

The Influence of Technology Integration in HRM, Employee Welfare, and Sustainable Practices with Employee Satisfaction Mediators on Organizational Performance at PT. PLN Banten Province

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ABSTRACT

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The transformation of the digital era brings changes to the human resource strategy in achieving organizational Performance because the impact of this implementation will show the organization vertically in line with the mission and goals; organizational Performance encompasses effective utilization of all resources at the disposal of the organization for profit maximization and future growth of the organization. The research method uses a quantitative approach with a data collection method using a questionnaire, and the analysis technique uses SEM with smartPLS software, a multivariate statistical analysis used to test the causal relationship between latent variables (constructs) and indicator variables. The study results show that the model occurs through mediators such as job satisfaction and or Performance. HR technology has the most significant influence on organizational Performance directly and through job satisfaction. Employee welfare increases job satisfaction but can reduce organizational Performance without a sound management system. Job satisfaction has been shown to improve organizational Performance, which supports the theory that happy employees are more productive. Sustainable practices improve employee welfare but do not directly impact job satisfaction and organizational Performance.

Keywords: Technology HRM, Employee welfare, sustainable practices, satisfaction, organizational performance

1. INTRODUCTION

In the digital era, organizations face great challenges in managing human resources. Digital transformation demands the integration of technology in HR management to improve operational efficiency, employee well-being, and company sustainability [1] In recent years, the use of technology in the human resource management function has increased sharply, so that the HRM management function can run well and have an impact on the performance of the organization [2]

PT. PLN Banten Province as one of the largest energy companies in Indonesia has a strategic role in adopting technology, improving employee welfare, and implementing sustainability practices in human resource management. Organizational effectiveness and efficiency can be achieved by integrating technology into HRM management, because it can speed up decision-making quickly and precisely. Technology instruments allow HR practitioners to be more strategic in being responsible for workforce planning, as well as organizational growth [3] Although there will be challenges in technology adoption, the HRM strategy with technology can respond to changes so that it is able to adapt in the industrial era [4]. The integration of technology in HRM can increase the effectiveness of organizations, because with technology it is possible for organizations to drive innovation by aligning goals with sustainable goals [5]

The transformation of the digital era is not only related to increasing efficiency, but also to changing work culture and developing employee skills in the face of technological disruption [6]. So that the application of human resource strategy to performance is very important, the impact of this implementation will show that the organization is vertically aligned with the mission and goals, while horizontally it will be integrated with other organizational functions [7] Digitalization into HR not only enables the automation of administrative tasks, but also increases effectiveness in human resource management through better data analytics and assesses its impact on organizational performance [8]

An important aspect in recent modern HR strategies, an employee-centered, or human-based, approach to HRM, such as well-being and satisfaction [9]. Through this approach, it is possible for HRM to require leaders to design and implement better employee- or human-based HRM systems [10] Employee well-being is one of the essential foundations for organizations to increase productivity and create a competitive advantage. Employees are satisfied in the organization when there is a work-life balance /work-life balance [11] Thus, organizations need to design welfare policies that include work flexibility, occupational health, and incentive programs that can increase employee satisfaction and retention and have an impact on organizational performance [12]

On the other hand, continuity in human resources is an important factor in the organization's sustainability in shaping employees to be productive, so that it can improve organizational performance. The aspect of sustainability practices in human resource management is an important concern in the business world, and PT. PLN is moving continuously to improve public services to the community. Sustainability is not only related to organizational performance, but the sustainable aspect of human resource management (HRM) has become increasingly important for organizations, as sustainable development will increase along with increasing global awareness [13] The company's reputation will increase, in line with the increase in the implementation of good policy practices and work culture [14]

One of the 17 sustainable development goals is to ensure access to affordable energy, so in line with that, environmentally friendly policies through sustainable practices by creating a sustainable work culture can achieve organizational performance[15]. The continuous practice approach focuses on the triple bottom line that requires employees to be responsible and fulfill their roles that require inappropriate behavior, resulting in stress and anxiety levels [16]. On the other hand, with sustainable practices, organizations can overcome economic, environmental and social problems that arise in the work environment [17]

Sustainable human resource management has been used as a gateway that connects human resource management to sustainability. In the current era of globalization, sustainable practices are one of the strategies to achieve organizational performance, this is in line with the increase in environmental awareness so that management practices can be aligned for sustainable development goals [18] In other words, sustainable human resource management demonstrates a novel perspective and meanings for long-term development and renewal in the relationship between sustainability and human resource management. In addition, knowledge workers are the essential ingredients of the modern economy [19]

More sustainable contributing to global development, the demand for human resource management is increasing. However, what Sustainable HRM means are diverse, and the effectiveness of Sustainable HRM practices is uncertain. We reviewed key articles in the literature on Sustainable HRM and as a result highlight how the purpose of HRM has been transformed in the search for sustainability.[20]

The value of sustainable practices in HR in achieving organizational performance, significantly affecting production, morale and overall organizational effectiveness is a concern so that employee job satisfaction becomes a retention of job satisfaction strategy. Because to support the organization's overall sustainability goals, prioritize employee well-being, and foster a positive work-life balance, sustainable HR practices include a variety of initiatives.[21].

The fact that employee satisfaction with his or her work is very important for the success of the organization, is born into motivation for employees to be more productive [22] Job satisfaction is not only an internal factor that affects employees, but also a strategic element in improving the overall performance of the organization [23]. Therefore, organizational management needs to pay attention to factors that affect job satisfaction, such as employee well-being, sustainable practices, and technology integration in HR. Job satisfaction leads to a positive atmosphere in the workplace and is crucial to ensuring higher revenues for the organization [24]

Overall. The integration of technology, employee welfare, and sustainability practices is not only an important issue, but it is a need for organizations to be able to compete in the digital era with other similar organizations with the same services. PT. PLN Banten province, has a great opportunity to take advantage of this transformation to create a dynamic work environment, and the best electricity installation services. Finally, the author formulates directions for further research with the focus on technology integration in human resources, employee welfare, and sustainability practices in achieving organizational performance through the mediation of employee job satisfaction.

2. LITERATURE BACKGROUND

2.1. Organizational performance

Organizational performance is the ability of the organization to meet set targets for production and profit as well as development and growth envisioned by the Leader/Founder. Achievement of goals/objectives like maximum profit, good quality product, increased share in the market, profitable financial results, and an effective strategy for development and growth form part of organizational performance [25]. Organizational performance also refers to the standing of the organization concerning other organizations in terms of profit earned by the organization during a period, quality of its product in comparisons with others, and the captured market share in that Industry. Measures of performance may include revenue earned, net profit, reputation, growth and development etc [9], [26].

Organizational performance encompasses effective utilization of all resources at the disposal of the organization for profit maximization and future growth of the organization. Employees need skills, motivation and commitment to perform well and up to the desired expectations. A clear vision, wholesome mission formulated through involvement of all stakeholders and a well-thought-out strategy for the achievement of mission/vision is provided by a dynamic and charismatic/transformational leader [27]. Provision of conducive environment creating enthusiasm and enjoyment, appropriate coaching/training for developing requisite skills, building teams, and motivation through tangible/intangible incentives, is a key responsibility of the leader to improve organizational performance. To measure performance, organizations use indices, both financial and non-financial like quantity produced, quality of the product/service, customer satisfaction, reputation and greater market share, periodic profit, and effective exploitation of future growth opportunities [28].

2.2. Job satisfaction

Job satisfaction is a positive or pleasant emotional state that comes from a person's assessment of their work, both in terms of tasks, work environment, and compensation received. Job satisfaction reflects the extent to which individuals feel comfortable, valued, and motivated in their work environment. Robbins [29] consider job satisfaction as the result of comparing the rewards actually received from those they were expected to receive. Research has found that there is some relationship between fairness, equality in general and employee attitudes, while some evidence supports that perceptions derived from judgments about the work environment have an influence on job satisfaction [30]. Job satisfaction has far-reaching effects, according to Hulin and Judge [28] noting that job satisfaction is a multidimensional psychological response to a person's job, and that the response has cognitive, affective, and behavioral components. Herzberg [31] stated that there are motivation and hygiene factors in the workplace that cause job satisfaction. In addition, motivation can be seen as an inner force that drives individuals to attain personal and organization goals. Accordingly, job satisfaction can be measured by employee engagement, work environment and recognition and rewards [19].

2.3. Teknologi HR

Technology in human resources is a sustainable approach, so that organizations achieve good performance through HRM tools, namely technology, in a way that reflects equality, development, welfare, and respect for the environment, and all through the application of technology in management. [30] One of the benefits of using technology in human resources, is the use of electronic Human Resource Management (e-HRM) to facilitate the service process so that it can improve organizational performance by achieving service delivery efficiency, accuracy and accuracy of service and service standardization. E-HRM also helps align HR functions with strategic goals, thereby contributing to the achievement of organizational goals and can improve performance[2], [6].

The industrial market is competing to win the market, by using digital technology based on ind 4.0, which can have

an impact on fast and precise decision-making. The use of a human resource system can achieve successful integration with the existence of a document digitization system [32] Nonetheless, an organization still needs a traditional and sustainable system that includes recognizing a combination of financial, human, social and environmental benefits while simultaneously recognizing the impact of people and HRM policies on the organization's final success [33].

2.4. Employee Welfare

Employee welfare is a concept that encompasses various aspects that affect the quality of life and working conditions of employees, including physical, mental, social, and financial well-being. Employee welfare theory helps understand how organizations can improve employee satisfaction, productivity, and overall well-being. And the theoretical basis used in the concept of employee well-being is the Motivation-Hygiene Theory Herzberg, providing the basis for how environmental policies to increase employee motivation and involvement in sustainability initiatives. Robbins and Judge (2019) in Organizational Behavior explains that strong intrinsic motivation can better increase employee contributions when adequate work environment factors are provided [34].

Employee welfare is a prerequisite element for the success and growth of any form of organisation. The provision of welfare facilities improves the relations among the employees and the management of an organisation[35]. Employee welfare is a prerequisite element for the success and growth of any form of organisation. The provision of welfare facilities improves the relations among the employees and the management of an organization [36]

2.5. Sustainable practices

Tang, & Jackson (2018) and Luu (2019) discussed Green HRM in the context of OSR, explaining how sustainable HRM practices can increase an organization's commitment to the environment while facilitating employee engagement. With the combination of several theories about sustainability practices, with a strategic approach defined as a design to maintain a balance between current human needs and the capacity of existing resources in the environment, in this case the AMO model can be applied as a framework that focuses on motivation, commitment, and support in achieving corporate goals [37], [38].

2.6. Aim of the Study

The purpose of this study is to analyze the relationship between organizational factors, employee welfare, and sustainability practices on job satisfaction and organizational performance with the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach. Specifically, the purpose of this study is to identify the direct and indirect relationship between technology in HR, employee welfare, sustainable practices, job satisfaction and organizational performance. Determine whether sustainability practices in an organization have a direct impact on employee well-being and job satisfaction. Testing whether employee well-being has a direct or indirect relationship with organizational performance through job satisfaction.

2.7. Theoretical model

Based on the literature above, the research concept can be described as follows:

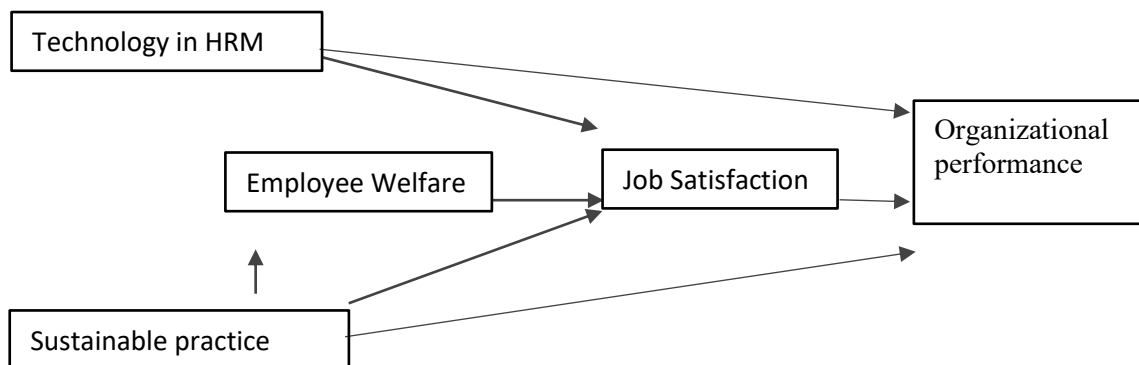


Figure 1 : Theoretical model

3. HYPOTHESIS DEVELOPMENT

3.1. Technology HRM on job satisfaction

The integration of technology into human resource management has significantly transformed various HR functions and processes, leading to notable impacts on job satisfaction. This summary explores how different technological advancements influence job satisfaction through various HR practices. The implementation of electronic HRM (e-HRM) systems, including e-recruitment, e-training, e-performance appraisal, and e-compensation, has been shown to positively impact employee satisfaction across different levels of positions.[39], [40] [40] The use of AI and machine learning in HR operations, such as predictive analytics for recruitment and performance management, enhances decision-making and operational efficiency, contributing to higher job satisfaction. [41], [42].

Satisfaction with HR practices positively influences job dedication, which mediates the relationship between HR practices and job performance. This indicates that well-implemented HR practices can lead to improved job satisfaction and performance [43].

H1. *Technology into HRM has a positive effect on in job satisfaction in PT. PLN Banten Province.*

3.2. Employee welfare towards job satisfaction

Employee welfare significantly impacts job satisfaction, which in turn influences organizational success and employee well-being. Here are the key insights based on the provided abstracts, welfare facilities enhance the relationship between employees and management, fostering a positive work environment. This improved relationship is crucial for job satisfaction as it creates a supportive and cohesive workplace. Employee welfare is a prerequisite and critical factor for growth of any organization [43]. Employee welfare is a prerequisite element for the success and growth of any form of organisation. The provision of welfare facilities improves the relations among the employees and the management of an organisation [35], [36].

H2. *Employee welfare has a positive effect on in job satisfaction in PT. PLN Banten Province*

3.3. Sustainable practices towards job satisfaction

Sustainable practices in organizations have been shown to significantly impact job satisfaction among employees. Sustainable practices in the workplace contribute to increased employee wellbeing and engagement. This is because such practices often lead to a healthier work environment and a sense of purpose among employees [44], [45]. The substantial impact of Sustainable practices in organizations on Job Satisfaction among employees is Organizational Performance, underscoring its role in driving positive outcomes in terms of sustainability practices within in PT.PLN, however, work balance, and benefits for reward and health facilities, has an significant impact on job satisfaction [46]

H3. *Sustainable practices in organizations has a positive effect on in job satisfaction in PT. PLN Banten Province.*

3.4. HRM technology on organizational performance

The integration of technology into Human Resource Management (HRM) has a profound impact on organizational performance. Here are the key ways technology influences HRM and, consequently, organizational performance. Technologies such as Artificial Intelligence (AI), Machine Learning (ML), and Big Data analytics streamline recruitment processes and enhance performance management through predictive analytics and data-driven decision-making [47] The use of information technology in HRM significantly increases the efficiency and effectiveness of the company [48] Because it is possible that with this technology, the role of administration has shifted to a strategic position, by focusing on company development planning, especially PT. PLN, to improve electricity supply services to the community [49]

H4. *Technology into HRM has a positive effect on organizational performance in PT. PLN Banten Province.*

3.5. Job satisfaction on organizational performance

Job satisfaction is a critical factor that positively impacts organizational performance through various pathways, including increased job performance, higher organizational commitment, and improved employee engagement [50]. Organizations should focus on creating a supportive work environment, providing adequate training, and implementing effective HRM practices to enhance job satisfaction and, consequently, organizational performance [51]. In addition to job satisfaction having a significant impact on organizational performance, job satisfaction acts as a moderator that reinforces the significant relationship between technology in HRM, employee well-being and sustainable practices towards organizational performance [52], [53]

H5. Job satisfaction has a positive effect on organizational performance in PT. PLN Banten Province.

3.6. Sustainable practices for organizational performance

The impact of sustainable practices on organizational performance has been a significant area of have been shown to positively impact financial performance and value creation, particularly in emerging countries. This is due to the enhanced market valuation and innovativeness that sustainable practices bring [54]. Sustainable practices drive innovation within organizations, which in turn enhances overall performance. This includes both management and technical innovations. [55], [56]

H6. Sustainable practices on organizational has a positive effect on organizational performance in PT. PLN Banten Province.

3.7. Employee well-being to organizational performance

Employee welfare is a critical factor for the growth and success of any organization. By implementing comprehensive welfare schemes, organizations can significantly enhance employee morale, productivity, and overall job satisfaction, leading to improved organizational performance. The studies reviewed consistently highlight the positive correlation between employee welfare and organizational success, making it a wise investment for any organization [57], [58], [59].

H7. Employee welfare has a positive effect on organizational performance in PT. PLN Banten Province.

3.8. Sustainable practices for employee welfare

Sustainable practices in the workplace have a profound impact on employee welfare, enhancing health, well-being, engagement, and job performance. Organizations that effectively integrate sustainability into their HRM practices can create a supportive and productive work environment, ultimately leading to long-term success and sustainability [60]. Despite the benefits, there is often a lack of integration of sustainability in work practices, which can hinder employees' efforts to co-create a sustainable future for the enterprise. Organizations need to develop comprehensive strategies to fully integrate sustainability into their operations [61], [62].

H8. Sustainable practices has a positive effect on Employee welfare in PT. PLN Banten Province.

3.9. Research Conceptual Model

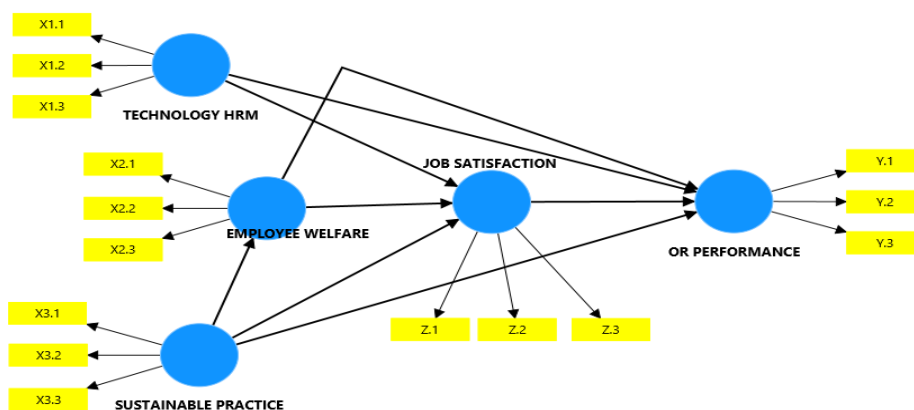


Figure 2 : Research Conceptual Model

4. METHODE

4.1. Research Design

The research was using a quantitative approach, using numerical data. This data will be analyzed to examine the relevant variables in the research object. The variables to be tested will be revealed through the interpretation of numerical data from the analysis results. A cross-sectional survey was designed to assess the integration of technology in HRM, employee well-being, sustainability and organizational performance through employee job satisfaction.

4.2. Population and sample

The population in this study is PLN employees in all areas of Banten Province. To represent this large population, a sample representing some PLN employees from various sectors and locations in Banten Province will be selected. Sampling based on the sample formula developed by (Hair et.al, 2020) is following the model used in this study, has nine arrows that lead to a certain construct with a significance level of 5% (0.05), and with a minimum R² value of 0.10. Thus, the sample size needed in this study is 157 samples from the total population consisting of 11,500 PLN works in Banten province

4.3. Analysis techniques

This study employed Structural Equation Model (SEM) with Partial Least Square (PLS), The first steps are to specify model structural or describe the relationship between latent variables based on the substance of the theory, after which design an outer model or a measurement model that defines the relationship between variables [63] [64].

The method of estimating parameters (estimation) in PLS is the least square method, the calculation process is carried out by iteration, where the iteration will stop if the convergent condition has been reached [65]. The estimation of parameters in PLS includes 5 things, namely: (1) Weight estimate which is used to calculate latent variable data, (2) Path estimate which relates between latent variables and loading estimates between latent variables and their indicators, (3) Mean and location parameters (regression constant values, intercepts) for indicators and latent variables, (4) Goodness of Fit evaluation. The Goodness of Fit Model is measured using the dependent latent variable R² with an intermission equal to the regression. Q² predictive relevance for structural models measures how well the observation values are generated by the model and also the estimation of its parameters, (5) Hypothesis testing (β , γ , and λ) is carried out by the resampling method, (Bootstrap) [66]

5. Result

5.1. Background characteristics of the respondents

An overview of the respondent profiles in this study, as many as 154 respondents. Identified as 85 male and 69 female respondents. In terms of age, 69 (44.8%) are under 30 years old, are in the range of 31-40 years, 54 people are between 41-50 years old, 15 and 17 people are over 50 years old. Employees who have experience over 10 years 22 people (14.3%), under 10 years 132 people. In terms of Education, High school 10 (6.5%), Diploma 79 (51.3%), Bachelor 65 (42.2%).

Table 1: Characteristics of the Respondens

Characteristics	Categories	n	Percentage (%)
Gender	Male	85	53.7
	Female	69	46.3
Age	Less than 30	69	44.8
	31-40	54	35.1
	41-50	14	9.0
	above 50	17	11.1
Experience	<10	22	14.3
	>10	132	85.7

<i>Education</i>	<i>High school</i>	10	6.5
	<i>Diploma</i>	79	51.3
	<i>Bachelor</i>	65	42.2

5.2. Reliability and Composite Reliability

In this study, the results of the resiliency and composite reability tests can be shown:

Table 2 : Reliability and Composite Reliability

Construct	Cronbach’s Alpha	Composite Reliability
<i>Employee welfare</i>	0,754	0,764
<i>Job satisfaction</i>	0,733	0,874
<i>Organizational performance</i>	0,752	0,764
<i>Sustainable practices</i>	0,734	0,734
<i>Technology hr</i>	0,741	0,751

The value of the Cronbach Alpha and composite of all each contru > 0.70, so the value is the accepted average size. Things that match the average measure of internal consistency and item reliability and is preferred when EFA is used for factor extraction. <0.7 is accepted.

5.3. Convergent Validity

The purpose of the convergent validity test is to assess whether the indicators in the construct correlate well with each other. Based on the results of data processing, the loading factor value is:

Table 3: Loading factor

Indicator	Outer Loading	Note
<i>X1.1 <- Technology HRM</i>	0,785	Significant
<i>X1.2 <- Technology HRM</i>	0,805	Significant
<i>X1.3 <- Technology HRM</i>	0,843	Significant
<i>X2.1 <- Employee Welfare</i>	0,773	Significant
<i>X2.2 <- Employee Welfare</i>	0,868	Significant
<i>X2.3 <- Employee Welfare</i>	0,813	Significant
<i>X3.1 <- Sustainable Practice</i>	0,854	Significant
<i>X3.2 <- Sustainable Practice</i>	0,819	Significant
<i>X3.3 <- Sustainable Practice</i>	0,750	Significant
<i>Y.1 <- OR Performance</i>	0,735	Significant
<i>Y.2 <- OR Performance</i>	0,869	Significant
<i>Y.3 <- OR Performance</i>	0,846	Significant
<i>Z.1 <- Job Satisfaction</i>	0,720	Significant
<i>Z.2 <- Job Satisfaction</i>	0,903	Significant
<i>Z.3 <- Job Satisfaction</i>	0,940	Significant

Key: “factor loading: variance explained by the variable on that particular factor <0.7 or higher to be accepted

Each of the AVE (Average Variance Extracted) values is:

Table 4 : AVE (Average Variance Extracted)

Construct	AVE
Technology HR	0,670
Employee welfare	0,656
Sustainable practices	0,670
Job satisfaction	0,654
Organizational performance	0,658

Key: AVE: measures the level of variance captured by a construct 0.5 accepted.

5.4. Discriminant Validity

The purpose of discriminatory validity is to ensure that a construct is completely different from other constructs in the model. If the validity of the discrimination is met, it means that each construct has a clear difference and does not measure the same thing. The implication is that if the validity of discrimination is not met, there is a chance that the model will experience multicollinearity problems (indicators do not sufficiently distinguish between different constructs). The results of the cross loading calculation can be shown in the table below:

Table 5 : Cross Loading

	Technology HR (X1)	Employee welfare (X2)	Sustainable practices (X3)	Job satisfaction (z1)	Organizational performance (Y1)
X1.1	0,785	0,553	0,667	0,503	0,669
X1.2	0,805	0,875	0,557	0,621	0,640
X1.3	0,843	0,618	0,630	0,574	0,869
X2.1	0,618	0,773	0,512	0,419	0,526
X2.2	0,803	0,868	0,556	0,620	0,640
X2.3	0,628	0,813	0,636	0,566	0,600
X3.1	0,587	0,549	0,854	0,529	0,591
X3.2	0,570	0,600	0,819	0,443	0,522
X3.3	0,680	0,541	0,750	0,492	0,627
Y.1	0,673	0,560	0,594	0,533	0,735
Y.2	0,843	0,618	0,630	0,574	0,869
Y.3	0,692	0,596	0,546	0,747	0,846
Z.1	0,241	0,204	0,196	0,520	0,279
Z.2	0,640	0,627	0,575	0,903	0,670
Z.3	0,691	0,645	0,585	0,940	0,758

The discriminant validity of the measurement model with reflective indicators is assessed on the basis of loading of the measurement with the construct. If the correlation of the construct with the measurement items is greater than the measures of other constructs, then this indicates that the latent construct predicts the measures in their block better than the measures in other blocks, than all is accepted.

5.5. The Prediction Relevance of the Model (R2)

Prediction relevance It is used to assess whether the model of technology integration in HRM, employee welfare, and sustainability practices through job satisfaction mediators on organizational performance has good predictive capabilities. The results of the analysis show that the Q² value is positive, so the model has a good ability to explain the dependent variables. In the context of multivariate data analysis, the determination coefficient R², indicating the proportion of variance in a given endogenous variable that can be predicted from independent variables, serves as an important metric for assessing model performance.

Table 6 : R-Squere

	R-Square	R-Square Adjusted
Employee welfare	0,485	0,482
Job satisfaction	0,516	0,507
Or performance	0,857	0,854

Key: If the Q² value > 0, then the model has predictive relevance. If Q² ≈ 0 or negative, then the model cannot be used for prediction, Higher value is preferred: 0.67 substantial, 0.33 average, 0.19 weak

5.6. Effect Size

In the present study, we employed effect size to examine the relationship between the variables of technology integration in human resources, employee welfare, sustainability practices, job satisfaction and organizational performance size [67] [67]. The relationship of other variable influences appears with moderate influences. It is comprehensively available in table 7 below :

Table 7 : f-square

	f-square
Employee welfare -> job satisfaction	0,031
Employee welfare -> or performance	0,075
Job satisfaction -> or performance	0,228
Sustainable practices -> employee welfare	0,942
Sustainable practices -> job satisfaction	0,018
Sustainable practices -> or performance	0,010
Technology hr -> job satisfaction	0,077
Technology hr -> or performance	1,096

The results showed that employee welfare on job satisfaction had a slight effect on job satisfaction and performance, but not too significant. Job satisfaction has a greater influence on performance than employee welfare. Sustainable practices have a profound impact on employee well-being but have almost no impact on job satisfaction and performance. The use of technology in HR has a small impact on job satisfaction, but a huge impact on performance.

5.7. The Assessment of the Inner Model and Hypotheses Testing Procedures

The result hypothesis of the study are shown in table 8. The results show the direct effects of integration in HR, employee well-being, sustainable practices, job satisfaction and organizational performance, each of the hypotheses in the table belowThe results show the direct effects of integration in HR, employee well-being, sustainable practices, job satisfaction and organizational performance, each of the hypotheses in the table below :

Table 8 : Mean, STDEV, T values, p values, Decision.

Hypothesis	β	μ	SD	T.Value	p Values	Decision
Employee welfare -> job satisfaction	0,229	0,228	0,086	2,673	0,008	Supported
Employee welfare -> or	-0,195	-0,195	0,064	3,032	0,002	Supported

<i>performance</i>						
<i>Job satisfaction -> or performance</i>	0,259	0,259	0,053	4,906	0,000	<i>Supported</i>
<i>Sustainable practices -> employee welfare</i>	0,696	0,699	0,039	17,649	0,000	<i>Supported</i>
<i>Sustainable practices -> job satisfaction</i>	0,145	0,148	0,089	1,623	0,105	<i>Not Supported</i>
<i>Sustainable practices -> or performance</i>	0,061	0,061	0,051	1,191	0,234	<i>Not Supported</i>
<i>Technology hr -> job satisfaction</i>	0,396	0,396	0,100	3,959	0,000	<i>Supported</i>
<i>Technology hr -> or performance</i>	0,840	0,840	0,060	14,011	0,000	<i>Supported</i>

The interpretation of the test results above is that Employee Welfare increases Job Satisfaction but has a negative relationship with Performance, which means higher employee welfare may not always result in improved performance. Job Satisfaction has a positive and significant effect on Performance, showing that satisfied employees tend to perform better. Sustainable Practices have a great influence on Employee Welfare, but do not have a significant effect on Job Satisfaction and Performance. HR technology has a strong impact on Job Satisfaction and especially Performance, showing that HR technology can increase employee productivity.

5.8. Path Model Significance Results

In the present study, path model significance result to evaluate the strength of the relationship between variables. The test of T-Statistical and P-Value values is used to determine whether the relationship between variables is statistically valid or just a coincidence. If the results are significant, then the relationships between the variables in the model can be used to draw research conclusions and recommendations. If it is not significant, the model needs to be improved by considering additional variables or increasing the sample size. The support for this relationship was also indicated by the t-value exceeding the threshold of 1.96, combined with a low standard deviation, and each of its significant model path values is:

The first hypothesis tests whether there is an effect Technology into HRM has a positive effect on in job satisfaction in PT. PLN Banten Province. The results showed that the beta technology in HRM terhand each of its significant model path values isadap job satisfaction adalah $\beta = 0,396, p = 0,000$. The use of technology in HR has a positive effect on employee job satisfaction. The findings collectively underscore the vital influence of technology inti HR on job satisfaction, provides a new explanation of the importance of technology in HR to achieve job satisfaction.

The second hypothesis tests whether there is an effect of Employee welfare has a positive effect on in job satisfaction in PT. PLN Banten Province. The results show that the beta value of Employee welfare to Job satisfaction is $\beta = 0.229, p = 0.008$. Employee welfare have a positive effect on job satisfaction, meaning that employee welfare increases job satisfaction. The findings collectively underscore the vital influence of Employee welfare berpengaruh positif terhadap job satisfaction, provides a new explanation of the importance of paying attention to employee welfare to achieve job satisfaction.

The third hypothesis tests whether there is an influence Sustainable practices in organizations has a positive effect on in job satisfaction in PT. PLN Banten Province. The results showed that the beta Sustainable practices terhadap Job satisfaction adalah $\beta = 0,145, p = 0,105$. There is not enough evidence to state that sustainability practices increase job satisfaction. The findings collectively underscore the vital influence of Sustainable practices to Job satisfaction, provides new explanations for the importance of sustainability practices, but has not provided evidence that sustainable practices directly affect job satisfaction.

The fourth hypothesis tests whether the Technology into HRM has a positive effect on organizational performance in PT. PLN Banten Province. Results show that the value of beta Technology in HR into organizational performance have $\beta = 0,840$, $p = 0,000$. HR technology has a huge influence on organizational performance. The findings collectively underscore the vital influence of technology into HR on organizational performance, provides a new explanation of the importance of technology in HR to achieve organizational performance.

The fifth hypothesis tests whether Job satisfaction has a positive effect on organizational performance in PT. PLN Banten Province. The results show that the beta value of Job satisfaction into organizational performance is $\beta = 0.259$, $p = 0.000$. Job satisfaction improve organizational performance significantly. The findings collectively underscore the vital influence of Job satisfaction on organizational performance, provides a new explanation of the importance of job satisfaction to achieve organizational performance.

The sixth hypothesis tests whether there is Sustainable practices on organizational has a positive effect on organizational performance in PT. PLN Banten Province. The results showed that the beta Sustainable practices into organizational performance is $\beta = 0,061$, $p = 0,234$. There is no significant influence between sustainability practices and organizational performance. The findings collectively underscore the vital influence of praktik sustainable has not had an influence on improving organizational performance, so it has not proven the hypothesis that there is an influence of sustainable practices on organizational performance.

The seventh hypothesis tests whether there is Employee welfare has a positive effect on organizational performance in PT. PLN Banten Province. The results showed that the beta value Employee welfare into organizational performance is $\beta = -0,195$, $p = 0,002$. The effect is negative, meaning that employee welfare actually decreases organizational performance. This can happen if welfare is not balanced with increased productivity. The findings collectively underscore the vital influence of employee welfare which is not balanced with other factors will have a negative impact on the achievement of organizational performance.

Hypothesis eight tests whether there Sustainable practices has a positive effect on Employee welfare in PT. PLN Banten Province. The results showed that the beta value sustainable practices terhadap Employee welfare adalah $\beta = 0,696$, $p = 0,000$. Sustainability practices contribute greatly to improving employee welfare. The findings collectively underscore the vital influence of Sustainable practices provide improved employee welfare.

5.9. Testing the Level of Significance of the Indirect Effect

Uji significance indirect effect (Indirect Effect Significance Test) used to evaluate whether or not the mediation effect in the model is significant. An indirect effect occurs when an independent variable indirectly affects a dependent variable through a mediator variable. The results of the analysis show an indirect relationship between technology in HRM, employee welfare, sustainable practices through job satisfaction and organizational performance. A comprehensive presentation of the outcomes derived from the indirect analysis can be found in Table 9:

Table 9 : Test Results Indirect Effect

Hypothesis	β	μ	SD	T.Value	p Values
Employee welfare -> job satisfaction -> or performance	0,059	0,059	0,026	2,263	0,024
Sustainable practices -> employee welfare -> job satisfaction -> or performance	0,041	0,042	0,019	2,198	0,028
Sustainable practices -> employee welfare -> job satisfaction	0,159	0,160	0,061	2,612	0,009
Sustainable practices -> job satisfaction -> or performance	0,038	0,038	0,024	1,573	0,116

<i>Sustainable practices -> employee welfare -> or performance</i>	-0,136	-0,136	0,044	3,053	0,002
<i>Technology hr -> job satisfaction -> or performance</i>	0,103	0,103	0,034	3,047	0,002

The results of the test in the table above, Employee Welfare contributes to Performance through increased Job Satisfaction. Sustainable Practices have an indirect influence on Job Satisfaction and Performance, but the influence is stronger through Employee Welfare. HR technology not only increases Job Satisfaction, but also has an indirect impact on Performance through job satisfaction.

6. DISCUSSION

The application of technology in HR is very effective in improving organizational performance, both directly and through job satisfaction. Organizations that want to increase productivity must invest in HR technology, such as HR information systems (HRIS), recruitment automation, and employee performance analytics. The use of technology in HR can increase efficiency and reduce administrative burdens, this is because technology can automate organizational operational activities, such as employee recruitment, payroll, attendance and work appraisal. In addition, with technology, employees will get better access to career development [30] Through employee job satisfaction mediation, the application of technology in HR has an impact on employees being more productive, work-motivated so as to reduce turnover and increase employee retention [2], [6] The application of technology in HR as a transformation in management can increase operational efficiency, provide better work flexibility, and increase employee satisfaction and performance. Today, the use of technology in organizations has a very strong effect on change, as technology will evolve continuously, to increase the value of the organization itself but also to increase the value of society [68], [69]. Management PT. PLN has applied technology in HR, can provide feedback to employees, and the results of the study show that the application of technology in PT. PLN is good. PLN has invested in digital transformation to improve work efficiency and customer satisfaction.

The results showed that HR technology played a significant role in increasing job satisfaction with results $\beta = 0.396$, $p = 0.000$, and had a great impact on improving performance with results $\beta = 0.840$, $p = 0.000$. This indicates that the implementation of technology in human resource management can create a more efficient work process and increase employee productivity. HR technology also has an indirect effect on performance through job satisfaction with results $\beta = 0.103$, $p = 0.002$, which shows that the use of technology in HR management can improve employee performance by increasing their satisfaction first.

Employee Welfare and Its Relationship with Job Satisfaction and Organizational Performance, the results of the analysis showed that the employee welfare relationship had a negative effect on organizational satisfaction. The theory that supports employee welfare is the theory of human motivation (Maslow) explaining that employee welfare is part of the basic needs of individuals (physiological and safety needs) [35]. If basic needs are met, employees will feel more satisfied with their jobs. Meanwhile, Herzberg explained that employee welfare is included in hygiene factors, which contribute to job satisfaction but do not directly improve performance [34]. The positive relationship between employee and job satisfaction suggests that organizations that care about employee welfare can increase their job satisfaction, while the negative influence of employee welfare on OR performance can be explained by the possibility that employees who are too comfortable with welfare facilities tend to reduce their productivity. This can be overcome by strengthening a work culture based on a reward system. Employee well-being is a concept that encompasses various aspects that affect the quality of life and working conditions of employees, including physical, mental, social, and financial well-being. Employee well-being theory helps understand how organizations can improve employee satisfaction, productivity, and overall well-being. Employee welfare increases job satisfaction, but can reduce organizational performance if not balanced with a good management system. So in this case, PT. PLN needs to ensure that the welfare provided has a positive impact on employee productivity.

The results of the study show that employee welfare has a positive influence on job satisfaction with a value of $\beta =$

0.229 and a p-value = 0.008, meaning that the better the welfare that employees feel, the higher their satisfaction level. However, employee welfare to performance is not in line with job satisfaction, this is by obtaining the results of employee welfare testing has a negative impact on performance with $\beta = -0.195$, and p-value = 0.002, this indicates that employees who have an increase in welfare tend to feel too comfortable, which bias reduces motivation to increase their work productivity.

Job satisfaction was found to have a positive and significant influence on performance with results $\beta = 0.259$, and p-value = 0.000, indicating that the more satisfied an employee is in his or her job, the higher the level of performance produced. This is in line with the theory of motivation which states that job satisfaction contributes to increasing work effectiveness and employee productivity.

Sustainable practices significantly improved employee well-being with a result of $\beta = 0.696$, $p = 0.000$, which confirms that organizations that implement sustainable policies tend to create a better work environment for employees. However, the effect of continuous practice on job satisfaction and performance was not significant with results $\beta = 0.145$, $p = 0.105$ and $\beta = 0.061$, $p = 0.234$. This suggests that while sustainable practices can improve employee well-being, their impact on job satisfaction and performance may depend on other factors, such as organizational culture and management policies.

Sustainable Practices and Their Impact on Employee Welfare, Job Satisfaction, and Organizational Performance
It was found that sustainable practices improve employee welfare, but do not have a direct effect on job satisfaction and have a negative impact on organizational performance through employee welfare. Sustainable practices become an organizational strategy because it has an impact not only on the environment, but also affects employee job satisfaction and ultimately organizational performance. Sustainability practices with a combination of these middle-range theories, the AMO model can be applied in more detail, creating a framework that focuses on motivation, commitment, and support in achieving the company's sustainability goals [37], [38]. Sustainable practices have an impact on the growth of organizations that care about the social environment so that they can improve employee morale, so that they do not directly create a healthier and positive work environment, creating a sustainable culture. The impact of a healthy work environment and a sustainable culture is employee job satisfaction, employees are more productive and innovative. This is in accordance with the triple bottom line concept which explains that the concept of sustainability involves three main aspects: people, planet, and profit. The results of the study show that sustainable practices improve the welfare of employees (people), but their impact on organizational performance still needs to be clarified [70]. Organizations that implement sustainable practices need to ensure that sustainability initiatives not only improve employee well-being, but also encourage productivity and work efficiency. The negative impact on OR performance indicates the need for a balance between well-being and performance demands.

6.1. Implication

The implication contribution of this study is that it uncovers the manager SDM must prioritize the balance between employee well-being and organizational productivity. Investing in HR technology can significantly improve efficiency and job satisfaction. Sustainability programs need to be more strategic in order to not only improve welfare but also organizational performance. These results show that human resources, technology, and sustainability practices must be strategically managed to achieve optimal well-being and productivity.

7. LIMITATIONS OF THE STUDY

Although the results of this analysis provide valuable insights into the influence of Sustainable Practices, Employee Welfare, Job Satisfaction, and HR Technology on organizational performance, this study has some limitations that need to be considered. First, sampling only one company, PT. PLN Banten Province, so it does not represent the actual situation of organizational performance. Second, there may be trigger variables as dependent variables or mediators that affect organizational performance in addition to the variables that have been studied, so that it can strengthen the research model by expanding other factors that can be added to the model, such as Leadership whether leadership in the organization affects how HR technology or employee well-being impacts organizational performance. Or Organizational Culture and Work Engagement as factors involved in their work are more affected by Employee Welfare or Sustainable Practices.

8. CONCLUSION

This study highlights The relationships in the model not only occur directly but also through mediators such as job satisfaction and OR performance. HR technology has the greatest influence on OR performance, both directly and through job satisfaction. So it is recommended that PT. PLN must invest in digital transformation to improve work efficiency and employee satisfaction. Employee welfare increases job satisfaction, but can reduce organizational performance if not balanced with a good management system. So it is recommended that it is necessary to ensure that the welfare provided has a positive impact on employee productivity. Job satisfaction has been shown to improve OR performance, which supports the theory that happy employees are more productive. So it is recommended that the organization must increase job satisfaction through training programs, incentives, and a conducive work environment. Sustainable practices improve employee welfare but do not have a direct impact on job satisfaction and OR performance. Sustainability must be integrated with the organization's strategy to have a positive impact on performance. This study succeeded in proving that HRM technology is the most influential variable in the model, either directly or indirectly, on or performance. Job satisfaction plays an important role as a mediator in improving or performance. Sustainable practices have a smaller influence than technology HRM, but still have a positive effect directly and indirectly.

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