Journal of Research in Social Science And Humanities (2024); 4(2):
DOI: http://dx.doi.org/10.47679/jrssh.v4i2.119
ISSN 2809-3356 (print), ISSN 2807-3916 (online)

RESEARCH ARTICLE

The Influence of the Human Resource Information System (HRIS), Organizational Culture, Financial Incentives, and Flexible Working Space (FWS) On Employee Performance (Survey of PT Cloud Hosting Indonesia employees)

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Published online: 25 June 2024

Abstract

This research is a study to examine the application of Human Resource Information System (HRIS), Organizational Culture, Financial Incentives and Flexible Working Space (FWS) on employees of PT. Cloud Hosting Indonesia. Specifically, the purpose of conducting research at PT Cloud Hosting Indonesia is to find out management practices in applying the concepts of HRIS, Organizational Culture, Financial Incentives and FWS along with their influence on Employee Performance, especially for employees of PT Cloud Hosting Indonesia. The scope of this research will measure the relationship between research variables both dependent variables and independent variables using quantitative methods, namely multiple linear regression methods. In this study, a research sample was taken from employees of PT Cloud Hosting Indonesia and obtained a total of 60 respondents with a sampling method using a questionnaire distributed to all employees at PT Cloud Hosting Indonesia. The results of respondents' responses from the questionnaire were processed so that the results obtained that the HRIS variables, Organizational Culture, Financial Incentives and FWS, all have a relationship between variables and a significant influence on employee performance variables at PT. Cloud Hosting Indonesia.

Keyword: HRIS; Organizational Culture; Financial Incentives; FWS; Employee Performance

Introduction

Human resources or employees play an important role in achieving the success of an organization or company. To achieve success an organization or company requires the desire, ability and responsibility of its members. Considering the importance of employees in managing a company or organization, it is necessary to pay attention to the work they do to achieve organizational goals. (Umiyati et al., 2022). Organizations or companies need to continue to follow technological developments to help employees work faster and ensure technology is always up to date. This means that adopting technology can help human resource management become more efficient and effective. The need for time and cost efficiency makes every company want to apply information technology to its work environment, so that the organization or company can quickly achieve its goals. (Lestanto et al., 2017).

The development of information technology in the digital world has become an important part of our lives, and our daily activities are influenced by the use of this technology. As society's needs increase, the need to do things quickly, precisely and efficiently also increases. Stakeholders from various fields, including government and the private sector, value information technology not only as a communication tool but also as a competitive advantage for the business world. The use of information technology in companies has had a positive impact on the company's sustainability, including obtaining information, data processing, data processing, data correction, data manipulation and various operations to receive correct, accurate, timely and accountable information. (Mustikasari, 2020). Every developing organization can never be separated from the role of human resources. As a form of application of information technology for support management source Power man the, company must notice process management source Power man (Ben Moussa & El Arbi, 2020). Planning source Power man in something company need something system Which Work in a way systematic And integrated with Good Which called with System Information Source Power Man Which known with Human Resources Information Systems (HRIS).(Matimbwa & Masue, 2019) explain that use system information in management source Power man aim For reduce tasks manual that is identical to that process slow, no appropriate time, as well as inaccurate . By Because That, management source Power man must own technology information as a system Which can keep all over data in a way accurate, appropriate And latest. System information Which intended is Human Resource Information System (HRIS) .

In managing human resources, HRD is responsible for all activities related to employees, including employee data, attendance, wages, allowances, leave rights and income tax (pph 21). Apart from this role, HRD must prepare monthly attendance reports, payroll reports, vacation/sick reports, and periodic vacation reports which require management time. The level of complexity of the work carried out by HRD requires adequate, transparent and efficient system management. Human Resource Information System This system is created by combining

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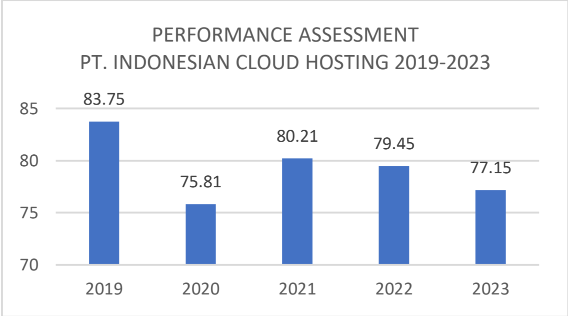
technology that can be used to collect, store and analyze information about a company's employees. HRIS is software used to manage databases for human resource management purposes. (Hartini, 2020). Decision making in an organization definitely prioritizes the agreement of members in accordance with beliefs that make an organization better. Positive culture also influences the way individuals think in making decisions. Organizational culture refers to employees' understanding of aspects of organizational culture. Organizational culture can measure employee perceptions of the organization. A good organizational culture can also produce good quality work and improve employee performance by guiding employees towards a shared vision and increasing the creation of positive motivation within employees. (Suyatno et al., 2023).

Every organization try become more Good with increase performance his employees with reach objective Which desired. Give Financial Incentives push employee For contribute more Lots And motivating they For Work more Good. Incentives Giving financial can form various compensation Money or present to individual or group as award on achievement or performance certain . Providing incentives is intended For fulfil need the employees And his family (Mustikasari, 2020). Employee performance will increase if employees feel comfortable in their work, one of which is following progress technology And change era. Such as, Flexible Working Space (space Work flexible) Which Lots applied by company or organization. Progress technology And Internet has change method Work para employee, especially in field certain companies, one of which is a company operating in the IT sector, development device software/applications/software, Where employee can Work from where just (Flexspace) utilize technology computer And Internet. (Susanto & Bangun, 2023).

In this research, PT Cloud Hosting Indonesia (IDCloudHost) was chosen as the most suitable object for research. Because, this company has implemented a Human Resource Information System (HRIS), Organizational Culture, Financial Incentives, and Flexible Working Space (FWS) which must be proven whether they can influence employee performance. PT Cloud Hosting Indonesia is a company that provides SSD Cloud Hosting based Web hosting provider services with various choices of Data Center locations. Founded in 2015, IDCloudHost has served the needs of various segments, from professionals, SMEs to large corporations. Not only that, IDCloudHost is committed to being one of the Cheapest and Best Web Hosting in Indonesia, by being registered as one of the PANDI Registrars as one of the Domain Name Managers in Indonesia. Currently, more than 200,000 clients have joined using IDCloudHost services as the right solution for websites and applications for start-ups, online companies, MSMEs, freelancers, and so on. As one of the best, fastest and most trusted Indonesian Web Hosting in Indonesia, IDCloudHost offers several services to suit client needs. Such as Domains, Hosting, Servers and other services. The server locations themselves are not only in Indonesia, but are in England, Japan, Singapore and Hong Kong. Ease of management, payment, and being crowned the cheapest hosting in Indonesia makes IDCloudHost increasingly developed and increasingly attractive to the public.

PT Cloud Hosting Indonesia has a performance assessment which aims to ensure that the management of individual employee performance runs well, so that it can support the achievement of company targets in order to win the competition and increase the value of the company as well as ensure the rights, obligations and responsibilities of all components of the company in achieving compliance. achievement of predetermined company targets. The following is employee performance assessment data at PT Cloud Hosting Indonesia:



Source: PT Cloud Hosting Indonesia, 2024

Fig 1. Image of PT Cloud Hosting Indonesia Performance Assessment Data (2019-2023)

Based on the data above, it can be seen that there was a decline in the performance of PT Cloud Hosting Indonesia employees from 2019 to 2020 by 9.49%, then in 2022 there was a decline of 0.95%, and at the end of 2023 there was another decline of 2.89%. According to the author's assumption, the decline in performance of PT Cloud Hosting Indonesia employees is thought to be caused by travel restrictions and the shift to working from home which can create new challenges, including difficulty adapting to the new work environment, distractions, and lack of face-to-face interaction with co-workers. Apart from that, the decline in employee performance is thought to be due to economic uncertainty, which can affect employment conditions, salary freezes or even layoffs, which in the end can affect employee motivation and performance. Plus, it can lead to limited resources and support from companies, both in terms of technology for working from home and emotional support, which can complicate the situation, reduce effectiveness and reduce performance.

Based on the results of interviews with 10 employees who work at PT Cloud Hosting Indonesia, the author found that there were several problems that were thought to affect employee performance. First, even though the company has implemented HRIS , the features in it are not yet fully functional, only a few are functional, such as payroll , employee database, pay slips and newsletters sent via employee email. Because of this, some HRD work is still recapped or done manually so that human errors often occur , overtime hours and employee absenteeism are ineffective, and productivity is hampered. Second, PT Cloud Hosting Indonesia implements an organizational culture that is relaxed and too lax , so quite a few employees take advantage of this, such as lack of discipline in work, often being late and coming at will. Third, although the Company can provide rewards in the form of bonuses (money outside the employee's basic salary), and commissions for the Sales division if the Company's revenue increases so that it exceeds the sales target. However, currently the Company does not have official written regulations regarding these Financial Incentives. Fourth, the company's flexibility system in the workplace makes some employees less organized in carrying out their work routines.

Research gap in this research is a gap in previous research. In HRIS on Employee Performance, previous research conducted by (Hartini, 2020)HRIS shows good results and has a significant effect on employee performance , that the use of Human Resources Information Systems is very important to improve employee performance. Meanwhile, research conducted by (Hapsari et al., 2023), shows that HRIS results do not have a significant effect on employee performance . In Organizational Culture on Employee Performance, Research previously Which done by (Amaliah Suyuti et al., 2020), gives results that have a significant influence on the implementation of Organizational Culture Which Good very influential for enhancement employee performance. Meanwhile, research conducted by (Sari Mustikaningsih & Handayani, 2017), shows the results that organizational culture has no effect on employee performance.

In Financial Incentives on Employee Performance, previous research conducted by (Sitompul et al., 2019), gave results that Financial Incentives have a positive and significant effect on employee performance, where if Financial Incentives increase then performance will also increase, conversely if Financial Incentives decrease then employee performance will decrease. Meanwhile, research conducted by (Marhummi & Setyo Nugroho, 2018), shows the results that financial incentives do not have a positive and significant effect on employee performance. In Flexible Working Space on Employee Performance , previous research conducted (Suyatno et al., 2023), has a positive and significant effect on work productivity or employee performance . Meanwhile, research conducted by (Dipoyono, 2023), shows the results that Flexible Working Space (FWS) does not have a positive and significant effect on employee performance. Employee performance is a description of the abilities, skills and work results demonstrated by an employee when carrying out their duties and responsibilities at work. Achievement of predetermined targets, level of productivity, quality of work results, and teamwork abilities are all factors that can be used to measure this performance. Employee performance serves as a benchmark and shows how dedicated and contributed they are to achieving company goals. This employee performance is clarified by the definitions presented by experts, according to (Sutrisno, 2019: 123) in (Marsiti, 2023), revealing that employee performance is results employee 's work seen from facet quality, quantity, time Work And Work The same For reach objective Which has set organization. Meanwhile, according to (Kusnaedi, 2021) (Oktarendah & Putri, 2023), performance is every movement, action, implementation, activity aimed at achieving certain goals or targets. Meanwhile, according to (Mulia et al., 2020)Performance can basically be understood as a person's success in completing their work, good performance is performance that follows procedures or processes according to predetermined standards. Meanwhile (Azkiya et al., 2022), according to Employee performance is the results and output produced by an employee in accordance with their role in the organization during a certain period of time. Good employee performance is a very important factor in an agency's efforts to increase productivity. Furthermore, according to (Nurmala et al., 2023)employee performance, it is a form of work result which is then measured and calculated. Measuring work results is carried out to fulfill the company's interests. According to experts, several understandings regarding employee performance can be concluded that employee performance is the result of work in terms of quantity, quality and completion achieved by an employee in completing the tasks and responsibilities given over a certain period of time to achieve company goals. This means that not only quantity, quality and completion are considered, but also the responsibility and suitability of the task or work assigned to them.

HRIS is an abbreviation of Human Resource Information System . HRIS is a software program or software that is used to carry out tasks related to input, monitoring and recapitulation of various types of data and information related to human resources . This HRIS is clarified by the definitions presented by experts. According to (Ben Moussa & El Arbi, 2020), Human Resource Information System is system information modern Which used For support activity management source Power man in manage a number of data employee. According to (Rivai 2018: 729) in (Hartini, 2020), HRIS is a process systematic For gather, keep, keep, take And validate data required by a company is necessary For increase decision source Power man. Meanwhile, according to (McLeod, Jr 2017: 244) in (Kurniawan et al., 2023), HRIS is a system that helps management simplify the decision making process including planning, recruitment, placement, training and development activities as well as maintenance or maintenance of human resources or employees of company members. Based on the definitions according to the experts above, it can be concluded that the purpose of using the Human Resource Information System is to facilitate access to employee administration data, increase employee performance efficiency, and assist in planning work activities and decision making.

The meaning of organizational culture, especially the meaning of "culture", does not only refer to local customs and culture in Indonesia, but can also be a characteristic of an organization. These organizational characteristics can be called organizational culture. Culture is a set of important knowledge developed, believed, and applied by a group. Organizations, on the other hand, are groups of people from different backgrounds who come together and work together to achieve a common goal. Organizational culture is clarified by the definitions presented by experts. According to Robbin in (Hasanah et al., 2023), states that Organization Culture " A system of shared meaning held by members that distinguishes the organization from other organizations ". Organizational culture is a system of meaning shared by members that differentiates an organization from other organizations. As according to (Hasanah et al., 2023), Organizational culture is the identity that exists in an organization that differentiates it from other companies. Organizational culture can help motivate organizational employees to act and behave in accordance with the form of organizational culture desired by the company. Meanwhile, according to (Schein, 2017: 12) in (Junaidi et al., 2018), Organizational Culture is the basic model applied by an organization to act and solve problems, develop employees who are able to adapt to the environment, and unite organizational members. According to experts, several definitions of organizational culture can be concluded that organizational culture is a system of meaning shared by members that differentiates an organization from other organizations. Organizational culture is the basic model applied by an organization to act and solve problems, develop employees who are able to adapt to the environment, and unite organizational members.

Financial incentives are incentives given in the form of money, other than the worker's basic salary. These incentives are not only given based on company profits, but also in the form of employee welfare, such as old age security, health insurance, recreation costs, and compensation for other individual and family educational needs. This financial incentive is clarified by the definitions presented by experts. According to (Hasibuan Melayu SP, 2017:118) in (Aditya et al., 2021), states that financial incentives are a form of remuneration given to certain employees who achieve a level of achievement above the standard. According to (Marhummi & Setyo Nugroho, 2018)Financial Incentives, financial incentives can be given as a form of incentive to encourage employees to do good work for the company. This incentive can be given to employees who have worked well and generated profits for the company. This incentive can also help improve employee performance and welfare. Meanwhile, according to Hasibuan in (Ayu & Sinaulan, 2018), financial incentives are a form of incentive given in the form of bonuses, commissions, profit sharing, deferred compensation and old age assistance. Meanwhile, according to (Panggabean, 2017:89) in (Sitompul et al., 2019)stating that financial incentives are awards in the form of money given to individuals who succeed in exceeding work standards. According to experts, several definitions of financial incentives can be concluded that financial incentives are rewards in the form of money given to certain employees whose performance exceeds predetermined standards.

Flexible Working Space (FWS) is a work arrangement that maximizes information and communication technology to increase and maintain employee productivity, while providing freedom of location and working time. In Flexible Working Space , workers have more opportunities and freedom to balance work and personal life, such as working from a convenient location, working from home. Flexible Working Space This is made clear by the definitions presented by experts. According to (Irawati, 2019) in (Surya Ananda, 2022), states that Flexible Working Space (FWS) is an alternative way for employees to determine various types of flexibility in the workplace, such as working time arrangements, work intensity and work location . Meanwhile, according to (Azizah & Sri Wahyuningsih, 2020) (Surya Ananda, 2022), Flexible Working Space can determine various type flexibility in Work on Name worker, like determination O'clock Work, perseverance, And position in Work. Meanwhile, according to(Pandapotan Hutagalung & Syahrinullah, 2023) Flexible Working Space (FWS) is a regulation of employee work patterns that maximizes information and communication technology to increase and maintain employee productivity, while ensuring the continuity of task implementation which provides flexibility in the workplace for a certain period of time. Meanwhile, according to (Burnett et al., 2017) in (Pandapotan Hutagalung & Syahrinullah, 2023), stated that in theory, the idea of "flexibility" covers a large number of work practices such as task sharing, "flex space", "flex time" and working at home. Furthermore, according to (Driyantini et al., 2020), Flexible Working Space is a work method used by companies so that employees can freely choose where they work. According to experts, several definitions regarding Flexible Working Space can be concluded that Flexible Working Space (FWS) is an alternative for workers in determining various types of flexibility at work, for example working time arrangements, work intensity and work location. The following is the rationale for this research:

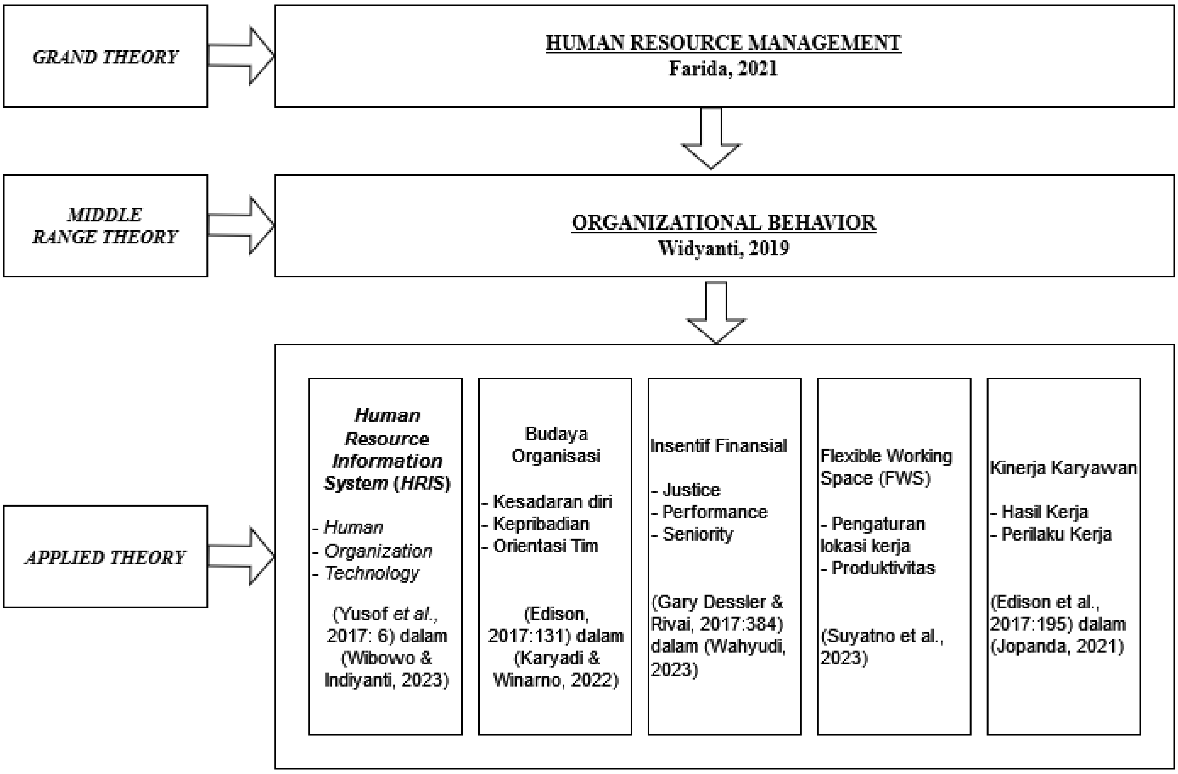


Fig 2. Thinking Framework Image (Source: processed by the Author, 2024)

The author uses the variables Human Resource Information System (HRIS), Organizational Culture, Financial Incentives, Flexible Working Space (FWS) and Employee Performance because many people still use these variables for research. In research (Hartini, 2020)entitled The Influence of Human Resource Information System Applications on Employee Performance at PT Mandom Indonesia TBK, the results of his research explain that employee performance variables are influenced by the HRIS application by 68.7% while 31.3% are influenced by other variables that are not careful. And in the research (Suyatno et al., 2023)entitled The Influence of Flexible Working Space and Organizational Culture on Work Productivity: Literature Review Human Resource Management, explains the results of his research that Flexible Working Space influences Work Productivity and Organizational Culture influences Work Productivity.

And in research (Aditya et al., 2021), entitled The Effect of Financial Incentives and Job Satisfaction on Employee Performance at CV. Cellular World Teuku Umar Denpasar, the results of his research show that financial incentives have a positive and significant effect on employee performance, where if financial incentives increase then performance will also increase, conversely if financial incentives decrease then employee performance will decrease. Job satisfaction has an insignificant effect on employee performance, meaning that if job satisfaction increases, it does not necessarily mean that employee performance will decrease. As for the research (Hapsari et al., 2023), entitled Strategy for the Influence of Human Resource Information Systems on Employee Performance through Job Satisfaction as an Intervening Variable in the HRD & GA Division of PT. Sumi Rubber Indonesia, the research results show that HRIS has no significant effect on employee performance, HRIS has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance and HRIS has an effect on employee performance through job satisfaction.

In research (Susanto & Bangun, 2023), entitled The Effect of Flexible Working Space and Flexible Working Time on Team Performance through Teamwork in Software Development Companies in, with the results of his research showing that FWS has a positive but not significant effect on team performance. FWT has a positive but not significant effect on team performance. FWS has a positive but not significant effect on team performance through teamwork. FWT has a positive and significant effect on team performance through teamwork. As for the research (Paais & Pattiruhu, 2020), entitled Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance , the research results show that work motivation and organizational culture have a positive and significant effect on performance, but do not have a significant effect on employee job satisfaction. Even though leadership has a big impact on employee job satisfaction, leadership does not affect performance.

The first step taken by researchers is to establish a research paradigm to facilitate the research process to be carried out. Below is a picture of the research paradigm:

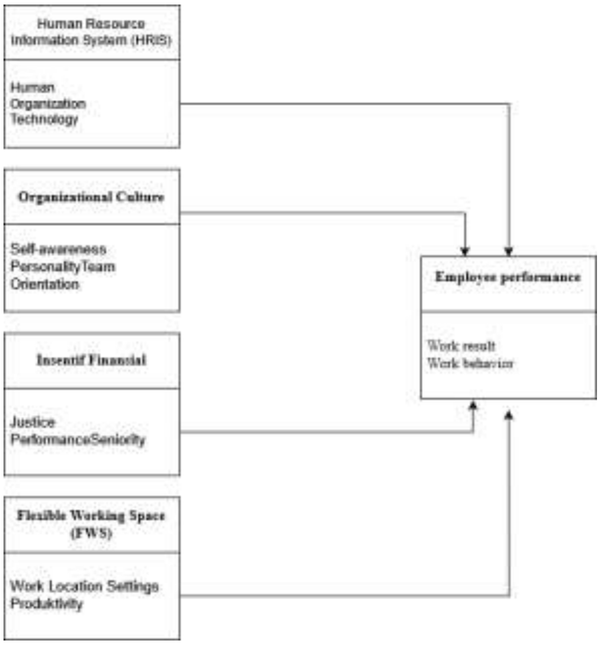


Fig 3. Research Paradigm Image (Source: processed by the Author, 2024)

Method

Research methods are essentially a scientific way to collect data with specific purposes and uses. Based on this, there are four key words that need to be considered, namely scientific method, data, objectives and usefulness. (Sugiyono, 2017:3). The research method carried out by the researcher is quantitative research with a descriptive approach.(Priadana, 2021) states, Quantitative research is research that focuses on measuring and analyzing cause and effect relationships between different variables, not the process. Research is seen as being within a value-free framework. According to (Sugiyono, 2017:13) (Jayusman *et al.,* 2020)in Research descriptive that is study Which done For know values variable free, that is One or more variable (independent), without compare or connect it with variable other.

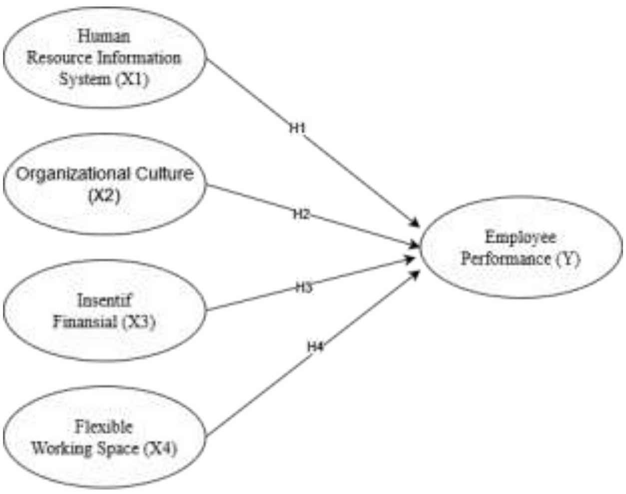


Fig 4. Research Model Image

Sampling procedures

A sample is a portion of a population that has the same characteristics as the population itself. Samples are also called examples. The calculated values obtained from a sample are called statistics. According to (Sugiyono, 2017: 116) in (Priadana, 2021), a sample is a part of the whole and the characteristics possessed by a population. In this research, the sampling technique used by researchers is *Nonprobability* sampling technique is saturated *sampling* . According to Sugiyono, *nonprobability sampling* is a sampling technique that does not give equal opportunities or opportunities for every element or member of the population to selected as a sample. According to Sugiyono, *sampling* is saturated used because all members of the population are used as research samples. (Yusiana & Maulida, 2017). The sample for this research is employees at PT Cloud Hosting Indonesia. The number of samples that will be taken in this research is 60 people.

Data collection technique

According to (John W. Cresswell, 2017) states that data collection techniques are methods for collecting relevant information in research . Data collection in research needs to be supervised so that the validity and reliability of the data obtained can be maintained. Data collection can be done in various ways, for example through questionnaires or interviews, observation, inspection, documentation, etc. Researchers can use one or more depending on the problem at hand. The data used in this research includes primary data and secondary data.

1) *Primary data*

The following data collection techniques were used in this research:

2) *Observation*

Namely, data collection techniques by directly observing the activities carried out by PT Cloud Hosting Indonesia.

3) *Questionnaire*

A questionnaire is a data collection technique that is carried out by giving a series of written questions to respondents to answer. The questionnaire that will be given has criteria and value weights based on the Semantic Differential Scale. In this research, the respondents were employees at PT Cloud Hosting Indonesia.

Table 1. Table of Examples of Semantic Differential Scale Statements

No	Statement	Range	1	2	3	4	5	6	7	Range
1	The Human Resource Information System (HRIS)	Very								Strongly

performance management system helps improve individual employee performance.	not agree	agree

4) *Interview*

Interviews, namely researchers conduct interviews directly with company leaders, employees and other workers to obtain the desired data and in accordance with the objectives of the research.

Secondary Data

Secondary data according to Sekaran in (Wijoyo et al., 2021) Secondary data is data that refers to information collected from existing sources and not carried out directly by researchers. Secondary data comes from company records or documents, government publications, industry analysis conducted by the media, internet sites, etc. The researchers obtained secondary data using desk & desk Research . In this research, the data used includes secondary data originating from decision research and documentation.

1) *Decision Research (Library Research)*

Represents study Which done For gather data with use information And documents company like history company, report management company, structure organization And document other Which related with problem study.

2) *Documentation*

According to Arikunto, the documentation method is searching for data related to something in the form of notes, transcripts, books, newspapers, magazines, inscriptions, minutes, meetings, agendas, etc. In accordance with this vision, researchers use documentation methods as a tool to collect data from written sources including official documents. Researchers noted additional factors for this study, such as organizational structure, etc.

Results And Discussion

Testing the Validity and Reliability of the Human Resource Information System (HRIS) (Variable X_1)

Table 2. Human Resource Information System Validity Test Results (X_1)

No	Instrument	Sig.(2-tailed)]	Information
1	Instrument 1	0,000	Valid
2	Instrument 2	0,000	Valid
3	Instrument 3	0,000	Valid
4	Instrument 4	0,000	Valid
5	Instrument 5	0,000	Valid
6	Instrument 6	0,000	Valid
7	Instrument 7	0,000	Valid
8	Instrument 8	0.028	Valid
9	Instrument 9	0.028	Valid

Source: Results of questionnaire data processing, 2024

the Human Resource Information System (HRIS) questionnaire are valid with sig (2-tailed) < 0.05. So the 9 instrument items are still used.

Table 3. Human Resource Information System Reliability Test Results (X_1)

Reliability Statistics		Information
Cronbach's Alpha	N of Items	
0.796	9	High Reliability

Source: Results of questionnaire data processing, 2024

The reliability results in the table above show that the Cronbach's Alpha value 0.796 , the score is above >0.60, so reliability is high. So it can be concluded that the questionnaire is reliable.

Testing the Validity and Reliability of Organizational Culture (X_2)

Table 4. Table of Organizational Culture Validity Test Results

No	Instrument	Sig.(2-tailed)]	Information
1	Instrument 1	0,000	Valid
2	Instrument 2	0,000	Valid
3	Instrument 3	0,000	Valid
4	Instrument 4	0,000	Valid
5	Instrument 5	0,000	Valid
6	Instrument 6	0,000	Valid
7	Instrument 7	0,000	Valid
8	Instrument 8	0,000	Valid
9	Instrument 9	0,000	Valid

Source: Results of questionnaire data processing, 2024

Organizational Culture questionnaire all valid with sig (2-tailed) < 0.05. So the 9 instrument items are still used.

Table 5. Table of Organizational Culture Reliability Test Results (X_2)

Reliability Statistics		Information
Cronbach's Alpha	N of Items	
0.840	9	High Reliability

Source: Results of questionnaire data processing, 2024

The reliability results in the table above show that *the Cronbach's Alpha value* 0.840 , the score is above >0.60, so reliability is high. So it can be concluded that the questionnaire is reliable.

Testing the Validity and Reliability of Financial Incentives (X_3)

Table 6. Table of Financial Incentive Validity Test Results

No	Instrument	Sig.(2-tailed)]	Information
1	Instrument 1	0,000	Valid
2	Instrument 2	0,000	Valid
3	Instrument 3	0,000	Valid
4	Instrument 4	0,000	Valid
5	Instrument 5	0,000	Valid
6	Instrument 6	0,000	Valid
7	Instrument 7	0,000	Valid
8	Instrument 8	0,000	Valid
9	Instrument 9	0.001	Valid

Source: Results of questionnaire data processing, 2024

Financial Incentive Questionnaire all valid with sig (2-tailed) < 0.05. So the 9 instrument items are still used.

Table 7. Table of Financial Incentive Reliability Test Results (X_3)

Reliability Statistics		Information
Cronbach's Alpha	N of Items	
0.814	9	High Reliability

Source: Results of questionnaire data processing, 2024

The reliability results in the table above show that *the Cronbach's Alpha value* 0.814 , the score is above >0.60, so reliability is high. So it can be concluded that the questionnaire is reliable.

Flexible Working Space Validity and Reliability Testing (X_4)

Table 8. Flexible Working Space Validity Test Results

No	Instrument	Sig.(2-tailed)]	Information
1	Instrument 1	0,000	Valid
2	Instrument 2	0,000	Valid
3	Instrument 3	0,000	Valid
4	Instrument 4	0,000	Valid
5	Instrument 5	0,000	Valid

6	Instrument 6	0.015	Valid
7	Instrument 7	0.033	Valid
8	Instrument 8	0.003	Valid
9	Instrument 9	0.016	Valid

Source: Results of questionnaire data processing, 2024

Flexible Working Space questionnaire all valid with sig (2-tailed) < 0.05. So the 9 instrument items are still used.

Table 9. Table of Flexible Working Space Reliability Test Results (X_4)

Reliability Statistics		Information
Cronbach's Alpha	N of Items	
0.672	9	High Reliability

Source: Results of questionnaire data processing, 2024

The reliability results in the table above show that the Cronbach's Alpha value 0.672 , the score is above >0.60, so reliability is high. So it can be concluded that the questionnaire is reliable.

Validity and Reliability Testing of Employee Performance (Y)

Table 10. Table of Employee Performance Validity Test Results

No	Instrument	Sig.(2-tailed)]	Information
1	Instrument 1	0,000	Valid
2	Instrument 2	0,000	Valid
3	Instrument 3	0,000	Valid
4	Instrument 4	0,000	Valid
5	Instrument 5	0,000	Valid
6	Instrument 6	0,000	Valid
7	Instrument 7	0,000	Valid
8	Instrument 8	0,000	Valid
9	Instrument 9	0,000	Valid

Source: Results of questionnaire data processing, 2024

the Employee Performance questionnaire all valid with sig (2-tailed) < 0.05. So the 9 instrument items are still used.

Table 11. Table of Employee Performance Reliability Test Results (Y)

Reliability Statistics		Information
Cronbach's Alpha	N of Items	
0.854	9	High Reliability

Source: Results of questionnaire data processing, 2024

The reliability results in the table above show that the Cronbach's Alpha value 0.854 , the score is above >0.60, so reliability is high. So it can be concluded that the questionnaire is reliable.

Classical Assumption Testing

1) Normality test

Table 12. Table of Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		X1	X2	X3	X4	Y
N		60	60	60	60	60
Normal Parameters [a, b]	Mean	55.67	55.83	47.15	55.38	55.95
	Std. Deviation	4,285	4,709	4,313	4.101	4,986
Most Extreme Differences	Absolute	.099	.099	.104	.103	.110
	Positive	.073	.070	.104	.103	.079
	Negative	-.099	-.099	-.095	-.087	-.110
Test Statistic		.099	.099	.104	.103	.110
Asymp. Sig. (2-tailed)		.200[c,d]	.200[c,d]	.165 [c]	.183 [c]	.071 [c]

Source: Questionnaire Data Processing Results, 2024

Based on the table above, testing the normality of the Human Resource Information System (X_1) obtained a result of 0.200, Organizational Culture (X_2) obtained a result of 0.200, Financial Incentives (X_3) obtained a result of 0.165, Flexible Working Space (X_4) obtained a result of 0.183 and Employee Performance (Y) obtained a result of 0.071 so it can be declared normal because the score is greater than 0.05, meaning that in the regression model, the confounding or residual variables have a normal distribution.

2) Multicollinearity Test

Table 13. Table of Multicollinearity Test Results

Coefficients [a]

Model	Collinearity Statistics	
	Tolerance	VIF
1.Human Resource Information System	.304	3.289
Organizational Culture	.275	3.638
Insentif Finansial	.944	1.059
Flexible Working Space	.790	1.266
a. Dependent Variable: Employee Performance		

Source: Results of questionnaire data processing, 2024

From the table above, it can be seen that the VIF value of *Human Resource Information System* is 3.289 < 10 and the *tolerance value* is 0.304 > 0.10, the VIF value of Organizational Culture is 3.638 < 10 and the *tolerance value* is 0.275 > 0.10, the VIF value of Financial Incentives is 1.059 < 10 and *the tolerance value* is 0.944 > 0.10 and the VIF *Flexible Working Space value* is 1.266 < 10 and the *tolerance value* is 0.790 > 0.10, so it can be concluded that there is no multicollinearity between the research variables, meaning there is no correlation between the independent variables.

Heteroscedasticity Test

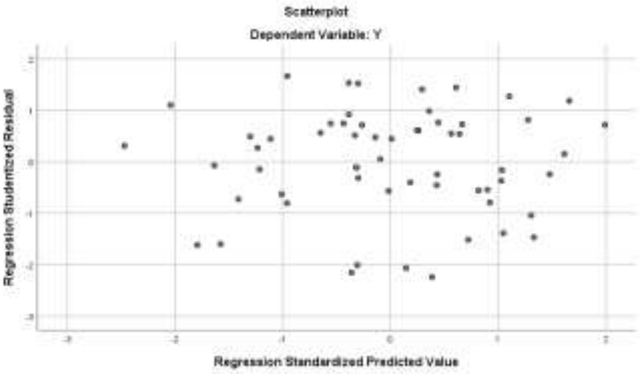


Fig 5. Image of Heteroscedasticity Test Output

3) Autocorrelation Test

Table 14. Autocorrelation Test Results Table

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,736 a	,541	,508	3,108	2,066
a. Predictors: (Constant), Flexible Working Space, Human Resource Information System, Financial Incentives, Organizational Culture					
b. Dependent Variable: Employee Performance					

Source: Data processing results, 2024

n = 60
d = 2.066
dL = 1.444
dU = 1.727
4-dL = 4 – 1.1444 = 2.556

4-dU = 4 – 1.727 = 2.273

Based on the table above, it can be seen that the Durbin Watson value is 2.066 so there is no autocorrelation, which means the residual data occurs non-randomly.

4) Linearity Test

Table 15. Table of Linearity Test Results for Variables X_1 with Y

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Employee Performance * Human Resource Information System	Between Groups	(Combined)	387,139	17	22.773	1.241	.277
		Linearity	152.617	1	152.617	8.319	.006
		Deviation from Linearity	234.521	16	14.658	.799	.678
	Within Groups		770.511	42	18.346		
	Total		1157.650	59			

Sumber: Hasil pengolahan data, 2024

Based on the results of the table above, it can be seen that the relationship between the Human Resource Information System (X_1) and Employee Performance (Y) has a linear relationship because the Linearity value is 0.006 < 0.05 and the deviation from linearity value namely 0.678 > 0.05, meaning, the regression line between X and Y forms a linear line.

Table 16. Table of Linearity Test Results for Variables X_2 with Y

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Employee Performance * Organizational Culture	Between Groups	(Combined)	467.928	19	24.628	1.428	.168
		Linearity	125.139	1	125.139	7.257	.010
		Deviation from Linearity	342.789	18	19.044	1.104	.383
	Within Groups		689.722	40	17.243		
	Total		1157.650	59			

Sumber: Hasil pengolahan data, 2024

Based on the results of the table above, it can be seen that the relationship between Organizational Culture (X_2) and Employee Performance (Y) has a linear relationship because the Linearity value is 0.010 < 0.05 and the deviation from linearity value namely 0.383 > 0.05, meaning, the regression line between X and Y forms a linear line.

Table 17. Table of Linearity Test Results for Variables X_3 with Y

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Financial Incentives	Between Groups	(Combined)	569,801	18	31.656	2.208	.018
		Linearity	153.164	1	153.164	10.683	.002
		Deviation from Linearity	416.637	17	24.508	1.709	.081
	Within Groups		587.849	41	14.338		
	Total		1157.650	59			

Sumber: Hasil pengolahan data, 2024

Based on the results of the table above, it can be seen that the relationship between Financial Incentives (X_3) and Employee Performance (Y) has a linear relationship because the Linearity value is 0.002 < 0.05 and the deviation from linearity value is namely 0.081 > 0.05. This means that the regression line between X and Y forms a linear line.

Table 18. Table of Linearity Test Results for Variables X_4 with Y

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Employee Performance * Flexible Working Space	Between Groups	(Combined)	519,117	14	37.080	2.613	.007
		Linearity	131.833	1	131.833	9.291	.004
		Deviation from Linearity	387.284	13	29.791	2.099	.033
	Within Groups		638.533	45	14.190		
	Total		1157.650	59			

Sumber: Hasil pengolahan data, 2024

Based on the results of the table above, it can be seen that the relationship between Flexible Working Space (X_4) and Employee Performance (Y) has a linear relationship because the Linearity value is 0.004 < 0.05, meaning, the regression line between X and Y forms a linear line.

Multiple Correlation Analysis

Table 19. Table of Multiple Correlation Analysis Results

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,736 [a]	,541	,508	3,108

a. Predictors: (Constant), Human Resource Information System, Organizational Culture, Financial Incentives, Flexible Working Space

b. Dependent Variable: Employee Performance

Source: Data Processing Results, 2024

Based on the results above, it is known that the correlation between the variables Human Resource Information System , Organizational Culture, Financial Incentives and Flexible Working Space on Employee Performance is 0.736. The calculation results obtained are then given an interpretation of the strength of the relationship using the following guidelines:

Table 20. Table of Correlation Coefficients According to Guilford Criteria

Coefficient Interval	Relationship Level
0.00 – 0.199	Very low
0.20 – 0.399	Low
0.40 – 0.599	Currently
0.60 – 0.799	Strong
0.80 – 1,000	Very strong

Source: Data processed by researchers, 2024

Based on the criteria above, the correlation calculation result is 0.736 with an error of 5% or α = 0.05. So the resulting value lies in strong criteria, meaning that the variables human resource information system (X_1), organizational culture (X_2), financial incentives (X_3) and flexible working space (X_4) have an empirical effect on employee performance (Y). strong correlation.

Analysis of the Coefficient of Determination

Table 21. Table of Determination Coefficient Analysis Results

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,736 [a]	,541	,508	3,108

a. Predictors: (Constant), Human Resource Information System, Organizational Culture, Financial Incentives, Flexible Working Space
b. Dependent Variable: Employee Performance

Source: Data Processing Results, 2024

Based on the table above, it can be seen that the coefficient of determination or R square is 0.541. So it can be concluded that the contribution of the influence of the Human Resource Information System , Organizational Culture, Financial Incentives and Flexible Working in measuring employee performance is 54.1%, while the remaining 45.9% is influenced by other variables not examined in this research. Based on the calculations above, the research model calculations can be formulated as follows:

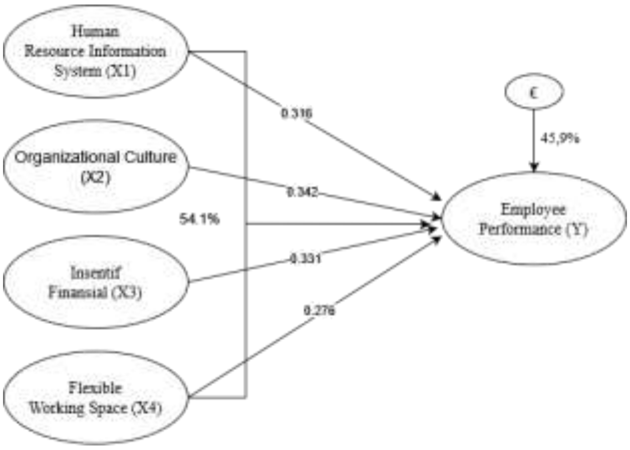


Fig 6. Image of Research Model Calculations (Source: processed by researchers, 2024)

Based on the picture above, it can be seen that the correlation between Human Resource Information System , Organizational Culture, Financial Incentives and Flexible Working Space on Employee Performance is 0.736. The relationship between the Human Resource Information System variable and Employee Performance is 0.316, the relationship between the Organizational Culture variable and Employee Performance is 0.342, the relationship between the Financial Incentive variable and Employee Performance is 0.331 and the relationship between the Flexible Working Space variable and Employee Performance is 0.276 and the contribution of Human Resources Information Systems , Organizational Culture, Financial Incentives and Flexible Working Space influence employee performance by 54.1% while the remaining 45.9% is influenced by other variables not examined in this research.

Multiple Linear Regression Analysis

Table 22. Table of Multiple Linear Regression Analysis Results

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	Std. Error	Beta		
1	(Constant)	124,228	8,689		14,297	,000
	Human Resource Information System	,316	,064	,461	4,933	,000
	Organizational culture	,342	,072	,445	4,744	,000
	Financial Incentives	,331	,079	,390	4,202	,000
	Flexible Working Space	,276	.101	,253	2,739	,008
a. Dependent Variable: Employee Performance						

Source: Data Processing Results, 2024

Based on the results of the multiple linear regression equation values above, the following regression equation values can be created:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_3X_4$

$Y = 124.228 + 0.316X_1 + 0.342X_2 + 0.331X_3 + 0.276X_4$

From the equation above, it can be interpreted as follows:

The constant value (a) is 124.228, meaning that if the variables X_1.

The regression coefficient value of the human resource information system variable (X_1) is positive, namely 0.316, meaning that for every additional value of one unit (1) to the human resource information system variable (X_1) the value of the employee performance variable (Y) will increase by 0.316 units. assuming the values of the other independent variables are constant.

The regression coefficient value for the organizational culture variable (X_2) is positive, namely 0.342, meaning that for every additional value of one unit (1) to the organizational culture variable (X_2) the value of the employee performance variable (Y) will increase by 0.342 units assuming the independent variable. others the value is fixed.

The regression coefficient value of the financial incentive variable (X_3) is positive, namely 0.331, meaning that for every additional value of one unit (1) to the financial incentive variable (X_3) the value of the employee performance variable (Y) will increase by 0.331 units assuming the variable is independent. others the value is fixed.

The regression coefficient value for the flexible working space variable (X_4) is positive, namely 0.276, meaning that for every additional value of one unit (1) to the flexible working space variable (X_4) the value of the employee performance variable (Y) will increase by 0.276 units with the assumption other independent variables have fixed values.

Table 23. Table of Simultaneous Significant Test Results (F-Test)

ANOVA [a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	626,476	4	156,619	16,217	,000 [b]
	Residual	531,174	55	9,658		
	Total	1157.650	59			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Flexible Working Space, Human Resource Information System, Financial Incentives, Organizational Culture						

Source: Data Processing Results, 2024

Based on the results above, the Sig value is 0.000 < 0.05 and the $_{calculated\ F\ value\ is}$ 16.217 > F_{table} 2.54, so H0 is rejected and H1 is accepted. This means that the variables Human Resource Information System (X_1), Organizational Culture (X_2), Financial Incentives (X_3), and Flexible Working Space (X_4) together influence the Employee Performance variable (Y).

Table 24. Table of Partial Significant Test Results (T-Test)

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	124,228	8,689		14,297	,000
	Human Resource Information System	,316	,064	,461	4,933	,000
	Organizational culture	,342	,072	,445	4,744	,000
	Financial Incentives	,331	,079	,390	4,202	,000
	Flexible Working Space	,276	.101	,253	2,739	,008
a. Dependent Variable: Employee Performance						

In the Coefficients table in the Human Resource Information System variable row , the Sig value is 0.000 < 0.05 and the $_{\text{calculated t value}}$ is 4.933 > t $_{\text{table}}$ 1.67, so H0 is rejected and H1 is accepted. This means that the Human Resource Information System partially has a significant effect on employee performance. In the Coefficients table in the row of the Organizational Culture variable, the Sig value is 0.000 < 0.05 and the $_{\text{calculated t value}}$ is 4.744 > t $_{\text{table}}$ 1.67, so H0 is rejected and H1 is accepted. This means that organizational culture partially has a significant effect on employee performance. In the Coefficients table in the row of the Financial Incentive variable, the Sig value is 0.000 < 0.05 and the $_{\text{calculated t value}}$ is 4.202 > t $_{\text{table}}$ 1.67, so H0 is rejected and H1 is accepted. This means that financial incentives partially have a significant effect on employee performance. In the Coefficients table in the Flexible Working Space variable row , the Sig value is 0.008 < 0.05 and the $_{\text{calculated t value}}$ is 2.739 > t $_{\text{table}}$ 1.67, so H0 is rejected and H1 is accepted. This means that Flexible Working Space partially has a significant effect on employee performance.

Limitation Of The Study

This study has several limitations that must be noted. First, the sample size is relatively small, only 60 respondents from PT. Cloudhosting Indonesia. This limited sample may not fully represent the diverse perspectives and experiences of the entire workforce, potentially affecting the generalizability of the findings to other employees in the organization or similar organizations in different industries. Second, this research uses quantitative research methods using multiple linear regression analysis. Although this approach is effective for identifying relationships between variables, it may not capture the depth and complexity of factors that influence employee performance. Qualitative data, such as in-depth interviews or focus groups, can provide richer insight into the underlying reasons behind observed relationships. Additionally, data collection methods rely on self-reported questionnaires, which are subject to biases such as social desirability bias and response bias. Respondents may provide answers they perceive as favorable, rather than their actual opinions or behavior, potentially distorting the results. This research is also limited to four variables, HRIS, organizational culture, financial incentives, and flexible workspace and their impact on employee performance. Other potentially influential factors, such as leadership style, employee engagement, job satisfaction, and external economic conditions, were not considered in this study. Including these variables can provide a more comprehensive understanding of what drives employee performance.

In addition, this research focuses exclusively on PT. Cloud Hosting Indonesia, a single company in the cloud hosting industry. Unique organizational culture, management practices, and industry-specific factors at PT. Cloud Hosting Indonesia may not apply to other organizations, thereby limiting the external validity of the findings. Lastly, cross-sectional research designs provide a snapshot of the current state of variables and their relationships but do not account for changes over time. A longitudinal study is needed to observe how HRIS implementation, changes in organizational culture, adjustments to financial incentives, and implementation of flexible workspaces impact employee performance in the long term.

Conclusions and Suggestions

Conclusion

Based on the results of research conducted by researchers and discussion of the results of hypothesis testing related to statements, the following conclusions can be drawn:

The results of the respondents' statements at PT Cloud Hosting Indonesia regarding the research variables, namely Human Resource Information System (HRIS), Flexible Working Space (FWS) and Employee Performance are in the strongly agree category, then the Organizational Culture and Financial Incentives variables are in the strongly agree category. Human Resource Information System (HRIS) is supported by indicators with a high level of value, namely performance management, then Organizational Culture is supported by indicators of self-reflection and self-development, then Financial Incentives are supported by indicators of fairness in the distribution of incentives based on performance, meanwhile Flexible Working Space (FWS)) is supported by work efficiency indicators and employee performance is supported by honesty in work.

The Human Resource Information System , which is named Frappe HR at PT Cloud Hosting Indonesia, is beneficial for the company. With HRIS , companies can receive more accurate and organized employee data, which in turn can be used to make better decisions regarding workforce management. Then the organizational culture at PT Cloud Hosting Indonesia tends to be relaxed and flexible, and also has a work environment that is supportive, motivating, mutually respectful and collaborative. Thus, many employees feel comfortable with the work environment which ultimately improves their performance. Furthermore, financial incentives at PT Cloud Hosting Indonesia provide significant benefits for employees in improving their performance. Financial incentives can motivate employees to achieve set performance targets and provide encouragement to achieve better results. Then FWS at PT Cloud Hosting Indonesia or often called work from anywhere , provides a clear framework for employees to work from any location, FWS also provides flexibility for employees in scheduling and adjusting their work location. And finally, employee performance at PT Cloud Hosting Indonesia is assessed by achieving targets, work quality, productivity, initiative, creativity, collaboration, attendance and discipline, as well as general performance assessments by superiors or management.

The Human Resource Information System (HRIS) has a positive and significant effect on the performance of PT Cloud Hosting Indonesia employees, this can be seen by the calculated T value being greater than the T table, which means that if the Human Resource Information System (HRIS) is improved, the performance of PT employees Cloud Hosting Indonesia will increase.

The performance of PT Cloud Hosting Indonesia employees is also positively influenced by organizational culture, as shown by the calculated T value which is greater than T table, which shows that if organizational culture is improved, the performance of PT Cloud Hosting Indonesia employees will increase.

Then, as shown by the calculated T value which is greater than the T table, financial incentives have a positive and significant effect on the performance of PT Cloud Hosting Indonesia employees. This means that the performance of PT Cloud Hosting Indonesia employees will increase if financial incentives are increased.

Furthermore, Flexible Working Space (FWS) has a positive and significant effect on the performance of PT Cloud Hosting Indonesia employees. This is shown by the calculated T value which is greater than the T table value, which shows that the performance of PT Cloud Hosting Indonesia employees will increase if the Flexible Working Space (FWS) is increased

Suggestion

Researchers will provide recommendations that can be used as input for better results based on research findings, analysis and discussion. The researchers have translated these recommendations into direct theoretical and practical recommendations, specifically as follows:

1) Theoretical

Researchers hope that research on the influence of Human Resource Information Systems , Organizational Culture, Financial Incentives and Flexible Working Space (FWS) on employee performance can contribute to developing insight and knowledge, especially in the field of human resource management.

2) Practical

For Companies

The suggestions that researchers can give are as follows:

1. It is hoped that companies can improve their human resource information system , because it can increase operational efficiency, ensure fast and accurate data access, and provide functions and features tailored to business and employee needs.
2. Companies are expected to form a culture that values personal growth, prioritizes open communication, and encourages team collaboration to continuously improve performance.
3. It is hoped that companies will provide financial incentives commensurate with employee work experience and performance, provide incentives consistently, and have written rules that are clear and open to all employees.
4. Companies need to utilize technology to improve team collaboration in flexible working spaces , ensuring easy and efficient access to shared work tools and smooth communication.
5. It is hoped that companies can also motivate their employees to develop creativity, foster open dialogue, and encourage innovative ideas to solve problems.

For Other Parties

Researchers hope that this research can be used as reference material for conducting research in the field of management science, especially human resource management. It is also hoped that we can look for broader variables in conducting research with a similar theme.

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