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When HRIS Drives Performance: Revealing the Dual Mediating Power of Job Involvement and Work Centrality

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Abstract

Organizations are increasingly adopting Human Resource Information Systems (HRIS) to enhance HRM effectiveness and strengthen employee performance in digitally driven work environments. This study examines the effects of HRIS on job involvement, work centrality, and employee performance, while also evaluating the dual mediating roles of job involvement and work centrality. Data were collected from 200 employees selected through nonprobability sampling, targeting individuals with direct experience using HRIS. The measurement and structural models were analyzed using SmartPLS 4. The results indicate that HRIS significantly enhances job involvement, work centrality, and employee performance. Job involvement also shows a positive influence on performance, whereas work centrality does not exhibit a significant direct effect. Mediation analysis further reveals that job involvement significantly mediates the relationship between HRIS and employee performance, while work centrality does not. These findings suggest that HRIS improves employee performance primarily by fostering higher involvement rather than by strengthening work centrality. This study contributes to the literature by clarifying the psychological mechanisms through which digital HR systems influence employee outcomes and offers practical implications for organizations seeking to optimize HRIS utilization to enhance workforce performance.

Keywords: HRIS; job involvement; work centrality; job performance

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INTRODUCTION

The rapid development of digital technology has transformed the way organizations design, manage, and evaluate human resource functions (Ammupriya & Preetha, 2023). As competition intensifies and efficiency demands increase, many organizations have turned to digital HR tools to streamline work processes and enhance workforce performance. One of the most widely implemented innovations is the Human Resource Information System (HRIS), an integrated system that collects, stores, analyzes, and retrieves HR-related information to support both administrative and strategic activities (Gupta & Mittal, 2025). In practice, HRIS has demonstrated considerable potential to improve workflow efficiency, reduce administrative burdens, enhance decision-making accuracy, and enrich the employee experience. However, as HRIS adoption grows, understanding the human dynamics that shape its effectiveness becomes increasingly important (Begum et al., 2020).

Although HRIS offers clear technological advantages, its impact on employee behavior and performance is not determined solely by system functionality (Valcik et al., 2021a). Organizations frequently observe that HRIS utilization becomes more effective when employees demonstrate

enthusiasm, commitment, and a willingness to engage with digital tools (Iqbal et al., 2019). These patterns indicate that HRIS outcomes depend not only on technological attributes but also on psychological factors particularly the extent to which employees feel connected to their work (job involvement) and view work as a meaningful and central part of their lives (work centrality). When HRIS is perceived as supportive, helpful, and aligned with employees' work values, they tend to use the system more proactively and productively. Thus, maximizing the benefits of HRIS requires a deep understanding of how employees internalize technological investments and translate them into positive workplace behaviors (Alkhwaldi et al., 2023; Ammupriya & Preetha, 2023)

Social Exchange Theory (SET) provides a strong and relevant framework for explaining this dynamic. SET posits that work behavior and attitudes emerge from reciprocal exchanges between employees and their organizations. When employees perceive HRIS as a form of organizational support such as by increasing task clarity, reducing manual workload, or providing autonomy that they are likely to respond with positive attitudes, stronger involvement, and improved performance. Conversely, when digital systems are perceived as burdensome, irrelevant, or inadequately supported, employees may feel undervalued, weakening the norms of reciprocity and reducing their willingness to engage constructively. Despite its relevance, few HRIS studies explicitly apply SET, leaving the psychological mechanisms linking HRIS to employee outcomes insufficiently understood.

Two psychological constructs are central to this exchange process: job involvement (JI) and work centrality (WC). A dual mediation model incorporating both constructs offers a more comprehensive approach. JI captures the motivational response, illustrating how HRIS fosters employee engagement in their tasks (Maamari & Osta, 2021). WC, on the other hand, reflects a value-based response, explaining how HRIS shapes employees' perceptions of meaning and the importance of work in their lives. Examining these mechanisms simultaneously enables researchers to determine whether HRIS enhances performance primarily through increased involvement, strengthened work values, or both. However, existing research on HRIS and job involvement remains limited, fragmented, and inconclusive, indicating a need for further empirical investigation. Similarly, studies on work centrality reveal inconsistent findings some reporting positive effects on performance, while others identify weak or nonsignificant relationships highlighting a research gap, especially in digital HR contexts.

Despite growing interest in digital HRM, three major gaps persist in the literature. First, empirical findings regarding the effects of HRIS on performance and work attitudes are inconsistent, suggesting that the underlying psychological mechanisms have not been clearly identified. Second, the mediating roles of job involvement and work centrality remain underexplored, with most studies examining only a single mediator rather than their combined influence. Third, few studies explicitly ground the HRIS–performance relationship in Social Exchange Theory, leaving unanswered questions about how employees interpret HRIS as a form of organizational support. Addressing these gaps is essential for developing a more comprehensive and theoretically coherent understanding of digital HR effectiveness.

Grounded in Social Exchange Theory, this study reconceptualizes HRIS as a signal of organizational support that triggers reciprocal employee responses. When HRIS is perceived as facilitating work and reducing effort, employees are more likely to reciprocate through increased job involvement as a motivational response and stronger work centrality as a value-based response. These internal states provide a clearer causal explanation of how HRIS translates into enhanced performance. The novelty of this study lies in its simultaneous examination of job involvement and work centrality as

dual mediators within a unified theoretical framework, offering a more comprehensive and psychologically grounded understanding of HRIS effectiveness.

The urgency of this study arises from the increasing reliance on HRIS in both public and private organizations, as well as the need to ensure that technological investments generate meaningful behavioral and performance outcomes. Without understanding the mechanisms through which HRIS influences attitudes and motivation, organizations risk underutilizing their digital systems or misinterpreting the reasons behind suboptimal results. By integrating HRIS, job involvement, work centrality, and employee performance within a SET framework, this study offers a holistic explanation of how employees internalize technological support and reciprocate through enhanced performance.

This study makes three primary contributions. Theoretically, it enriches digital HRM literature by introducing a dual mediator model that simultaneously examines job involvement and work centrality two constructs rarely studied together in HRIS research within a Social Exchange Theory perspective. Empirically, it provides evidence addressing inconsistencies in previous findings by testing a more comprehensive psychological pathway linking HRIS to performance. Practically, the study offers insights for public and private organizations to optimize HRIS implementation by emphasizing the importance of fostering positive employee perceptions, enhancing work involvement, and cultivating strong work values.

Literature Review

Human Resources Information System (HRIS)

A Human Resources Information System (HRIS) is a digital infrastructure designed to support the administration and strategic functions of human resource management. HRIS integrates data storage, information processing, and workflow automation to assist organizations in managing personnel information, attendance, payroll, recruitment, performance evaluation, and employee development (Alrawashdeh et al., 2022). Conceptually, HRIS serves as a socio technical system in which technology enhances the accuracy, speed, and accessibility of human resource activities. Scholars describe HRIS as a technological resource that improves decision making by providing real time information that is reliable and comprehensive (Vadithe et al., 2025). Through HRIS, employees gain access to job related information such as performance goals, schedules, training modules, and feedback records, which helps reduce ambiguity and improves coordination. HRIS also supports managers by offering analytical tools that generate insights for workforce planning and performance monitoring (Al Samman & Obaidly, 2024; John & Velmurugan, 2024). From a theoretical perspective, HRIS is closely related to the Technology Acceptance Model, which suggests that perceived usefulness and perceived ease of use determine the successful adoption of a system. In organizational settings, HRIS becomes a critical enabler for digital transformation because it streamlines administrative processes, reinforces transparency, and contributes to efficiency, which eventually influences employee behavior and organizational outcomes (Al Obaidly et al., 2022).

Job Involvement

Job involvement refers to the psychological condition in which individuals internalize their job as a significant part of their self concept. It reflects the degree to which employees identify with their work and regard it as essential to their personal fulfilment (Maamari & Osta, 2021). Conceptually, job involvement is rooted in the idea that people derive meaning and purpose from their work when they

feel cognitively and emotionally connected to their tasks. High job involvement is characterized by a strong focus on task completion, willingness to invest effort, and a sense of responsibility toward organizational goals (Malhotra et al., 2022). Early research by Kanungo portrays job involvement as a motivational state shaped by the quality of the work environment, clarity of role expectations, and availability of feedback. The construct also aligns with theories of work engagement, which emphasize psychological presence and personal investment in work activities. Job involvement is influenced by organizational factors such as leadership, job design, autonomy, and access to accurate and timely information. Employees with high involvement tend to show greater persistence, improved concentration, and positive work attitudes. As a psychological resource, job involvement contributes directly to higher performance, better problem solving, and stronger work motivation in dynamic and technology supported environments (Yeh, 2021).

Work Centrality

Work centrality describes the extent to which an individual perceives work as a core element of life and a principal source of identity (Lopes, 2023; Uçanok Tan, 2023). It reflects the value placed on work relative to other life roles and indicates how strongly a person believes that work plays a central role in achieving personal purpose and social contribution. Conceptually, work centrality is linked to value theory, which argues that individuals prioritize roles that provide meaning, direction, and a sense of belonging(Haller et al., 2023). High work centrality suggests that employees see work as a primary arena for expressing skills, fulfilling aspirations, and engaging in productive activities that reinforce their self worth. Research by Paullay and colleagues positions work centrality as an attitudinal construct influenced by cultural norms, organizational expectations, and individual life experiences (Kooij & Zacher, 2022). People with strong work centrality often display high commitment and persistence, especially when facing challenging tasks or organizational change. However, the expression of work centrality can vary across contexts depending on work conditions, support systems, and perceived fairness. In modern workplaces that rely on digital systems and transparent processes, work centrality may develop through consistent exposure to structured information and professional standards that enhance the significance of work within daily routines (Hu et al., 2021).

Employee Performance

Employee performance refers to the extent to which an individual accomplishes assigned tasks in accordance with organizational standards and expectations (Tang & Vandenberghe, 2021)It encompasses both the effectiveness and efficiency of work behaviors that contribute to the achievement of organizational objectives. Conceptually, performance is multidimensional, often including task performance, contextual performance, and adaptive performance (Kundi et al., 2021). Task performance involves the execution of core duties, while contextual performance refers to behaviors that support the organizational environment such as cooperation, initiative, and reliability (Alomari, 2023) Adaptive performance highlights the ability to adjust to new technologies and changing work demands. Campbell's framework emphasizes that performance results from a combination of knowledge, skill, motivation, and situational factors. Employee performance is shaped by job design, quality of leadership, availability of resources, clarity of goals, and access to timely information. In technology driven settings, performance is closely associated with digital literacy, system support, and the alignment of individual capabilities with organizational processes. Performance serves as an

important indicator of organizational success because it reflects the capacity of employees to meet targets, maintain quality, and contribute to overall productivity (Tang & Vandenberghe, 2021).

The Influence of HRIS on Job Involvement

The Human Resources Information System (HRIS) is a digital infrastructure that enables organizations to manage HR data more efficiently, transparently, and in an integrated manner. Prior literature indicates that HRIS improves the quality of job-related information, clarifies roles, and reduces ambiguity in task execution (Bamel et al., 2020). Within the framework of the Technology Acceptance Model (TAM), perceived ease of use and perceived usefulness enhance users' sense of capability in performing their roles, which in turn increases work involvement. Job involvement refers to the degree to which individuals psychologically identify with their job and perceive it as a meaningful part of their self-concept (Al Samman & Obaidly, 2024). When HRIS allows employees to receive timely feedback, understand performance targets, and monitor their work independently, they tend to become more engaged in their tasks. Empirical studies support this link; for instance, Marler & Parry (2021) found that digital HR systems increase engagement and psychological involvement. In increasingly digitalized organizational environments, HRIS becomes essential because employees are more prone to role ambiguity without system support. Therefore, HRIS is expected to exert a positive and significant effect on job involvement.

H1: HRIS has a positive effect on Job Involvement.

The Influence of HRIS on Employee Performance

HRIS is believed to enhance employee performance through streamlined workflows, faster access to information, and improved organizational capabilities in data-driven decision-making . According to Resource-Based View, valuable, rare, and difficult-to-imitate technologies contribute to competitive advantage, including productivity gains in human resources. HRIS offers features such as employee self-service, attendance tracking, automated performance appraisal, and talent management, which directly support more accurate and timely job performance (Alomari, 2023). Employee performance is defined as the degree to which individuals successfully carry out their tasks according to organizational standards (Ammupriya & Preetha, 2023). Empirical studies by (Aldmour, 2020) reported that HRIS usage is significantly associated with improved quality and quantity of work outputs. Additionally, HRIS reduces administrative burdens, enabling employees to focus on their core work. In the digital era, organizational capability in leveraging HRIS becomes crucial to ensuring that employees receive adequate technological support. Hence, both theoretical foundations and empirical evidence strongly predict that HRIS enhances employee performance.

H2: HRIS has a positive effect on Employee Performance.

The Influence of HRIS on Work Centrality

Work centrality refers to the extent to which individuals place work as an important aspect of their lives Modern HRIS can reinforce this orientation because technology facilitates a structured, professional, and responsive work environment. Based on Job Characteristics Theory, jobs that provide role clarity, feedback, and autonomy enhance the perceived significance of work. HRIS enables employees to track career progress, access digital training, and understand how their contributions align with organizational goals, strengthening their sense that work is meaningful (Nasar et al., 2022; Valcik et al., 2021b). Recent findings by (Dagnes & Storti, 2025) show that digital HR systems strengthen work orientation through improved professionalism and employee experience. HRIS also supports a data-driven and meritocratic work culture, which can increase commitment to work. Thus, HRIS has

the potential to heighten work centrality by enhancing work conditions and employees' perceptions of job importance.
H3: HRIS has a positive effect on Work Centrality.

The Influence of Job Involvement on Employee Performance

Job involvement plays a key role in determining the quality and quantity of employee work outcomes. Individuals with high job involvement demonstrate stronger intrinsic motivation, greater responsibility, and deeper commitment to organizational goals. According to (Malhotra et al., 2022), employees who are psychologically present in their work tend to exert additional effort and display higher performance. Empirical evidence supports this relationship; (Yeh, 2021) identified job involvement as a strong predictor of employee performance. Job involvement encourages employees to stay focused, respond effectively to work demands, and take ownership of their results. In digital organizations, job involvement becomes even more relevant because technology offers transparency and flexibility that strengthen employees' connection to their roles. Therefore, job involvement is expected to be a major determinant of employee performance.
H4: Job Involvement has a positive effect on Employee Performance.

The Influence of Work Centrality on Employee Performance

Work centrality is theoretically linked to performance because individuals who view work as a central aspect of life tend to invest more time, energy, and effort in their work. (Jiang & Johnson, 2018; Kooij & Zacher, 2022) argues that an individual's orientation toward work influences attitudes and behaviors, including productivity. However, empirical findings are mixed. Some studies show a positive relationship between work centrality and performance (Yahui & Jian, 2015), while others indicate that work centrality alone does not guarantee high performance when influenced by stress, work environment, or role misfit. Work centrality may relate more strongly to long-term commitment rather than daily performance behaviors (Tang & Vandenberghe, 2021). Nonetheless, theoretically, higher work centrality increases the likelihood of individuals demonstrating better performance.
H5: Work Centrality has a positive effect on Employee Performance.

Job involvement as a Mediator in the HRIS toward Employee Performance Relationship

The dual mediation mechanism is grounded in the idea that HRIS influences employee performance not only by improving operational efficiency but also by shaping psychological conditions. Job involvement is considered a mediator because HRIS enhances task clarity, feedback, and access to information, which increases employees' engagement and subsequently their performance (Ammupriya & Preetha, 2023). Work centrality is included as a second mediator because HRIS can strengthen work orientation through a more structured, technology-driven work environment. This dual mediation is supported which suggests that individuals form job perceptions based on information from their environment, including digital systems. Recent digital HRM research (Geldenhuys et al., 2021)also shows that technology affects performance through multiple psychological pathways. Thus, the combined roles of JI and WC are expected to explain how HRIS contributes to employee performance.
H6: Job Involvement mediate the relationship between HRIS and Employee Performance.

Work Centrality as a Mediator in the HRIS toward Employee Performance Relationship

Work centrality has long been viewed as a psychological factor that shapes how individuals interpret the role of work in their lives. When individuals perceive work as central to their identity, they tend to show greater dedication, effort, and organizational commitment (Al Obaidly et al., 2022;

Alrawashdeh et al., 2024). At the same time, HRIS provides a structured, transparent, and modern work setting that may reinforce employees' professional orientation toward their work. Based on Work Identity Theory and Social Information Processing Theory, HRIS can influence how employees interpret the meaning of work by delivering clearer information, structured feedback, and standardized performance systems. If HRIS enhances work centrality, this heightened orientation should translate into improved performance because employees are more motivated to meet goals and maintain high-quality work outcomes (Hu et al., 2021) Thus, work centrality may serve as a psychological mechanism that links technological systems to employee performance (Volery & Tarabashkina, 2021) H7: Work Centrality mediates the relationship between HRIS and Employee Performance.

Methods

This study employed a quantitative research design using a cross-sectional survey approach to examine the relationships among the Human Resources Information System (HRIS), Job Involvement (JI), Work Centrality (WC), and Employee Performance (KP). The quantitative approach was selected because it enables systematic measurement of latent variables, hypothesis testing, and the estimation of complex causal relationships using structural equation modeling. The research design also ensures objectivity and replicability, which are essential for contributing to empirical development in the field of human resource management and organizational behavior.

The population of this study consisted of employees working in organizations that have adopted HRIS in their daily operations. Based on preliminary screening, employees who actively use HRIS systems for administrative or performance-related tasks were considered eligible respondents. A total sample of 200 respondents was targeted. A purposive sampling technique was applied to ensure that only employees with direct experience using HRIS participated in the study. This technique was considered appropriate due to the specific characteristics required of the sample and the need to obtain accurate perceptions from system users. Data were collected through an online survey platform to facilitate broad access and ensure efficient distribution. Respondents were asked to complete the questionnaire independently without supervision to avoid interviewer influence. Data screening was conducted to identify incomplete responses, outliers, and inconsistent patterns that may compromise data quality.

The measurement instruments were adapted from validated scales used in prior research. HRIS was measured using items developed by Hendrickson (2003) and subsequent HRIS operationalization studies. Job Involvement items were adapted from Kanungo (1982), which remains the most widely used instrument for measuring involvement. Work Centrality was measured using the scale from Paullay, Alliger, and Stone-Romero (1994). Employee Performance was measured using indicators adapted from Bernardin and Russell (2013), covering quality, productivity, timeliness, and overall effectiveness. All items employed a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to distribution, the questionnaire items underwent expert validation to ensure content relevance and linguistic clarity. To minimize bias and uphold research ethics, several procedures were implemented. Participation was entirely voluntary, and all respondents were informed about the study's aims, confidentiality, and anonymity. No identifying information was collected to prevent social desirability bias or fear of evaluation. The questionnaire also included reverse-coded items to reduce acquiescence bias. Additionally, common method variance (CMV) risks were addressed through procedural remedies such as protecting respondent anonymity and separating some sections of the

questionnaire psychologically. Ethical approval was obtained from the institutional review board prior to data collection, ensuring compliance with research integrity standards.

The data analysis employed SmartPLS 4 (Joseph F. Hair, 2021), chosen for its capability to model complex relationships with both reflective constructs and dual mediating effects. The analytical procedure followed two primary stages. First, the measurement model was assessed through evaluations of indicator reliability, internal consistency (Cronbach's Alpha and Composite Reliability) and convergent validity (Average Variance Extracted). Only indicators meeting the recommended thresholds were retained. Second, the structural model evaluation included assessments of collinearity (VIF), path coefficients, t-values obtained via bootstrapping, effect size (f^2), predictive relevance (Q^2), and the model's explanatory power (R^2). The dual mediation effects of Job Involvement and Work Centrality were tested using the bootstrapping procedure.

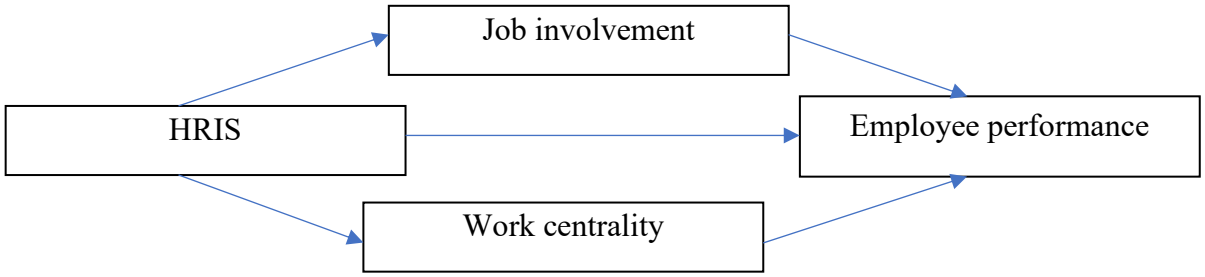

Figure 1. Theoretical Framework

Results and Discussion

This section details the empirical results derived from the statistical procedures employed in the study. Following the confirmation that the measurement model satisfied the established criteria for validity and reliability, the analysis proceeded to the structural model to examine the directional relationships among the key constructs: Human Resources Information System (HRIS), Job Involvement (JI), Work Centrality (WC), and Employee Performance (KP). The presentation of results follows a systematic sequence, beginning with the evaluation of convergent and discriminant validity, followed by an assessment of construct reliability, and subsequently the examination of overall model fit. The explanatory capacity of the model is then considered through the R-square coefficients, while the magnitude of each predictor's contribution is explored using the F-square effect size. The section concludes with hypothesis testing, which identifies the relationships that are empirically supported based on the statistical evidence. Overall, the results offer a comprehensive view of how HRIS interacts with psychological constructs and performance outcomes within the organizational setting studied. By combining measurement accuracy and structural evaluation, the findings provide a solid empirical foundation for interpreting the role of HRIS in shaping employee attitudes and behaviors. The detailed outcomes are described in the following subsections, highlighting both significant patterns and notable exceptions observed in the data.

The results of the convergent validity assessment demonstrate that all constructs which is HRIS, Job Involvement (JI), Employee Performance (KP), and Work Centrality (WC) meet the required criteria for validity. This is indicated by the high factor loadings of all indicators, each exceeding the minimum threshold of 0.70, which confirms that the items adequately represent their respective constructs. For

the HRIS construct, indicator loadings range from 0.806 to 0.874, resulting in an Average Variance Extracted (AVE) of 0.722, which surpasses the recommended 0.50 level and validates the construct's reliability in capturing the underlying concept. Similarly, Job Involvement shows strong convergent validity with indicator loadings between 0.747 and 0.920 and an AVE of 0.747. Employee Performance demonstrates adequate convergent validity with loadings ranging from 0.737 to 0.835 and an AVE of 0.650, again meeting the acceptable standard. Finally, Work Centrality indicators exhibit strong loadings between 0.774 and 0.864, yielding an AVE of 0.688. Collectively, these results affirm that each construct in the model demonstrates satisfactory convergent validity, confirming that the indicators consistently measure the intended latent variables and can be used reliably for further structural analysis.

Table 1. Convergent Validity

	HRIS	JI	KP	WC	AVE	Result
HRIS 1	0,861				0,722	Valid
HRIS 2	0,806					
HRIS 3	0,847					
HRIS 4	0,874					
HRIS 5	0,858					
JI1		0,914			0,747	Valid
JI2		0,920				
JI3		0,747				
KP 1			0,737		0,650	Valid
KP 2			0,811			
KP 3			0,818			
KP 4			0,835			
KP 5			0,811			
KP 6			0,823			
WC1				0,774	0,688	Valid
WC2				0,864		
WC3				0,848		

Source : *Processed data* 2025

The reliability assessment demonstrates that all constructs in the model exhibit strong internal consistency, as reflected in the Cronbach's alpha and composite reliability values. Each variable surpasses the commonly accepted threshold of 0.70, indicating that the items within each construct function cohesively to measure the same underlying concept. The HRIS construct shows particularly high reliability, with a Cronbach's alpha of 0.904 and composite reliability (rho_c) reaching 0.928, suggesting excellent consistency across its indicators. Job Involvement also presents robust reliability, supported by an alpha value of 0.829 and a rho_c of 0.898. Employee Performance follows a similar pattern, achieving an alpha of 0.892 and composite reliability of 0.918, reinforcing the stability of its measurement items. Although Work Centrality has slightly lower coefficients compared to the other constructs, its alpha of 0.772 and composite reliability of 0.869 remain well within acceptable limits. Overall, these results confirm that the measurement model is dependable, as each construct consistently reflects its intended theoretical framework and is suitable for subsequent structural analysis.

Table 2. Reliability Testing

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Result
HRIS	0,904	0,905	0,928	Reliable
JI	0,829	0,872	0,898	Reliable
KP	0,892	0,897	0,918	Reliable
WC	0,772	0,771	0,869	Reliable

Source : *Processed data* 2025

Table 3. R Square

Variables	R-square	R-square adjusted
JI	0,370	0,360
KP	0,547	0,525
WC	0,439	0,431

Source : *Processed data* 2025

The R-square results provide insight into the extent to which the predictor variables in the model are able to account for variance in each endogenous construct. The R-square value for Job Involvement (0.370) indicates that 37% of its variance is explained by the predictors included in the model, suggesting a moderate level of explanatory power. Meanwhile, Employee Performance shows a higher R-square of 0.547, with the adjusted value at 0.525, demonstrating that slightly more than half of the variability in performance can be attributed to the influencing variables. This level of explanatory strength reflects a substantial predictive capacity according to common PLS-SEM benchmarks. Work Centrality records an R-square of 0.439 and an adjusted value of 0.431, meaning that approximately 43% of its variance is captured by the model. Taken together, these results show that the model achieves acceptable predictive relevance across all endogenous constructs, with Employee Performance exhibiting the strongest level of explained variance.

Table 4. F Square

Hypothesis	F square
HRIS-> JI	0,587
HRIS -> KP	0,077
HRIS -> WC	0,784
JI -> KP	0,162
WC -> KP	0,016

Source : *Processed data* 2025

The F-square results illustrate how much each predictor contributes to explaining its corresponding endogenous variable. The relationship between HRIS and Job Involvement shows a substantial effect size (0.587), indicating that HRIS plays a major role in shaping employees' involvement levels. Likewise, the influence of HRIS on Work Centrality is even stronger, reflected in a

large effect size of 0.784, suggesting that HRIS is a dominant factor in strengthening employees' perception of the importance of work. In contrast, the direct effect of HRIS on Employee Performance is relatively small, with an F-square value of 0.077, implying that HRIS alone does not significantly shift performance outcomes without the support of other psychological mechanisms. Meanwhile, Job Involvement contributes a moderate effect to Employee Performance (0.162), pointing to its relevance as a meaningful predictor in the model. On the other hand, Work Centrality shows a negligible contribution to performance, with an F-square of only 0.016. This minimal value highlights that employees' belief in the centrality of work does not substantially alter performance levels within this dataset. Overall, the pattern of effect sizes indicates that HRIS strongly shapes employees' attitudes, but performance improvements arise more through job involvement than through work centrality.

Table 5. Model fit

	Saturated model	Estimated model
SRMR	0,079	0,104
d_ULS	0,954	1,660
d_G	0,788	0,906
Chi-square	257,366	273,123
NFI	0,715	0,698

Source : *Processed data* 2025

The results of the model fit evaluation indicate that the structural model is acceptable, although a few indicators fall within a moderate fit category. The SRMR value for the saturated model is 0.079, and for the estimated model is 0.104. An SRMR value below 0.10 is still considered acceptable in PLS-SEM, indicating that the model demonstrates an overall adequate level of fit. The d_ULS and d_G values for both models represent the discrepancy between the empirical covariance matrix and the model-implied matrix. Although no strict cut-off criteria are established for these indices, values that do not deviate sharply from the saturated model suggest that the model does not experience substantial misspecification. The Chi-square value for the estimated model (273.123) is slightly higher than that of the saturated model (257.366), reflecting model complexity but not indicating a serious issue, as PLS-SEM does not emphasize exact-fit tests like covariance-based SEM. Meanwhile, the NFI (Normed Fit Index) values for the saturated model (0.715) and estimated model (0.698) fall within the acceptable fit range because values above 0.60 are generally deemed adequate in PLS-SEM studies.

The results of the Structural Equation Modeling (SEM) analysis using SmartPLS indicate that all constructs in the research model successfully met the significance criteria for several tested relationships. Firstly, the test results on the relationship between the Human Resources Information System (HRIS) and Job Involvement (JI) show a positive and significant effect. The original sample value (O) of 0.608 with a t-statistic of 7.592 and a p-value of 0.000 indicates that the hypothesis stating the influence of HRIS on JI is supported by the data. These results confirm that an increase in the HRIS construct score is associated with an increase in the JI score in the research model. Next, the testing of the relationship between HRIS and Employee Performance (KP) also showed significant results. The original sample value was 0.256, with a t-statistic of 2.405 and a p-value of 0.008, indicating that the second hypothesis is accepted. These findings suggest that HRIS has a positive contribution to the improvement of KP scores in the model. In addition, the relationship between HRIS and Work Centrality

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(WC) also showed high significance, with an original sample value of 0.663, t-statistic of 8.733, and p-value of 0.000, thus the third hypothesis is declared accepted.

Table 6. Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Result
HRIS -> JI	0,608	0,616	0,080	7,592	0,000	Supported
HRIS -> KP	0,256	0,262	0,106	2,405	0,008	Supported
HRIS -> WC	0,663	0,670	0,076	8,733	0,000	Supported
JI -> KP	0,430	0,434	0,152	2,833	0,002	Supported
WC -> KP	0,143	0,147	0,148	0,965	0,167	Not supported
HRIS -> JI -> KP	0,261	0,264	0,092	2,826	0,002	Supported
HRIS -> WC -> KP	0,095	0,098	0,103	0,922	0,178	Not supported

Source : *Processed data* 2025

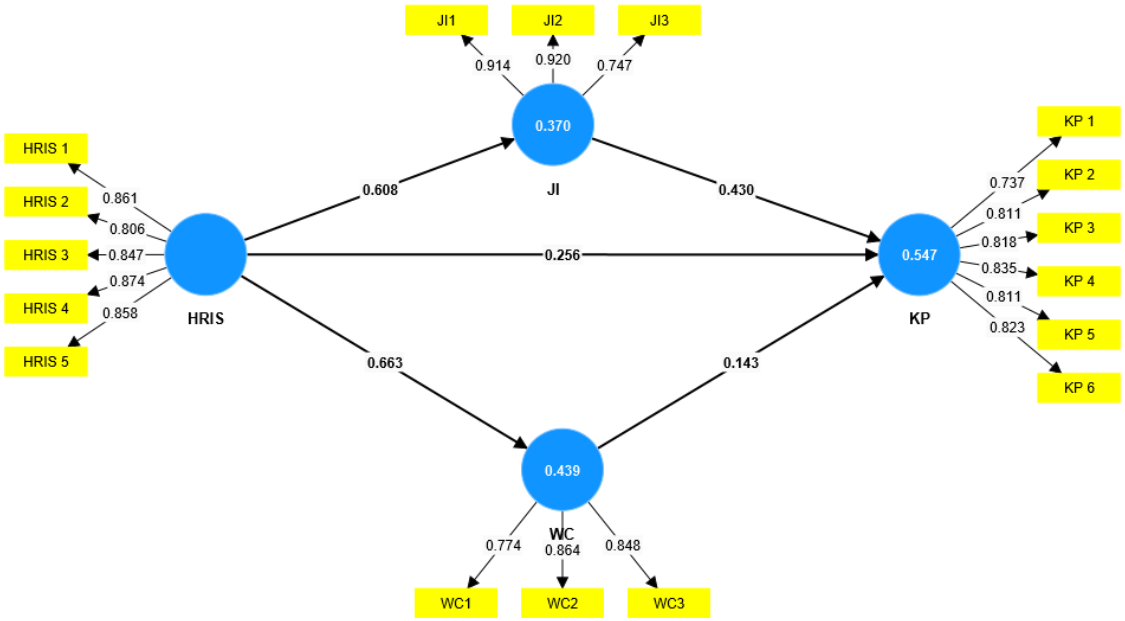

Figure 1 : Output display of the measurement model:

Source: Data Processing Results

In the next relationship, testing the effect of Job Involvement (JI) on Employee Performance (EP) showed an original sample value of 0.430, a t-statistic of 2.833, and a p-value of 0.002. These results

indicate that JI has a significant effect on EP in the research model, thus the fourth hypothesis is accepted. However, in testing the effect of Work Centrality (WC) on Employee Performance (EP), the results showed that the relationship was not significant. The original sample value of 0.143 with a t-statistic of 0.965 and a p-value of 0.167 indicates that the fifth hypothesis is rejected because it does not meet the significance criteria. The next analysis related to the mediation path showed that JI significantly mediates the relationship between HRIS and KP, with an original sample value of 0.261, a t-statistic of 2.826, and a p-value of 0.002. These results confirm that the mediation effect through JI is accepted in the model. Conversely, in the mediation test of WC in the relationship between HRIS and KP, the results indicate an insignificant relationship. The original sample value was recorded at 0.095 with a t-statistic of 0.922 and a p-value of 0.178, thus the hypothesis suggesting the mediation of WC is rejected.

Discussion

The findings of this study indicate that the Human Resources Information System (HRIS) significantly influences job involvement, work centrality, and employee performance. Furthermore, job involvement was found to be a significant mediator in the relationship between HRIS and employee performance, whereas work centrality neither affected performance directly nor functioned as a mediating variable. These results suggest that the digitalization of HR functions through HRIS enhances employees' psychological engagement with their work and directly contributes to improved performance, although not all psychological dimensions respond equally to technological support (Ammupriya & Preetha, 2023).

From a theoretical standpoint, Social Exchange Theory (SET) offers a comprehensive explanation for these patterns. SET posits that employee attitudes and behaviors emerge through reciprocal exchanges between individuals and their organizations. When employees perceive HRIS as an organizational resource that facilitates their work by providing clarity, reducing administrative burden, or increasing autonomy they interpret the system as a positive gesture of support (John & Velmurugan, 2024) This perception creates a felt obligation to reciprocate through stronger involvement, higher effort, and improved performance. The significant effect of HRIS on job involvement aligns with this logic: employees who feel that HRIS enables them to work more effectively tend to interpret the system as a form of organizational care, leading them to invest more cognitively and emotionally in their jobs. In turn, this heightened involvement becomes the primary psychological pathway through which HRIS enhances performance.

The significant direct influence of HRIS on performance is also consistent with SET's emphasis on perceived organizational support. When digital systems demonstrate reliability, transparency, and responsiveness, employees perceive that the organization values their contributions and seeks to facilitate their success (Johnson et al., 2020). Such perceptions encourage reciprocal behaviors, including better task execution and greater willingness to utilize system features that enhance productivity. Thus, HRIS serves not only as a technological tool but also as a symbolic indicator of the organization's investment in employee success.

A more nuanced insight emerges from the non-significant effect of work centrality on employee performance. Work centrality reflects the degree to which individuals view work as an important domain in their lives. However, SET suggests that the effectiveness of organizational support depends

on how directly employees connect resources to their daily work experiences. The findings show that although HRIS may strengthen employees' sense of professionalism or the perceived importance of work, such value-based perceptions do not necessarily translate into improved performance unless employees feel directly supported in performing their tasks (Al-Kasasbeh et al., 2016; John & Velmurugan, 2024; Machado & Guedes, 2015). In other words, general beliefs about the importance of work are insufficient to activate reciprocal performance behaviors without concrete experiences of task-related support. This explains why work centrality despite its positive association with HRIS did not operate as a mediator.

Contextually, these findings reflect the characteristics of Indonesian organizations particularly public, semi-public, and large private institutions where HRIS adoption is increasing but digital transformation remains uneven. In Indonesia's collectivistic and hierarchical work culture, employees tend to respond more strongly to forms of support that enhance daily work clarity, procedural fairness, and transparency (Chanana et al., 2025; Škudiene et al., 2020). These cultural characteristics strengthen the reciprocity mechanism described by SET, making job involvement a more sensitive mediator than work centrality. Meanwhile, structural constraints such as bureaucratic processes, heavy administrative workloads, and inconsistent managerial support may weaken the ability of work centrality to translate into performance outcomes (Chabani, 2020). Thus, local organizational conditions help explain why certain psychological constructs are more responsive than others to digital HR initiatives.

Taken together, the findings form a clear theoretical narrative: HRIS influences employee performance through mechanisms of social exchange. The system provides both tangible and symbolic support that encourages employees to reciprocate, primarily through increased job involvement. Although HRIS also enhances work centrality, this value-based psychological response is not sufficiently tied to daily work experiences to drive performance. The dual-mediation model thus reveals differentiated pathways: HRIS activates motivational mechanisms (through job involvement) but not deeper value-based mechanisms (through work centrality). This distinction underscores that not all psychological constructs respond equally to technological investments and that HRIS effectiveness depends on the specific exchange mechanisms it triggers.

Overall, the study reinforces the importance of SET as a theoretical foundation for understanding digital HRM. HRIS is effective not merely because of its technical functions, but because employees interpret it as organizational support that warrants reciprocal effort. Therefore, researchers and practitioners must consider how digital systems signal care, fairness, and support factors that are central to cultivating employee engagement and enhancing performance.

Conclusions

This study concludes that the Human Resources Information System (HRIS) plays a significant role in enhancing job involvement and employee performance, while also influencing work centrality although the latter does not translate into improved performance. The findings demonstrate that HRIS directly improves performance and indirectly strengthens it through the mediating role of job involvement, confirming that employee engagement serves as the primary psychological pathway through which digital HR systems affect productivity. These results answer the research objectives by showing that HRIS is an instrumental technological driver that not only facilitates administrative efficiency but also shapes employees' psychological conditions in a way that contributes to

organizational outcomes. At the same time, the study highlights that work centrality, despite being influenced by HRIS, does not significantly predict performance, suggesting that not all psychological constructs respond uniformly to technological interventions. Overall, the research affirms the centrality of job involvement as the key mechanism linking HRIS to improved employee performance.

Despite its contributions, this study has several limitations that open opportunities for improvement. The research is limited by its reliance on self-reported measures, which may introduce bias and restrict the objectivity of the findings; future studies could incorporate multi-source data or objective performance indicators to strengthen internal validity. The context of the study, conducted within a specific organizational or cultural environment, also limits generalizability; expanding future research to different industries or regional settings may produce broader insights. Additionally, the study does not explore moderating variables that might clarify why work centrality fails to influence performance; including factors such as job stress, leadership style, or task characteristics could enrich understanding of the model's dynamics. Addressing these limitations would yield more comprehensive and nuanced findings that may further strengthen HRIS-related research.

The implications of this study extend to both practical and theoretical domains. Practically, the findings provide evidence that organizations should not only invest in HRIS but also ensure its integration into daily work processes in ways that enhance employee involvement. Managers are encouraged to leverage HRIS as a tool for continuous communication, performance monitoring, and employee development, as these functions are shown to meaningfully support performance outcomes. Improving training and system usability would further increase employees' engagement with HRIS and ultimately enhance their work effectiveness. Understanding that work centrality alone does not drive performance suggests that organizations must address broader aspects of work design, motivation, and well-being if they aim to translate psychological attitudes into behavioral outcomes. Theoretically, this study contributes to literature on digital HRM by clarifying the mechanism through which HRIS influences performance and by showing that job involvement, rather than work centrality, is the more relevant mediator. The results refine existing frameworks by demonstrating that technology-enabled HR practices exert differentiated effects on psychological constructs, thus informing future theorization regarding the interplay between digital systems and employee behavior. Overall, the study contributes meaningfully to the development of HRM theory and offers practical pathways for organizations seeking to optimize their digital transformation strategies.

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