Employee Wellbeing

In addition to its impact on performance, HRIS implementation also has the potential to influence employee wellbeing. Employee wellbeing reflects employees' overall state of welfare, encompassing psychological and emotional aspects as well as work–life balance. In an increasingly digitalized work environment, work systems that are clear, easily accessible, and free from excessive technical barriers represent important job resources that support employee wellbeing.

Recent research shows that digital systems in the workplace can enhance wellbeing when they reduce job uncertainty, administrative workload, and role conflict. Vuori et al. (2024) state that employee-oriented HR digitalization contributes positively to employees' psychological wellbeing (Vuori, 2024). HRIS that provides self-service features and transparent information increases employees' sense of control and perceived fairness.

However, HRIS may also create new pressures if its implementation does not adequately consider usability and organizational support. Therefore, the role of HRIS in enhancing wellbeing strongly depends on implementation quality and user acceptance. Mäkineniemi et al. (2022) emphasize that work technologies perceived as job resources have a positive impact on employee wellbeing (Mäkineniemi, 2022).

Based on the above discussion, the following hypothesis is formulated:

H2: HRIS implementation has a positive effect on employee wellbeing.

Employee Wellbeing and Employee Performance

Employee wellbeing has been widely recognized as a crucial factor in improving employee performance. Employees who experience higher levels of wellbeing tend to demonstrate greater energy, focus, and work engagement. From the perspective of Job Demands–Resources Theory, wellbeing emerges when employees possess sufficient job resources to cope with work demands, enabling optimal performance.

Recent empirical studies support the positive relationship between wellbeing and performance. Inceoglu et al. (2018) found that psychological wellbeing is directly associated with job performance and work engagement (Inceoglu et al., 2018). Similar findings were reported by Tisu et al. (2020), who showed that wellbeing contributes to performance through increased motivation and work resilience (Tisu et al., 2020).

In the banking sector, wellbeing is particularly critical due to high demands for accuracy, performance targets, and work pressure. Employees with good levels of wellbeing are better able to maintain consistent performance and service quality.

Thus, the following hypothesis is proposed:

H3: Employee wellbeing has a positive effect on employee performance.

Employee Wellbeing as a Mediating Variable

Referring to previous literature, HRIS has the potential to influence employee performance not only directly but also indirectly through employee wellbeing. Effective HRIS can function as a job resource by reducing administrative burdens, enhancing role clarity, and fostering perceived organizational support. These conditions subsequently improve employee wellbeing, which is then reflected in better performance outcomes.

Recent research suggests that psychological variables such as wellbeing often act as mechanisms that explain the relationship between management practices and performance. Van De Voorde et al. (2012) emphasize that HRM practices affect performance through employee wellbeing (Van De Voorde et al., 2012). In the context of digital HR, this mediating pathway becomes increasingly relevant as technology directly

shapes employees' work experiences.

Therefore, this study proposes the following hypothesis:

H4: Employee wellbeing mediates the effect of HRIS implementation on employee performance.

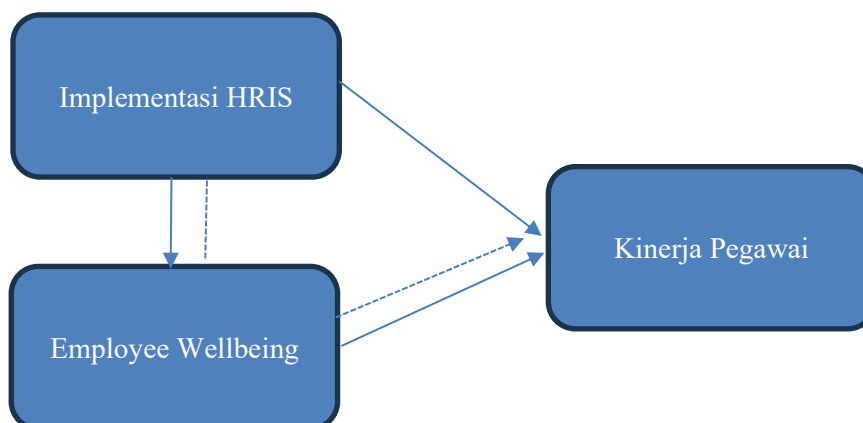


Figure 1. Conceptual Model of the Effect of HRIS Implementation on Employee Performance with Employee Wellbeing as a Mediating Variable

Figure 1 illustrates the conceptual model of this study, which positions HRIS implementation as an independent variable representing digital HR transformation at Bank X in the Makassar area. The HRIS encompasses modules such as attendance, payroll, e-performance, self-service, and training, which are assumed to enhance work effectiveness through ease of access, accuracy, transparency, and efficiency of HR processes. Employee performance is positioned as the dependent variable, reflecting work outcomes in terms of quality, timeliness, effectiveness, and contribution, while employee wellbeing is placed as a mediating variable explaining the mechanism through which HRIS affects performance. Well-managed HRIS is viewed as a job resource that reduces administrative burdens and uncertainty, enhances employees' sense of control and perceived organizational support, thereby improving comfort and wellbeing at work. Ultimately, higher wellbeing fosters greater energy, focus, and work resilience, leading to improved performance. Accordingly, the model examines two pathways: the direct effect of HRIS on performance and the indirect effect of HRIS on performance through employee wellbeing.

METHODS

This study employs a quantitative approach with an explanatory research design, aiming to explain the causal relationships between the implementation of the Human Resource Information System (HRIS), employee wellbeing, and employee performance. A cross-sectional design was adopted, in which data were collected at a single point in time to capture respondents' perceptions of the research variables. This approach is considered appropriate for examining both direct and indirect (mediating) effects among variables within an organizational context.

The study was conducted at Bank X in the Makassar area. The unit of analysis comprises employees of Bank X in Makassar who actively use HRIS in their daily work activities. The Makassar area was selected because it represents one of the bank's major operational centers with a relatively high intensity of activities and utilization of digital HR systems.

The research population includes all employees of Bank X in the Makassar area who have utilized HRIS. A purposive sampling technique was applied with the following criteria:

- active employees of Bank X in the Makassar area;
- employees who have used HRIS in performing their job duties; and
- employees who utilize at least one or more HRIS modules, namely attendance,

payroll, e-performance, self-service, and training.

The final sample consisted of 150 respondents, which is considered adequate to meet the minimum sample size requirements for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis.

This study uses primary data, collected directly from respondents through questionnaire distribution. The data reflect employees' perceptions of HRIS implementation, employee wellbeing, and employee performance. In addition, secondary data in the form of internal organizational documents and academic literature were used to support the development of the conceptual framework and the discussion of research findings.

Data were collected using a structured questionnaire with closed-ended questions. The research instrument was developed based on indicators derived from previous literature. A five-point Likert scale was employed, ranging from strongly disagree to strongly agree. The questionnaire was distributed to respondents both online and/or offline, in accordance with organizational policies and situational conditions.

The research variables consist of three main constructs: HRIS implementation as the independent variable, employee wellbeing as the mediating variable, and employee performance as the dependent variable. HRIS implementation was measured based on employees' perceptions of system ease of use, process speed, information accuracy, transparency, and the effectiveness of digital HR systems. Employee wellbeing was measured through indicators of work comfort, sense of security, organizational support, work–life balance, and work energy. Employee performance was assessed based on target achievement, work quality, timeliness, efficiency, and contribution to organizational goals.

The collected data were analyzed using SEM-PLS with the assistance of SmartPLS software. The analysis procedure consisted of three main stages:

1. evaluation of the measurement model (outer model) to assess construct validity and reliability;
2. evaluation of the structural model (inner model) to examine the relationships among variables; and
3. testing the mediating effect of employee wellbeing using a bootstrapping procedure to assess the indirect effect of HRIS implementation on employee performance.

The results of the analysis were subsequently interpreted to address the research objectives and to test the proposed hypotheses.

RESULTS AND DISCUSSION

This study involved 150 employees of Bank X in the Makassar area as respondents. Based on gender, the majority of respondents were male (85 respondents, 56.7%), while female respondents numbered 65 (43.3%). In terms of age groups, respondents were predominantly aged 30–39 years (40.0%), followed by 20–29 years (29.3%), 40–49 years (23.3%), and 50 years and above (7.3%). This distribution indicates that most respondents were within a productive age range with a relatively high level of work engagement. Detailed information is presented in Table 1.

Table 1. Respondent Demographics (n=150)

Variable	Category	F	%
Gender	Laki-laki	85	56,7%
	Perempuan	65	43,3%
Age Group	20–29	44	29,3%
	30–39	60	40,0%
	40–49	35	23,3%
	≥50	11	7,3%

Variable	Category	F	%
Service Tenure	<3 tahun	38	25,3%
	3–5 tahun	44	29,3%
	6–10 tahun	44	29,3%
	>10 tahun	24	16,0%
Educational Background	D3	18	12,0%
	S1	96	64,0%
	S2	36	24,0%
Job Position	Staff	114	76,0%
	Supervisor	27	18,0%
	Manager	9	6,0%

Based on Table 1, the largest proportion of respondents had a tenure of 3–5 years and 6–10 years (each 29.3%), followed by less than 3 years (25.3%) and more than 10 years (16.0%). Regarding educational background, most respondents held a bachelor's degree (S1) (64.0%), followed by a master's degree (S2) (24.0%) and a diploma (D3) (12.0%). In terms of job position, the majority were staff-level employees (76.0%), followed by supervisors (18.0%) and managers (6.0%). This composition indicates that respondents were active HRIS users in their daily operational activities.

The results of the outer loading assessment indicate that all indicators have loading values above 0.70, ranging from 0.757 to 0.857. This finding suggests that all indicators adequately reflect their respective constructs, thereby meeting the criteria for convergent validity. Detailed results are presented in Table 2.

Table 2. Convergent Validity

Construct	Indicator	Outer Loading
HRIS	HRIS1–HRIS6	0.772–0.836
Wellbeing	WB1–WB6	0.769–0.819
Kinerja	PERF1–PERF6	0.757–0.857

Table 3. Construct Reliability

Construct	Cronbach's Alpha	Composite Reliability	AVE
HRIS	0.891	0.917	0.647
Employee Wellbeing	0.884	0.911	0.632
Kinerja Pegawai	0.893	0.919	0.653

The construct reliability and validity results presented in Table 3 demonstrate excellent measurement quality. Cronbach's alpha values for all constructs exceed 0.88, while Composite Reliability values are above 0.91, indicating high internal consistency. Furthermore, the Average Variance Extracted (AVE) values for HRIS (0.647), Employee Performance (0.653), and Employee Wellbeing (0.632) exceed the minimum threshold of 0.50, confirming adequate convergent validity.

Table 5. Discriminant Validity

	HRIS	PERF	WB
HRIS			
PERF	0.672		
WB	0.587	0.713	

As shown in Table 4, discriminant validity assessed using the Heterotrait–Monotrait

Ratio (HTMT) indicates that all HTMT values are below the threshold of 0.85, suggesting no overlap between constructs. The Fornell–Larcker criterion further confirms discriminant validity, as the square root of the AVE for each construct is greater than the correlations with other constructs.

Additionally, the Variance Inflation Factor (VIF) values for all indicators are below 3, indicating that multicollinearity is not a concern in this model.

The model fit assessment shows an SRMR value of 0.056, which is below the recommended threshold of 0.08, indicating a good model fit. The Normed Fit Index (NFI) value of 0.879 also reflects an acceptable level of model adequacy.

Tabel 5. R Square dan Q Square

Endogen Construct	R ²	Q ²
Employee Wellbeing	0.276	0.480
Kinerja Pegawai	0.507	0.510

As presented in Table 5, the R-square values indicate that HRIS implementation and employee wellbeing explain 50.7% of the variance in employee performance, while HRIS implementation explains 27.6% of the variance in employee wellbeing. The Q-square values for employee performance (0.510) and employee wellbeing (0.480) demonstrate strong predictive relevance of the model.

Table 6. Summary of Hypothesis Testing

Hypotheses	Structural Path	Path coefficient (β)	T-Statistics	P-Value	Description
H1	HRIS → Performance	0.370	6.139	0.000	Supported
H2	HRIS → Employee Wellbeing	0.526	9.514	0.000	Supported
H3	Employee Wellbeing → Performance	0.444	7.501	0.000	Supported
H4	HRIS → Employee Wellbeing → Performance	0.234	6.099	0.000	Supported (Partial Mediation)

Based on Table 6, all research hypotheses are supported, as the p-values are below the 0.05 significance level. HRIS implementation has a positive and significant effect on employee performance (H1) and employee wellbeing (H2). Employee wellbeing also has a positive and significant effect on employee performance (H3). Furthermore, employee wellbeing partially mediates the relationship between HRIS implementation and employee performance (H4), indicating that HRIS enhances performance both directly and indirectly through improved employee wellbeing.

The findings of this study demonstrate that HRIS implementation plays a crucial role in enhancing employee performance at Bank X in the Makassar area. These results confirm that HRIS functions not only as an administrative tool but also as a work support system that strengthens task execution effectiveness through ease of access, transparency, and efficiency of HR processes. In the banking context, HRIS modules such as attendance, payroll, and e-performance contribute to role clarity and job certainty, which directly affect employee performance.

Furthermore, this study provides empirical evidence that HRIS implementation has a significant positive effect on employee wellbeing. Well-managed HRIS is perceived as a job resource that helps employees manage work demands in a more structured manner. The ease

of using self-service features and access to digital training enhances employees' sense of control and perceived organizational support, thereby improving comfort and wellbeing at work. This finding aligns with the Job Demands–Resources Theory, which emphasizes the importance of job resources in sustaining employee wellbeing.

The results also indicate that employee wellbeing has a significant positive effect on employee performance. Employees who experience higher levels of wellbeing tend to exhibit greater work energy, focus, and resilience when facing job pressures. In the banking industry, where accuracy and consistency are critical, wellbeing becomes a key factor enabling employees to maintain sustainable performance and service quality.

The main contribution of this study lies in identifying employee wellbeing as a partial mediating mechanism in the relationship between HRIS implementation and employee performance. This finding suggests that HRIS enhances employee performance not only directly through system efficiency but also indirectly by improving employee wellbeing. Accordingly, the success of digital HR transformation should be viewed from both technological and human-centered perspectives.

From a practical standpoint, these findings imply that HRIS management in the banking sector should not focus solely on technical aspects and regulatory compliance, but also on user experience and employee wellbeing. Employee-oriented HRIS has the potential to serve as a foundation for sustainable and stable performance improvement within banking organizations.

CONCLUSION

This study concludes that the implementation of HRIS at Bank X in the Makassar area plays a significant role in enhancing employee performance, both directly and through improvements in employee wellbeing. HRIS, which incorporates features such as attendance, payroll, performance appraisal, self-service, and training, contributes to clearer, more comfortable, and more structured work processes, enabling employees to perform their tasks with greater focus and consistency. These findings indicate that the success of digital HR transformation is not determined solely by technological sophistication, but also by the extent to which the system supports employee comfort and wellbeing. Therefore, banking management should adopt a user-oriented approach to HRIS management by ensuring ease of access, system reliability, and meaningful feature integration that genuinely supports daily work activities, thereby positioning HRIS as a foundation for sustainable employee performance.

Despite its contributions, this study has several limitations that should be acknowledged. The use of a cross-sectional research design limits the ability to capture changes in employees' perceptions over time, while the focus on a single bank and one geographical area constrains the generalizability of the findings. In addition, the reliance on self-reported data introduces the potential for subjective bias. Accordingly, future research is encouraged to employ longitudinal designs, expand the scope of investigation to include multiple banks or other industry sectors, and incorporate additional variables such as digital leadership, organizational culture, or digital literacy to further explain and refine the relationship between HRIS, employee wellbeing, and employee performance.

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