

## **The Role Of Work Satisfaction Mediation In Company System Digitalization In Influencing Employee Performance**

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### **ABSTRACT**

*Businesses can boost staff achievement and promote profitable endeavors by digitizing their operations. Like the benefit of job satisfaction, the value of system digitization can lead to significant developing organizations outcomes that are economically viable and enhance worker efficiency as well as performance. The research methodology included both quantitative analysis and the validation methods. Using a sample of 91 participants, a method called Slovin was used to conduct the sampling method. Every piece of data was gathered through the dissemination of surveys. The PLS technique was applied in SEM analysis, particularly with small boxes, to evaluate the assumptions. The conclusions are made The findings demonstrate that staff efficiency and work enjoyment are positively impacted by the digitization of business processes. Furthermore, job happiness and total productivity of workers are positively impacted by the digitization of corporate systems, and job satisfaction might function as a buffer throughout the two developments.*

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**Keywords:** *Company System Digitalization; Job Satisfaction; Employee Performance.*

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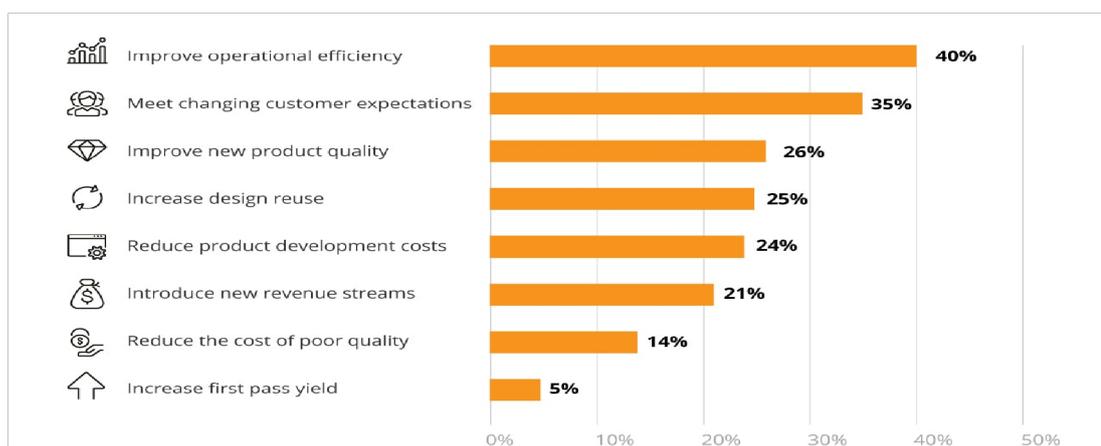
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## INTRODUCTION

In addition to other elements such as wealth and capital, human resources are perhaps the most important part of a company. Without the help of staff members or personnel who work to the best of their ability, capital and other resources such as money and instruments will not achieve the best returns (Paramitha & Liana, 2022). The company's potential for expansion will be greatly influenced by the presence of competent staff members. Therefore, to improve the company's effectiveness and productivity, the role of human resource management needs to be handled properly (Mahardini et al., 2023).

Along with progress, technology has become a useful resource that can help humans in various aspects of life, including economics, defense, security, education, politics, and culture. Indonesia is a developing country participating in this project. It follows technological developments and welcomes global culture. One definition of globalization is the spread of customs throughout the world, the development of intercontinental relations, the management of community life around the world, and increased global awareness (Ratnasari et al., 2020). In addition, managing employees presents many challenges today, due to the current shift to a 4.0 business environment, which highlights technological advancement as an important component. Adapting old management techniques to an ever-evolving work environment and technological improvements is the biggest difficulty (Herawati et al., 2024).



**Figure 1. Advantages of Adopting Digitalization**

Source: (Mleczo, 2021)

Figure 1 shows that the use of technology to improve workforce performance and effectiveness has become an important strategy for many modern organizations. The use of digital technology at work is expected to help staff members complete tasks quickly and accurately (Putra & Muafi,

2024). Therefore, staff members are essential to operations, management, and the achievement of business objectives. Utilizing digital technology requires the knowledge and skills of current staff members (Shidqi et al., 2023). The term “performance” itself comes from “work execution” or “authentic results,” which refers to a person's actual achievements at work (Ratnasari et al., 2020). High performance is demonstrated by employee job satisfaction in a company. Managers and leaders often use the term “performance” to describe the state of an organization or company. Job satisfaction can be defined as employees' feelings of happiness or dissatisfaction with the work they do, both overall and based on current working conditions at the company where they work (Putra & Muafi, 2024).

Essentially, technology aims to make human work, including that of employees, easier. Employees continue to use technology while working. Modern technology will increase the speed and accuracy of work, but it will make work easier and less challenging. As a result, employees are less satisfied with their jobs. Employees will also learn that the use of technology is essential to the success of the brand. In other words, success is achieved not because of their full commitment, but because of advanced technology.

Job fulfillment serves as a connecting factor in this study because it has been proven in various HR studies to be related to performance among staff members. Previous studies on HR management have also found the same thing (Shidqi et al., 2023) and (Putra & Muafi, 2024) It is also known that digitizing company systems improves employee performance through job satisfaction.

Studies conducted by show that there is a correlation between digital transformation in organizational structures and worker efficiency or job satisfaction. (Gozali et al., 2024) and (Indriasari et al., 2024). According to the findings of this study, staff efficiency and satisfaction among staff are significantly influenced by the digitization of business procedures. However, researchers also found that the results of previous studies differ from those of this study (Mahardini et al., 2023) that is, the effect is insignificant. (Halimah et al., 2024) and (Oka et al., 2020) adding that job satisfaction can improve employee performance because it has a significant influence. However, the results of the study (Paramitha & Liana, 2022) this creates a *research gap* because job satisfaction does not significantly affect employee performance.

Based on this background, the purpose of this study is to evaluate the mediating role of job satisfaction in the digitization of company systems in influencing employee performance. It is hoped that the results of this study will provide recommendations or suggestions for PT. Permata Hijau Sawit to improve the digitization of their company systems while maintaining employee job satisfaction and performance.

## **THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES**

### **Company System Digitization**

The digitization process involves combining raw supplies and machines, such as technology, machinery, and instruments, with personnel, such as expertise, capabilities, and procedures. Professionals then use all of these as tools to complete their tasks in transforming the initial supplies into final products (Shidqi et al., 2023). Digitalization or the transformation process changes physical and analog characteristics into virtual and digital ones. Technology is the design or creation of tools intended to reduce uncertainty by determining cause-and-effect relationships to achieve targets (Putra & Muafi, 2024).

### **Job Satisfaction**

Job satisfaction is defined as an employee's perception of their job. This perception includes their level of enthusiasm or dissatisfaction with all aspects of their working conditions and the specific organization where they work (Putra & Muafi, 2024). Employees are valuable assets to a business. With adequate support from management, workers will feel respected and appreciated, and will be motivated to innovate and contribute optimally. Various aspects can affect morale, including working conditions, fair compensation, a conducive work environment, and recognition for contributions. Happy employees will also build strong emotional bonds with the company, making them more loyal and dedicated. Therefore, employee well-being needs to be a top priority for an organization in order to perform at its best (Putri & Nawatmi, 2024).

### **Employee Performance**

Worker efficiency is defined as the results and behavior of employees over a certain period of time in carrying out the tasks and responsibilities delegated to individuals (Shidqi et al., 2023). According to (Kasmir, 2022). Good employee performance is very important for the sustainability and success of an organization; individuals with outstanding results will work optimally, and conversely, those with poor results will work poorly (Halimah et al., 2024). Performance, which comes from the word “work

achievement,” can also be defined as actual achievement, work achievement, or work achievement that has been achieved by an employee (Sitorus, 2021).

### **The relationship between the digitization of company systems and job satisfaction**

Work and job satisfaction are positively influenced by the digitization of company methods. Employees who are more satisfied with their jobs are more likely to be dedicated to their work. Realization is seen as a work methodology designed to achieve effectiveness and efficiency in completing tasks (Putra & Muafi, 2024).

Staff dedication to their work can be strengthened by higher job satisfaction. As a result, digitization is considered an operating technique intended to achieve effectiveness and efficiency in the workplace. A descriptive approach shows that the job satisfaction of startup employees is at a very high level, given the positive correlation between job satisfaction and the digitization of company operations (Putra & Muafi, 2024).

H1 : Job satisfaction is influenced by the digitization of company systems.

### **The relationship between job satisfaction and employee performance**

Employees who feel happy in their positions are more likely to be motivated, which encourages them to work harder, be more enthusiastic, and be more dedicated to completing their tasks. In addition, satisfied employees are usually less distracted, less wasteful, and produce better results. As a result, one of the key factors that influence performance among employees is job satisfaction (Halimah et al., 2024).

To boost morale, discipline, and productivity, as well as meet organizational goals, job satisfaction is essential. Employees who are unhappy in their positions will perform poorly. There is a strong correlation between job satisfaction and productivity because happy people can work harder (Putri & Nawatmi, 2024). H2 : Employee performance is influenced by job satisfaction

### **The relationship between the digitization of company systems and employee performance**

In recent years, digitization has increased, marked by the use of digital technology in every area of life. The large amount of digital data available to companies can be a source of new value creation with the ultimate goal of improving company performance. Business digitization can drive value-added activities, so employees can expect to improve their performance (Andriarso, 2024).

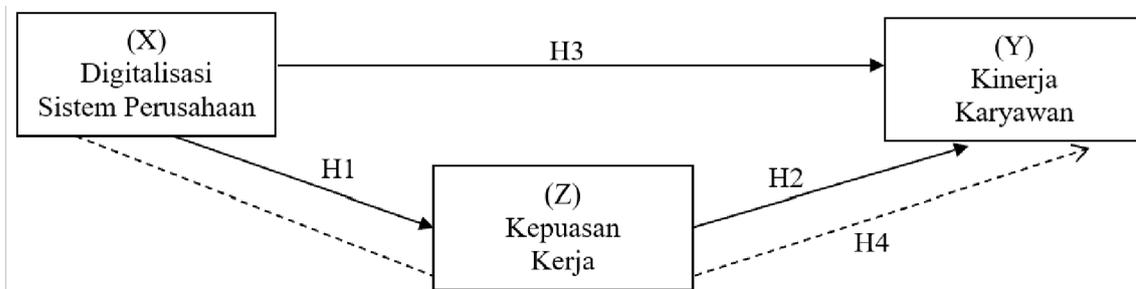
Various business growth prospects are presented by digital devices and technological advances, including the Internet of Things (IoT), Industry 4.0, robotics with artificial intelligence, remote sensing, maintenance scheduling, contract management, big data, cloud, analytics, and smart connected devices. This implies that organizational performance can be improved with the current advances in digitalization (Suswardji et al., 2020).

H3 : Employee Performance is Influenced by the Digitization of Company Systems

**The relationship between the digitization of company systems and employee performance is mediated by job satisfaction.**

The effect of system digitization on employee performance can be mediated in this case by job satisfaction. This is evidenced by the results of the study (Amirudin et al., 2021) that job satisfaction can mediate the digitization of company systems on employee performance. Similar to fulfillment at work, the digitization of business infrastructure can have a major impact on company expansion in terms of cost effectiveness, profitability, and human efficiency (Amirudin et al., 2021).

H4 : Employee performance is influenced by the digitization of company systems, with job satisfaction acting as a mediator.



**Figure 2. Research Conceptual Framework**  
Source: Author, 2025

**RESEARCH METHODS**

To verify assumptions and confirm the relationship between factors through statistical calculations, this study will use verifiable qualitative analysis. In addition, to determine whether the theory is accepted or rejected, statistical checks are performed on numerical data (Sugiyono, 2022).

The 117 employees of PT. Permata Hijau Sawit constituted the population. The sampling technique used the Slovin formula, which ultimately determined the research

sample size to be 91 respondents. Data was collected by distributing questionnaires to respondents according to the research sample size in April 2025.

To test the hypothesis, SEM (structural equation modeling) analysis was used in conjunction with the PLS (partial least squares) approach. PLS, commonly referred to as soft simulation, is a powerful analysis technique. This is to ensure that there are no concerns about multicollinearity among the external variables and that the data must be multivariate symmetric, because PLS eliminates the prediction conditions that commonly occur in (Ghozali, 2021). PLS serves to examine assumptions in addition to explaining the assumptions of related latent factors (Ghozali & Latan, 2020).

According to (Ghozali & Latan, 2020), Partial Least Squares Structural Equation Modeling (PLS-SEM) is used to analyze data and modeling paths (Ghozali & Latan, 2020). PLS-SEM analysis usually consists of two model subchapters, namely the measurement model, referred to as the outer model, and the structural model, referred to as the inner model. The measurement model shows how manifest or observed variables represent latent variables to be measured. Meanwhile, the structural model shows the strength of estimation between latent variables or constructs (Ghozali & Latan, 2020).

## RESULTS AND DISCUSSIONS

### Development of Structural Equation Modeling (SEM) Models

The following is a Structural Equation Modeling (SEM) model obtained from the SmartPLS 3.0 application:

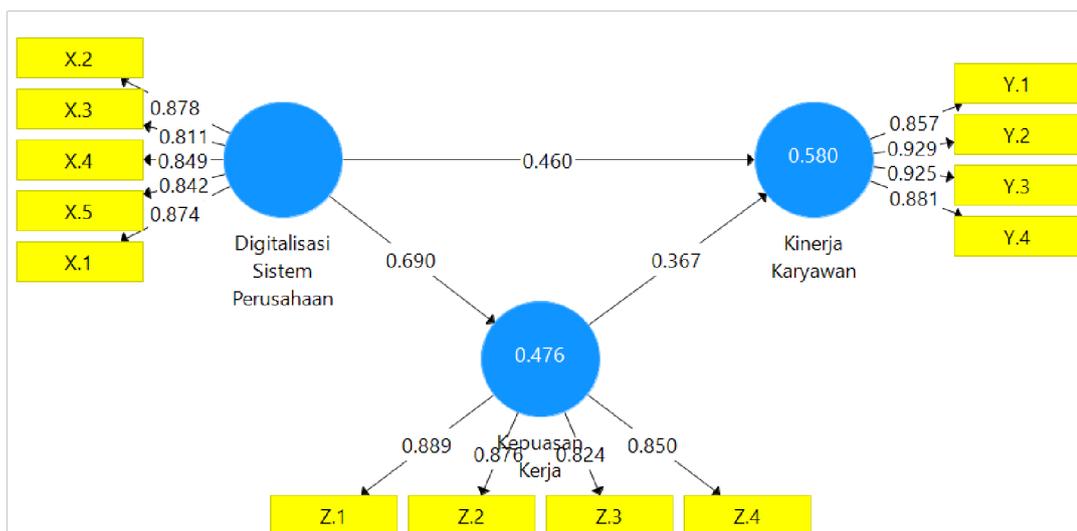


Figure 3. Structural Equation Modeling (SEM) model Source: SmartPLS 3.0 processing results, 2025.

### Outer Model Evaluation Results

## Convergent Validity Test Results

### 1) Convergent Validity in the form of Outer Loadings (Loading Factor)

**Table 1. Outer Loadings (Loading Factor) Values**

	Company System Digitalization	Job Satisfaction	Employee Performance
X.1	0,874		
X.2	0,878		
X.3	0,811		
X.4	0,849		
X.5	0,842		
Y.1			0,857
Y.2			0,929
Y.3			0,925
Y.4			0,881
Z.1		0,889	
Z.2		0,876	
Z.3		0,824	
Z.4		0,850	

Source: SmartPLS 3.0 processing results, 2025.

The total value of Outer Loadings (Loading Factor) is greater than 0.7, all statements in the research variable questionnaire are considered valid.

### 2) Convergent Validity in the form of Average Variance Extracted (AVE))

**Tabel 2. Average Variance Extrancted (AVE) Value**

	Average Variance Extracted (AVE)
Company System Digitalization	0,725
Job Satisfaction	0,740
Kinerja Karyawan	0,807

Source: SmartPLS 3.0 processing results, 2025.

The AVE values of all variables are valid because all AVE values are  $> 0.5$ .

#### a. Discriminant Validity Test Results

##### 1) Discriminant Validity in the form of Fornell-Larker Criterion

**Tabel 3. Fornell-Larker Criterion Value**

	Company System Digitalization	Job Satisfaction	Employee Performance
Company System Digitalization	0,851		
Job Satisfaction	0,690	0,860	
Employee Performance	0,713	0,685	0,898

Source: SmartPLS 3.0 processing results, 2025.

- a) The AVE root value of variable X (Company System Digitalization) when compared to variable X (Company System Digitalization) itself is 0.851. It can be seen that the AVE root value is greater when compared to the AVE root values of other variables, which are 0.690 and 0.713.
- b) The AVE root value of variable Z (Job Satisfaction) when compared to variable Z (Job Satisfaction) itself is 0.860. It can be seen that the AVE root value is greater when compared to the AVE root value of other variables, which is 0.685.
- c) The AVE root value of variable Y (Employee Performance) when compared to variable Y (Employee Performance) itself is 0.898. It can be seen that the AVE root value is greater when compared to the AVE root value of other variables, which is 0.

2) Discriminant Validity in the form of Cross Loading

**Tabel 4. Cross Loading Value**

	<b>Company System Digitalization</b>	<b>Job Satisfaction</b>	<b>Employee Performance</b>
<b>X.1</b>	0,874	0,654	0,670
<b>X.2</b>	0,878	0,595	0,583
<b>X.3</b>	0,811	0,492	0,630
<b>X.4</b>	0,849	0,534	0,502
<b>X.5</b>	0,842	0,639	0,632
<b>Y.1</b>	0,668	0,630	0,857
<b>Y.2</b>	0,646	0,578	0,929
<b>Y.3</b>	0,652	0,586	0,925
<b>Y.4</b>	0,594	0,662	0,881
<b>Z.1</b>	0,634	0,889	0,575
<b>Z.2</b>	0,656	0,876	0,660
<b>Z.3</b>	0,436	0,824	0,486
<b>Z.4</b>	0,609	0,850	0,609

Source: SmartPLS 3.0 processing results, 2025.

Because the Cross Loading value of each indicator on the measured parameter is higher than its relationship with the additional parameter concept, it can be concluded that each measure used in this study has adequate discriminant validity.

## b. Reliability Test Results

### 1) Reliability Test Results in the form of *Cronbach's Alpha*

**Tabel 5. Nilai *Cronbach's Alpha***

	<b>Cronbach's Alpha</b>
<b>Company System Digitalization</b>	<b>0,905</b>
<b>Job Satisfaction</b>	<b>0,883</b>
<b>Kinerja Karyawan</b>	<b>0,920</b>

Source: SmartPLS 3.0 processing results, 2025.

The Cronbach's Alpha value exceeds 0.60, indicating that the questionnaire is reliable.

### 2) Reliability Test Results in the form *Composite Reliability*

**Tabel 6. Composite Reliability Value**

	<b>Composite Reliability</b>
<b>Company System Digitalization</b>	<b>0,929</b>
<b>Job Satisfaction</b>	<b>0,919</b>
<b>Employee Performance</b>	<b>0,943</b>

Source: SmartPLS 3.0 processing results, 2025.

The *Composite Reliability* score is  $> 0.60$ , indicating that the questionnaire is reliable.

## Inner Model Evaluation Results

**Tabel 7. Nilai R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Job Satisfaction</b>	0,476	0,470
<b>Employee Performance</b>	0,580	0,570

Source: SmartPLS 3.0 processing results, 2025.

The effect of company system digitization on job satisfaction is 47.0%, with the remaining 53.0% outside the research variables, while the effect of company system digitization on employee performance is 57.0%, with the remaining 43.0% explained by other exogenous variables outside the research.

## Hypothesis Test Results

### Results of Direct Effect Hypothesis Testing

**Tabel 8. *Path Coefficients* Direct Effect Values**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Company System Digitalization -> Job Satisfaction	0,690	0,690	0,069	9,952	<b>0,000</b>
Company System Digitalization -> Employee Performance	0,460	0,461	0,080	5,775	<b>0,000</b>
Job Satisfaction -> Employee Performance	0,367	0,365	0,102	3,596	<b>0,000</b>

Source: SmartPLS 3.0 processing results, 2025.

### Results of Direct Effect Test of X on Z

Given that the value of the Original Sample is 0.690, we know that the effect is positive at 69.0%; looking at the T Statistics value of  $9.952 > 2.00$ , we can see that the effect is significant; and looking at the P value of  $0.000 < 0.05$ , we can see that Hypothesis (H1) is accepted..

### Results of Direct Effect Test of Z on Y

Given that the value of the Original Sample is 0.367, we know that the effect is positive at 36.7%; looking at the T Statistics value of  $3.596 > 2.00$ , we can see that the effect is significant; and looking at the P value of  $0.000 < 0.05$ , we can see that Hypothesis (H2) is accepted..

### Results of Direct Effect Test of Z on Y

Given that the value of the Original Sample is 0.460, we know that the effect is positive at 46.0%; seeing that the T Statistics value is  $5.775 > 2.00$ , the effect is significant; and seeing that the P value is  $0.016 < 0.05$ , Hypothesis (H3) is accepted.

### Results of Indirect Effect Hypothesis Testing

Tabel 9. Path Coefficients Values Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Company System Digitalization -> Job Satisfaction -> Employee Performance	0,253	0,252	0,077	3,309	<b>0,001</b>

Source: SmartPLS 3.0 processing results, 2025.

Given that the value of the *Original Sample* is 0.253, we know that the effect is positive at 25.3%; looking at the T *Statistics* value of  $3.309 > 2.00$ , we can see that the effect is significant; and looking at the P value of  $0.001 < 0.05$ , we can see that Hypothesis (H4) is accepted.

## **DISCUSSIONS**

### **The relationship between the digitization of company systems and job satisfaction**

Based on the results of the analysis, the digitization of the company's system has a positive and significant effect on job satisfaction, because the P value is  $0.000 < 0.05$ , so Hypothesis (H1) is accepted. In addition, the test results show that the T *Statistics* value is  $9.952 > 2.00$ , which means that it has a significant effect. The digitization of the company's system itself has a 69.0% contribution to job satisfaction. The results of this study are supported by research conducted by (Putra & Muafi, 2024) and (Shidqi et al., 2023), which states that to increase job satisfaction, it is necessary to digitize company methods, considering that employees will tend to be more satisfied if there is a digitally supported work method so that their work is more effective and efficient.

### **The relationship between job satisfaction and employee performance**

Based on the results of the analysis, job satisfaction has a positive and significant effect on employee performance, because the P value is  $0.000 < 0.05$ , so Hypothesis (H2) is accepted. In addition, the test results show that the T *Statistics* value is  $3.596 > 2.00$ , which means that it has a significant effect. Job satisfaction itself contributes 36.7% to employee performance. The results of this study are supported by research conducted by (Halimah et al., 2024) and (Putri & Nawatmi, 2024), which states that to improve employee performance, job satisfaction is one of the most important factors to consider. This means that there is a good correlation between job satisfaction and productivity because happy people can work harder.

### **The relationship between the digitization of company systems and employee performance**

Based on the results of the analysis, the digitization of the company's system has a positive and significant effect on employee performance, because the P value is  $0.000 < 0.05$ , so Hypothesis (H3) is accepted. In addition, it is also known that the test results show that the T *Statistics* value is  $5.775 > 2.00$ , which means that it has a significant effect. The

digitization of the company's system itself contributes 46.0% to employee performance. The results of this study are supported by research conducted by (Andriarso, 2024) and (Suswardji et al., 2020), which states that business digitization can encourage value-added activities, so that employees can expect to improve their performance. This implies that organizational performance will indirectly improve because employee performance is supported by the current progress of digitization within the company where they work.

### **The relationship between the digitization of company systems and employee performance is mediated by job satisfaction.**

Based on the results of the analysis, the digitization of the company's system has a positive and significant effect on employee performance mediated by job satisfaction, because the P value is  $0.000 < 0.05$ , so Hypothesis (H4) is accepted. In addition, the test results show that the T Statistics value is  $3.309 > 2.00$ , which means that it has a significant effect. Job satisfaction can be a mediating variable for the influence of the digitization of the company's system itself, with a contribution of 25.3% to employee performance. The results of this study are supported by research conducted by (Amirudin et al., 2021) and (Oka et al., 2020), which states that with job satisfaction, the digitization of business infrastructure can have a major impact on company expansion in terms of cost effectiveness, profitability, and human efficiency, so that job satisfaction can mediate the digitization of the company's system on employee performance.

## **CONCLUSION**

Company System Digitalization relates to business activities at all levels of the organization and has a positive impact of 69.0% on job satisfaction. To increase employee satisfaction, operational levels also use information technology. To achieve high job satisfaction, employees have high levels of motivation, which is the company's expectation.

36.7% of worker productivity is positively and significantly influenced by job satisfaction. This is very important because it has a direct impact on worker happiness. Happy workers tend to give positive reviews about their companies, which enhances the business's image and attracts more skilled workers.

The digitization of company systems has a positive and significant effect on employee performance of 46.0%. The digitization of company systems offers company

advantages, including efficiency, savings in operational costs, improved employee performance, and the ability to collect and analyze data for better decisions.

The digitization of company systems has a positive and significant effect on employee performance, mediated by job satisfaction of 25.3%. Changes in the digitization of company systems will directly improve employee performance rapidly, even if job satisfaction acts as a mediator, it will also have an indirect effect.

In addition, the additional benefits received by employees from job fulfillment are positively and significantly influenced by the digitization of organizational operations by twenty-five percent. Individuals who use technological equipment must quickly adapt to it because it will certainly have a different impact on them. Some people see it as an opportunity to use it as a successful tool to increase their happiness and productivity at work.

## **SUGGESTION**

Prior to the results of the research, there are some suggestions which can be utilised in order to support and developed further research in the future. Suggestions offered are as follows the future research should look for more journals or articles or sources that can be more helpful for the future researcher to write their paper, researchers can enhance the sample size by increasing the number of respondents or participants. This will contribute to the advancement of research as a larger participant pool allows for a more comprehensive collection of information. The section of hypothesis development can serve as inspiration for future research, particularly regarding the examination of significant and insignificant hypotheses related to the mediating relationships between variables. Researchers can explore these ideas to further advance their studies in this area. And in future research, researchers should consider the selection of respondents' groups. This is essential to obtain more reliable information. Considering the characteristics and attributes of the respondents can contribute to the overall reliability and validity of the research findings

## **LIMITATION**

limitations of the research are the selection of reference journals is relatively limited, as there are numerous journals covering similar topics but focusing on services as the research object. Therefore, certain modifications need to be made to carry out this research.

The sample size is quite small in this research. Therefore, in future research, it is necessary to expand the number of research respondents within the company.

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