

The Relationship Between the Implementation of Company System Digitalisation and Work Discipline as Determinants of Employee Performance: A Study of the Retail Industry in Cibitung

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Abstract

The development of digital technology has prompted companies to adopt digital systems in order to enhance operational efficiency and employee performance. However, adaptation to digitalization does not always have a direct impact on productivity, especially in the context of the retail industry which demands high discipline and adherence to work procedures. This study aims to analyze the influence of company system digitalization and work discipline on employee performance, as well as to evaluate the role of work discipline as a mediating variable in the context of the retail industry in Cibitung. This study uses a quantitative approach with path analysis method. Data were collected through online questionnaires distributed to 100 employees selected using purposive sampling. The results of the analysis indicate that the digitalization of company systems does not directly impact employee performance in a significant way. However, digitalization does have a beneficial and significant effect on work discipline, which in turn has a positive and significant impact on employee performance. Although the role of work discipline as a mediator in the link between digitalization and performance may not be statistically significant, there are still signs of partial mediation. Based on these results, it can be concluded that just introducing digital technology is not sufficient; there needs to be additional focus on improving work discipline to fully optimize the effect on employee productivity. This research offers practical advice for retail managers, emphasizing the need to combine digital policies with discipline-strengthening tactics such as training, monitoring, and incentives to enhance performance.

Keywords: Digitalization, Employee Performance, Mediation Analysis, Retail Industry, Work Discipline.

1. Introduction

The advancement of digital technology has resulted in major transformations in how companies handle their workforce, operations, and engage with clients. Company system digitalization includes the implementation of Human Resource Information System (HRIS), digital-based performance appraisal systems, e-learning, to operational process automation that drives data processing efficiency, increases transparency, and strengthens employee performance monitoring and evaluation mechanisms. Previous research emphasizes that digital transformation in human resource management can increase employee engagement



and organizational performance if supported by appropriate managerial strategies (Zhang & Chen, 2024).

In its development, information technology (IT) executives now take a more strategic role to ensure that digital technology not only supports, but also creates and adds value to business functions. Companies are also beginning to shift from silo-based functional structures toward structures driven by integrated processes, where technology can cross traditional divisional boundaries (Fischer et al., 2020). This change shows that the main focus is no longer merely on aligning IT functional strategies with company business strategies, but rather emphasizing deep integration between the two (Coltman et al., 2015).

Conversely, the level of discipline in the workplace continues to play a crucial role in assessing the productivity of employees. Work discipline reflects adherence to rules, punctuality, consistency in carrying out tasks, and professional responsibility. All these aspects contribute directly to individual productivity and the achievement of organizational operational results. Based on research conducted by Jaya et al. (2024), work discipline refers to how employees adhere to the rules and guidelines set by their company. Effective work discipline can lead to improved productivity, fewer mistakes, and a more structured work atmosphere. In addition Jaya et al. (2022) also state that work discipline includes punctuality, compliance with company regulations, as well as seriousness and responsibility in completing tasks. This research affirms that strong work discipline can create an orderly work environment and support employee productivity.

Research conducted in the retail sector indicates a direct correlation between adherence to workplace norms and a rise in worker productivity (Hursepuny et al., 2024). Work discipline affects how employees carry out tasks, comply with procedures, and utilize available resources, thus directly impacting productivity and output quality. However, the relationship between company system digitalization and work discipline as determinants of employee performance has not been fully understood, especially in the context of the retail industry in peri-urban areas such as Cibitung.

Digitalization has the potential to strengthen work discipline through real-time monitoring mechanisms, such as digital attendance and automatic performance reporting. However, technology adoption that is not accompanied by adequate support can cause employee resistance, which can actually reduce discipline (Bolli & Pusterla, 2022). Recent research shows that work discipline not only has a direct impact on performance, but can also interact with other factors, such as competence, motivation, and supervision, to produce more complex effects (Izzah & Nugraheni, 2024; Setianto & Firdaus, 2024; Syauqi et al., 2024).

In addition, HR digitalization and automation of managerial tasks have been proven to increase operational efficiency and provide more comprehensive information for managerial decision-making, which in turn can support improved employee performance if balanced with appropriate discipline policies (Eliza, 2023; Ruiz et al., 2024). These findings confirm that digitalization needs to be supported by visionary managerial policies in order to have an optimal impact on performance.

This study seeks to explore the impact of digitalizing company systems on employee performance within the retail industry in Cibitung, as well as the effect of work discipline on employee performance. Additionally, it investigates the role of work discipline as a mediator or moderator in the correlation between system digitalization and employee performance. The research results are expected to provide theoretical contributions as well as practical recommendations for retail management in designing technology implementation strategies and work discipline policies to improve employee performance.

2. Literature Review

2.1. The Relationship between Company System Digitalization and Employee Performance

Digitalizing the company system plays a crucial role in enhancing the productivity and efficiency of employees. Dewi & Krisnadi (2023) found that the introduction of digital technology has a beneficial impact on the way employees work. By incorporating digital tools into business operations, efficiency and productivity can be enhanced, and employees can quickly access the information necessary for task completion.

Other research by Pertiwi & Nurhikmah (2018) shows digitalizing the system has a major impact on the productivity of employees, with an R^2 value of 81.7%, indicating that the majority of differences in employee performance can be attributed to the adoption of digitalization. In line with this, Karim et al. (2022) also affirm that digital-based management information systems have a significant influence in improving employee performance, especially in terms of data management and decision-making processes. Hadiansyah et al. (2024) found that digitalization in the notification process of ship departures and arrivals, coupled with improved work skills, can make a real contribution to improving the quality and quantity of employee performance. Thus, various previous studies consistently show that company system digitalization not only impacts work process efficiency, but also directly drives increased productivity and employee performance.

2.2. The Relationship between Company System Digitalization and Work Discipline

The connection between job satisfaction and employee performance is closely linked to the implementation of digital systems within a company's operations and the adherence to work discipline. Amarullah & Martini (2023) suggest that the use of technology in managing human resources and maintaining a structured work environment has a notable impact on the productivity of employees. This is similarly shown by Sholikhah et al. (2022) who found that the quality of HR information systems as well as training and development can improve work discipline, which in turn impacts performance improvement. This finding is reinforced by Zanna & Ubaidillah (2024) who examined the influence of HR information systems, competence, and work discipline on performance, where all these variables were proven to have positive and significant influences.

The digitalization of HR information systems as part of company digital transformation shows an important role in fostering better work discipline. In line with this, Nainggolan (2023) states that the use of management accounting information systems as a form of digitalization significantly influences employee performance, while work discipline is also proven to contribute significantly to productivity. Thus, it can be concluded that company system digitalization integrated with work discipline can strengthen job satisfaction while driving overall employee performance improvement.

2.3. The Relationship of Work Discipline as a Determinant of Company System Digitalization on Employee Performance

In the digital age, it is crucial to consider the impact of work discipline on employee performance when determining the success of a company's digitalization efforts. Mialasmaya (2016) suggests that HR information systems (as part of digitalization), competence, and work discipline have significant influences on employee performance, both partially and simultaneously. According to the path analysis, the majority of the performance variance, approximately 82.5%, is accounted for by these three variables. The remaining 17.5% is

attributed to factors that were not included in the study. In line with this, research by Gugus Wijonarko et al. highlights the use of HRIS applications in Surabaya companies, where it was found that employee performance and work discipline contribute significantly to the utilization of HR information systems. This indicates that work discipline becomes a determining factor in the implementation of digitalization, which ultimately is closely related to improved work performance.

Furthermore, research by Natasya et al. (2024) confirms that work discipline has a positive and significant influence on employee performance, even serving as an intervening variable. Research results show that job satisfaction and management information systems can influence employee performance, partly through work discipline. While management information systems may not always directly influence work discipline, discipline still plays a significant role in determining the connection between digitalization of systems and the performance of employees. Thus, it can be concluded that work discipline not only functions as a supporting factor, but also as an important determinant in maximizing the effectiveness of company system digitalization on employee performance.

3. Methods

3.1. Research Approach

This research employs a quantitative method in order to examine how the digitalization of company systems and work discipline influence employee performance in the retail sector in Cibitung. The quantitative approach was chosen because this study prioritizes the measurement of variables in numerical form and statistical testing of relationships between variables.

3.2. Research Variables

The variables incorporated in this research are structured as follows: the independent variable is company system digitalization, the intervening variable is work discipline, and the dependent variable is employee performance. The determination of these variables was carried out so that direct and indirect influence relationships can be analyzed clearly through the path analysis method.

3.3. Population and Sample

All workers employed in the retail sector in the Cibitung vicinity were included in the research sample. According to Sugiyono (2013), The population comprises objects or subjects with defined characteristics that form the basis of study and conclusion. Due to limited company data, the exact population size is unknown; therefore, purposive sampling, a type of non-probability sampling, is employed to select samples according to particular criteria. These criteria include employees who are directly involved in the implementation of company system digitalization and have observable work discipline. Based on this consideration, the number of samples used is 100 respondents considered representative.

3.4. Types and Sources of Data

The data utilized in this research are quantitative in nature, derived from primary sources collected directly from respondents using research instruments. Data collection was conducted through structured questionnaires employing a Likert scale with values ranging from 1 (strongly disagree) to 5 (strongly agree). Questionnaires were distributed online using Google Forms so that the data collection process is more efficient and reaches all relevant respondents.

3.5. Data Analysis Techniques

Path analysis was utilized to analyze the gathered data in order to investigate the connections between variables, both direct and indirect. Researchers can utilize this analysis to assess how the digitalization of a company's system impacts the performance of its employees, either through direct means or by way of work discipline acting as a mediating factor. The data processing process was carried out with the help of SPSS version 22 so that the analysis results are more accurate and systematic. The analysis includes validity and reliability testing of instruments, descriptive analysis, classical assumption testing, and hypothesis testing based on path coefficients between variables. Research procedures were carried out through several stages, starting from questionnaire preparation based on indicators of each variable, validation and reliability testing of instruments before distribution, online questionnaire distribution to 100 respondents who meet the criteria, data collection and checking to ensure completeness and consistency of answers, to processing and interpretation of analysis results to draw conclusions about the relationships between variables.

4. Results and Discussion

4.1. Research Results

4.1.1. Normality Test

Table 1. Residual Data Normality Test Results

Model Equation	Z Statistic	Significance (p value)	Conclusion
Equation 1	0,662	0,744	Normally distributed
Equation 2	0,505	0,960	Normally distributed

Table 1 shows the residual data normality test, where the significance values (p-values) for Equation 1 and Equation 2 are 0.744 and 0.960, respectively. Since both values are greater than 0.05, it can be concluded that the residuals of the two regression models follow a normal distribution, thus satisfying the regression analysis assumption of normality.

4.1.2. Validity Test

Table 2. Validity Test Results

Variable	Indicator	r_statistic	r_table (df = 63)	Validity
Company System Digitalization	1-3	>0,244	0,244	Valid
Work Discipline	1-3	>0,244	0,244	Valid

All statements used to measure all variables in this study have r_statistic values greater than r_table values for $df = N-2 = 65-2 = 63$, which is 0.244. These results show that the indicators or statement items for measuring company system digitalization, work discipline, and performance variables can be said to be valid.

4.1.3. Multiple Linear Regression Test

Table 3. Multiple Linear Regression Test Results

Independent Variable	Coefficient (β)	Direction of Relationship	Description
Company System Digitalization	0,117	Positive	The better, performance increases
Work Discipline	0,354	Positive	The higher, performance increases

Based on the regression test results, the coefficient values for company system digitalization and job satisfaction variables are 0.117 and 0.354 with a positive direction, which means that the better the implementation of company system digitalization and job satisfaction, the employee performance tends to increase.

4.1.4. Simultaneous Test (F)

Table 4. Simultaneous Test Results

Model	F-statistic	Significance (p)	Description
Company System Digitalization & Work Discipline → Employee Performance	5,948	0,004	Significantly influences together

According to the results of the F test calculation, a value of 5.948 was obtained for F-statistic with a significance value of 0.004. Given that the significance value is less than 0.05, it can be inferred that the digitalization of company systems and job satisfaction collectively impact employee performance.

4.1.5. Coefficient of Determination Test

Table 5. Coefficient of Determination Test Results

Model	Adjusted R ²	Variable Contribution (%)	Description
Company System Digitalization & Work Discipline → Employee Performance	0,134	13,4	Influence of variables in the model on employee performance; the remaining 86.6% is influenced by other factors

The R² test yields an Adjusted R Square value of 0.134. This means that company system digitalization and work discipline contribute 13.4% to employee performance, whereas 86.6% is attributable to variables not examined in this study.

4.1.6. Mediation Effect Test

The results from conducting the Sobel Test and calculating the sobel values can be summarized as follows:

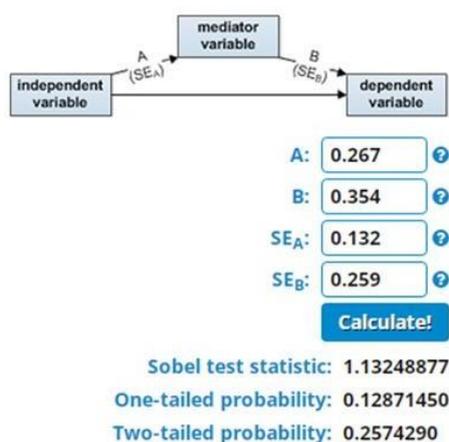


Figure 1. Mediation Effect Test Results

According to the results of the Sobel test, the calculated Sobel Test Statistic is 1.1324877 and the corresponding probability value is 0.12871. Since the probability value is greater than 0.05, it can be concluded that the impact of digitalization of the company system on employee performance is mediated by work discipline.

4.1.7. Hypothesis Testing

Table 6. Hypothesis Testing Results

Hypothesis	t/Sobel Value	Significance /Probability	Result
Company system digitalization → Employee Performance	–	0,338	Not significant
Company system digitalization → Work Discipline	–	0,033	Positive and significant
Work Discipline → Employee Performance	–	0,007	Positive and significant
Work Discipline Mediation on Company System Digitalization → Performance	1,140	0,130	Able to mediate, not statistically significant

The hypothesis testing results show that company system digitalization does not significantly influence employee performance. The t-test result shows a significance value of 0.338, greater than 0.05, confirming that the effect is not statistically significant. On the other hand, company system digitalization exerts a positive and significant influence on work discipline, as indicated by a significance value of 0.033, which is less than 0.05. This implies that better application of company system digitalization leads to increased employee work discipline.

The results indicate that work discipline significantly and positively influences employee performance, with a t-test significance value of 0.007 (< 0.05). This finding implies that higher work discipline contributes to improved employee performance. Moreover, work discipline functions as a mediating variable in the effect of company system digitalization on employee performance. Nonetheless, the Sobel Test Statistic of 1.140 with a probability of 0.130 (> 0.05) demonstrates that the mediating role is present but not statistically significant.

4.2. Discussion

4.2.1. The Influence of Company System Digitalization on Employee Performance

According to the findings of the study, there is no strong correlation between the digitalization of company systems and employee performance. This finding differs from previous research results, including Dewi & Krisnadi (2023), Pertiwi & Nurhikmah (2018), and Karim et al. (2022), which reported a positive and significant influence between digitalization and performance. This difference is suspected to be related to the context of the retail industry in the Cibitung area, which is still in the adaptation stage to digital technology. Uneven digital infrastructure, part of the work processes that are still carried out manually, as well as variations in employee digital literacy abilities cause the utilization of digital systems to not be optimal. In addition, employee performance is influenced by non-technical factors, such as motivation, work experience, organizational culture, and leadership. Without managerial support and an adaptive work culture, digitalization alone is not sufficient to significantly improve performance.

Bolli & Pusterla (2022) state that digitalization is not a direct determinant of performance, but rather requires intermediary variables, such as job satisfaction, job characteristics, or employee discipline, for its impact to be realized. Thus, digital technology functions as a facilitator, while its effectiveness is highly dependent on the extent to which employees are able to adjust work behavior and utilize the system optimally. Therefore, companies need to integrate digitalization implementation with human resource management strategies, including training, mentoring, and system socialization, so that digitalization can make a significant contribution to improving employee performance.

4.2.2. The Influence of Company System Digitalization on Work Discipline

The findings of the study indicate that implementing digital systems in businesses can greatly impact the discipline of employees in a positive way. This discovery aligns with previous research that Sholikah et al. (2022) and Zanna & Ubaidillah (2024), which show that digital-based human resource information systems can improve discipline through more accurate, transparent, and systematic monitoring mechanisms. In the retail sector, work discipline is a crucial factor that affects punctuality, procedural compliance, and operational effectiveness. The implementation of digitalization allows companies to monitor employees in real-time, present detailed performance reports, and provide automatic feedback, thus minimizing opportunities for disciplinary violations and ensuring work standards are consistently followed. In addition, digital technology enables quick identification of deviant work behavior, so corrective action can be applied more efficiently.

Integrated digital systems reduce uncertainty in the implementation of procedures and provide clear guidelines for employees, thereby increasing consistency and individual responsibility in carrying out tasks. The discipline formed not only impacts individual performance, but also strengthens the uniformity of operational standards across all units or branches of the company, which ultimately supports overall organizational productivity. Digitalization implementation needs to be balanced with internal policies that support discipline, including system usage training, establishment of technology-based discipline indicators, continuous monitoring, and structured reward and sanction systems. Thus, digitalization serves not just as a means of organization, but also as a vital tool for enhancing efficiency in the workplace, laying the groundwork for overall organizational success.

4.2.3. The Influence of Work Discipline on Employee Performance

The outcome of the study indicates that adherence to workplace rules greatly enhances the productivity of employees. This correlation is consistent with previous research conducted by Hursepuny et al. (2024), Izzah & Nugraheni (2024), and Setianto & Firdaus (2024), which affirm that discipline is one of the main determinants of performance, especially in the retail industry which demands adherence to operational procedures and consistency in service. High work discipline enables employees to comply with operational standards, complete tasks on time, and minimize errors, so that productivity and performance quality increase significantly. In addition, discipline is an important factor in team coordination and implementation of organizational strategies, because consistent work behavior makes it easier for management to objectively control and evaluate employee performance.

From a human resource management perspective, employees who have high discipline not only meet individual targets, but also contribute to work process efficiency and the collective achievement of organizational goals. Work discipline includes aspects of rule compliance, responsibility in carrying out tasks, and consistency in achieving expected results, which directly increase organizational effectiveness and productivity. Therefore, companies need to implement policies that support strengthening work discipline, including training, establishment of clear performance standards, routine monitoring, and structured reward and sanction systems. This approach ensures that employee discipline is not only individual in nature, but also contributes to improving overall organizational performance.

4.2.4. The Mediating Influence of Work Discipline on Company System Digitalization on Employee Performance

The findings from this research validate the idea that adherence to work standards does not have a substantial impact on the connection between digitalization of company procedures and employee productivity, despite some suggestions of minor mediation. This condition shows that system digitalization does indeed contribute to performance improvement, but the influence is not strong enough to form full mediation through work discipline. This discovery aligns with studies conducted by Mialasmaya (2016), which emphasizes that work discipline serves as an intervening variable with a level of effectiveness that is greatly influenced by contextual factors, such as motivation, organizational culture, and managerial support. Thus, digitalization does not automatically result in performance improvement if not accompanied by consistent disciplined behavior from employees.

Digitalization basically provides a systematic framework for performance monitoring and structured task management, but its effectiveness is highly dependent on the level of employee discipline in utilizing these facilities. Employees who have high discipline are more consistent in complying with procedures, optimizing the use of technology, and completing work according to established standards, thus directly contributing to the achievement of organizational performance. Therefore, the success of digitalization implementation needs to be accompanied by policies to strengthen discipline through structured training, establishment of system-based performance indicators, routine monitoring, and consistent application of incentives and sanctions. This integrative approach will ensure that digitalization functions optimally as a strategic instrument to drive performance improvement through employee disciplined behavior.

5. Conclusion

After analyzing the research findings, it can be inferred that the process of digitizing company systems does not have a substantial impact on the performance of employees working in the retail sector in Cibitung. This shows that the implementation of digital technology alone is not sufficient to improve performance without the support of other factors. However, company system digitalization is proven to have a positive and significant influence on work discipline. The implementation of digital systems such as HRIS, digital attendance, and automatic performance reporting can improve employee discipline through more transparent and accurate monitoring mechanisms. Furthermore, having a strong work ethic greatly impacts employee productivity, as shown by research in the retail industry. Employees with high levels of discipline typically excel in their performance. Furthermore, work ethic plays a role in mediating the connection between digitalizing company processes and employee productivity, despite not being statistically significant. Thus, digitalization can improve performance if accompanied by improved work discipline.

For companies, there needs to be integration of work discipline policies with the digital systems implemented, for example through reward and punishment mechanisms based on digital data. Companies are also advised to conduct regular training and socialization so that employees can adapt well to digital systems and understand the benefits offered. For further research, it is recommended to add other variables that may affect performance, such as motivation, job satisfaction, or management support. Future research also needs to expand the sample scope and research area to improve generalization of results, as well as use mixed-methods (combination of quantitative and qualitative) so that understanding of the mechanisms of digitalization and work discipline is more in-depth.

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