
DRIVERS OF ACHIEVEMENT AND CAREER GROWTH IN INDONESIAN MNCs

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Abstract

The aim of this research was to determine the influence of knowledge management, management information systems and organizational culture on work performance and its impact on employee career development in multinational companies in Indonesia. This research uses a type of quantitative research with a survey approach with the method used is proportional random sampling, with a sample of 395 employees of multinational companies in Indonesia. The data analysis technique for this research uses PLS software version 3.0 (Partial Least Square) with the research results showing that (1) knowledge management has no significant effect on work performance with at statistic of $0.005 < 1.966$ and a P-value of 0.996, (2) the Management information system has a positive and significant effect on work performance with at statistics of $3.121 > 1.966$ and a P- value of 0.002. (3) organizational culture has a positive and significant effect on work performance with at statistical value of $5.259 > 1.966$ and a P-value of 0.000, and (4) work performance has a significant positive effect on employee career development with at statistical value of $81.710 > 1.966$ and P -value of 0.000.

Keywords: Knowledge Management, Management Information Systems, organizational Culture, Work Performance, and Employee Career Development.

INTRODUCTION

Multinational companies are large companies that are generally based in various industrial countries and have offices in various other countries, and their expansion is in various developing countries.

Multinational companies have business in various countries by having subsidiaries that are not only within the country but also abroad. As multinational companies, they must also have sophisticated and capable technology.

In this study, researchers used 4 multinational companies in Indonesia, namely PT. Fast Food Indonesia, Tbk

(FAST) / KFC, PT. GoTo Gojek Tokopedia (GOTO) / Gojek, PT. Goodyear Indonesia. Tbk (GDYR) / Goodyear and PT. Garudafood Putra Putri Jaya. Tbk (GOOD). In order to run a company well, good HR management, knowledge management and a good information system are needed to support running a multinational company, so that employees can increase their work performance and develop their careers.

Knowledge Management is one of the strategies set by companies to be able to compete globally. Knowledge management aims to develop knowledge and increase business



efficiency. Success factors in business units and knowledge are the main keys to success for business development, knowledge management (KM) has become the focus of most organizations (Othman, Ismail, Yahya, & Ahmad, 2018).

One of the obstacles to employee career development, especially in multinational companies, is that employees still have low management knowledge. Training and education as well as seminars are needed so that employees have good knowledge management and can develop multinational businesses.

In the rapidly developing digital era, various types of organizations, from small startups to multinational companies, are starting to rely on management information systems as they help make tasks easier, make better decisions and achieve long-term success. So human resources or employees in multinational companies must understand and understand the importance of management information systems.

Implementing a management information system in a company is necessary so that information management is good and provides benefits for the company in determining its business strategy. The process of collecting information must be a continuous process according to a certain system, which leads the organization to establish the information system as a necessary tool for making effective marketing decisions considering the development of the organization (Kohlegger & Ploder, 2018)

Human resource management in multinational companies involves more complex arrangements, such as

expatriate issues, one of which is about organizational culture. Cultural differences between countries certainly vary as well as employee abilities, such as the inability of employees to adapt to new cultural environments. Organizational culture is a work guideline, so every employee is required to adapt to this culture (Sesariza, 2020).

Based on the phenomena and problems above, researchers are interested in conducting research entitled "The Influence of Knowledge Management, Management Information Systems, and Organizational Culture on Work Performance and Their Impact on Employee Career Development in Multinational Companies in Indonesia".

Knowledge Management (KM) is a process that plays a critical role within organizations by systematically coordinating human resources, technology, processes, and organizational structure to enhance value through reuse and innovation. As Atiku (2020) suggests, KM involves creating, sharing, and applying knowledge using the experience and actions that a company has taken to ensure the continuity of organizational learning. This coordination is essential to leveraging the knowledge that the organization possesses, which allows it to make informed decisions and foster innovation. Sopiyan (2021) also emphasizes that KM is a process aimed at helping companies identify, select, organize, disseminate, and send important information and expertise, which form part of the organizational memory embedded within structured areas. This helps in the smooth flow of information and decision-making within the organization. In addition,

Rizqi et al. (2022) point out that KM concerns the processes of human activity related to knowledge, although it does not specifically address the various types of knowledge or their relative importance in an organization. Based on these definitions, Knowledge Management can be understood as a strategic function within an organization to store, manage, and utilize data, skills, and information in a manner that supports decision-making and task execution.

KM offers substantial benefits to organizations by improving individual competencies, enhancing processes, facilitating product development, and boosting organizational performance. Bataineh (2018) outlines that KM supports four core areas: people, process, product, and organizational performance. Regarding people, KM provides learning opportunities for employees, enhancing their ability to adapt to market and technological changes. By facilitating easier access to updated knowledge, KM allows employees to be more responsive to changes and learn from external sources, even from organizations that do not implement KM strategies. Moreover, KM enables employees to find solutions to problems they have faced in the past. In terms of processes, KM enhances organizational efficiency by identifying optimal processes and reducing costs associated with acquiring and accessing valuable knowledge. It also supports the creation of innovative solutions, which is essential for organizational growth and competitive advantage. On the product side, KM aids organizations in developing new products that offer greater value compared to previous products. It also streamlines the process

of accessing and combining knowledge, helping to avoid inefficiencies in production. As for organizational performance, KM has both direct and indirect impacts. Directly, it enables organizations to create innovative products that contribute to profitability, while indirectly, it allows organizations to better utilize tangible and intangible resources, positioning them ahead of competitors.

Davidson and Voss (2002) propose that the key indicators for measuring the effectiveness of KM include the use of knowledge, knowledge sharing, knowledge reflection, and knowledge identification. These dimensions are critical in assessing how knowledge is utilized and managed within an organization, ensuring that knowledge flows effectively and contributes to organizational goals.

Management Information System

Management Information Systems (MIS) are systems designed to capture, store, and manage data within an organization, subsequently providing valuable information that supports management in decision-making. As Sana (2021) defines it, MIS is a system that collects data from different parts of an organization, stores it, and processes it into meaningful information for management. These systems are essential as they provide the necessary tools for decision-makers, ensuring that data is available for operational, tactical, and strategic decisions. Yapant (2023) also underscores that MIS is designed to support various levels of management by providing critical information required for decision-making processes. Farizy (2021) elaborates further, describing MIS as a management support system that processes data and generates reports based on predefined

computer-based requests. These reports serve as the basis for managerial decisions, either periodically or as needed, to support organizational objectives.

MIS systems possess distinct characteristics that support various levels of management within an organization. Sutabri (2012) explains that MIS assist managers at operational and control levels while also providing tools for senior management to engage in long-term planning. MIS is highly reliant on the organization's data and the flow of information across departments. Furthermore, careful planning is required to ensure that MIS is adaptable and scalable to meet future organizational needs.

DeLone and McLean (as cited in Lutfi, 2023) identify several important dimensions for evaluating the quality of MIS. These include system quality, information quality, service quality, system user interests, and system user satisfaction. System quality refers to the overall performance of the hardware and software components of the MIS, focusing on how effectively the system meets the needs of its users. Information quality, on the other hand, refers to the accuracy, relevance, and timeliness of the information produced by the system. Service quality relates to the support and assistance provided to users of the system by the personnel responsible for maintaining it. System user interests refer to how well users engage with and utilize the information system, while system user satisfaction measures the degree to which users are content with their experience of using the system.

Organizational culture refers to the set of shared assumptions, values, beliefs, and behaviors that shape how

members of an organization interact with one another and with the external environment. Purnomo (2022) defines organizational culture as a set of assumptions that a group holds, which guides how it feels, thinks, and reacts to its surroundings. Organizational culture serves as a foundation for solving both external and internal problems, and it is passed down to new members of the organization as the accepted way to understand, think, and behave in relation to these issues (Gutterman, 2023). Ketprapakorn (2022) adds that organizational culture represents a belief system and set of norms that help an organization adapt to external changes while ensuring internal integration. In essence, organizational culture is a framework that differentiates one group from another by shaping behaviors and guiding actions.

Mingaleva (2022) identifies several elements that make up organizational culture, including the value system (core values), the business environment, heroes or pioneers within the organization, cultural networks, ritual patterns of beliefs and behaviors, the role of management, management systems and procedures, and codes of conduct. These elements collectively define how an organization operates and how it interacts with both internal members and external stakeholders.

Tsui (2006) outlines several dimensions of organizational culture, which include innovation and risk-taking, attention to detail, results orientation, people orientation, and team orientation. These dimensions provide a framework for understanding how an organization behaves, how it makes decisions, and how it interacts with both its employees and the wider

community. A culture that emphasizes innovation and risk-taking, for example, encourages employees to think creatively and take bold steps toward achieving organizational goals.

Work performance refers to an individual's ability to effectively carry out their assigned tasks, including both the quality and quantity of their work. Haki (2021) defines work performance as the level of skill and ability an individual demonstrates in completing their tasks, reflecting their capacity to meet job requirements. Wahyudi (2022) explains that work performance is the achievement of results by an individual or group in the course of performing their duties. Similarly, Maryani (2021) defines work performance as the result of work in terms of both quality and quantity, achieved by an employee in accordance with their responsibilities. Thus, work performance is the output that an individual produces based on their skills, knowledge, and abilities.

The process of assessing job performance, known as performance appraisal, plays a crucial role in improving organizational effectiveness. Sunyoto (2020) outlines several benefits of work performance appraisals, including the improvement of work performance, compensation adjustments, and placement decisions. Appraisals provide valuable feedback to employees, helping them to enhance their skills and address any deficiencies. Additionally, performance appraisals serve as a basis for making decisions regarding promotions, transfers, or demotions, while also identifying areas where employees may require further training and development.

Sihombing (2019) suggests that job performance can be evaluated through several dimensions, including work

results, job knowledge, initiative, mental skills, attitude, and time and attendance discipline. These dimensions are key indicators of an individual's contributions to the organization and provide a comprehensive view of their performance.

Career development is the process of enhancing an individual's skills and abilities to achieve their career goals within an organization. Muchtadin (2023) defines career development as the ongoing process of increasing individual work abilities to reach desired career objectives. Career development activities help employees plan and manage their career paths, fostering growth both for the individual and the organization (Guan, Deng, & Zhou, 2020). Bambang Wahyudi (2002) adds that career development is tied to an individual's aspirations for upward mobility and career progression, rewarding their contributions and achievements within the organization.

Career development objectives focus on improving work productivity, reducing damage and accidents, enhancing service quality, boosting employee morale, providing better career opportunities, and ensuring effective leadership (Sitorus et al., 2022). These objectives are aimed at improving the overall functioning of the organization while ensuring that employees are satisfied with their roles and are given opportunities for growth.

Curado (2023) identifies several key dimensions of career development, including capacity enhancement, job satisfaction, and employee attitudes and behaviors. Capacity enhancement refers to improving an employee's ability to handle various assignments, while job satisfaction involves the fulfillment of

personal and professional needs through work. Employee attitudes and behaviors guide individuals toward achieving career success, with a focus on strong competitive values and continuous learning.

In conclusion, Knowledge Management, Management Information Systems, Organizational Culture, Work Performance, and Employee Career Development are interconnected components that play a pivotal role in driving organizational success. These elements contribute to the overall effectiveness of an organization by ensuring that knowledge is well managed, decisions are based on accurate information, employees are motivated, and career development is supported.

METHODS

This quantitative research uses a descriptive and associative approach. This research was conducted to analyze the influence of knowledge management, management information systems and organizational culture on work performance and its impact on

employee career development in multinational companies in Indonesia.

The data collection method for this research uses a survey research method. The data analysis technique for this research uses Structural Equation Modeling (SEM) analysis. The population and sample in this research are employees of Multinational Companies in Indonesia. The technique used in this research is the probability sampling method, namely a proportional random sampling method where every employee of a multinational company has the same opportunity to be selected as a member of the sample.

Population refers to an entire community of individuals, incidents, or other things that researchers might use to draw conclusions (Sekaran, Uma and Bougie, 2016). The population is used for decision making or hypothesis testing. The population in this study are employees of 4 multinational companies in Indonesia, and the following is the number of employees of 4 multinational companies in Indonesia in 2023 as follows:

Table 1 Number of Employees

No	Multinational Company Name	Number of employees
1	PT. Fast Food Indonesia, Tbk (FAST) / KFC	15.715
2	PT. Garudafood Putra Putri Jaya. Tbk (GOOD)	8.842
3	PT. Goodyear Indonesia. Tbk (GDYR) / Goodyear	850
4	PT. GoTo Gojek Tokopedia (GOTO) / Gojek	9. 141
Number of employees		35,548

Source: Annual Report 2023, data processed

So the population in this study was 35,548 employees of multinational companies.

According to Sugiyono (2011:81), a sample is a part of the population that represents the characteristics of the

entire population. If the sample size does not accurately represent the population, the results of the research cannot be generalized to the entire population. In this study, the population consists of 35,548

employees. To determine the sample size for the research, the Slovin Population formula (as cited in Riduwan, 2005:65) was used. The formula is as follows:

$$n = N / (1 + N(d)^2)$$

Where:

- n is the number of samples
- d is the precision level, which is 95% or $\text{sig.} = 0.05$
- N is the total population
- 1 is a constant

Using this formula, the calculation for the sample size is as follows:

$$n = 35,548 / (1 + 35,548 * (0.05)^2)$$

$$n = 35,548 / 89.8625$$

$$n = 395.5491265161$$

Therefore, the sample size used in this research is 395 employees.

Data plays a crucial role in the research process as it provides the necessary information about the research object. Bungin (2012:123) defines data as information that is collected and analyzed to provide insights into the research problem. In this study, the sources of data are divided into two categories: primary and secondary.

Primary data sources refer to data that is directly collected from the source, observed, and recorded for the first time. According to Bungin (2012:128), primary data is original data that is collected directly from the subject under study. In contrast, secondary data refers to data that is not collected firsthand but rather obtained indirectly from second parties. Secondary data is used to support the primary data and is adjusted to meet the researcher's needs.

For data collection, a questionnaire method was used in this study. A questionnaire is a data collection technique that involves distributing a list of questions to respondents to gather

their responses. This method is widely used in research as it allows the researcher to collect data efficiently from a large number of participants.

In terms of data analysis techniques, this research utilizes Partial Least Squares (PLS) software version 3.0. PLS is a type of structural equation modeling (SEM) that is based on variance. It is used to simultaneously test both the measurement and structural models. The measurement model, also known as the outer model, is used to test the validity and reliability of the research instrument. Validity tests in this research include convergent validity and discriminant validity. Convergent validity is assessed by examining the correlation between the item scores and the construct scores. If the correlation is higher than 0.70, the item is considered valid. However, for early-stage research, items with outer loading values between 0.5 and 0.6 are considered acceptable.

Ghozali (2015:114) also discusses the use of discriminant validity, which is assessed by comparing the square root of the average variance extracted (AVE) value. The recommended threshold for AVE is greater than 0.5. The formula for calculating AVE is:

$$AVE = \lambda_i^2 / (\lambda_i^2 + \text{ivar}(\epsilon_i))$$

Additionally, Ghozali (2015:115) recommends that the composite reliability value should be above 0.6 for the research instrument to be considered reliable.

The structural model, or inner model, is used to predict causal relationships between latent variables. The evaluation of the structural model involves looking at the R^2 value, which represents the percentage of variance explained by the model for the dependent variable. The R^2 value is

assessed using the Stone-Geisser Q-Square Test (Ghozali, 2015:117). The equation model used in this research is:

$$N = \beta O + \beta \eta + \eta \varepsilon + \zeta$$

In this equation, η represents the vector of endogenous (dependent) latent variables, ε is the vector of residual variables, and ζ is the inner residual variable. Each dependent latent variable is modeled as a function of the latent variables and residual variables. If the R^2 value is greater than 0.2, it indicates that the latent predictor has a significant influence on the structural model.

This research also includes a graphical representation of the structural model, which visually demonstrates the relationships between

the latent variables and their impact on the dependent variable. The model provides a clearer understanding of how various factors influence the outcome of the research.

To summarize, the sample size for this research was determined using the Slovin formula, which resulted in a sample size of 395 employees. The data sources used were primary and secondary, with questionnaires serving as the data collection method. Data analysis was conducted using PLS software to test both the measurement and structural models, ensuring the validity and reliability of the research instrument and the accuracy of the causal relationships identified in the structural model

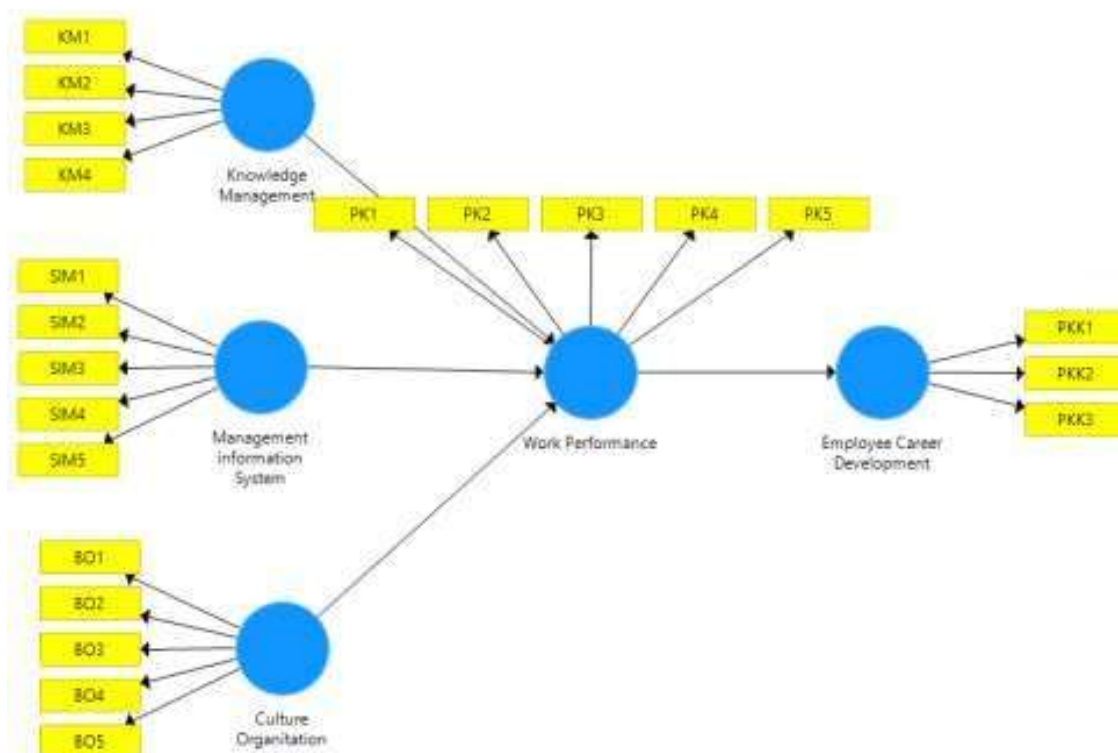


Figure 1. Research Model

Hypothesis testing (β , γ , and λ) was carried out using the bootstrap resampling method developed by Geisser & Stone (Ghozali, 2015). According to Jogiyanto and Abdillah (2015:55) the significance measure of

hypothesis support can be used by comparing the t table and t statistic values through the following decision making criteria:

- 1) If t statistic $>$ t table and p value $<$ sig 0.05, it means H_a is accepted, H_o is rejected.
- 2) If t statistic \leq t table and p values \geq sig 0.05 means H_a is rejected, H_o is accepted.

RESULTS

1. Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

a. Convergent Validity

According to Ghozali (2018:25) a correlation can be said to meet convergent validity if it has a loading value of $>$ 0.7. The output shows that the loading factor provides a value above the recommended value, namely 0.7. However, at the research scale development stage, a loading of 0.60 is still acceptable. So that the indicators used in this research have met convergent validity. The structural model in this research is shown in the following figure:

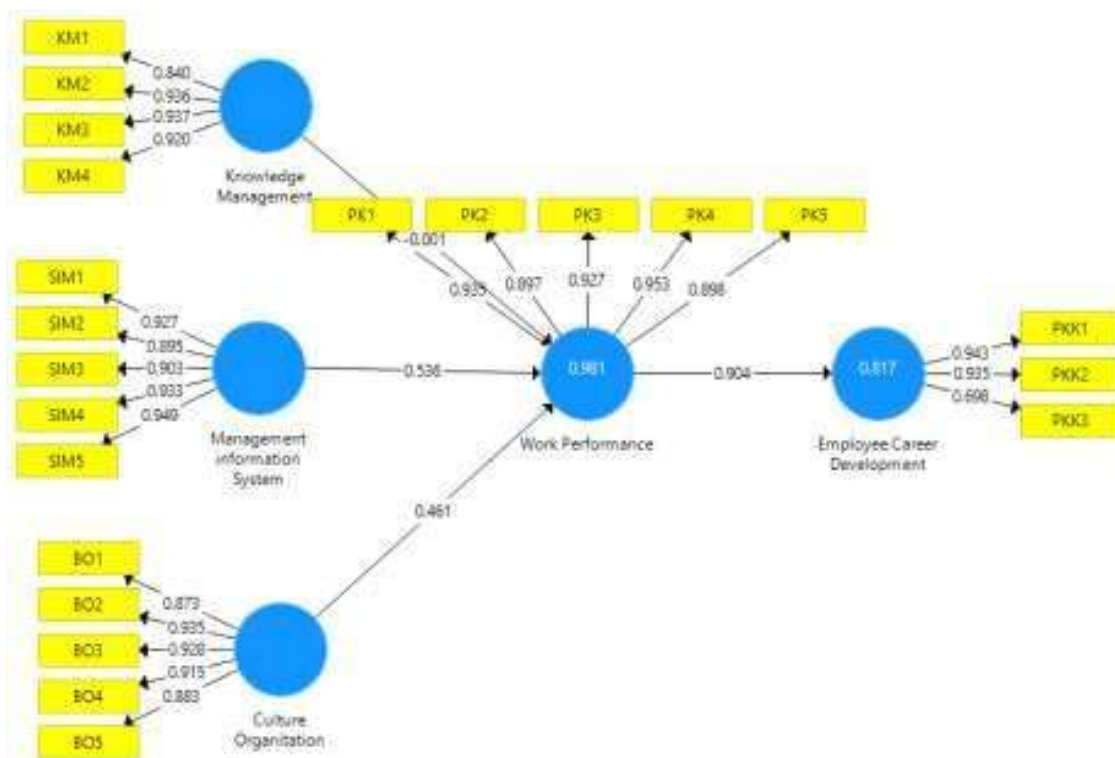


Figure 2 Outer Model, Algorithm Testing
 Table 2 Outer Loading

	Knowledge Management	Management information System	Culture Organization	Work Performance	Employee Career Development
BO1			0.873		
BO2			0.935		
BO3			0.928		
BO4			0.915		
BO5			0.883		

KM1	0.84				
KM2	0.936				
KM3	0.937				
KM4	0.92				
PK1				0.935	
PK2				0.897	
PK3				0.927	
PK4				0.953	
PK5				0.898	
PKK 1					0.943
PKK 2					0.935
PKK 3					0.698
SIM1		0.927			
SIM2		0.895			
SIM3		0.903			
SIM4		0.933			
SIM5		0.949			

Source: Smart PLS Program Output. 3.0, 2024

Based on the data in table 2, the value can be determined outer loading. The lowest result of the outer model test in this research was 0.698 in the PKK3/Employee Career Development dimension. Referring to the previously determined outer loading limit, namely 0.7, however, at

the research scale development stage, a loading of 0.60 is still acceptable. So these results show that the model meets the assumption of convergent validity because the lowest outer loading value is $0.698 > 0.6$.

2. Construct Validity and Reliability

Table 3 Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Knowledge Management	0.929	0.929	0.95	0.826
Management information System_	0.956	0.956	0.966	0.85
Culture Organization	0.946	0.947	0.959	0.823
Work Performance	0.956	0.957	0.966	0.851
Employee Career Development_	0.827	0.87	0.899	0.75

Source: Smart PLS Program Output. 3.0, 2024

From the data presented in Table 3, it is evident that the lowest Average Variance Extracted (AVE) value among

the five variables is 0.750, which pertains to the employee career development variable. This result is

significant as it demonstrates that all five research variables have satisfied the assumptions of discriminant validity, given that the lowest AVE value exceeds the threshold of 0.5. Discriminant validity ensures that each construct is distinct and measures a unique concept, which is crucial for the validity of the research findings.

In addition to AVE, the study also assessed the reliability of the constructs using Cronbach's alpha and composite reliability metrics. The lowest Cronbach's alpha value reported is 0.827, and the lowest composite reliability value is 0.899, both corresponding to the employee career development variable. These values are well above the accepted threshold of 0.7, indicating that all variables meet the assumptions for construct reliability. High reliability values suggest that the measurement scales used in the study are consistent and dependable in capturing the intended constructs.

The findings from these statistical tests underscore the robustness of the measurement instruments used in the study. The high AVE values across all variables confirm that the constructs have good convergent validity, meaning that the items within each construct are well correlated and collectively represent the same underlying concept. Similarly, the high values for Cronbach's alpha and composite reliability indicate that the constructs are measured reliably, with internal consistency among the items.

The reliability and validity of the constructs are critical in ensuring the integrity and credibility of the research findings. For instance, the AVE value of 0.750 for the employee career development variable signifies that the majority of the variance in the observed

items is explained by the underlying construct, minimizing the risk of measurement error. This is particularly important in behavioral and social sciences research, where constructs like career development are often complex and multifaceted.

Furthermore, the Cronbach's alpha value of 0.827 and composite reliability value of 0.899 for the employee career development variable indicate a high level of internal consistency. This implies that the items used to measure career development are reliably capturing the same underlying concept, providing confidence in the robustness of the data. Reliable constructs are essential for drawing valid conclusions and making accurate predictions based on the research findings.

The results also have practical implications for the implementation of knowledge management, MIS, and organizational culture strategies in multinational companies. For example, the high reliability and validity of the constructs related to work performance and career development suggest that these measures can be effectively used to evaluate the impact of various organizational interventions. Companies can leverage these reliable measures to assess the efficacy of their initiatives and make data-driven decisions to enhance employee performance and career progression.

In summary, the data from Table 3 demonstrate that all five research variables have met the necessary criteria for discriminant validity and construct reliability. The lowest AVE value of 0.750, along with the lowest Cronbach's alpha and composite reliability values of 0.827 and 0.899 respectively, provide strong evidence of the robustness and

reliability of the measurement instruments. These findings enhance the credibility of the research and support the validity of the conclusions drawn from the data. Multinational companies can use these validated constructs to inform their strategic initiatives and drive improvements in employee performance and career development.

3. Inner Model Testing

After testing the outer model, it is necessary to evaluate the final structural equation model (inner model). The inner model test for this research was carried out by looking at the path coefficient and R square values as follows:

Table 4 R Square

	R Square	R Square Adjusted
Work Performance	0.981	0.981
Employee Career Development_	0.817	0.816

Source: Smart PLS Program Output. 3.0, author processed data in 2024

Based on table 4 above, it shows that the value R Square for the work performance variable it is 0.981. This gain explains that the percentage of work performance is 98.1%. This means that the management knowledge variable, management information system variable, and organizational culture variable influence work performance by 98.1% and the remaining 1.9% is influenced by other

variables, while the R Square value for the employee career development variable is 0.817. This result explains that the percentage of employee career development is 81.7%. This means that the work performance variable influences employee career development by 81.7% and the remaining 18.3% is influenced by other variables.

Table 5 Inner Model test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Knowledge Management -> Work Performance	-0.001	0.003	0.11	0.005	0.996
Management information System -> Work Performance	0.536	0.522	0.172	3,121	0.002
Culture Organization -> Work Performance	0.461	0.473	0.088	5,259	0,000
Work Performance -> Employee Career Development	0.904	0.904	0.011	81,710	0,000

Source: Smart PLS Program Output. 3.0, author processed data in 2024

Based on table 5 above, the results of the evaluation of the structural equation model of the relationship between variables are partially

explained by the values path coefficient can be described as follows:

- 1) Path coefficient Hypothesis 1 is that the management knowledge variable on work performance is -

- 0.001. This value shows that there is an influence of -1% ($0.001 \times 100\%$). This result also means that less effective knowledge management will reduce work performance.
- 2) The path coefficient value in hypothesis 2 was obtained at 0.536. This value shows that the management information system has an influence of 53.6% ($0.536 \times 100\%$) on work performance. This result also means that the better the management information system implemented, the higher the work performance.
 - 3) The path coefficient value in hypothesis 3 was obtained at 0.461. This value shows that organizational culture has an influence of 46.1% ($0.461 \times 100\%$) on work performance. This result also means that the better the organizational culture, the better the work performance.
 - 4) The path coefficient value in hypothesis 4 was obtained at 0.904.

This value shows that work performance has an influence of 90.4% ($0.904 \times 100\%$) on employee career development. This result also means that the better the work performance, the higher the enthusiasm for employee career development.

4. Hypothesis Testing

This research has 4 hypotheses as research questions that have been formulated and need to be tested for truth. Hypothesis testing in this study uses the t test, namely by comparing the statistical t value obtained from the bootstrapping test with the critical limit of the t table value of 1.966 at a significance level of 5% (0.05). The results of this research hypothesis test are presented as follows:

Figure 3. Inner Model, Bootstrapping Testing Source: Data processed by the Author, 2024

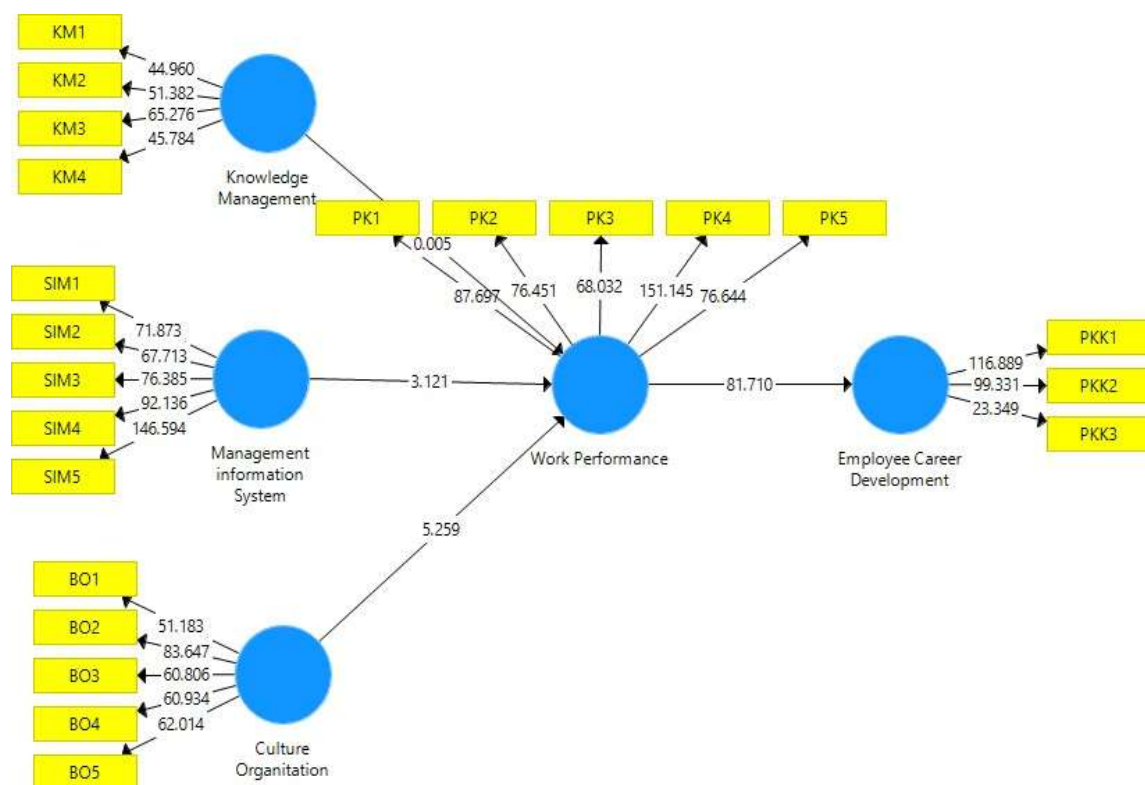


Table 6 Direct Effect Test results

	Original Sample	Sample Mean	Standard Deviation	T Statistics (O/STDEV)	P	Note
	(O)	(M)	(STDEV)		Values	
Knowledge Management -> Work Performance	-0.001	0.003	0.11	0.005	0.996	Rejected
Management information System -> Work Performance	0.536	0.522	0.172	3,121	0.002	Accepted
Culture Organization -> Work Performance	0.461	0.473	0.088	5,259	0,000	Accepted
Work Performance -> Employee Career Development	0.904	0.904	0.011	81,710	0,000	Accepted

Source: Smart PLS Program Output. 3.0, author processed data in 2024

Based on the PLS output (bootstrapping test) presented in Table 6, it can be explained that:

1. Hypothesis 1: From the original sample value of -0.001, the t statistic value is 0.005 < 1.966 and the P-value is 0.996. These results prove that knowledge management has no significant effect on work performance with a relationship value of -1% (0.001 x 100%). The t statistic value of 0.005 < t table 1.966 and P-value 0.996 > 0.05 proves that hypothesis 1 in this study is rejected.
2. Hypothesis 2: From the original sample value of 0.536, the t statistic value is 3.121 > 1.966 and the P-value is 0.002. These results prove that management information systems have a positive and significant effect on work performance with a relationship value

of 53.6% (0.536 x 100%). The t statistic value of 3.121 > t table 1.966 and P-value 0.002 < 0.05 proves that hypothesis 2 in this study is accepted.

3. Hypothesis 3: From the original sample value of 0.461, the t statistic value is

5.259 > 1.966 and the P-value is 0.000. These results prove that organizational culture has a positive and significant effect on work performance with a relationship value of 46.1% (0.461 x 100%). The t statistic value of 5.259 > t table 1.966 and P-value of 0.000 < 0.05 proves that hypothesis 3 in this study is accepted.

Hypothesis 4: From the original sample value of 0.904, the t statistic value is 81.710 > 1.966 and the P-value is 0.000. These results prove that work performance has a positive and significant effect on employee career development with a relationship value

of 90.4% ($0.904 \times 100\%$). The t statistic value of $81.710 > t$ table 1.966 and P-value of $0.000 < 0.05$ proves that hypothesis 4 in this study is accepted.

DISCUSSION

The Influence of Knowledge Management on Work Performance

The analysis of research data indicates that knowledge management does not significantly impact work performance in multinational companies operating in Indonesia. This conclusion is drawn from statistical evidence, where the value ($0.005 < 1.966$) and the P-value (0.996) justify the rejection of the hypothesis that knowledge management positively influences work performance. This finding challenges the common assumption that effective knowledge management systems are essential for enhancing work performance by ensuring that employees have access to necessary information and expertise (Dalkir, 2011). The results prompt a closer examination of the factors that might contribute to this unexpected outcome.

A critical factor potentially explaining the negligible impact of knowledge management on work performance is the quality of its implementation and the organizational culture that supports it. According to Hamid et al. (2017), the success of knowledge management strategies heavily relies on how well they are integrated into the company's daily operations and the extent to which employees value these practices. If employees do not perceive knowledge management practices as beneficial or if these practices are not properly executed, the anticipated positive effects on work performance may not materialize. Thus, the efficacy of

knowledge management is closely tied to its acceptance and integration within the organizational fabric.

Another plausible explanation for the lack of significant impact lies in the nature of the knowledge management systems implemented. Chen et al. (2006) emphasize that knowledge management should encompass not only the storage and dissemination of knowledge but also its application in decision-making processes. If the systems in place are primarily focused on documentation rather than on practical application, their influence on work performance might be limited. This distinction underscores the need for knowledge management systems to facilitate not just the preservation of information but also its active use in enhancing operational efficiency and effectiveness.

The perception and engagement of employees with knowledge management systems play a pivotal role in determining their effectiveness. If employees are not sufficiently motivated to use these systems or if they do not recognize their value, the systems are unlikely to yield significant improvements in work performance. Effective knowledge management requires a cultural shift where employees are encouraged and rewarded for sharing and utilizing knowledge. Without such a shift, even the most sophisticated knowledge management systems can fail to deliver the desired outcomes.

Adequate organizational support and training are essential for the successful implementation of knowledge management systems. Companies must invest in training programs that educate employees on the benefits and usage of these systems.

Furthermore, ongoing support and resources should be provided to ensure that employees can seamlessly integrate knowledge management practices into their daily routines. The absence of such support structures can lead to underutilization of the systems, thereby diminishing their potential impact on work performance.

The metrics used to measure the impact of knowledge management on work performance are crucial in understanding its effectiveness. Traditional performance metrics may not fully capture the benefits of knowledge management practices, especially if these benefits are long-term or intangible. Companies need to develop comprehensive evaluation frameworks that consider various dimensions of knowledge management, including employee satisfaction, innovation, and decision-making quality. By adopting a holistic approach to measurement, organizations can gain better insights into the true value of their knowledge management initiatives.

In conclusion, the research findings indicate that knowledge management does not significantly impact work performance in multinational companies in Indonesia. This outcome can be attributed to factors such as implementation quality, organizational culture, the nature of the systems, employee engagement, and the adequacy of support and training. Future research should explore these factors in greater detail to identify specific barriers to effective knowledge management and develop strategies to overcome them. Additionally, companies should consider adopting more nuanced evaluation frameworks to better capture the benefits of

knowledge management practices. By addressing these challenges, organizations can enhance the effectiveness of their knowledge management systems and realize their full potential in improving work performance.

The Influence of Management Information Systems on Work Performance

The analysis of management information systems (MIS) reveals a significant positive impact on work performance in multinational companies in Indonesia. The statistical evidence supporting this conclusion includes a t-statistic value of 3.121, which is notably higher than the critical value of 1.966, and a P-value of 0.002. This data underlines the crucial role that MIS plays in enhancing organizational efficiency and decision-making processes, a finding that aligns well with existing literature (O'Brien & Marakas, 2013). The effectiveness of MIS in improving work performance stands in contrast to the less significant impact observed for knowledge management systems.

One of the primary ways MIS enhances work performance is by providing accurate and timely information. This capability is crucial for managers and employees who rely on precise data to make informed decisions. According to Sutabri (2012), MIS supports various management levels by ensuring that data is not only accessible but also useful for both strategic planning and operational control. The provision of real-time data enables quick decision-making, which can significantly improve organizational responsiveness and efficiency.

The significant positive impact of MIS on work performance observed in this study could also be attributed to the efficient implementation and utilization of these systems in the surveyed companies. Effective MIS deployment often involves integrating the system seamlessly into existing workflows, ensuring that employees are well-trained and that the system is used consistently across the organization. This integration helps in minimizing resistance to change and maximizing the system's potential benefits.

Moreover, the alignment of MIS with organizational goals and objectives is crucial for its success. When MIS is tailored to meet specific organizational needs, it can provide relevant insights that drive business strategies and enhance performance. The customization of MIS to fit the unique requirements of a company ensures that the information generated is actionable and directly contributes to achieving the company's strategic goals.

Another factor contributing to the success of MIS is the continuous support and investment in system upgrades and maintenance. Organizations that recognize the importance of MIS often allocate resources for regular updates and improvements, ensuring that the system remains robust and capable of handling evolving business needs. This commitment to maintaining an up-to-date MIS infrastructure can prevent obsolescence and ensure sustained positive impacts on work performance.

Employee engagement with MIS also plays a significant role in its effectiveness. When employees understand the value of MIS and are proficient in using the system, they are more likely to utilize it effectively. Training programs and ongoing

support are essential to foster a culture where MIS is seen as a valuable tool rather than an additional burden. Encouraging employees to rely on MIS for their daily tasks can enhance productivity and work performance significantly.

In conclusion, the positive impact of MIS on work performance in multinational companies in Indonesia is well-supported by statistical evidence and aligns with existing research. The effectiveness of MIS can be attributed to several factors, including accurate and timely information provision, efficient implementation, alignment with organizational goals, continuous support and upgrades, and employee engagement. These findings highlight the importance of investing in and properly managing MIS to leverage its full potential in enhancing organizational performance. Future research could explore specific strategies for optimizing MIS implementation and further investigate its long-term benefits across different organizational contexts.

The Influence of Organizational Culture on Work Performance

The research indicates a significant positive impact of organizational culture on work performance, demonstrated by a t-statistic value of 5.259, which is significantly higher than the critical value of 1.966, and a P-value of 0.000. This compelling evidence highlights the crucial role of organizational culture in influencing employee behavior and performance within multinational companies in Indonesia. According to Kreitner and Kinicki (2005), organizational culture encompasses shared assumptions, values, and beliefs that shape how employees act and

interact within the company. This shared cultural framework can significantly affect the overall work environment and performance outcomes.

A positive organizational culture can greatly enhance work performance by creating a supportive and motivating atmosphere. Robbins (2001) identified several dimensions of culture, including innovation, risk-taking, and people orientation, which are essential for improving performance. These dimensions encourage employees to be more creative, take calculated risks, and focus on interpersonal relationships, all of which contribute to higher productivity and job satisfaction. The findings from the research suggest that multinational companies in Indonesia with robust and positive organizational cultures are more likely to see improvements in their employees' work performance.

The significant impact of organizational culture on work performance underscores the importance of cultural integration and management, especially in multinational settings. Managing a diverse workforce requires understanding and harmonizing different cultural perspectives to create a cohesive work environment. Sesariza (2020) points out that while cultural differences can present challenges, a well-integrated culture that aligns with organizational goals can drive significant performance improvements. This integration involves aligning the diverse values and beliefs of employees with the company's strategic objectives, fostering a unified direction.

Moreover, the process of cultivating a positive organizational culture involves more than just top-

down directives. It requires the active participation of all employees and a commitment to continuous improvement. Leaders play a crucial role in shaping and reinforcing the desired culture through their actions and decisions. They must model the values and behaviors they wish to see in their employees and recognize and reward those who exemplify the cultural ideals. By doing so, leaders can embed these values deeply into the organizational fabric, making them an integral part of the daily work experience.

Effective communication is also vital in fostering a positive organizational culture. Clear, consistent communication helps to convey the company's values, goals, and expectations to all employees. It ensures that everyone is on the same page and understands their role in achieving the organization's objectives. Additionally, open channels of communication encourage feedback and dialogue, allowing employees to voice their opinions and concerns. This inclusivity can enhance their sense of belonging and commitment to the organization, further boosting performance.

The physical and psychological work environment plays a role in shaping organizational culture. A positive culture is often reflected in a workspace that promotes collaboration, innovation, and well-being. Companies should invest in creating environments that are not only functional but also inspiring and conducive to productive work. This includes providing spaces for collaboration, quiet areas for focused work, and amenities that support overall employee well-being.

In conclusion, the research demonstrates that organizational

culture has a significant positive effect on work performance in multinational companies in Indonesia. This finding highlights the importance of fostering a positive and cohesive culture that aligns with organizational goals. Such a culture can enhance employee motivation, innovation, and collaboration, leading to improved performance outcomes. Leaders must actively cultivate and reinforce these cultural values through their actions, communication, and the work environment. Future research could explore specific strategies for strengthening organizational culture and its long-term impact on work performance in various contexts.

The Influence of Work Performance on Employee Career Development

The study provides compelling evidence that work performance significantly influences employee career development, demonstrated by a t-statistic value of 81.710, which is vastly greater than the critical value of 1.966, and a P-value of 0.000. This substantial finding aligns with prevailing theories that underscore the connection between high work performance and career advancement (Dharma, 2018). The data suggest that employees who perform well in their roles are more likely to experience career growth and opportunities within their organizations. This correlation underscores the importance of fostering high work performance to support career development initiatives.

High work performance is often a precursor to better career opportunities as it showcases an employee's ability and readiness for more demanding and higher-responsibility roles. Mangkunegara (2013) pointed out that employees who consistently produce

high-quality results are more likely to be considered for promotions and career advancements. This consistent performance builds a track record that management can rely upon when making decisions about who is best suited for leadership positions or more complex tasks. Therefore, companies that focus on enhancing work performance through training, mentoring, and effective management practices are likely to witness significant improvements in their employees' career development prospects.

The relationship between work performance and career progression highlights the strategic role of human resource practices in fostering a productive and ambitious workforce. Organizations that invest in comprehensive training programs, skill development initiatives, and continuous performance evaluations are better positioned to identify and nurture talent within their ranks. These practices not only improve individual performance but also create a culture of excellence and continuous improvement. By prioritizing employee development, companies can ensure that their workforce remains competitive and ready to meet future challenges.

Furthermore, the positive impact of work performance on career development can serve as a motivational tool for employees. Knowing that their hard work and high performance can lead to tangible career benefits encourages employees to strive for excellence in their roles. This motivation can result in higher levels of engagement, productivity, and overall job satisfaction. Consequently, organizations that recognize and reward high performance can foster a

more committed and driven workforce, leading to sustained organizational success.

The findings also imply that effective management practices play a crucial role in enhancing work performance and, subsequently, career development. Managers who provide regular feedback, set clear expectations, and create supportive environments enable their employees to perform at their best. Additionally, by recognizing and addressing performance issues promptly, managers can help employees overcome obstacles and improve their productivity. This proactive approach not only boosts individual performance but also contributes to a positive organizational culture where continuous improvement is valued.

Investing in employee performance through targeted development programs can have a ripple effect on the overall organizational success. As employees advance in their careers, they bring with them a wealth of experience and knowledge that can benefit their teams and the organization as a whole. Senior employees who have progressed through the ranks often serve as mentors and role models, further enhancing the development of junior staff. This cyclical process ensures that the organization continuously evolves and adapts to changing business environments, driven by a capable and experienced workforce.

In conclusion, the study confirms a significant positive impact of work performance on employee career development, supported by strong statistical evidence. This relationship emphasizes the importance of fostering high work performance through

effective management practices, training, and development initiatives. By doing so, organizations can create a motivated, engaged, and capable workforce poised for career advancement and leadership roles. Future research could delve deeper into specific strategies that organizations can implement to sustain high work performance and explore the long-term benefits of these practices on career development and organizational growth.

Implications for Multinational Companies in Indonesia

The findings of this study offer several valuable insights for multinational companies operating in Indonesia, suggesting strategic adjustments to enhance work performance and overall organizational effectiveness. First and foremost, although the study indicates that knowledge management may not have a direct impact on work performance, this does not imply that it should be disregarded entirely. Instead, companies should aim to improve the practical application and perceived value of knowledge management systems among their employees. This can be achieved by integrating knowledge management more seamlessly into daily operations, ensuring that it is seen as a beneficial tool rather than an administrative burden.

Enhancing the implementation quality and cultural integration of knowledge management practices is essential. Employees need to understand how these systems can aid in their tasks and decision-making processes. Providing training and continuous support can help in this regard, as can recognizing and

rewarding employees who effectively use knowledge management tools. By fostering a culture that values knowledge sharing and application, companies can begin to realize the potential benefits of these systems in a more indirect but meaningful way.

Second, the significant positive impact of Management Information Systems (MIS) on work performance underscores the critical importance of investing in and maintaining robust information systems. These systems should be user-friendly, ensuring that all employees, regardless of their technical proficiency, can utilize them effectively. The capability of MIS to provide accurate and timely information is vital for supporting decision-making processes at all organizational levels. Therefore, ongoing investment in technology infrastructure and continuous updates to MIS can help maintain their relevance and effectiveness in a rapidly changing business environment.

Furthermore, companies should focus on the customization of MIS to align with specific organizational needs and strategic objectives. This involves not only the technical aspects of the systems but also ensuring that they are integrated into the broader business processes and workflows. Training programs tailored to different user groups within the organization can enhance the effective use of MIS, ensuring that employees can fully leverage these systems to improve their performance and decision-making capabilities.

Third, fostering a positive organizational culture is crucial for enhancing work performance. The study highlights the importance of creating an environment that

encourages innovation, supports employee well-being, and aligns with the organization's strategic objectives. Companies should strive to develop a culture that motivates employees, encourages collaboration, and recognizes individual and team contributions. This can be achieved through various initiatives such as team-building activities, wellness programs, and platforms for employee feedback and recognition.

Leadership plays a pivotal role in shaping and sustaining a positive organizational culture. Leaders must model the values and behaviors they wish to see in their employees, promoting a culture of trust, transparency, and mutual respect. By doing so, they can inspire employees to engage more fully with their work and the organization's mission, leading to higher levels of job satisfaction and performance. Additionally, aligning organizational culture with strategic goals ensures that all employees are working towards a common vision, which can significantly enhance overall performance and effectiveness.

Finally, the strong link between work performance and career development emphasizes the need for performance management systems that not only assess and reward current performance but also support employees in their career growth. Companies should implement comprehensive performance management frameworks that include regular performance reviews, goal-setting, and feedback mechanisms. These systems should be designed to identify high performers and provide them with opportunities for advancement and professional development.

Career development initiatives such as mentorship programs, leadership training, and succession planning can help employees prepare for future roles and responsibilities. By investing in the growth and development of their workforce, companies can build a pipeline of talented individuals ready to step into leadership positions as the organization evolves. This not only enhances employee retention and satisfaction but also ensures that the company has the necessary talent to sustain its competitive advantage in the market.

In conclusion, the study provides multinational companies in Indonesia with actionable insights to enhance their organizational effectiveness. By improving the practical application of knowledge management systems, investing in robust MIS, fostering a positive organizational culture, and supporting career development, companies can create a work environment that promotes high performance and continuous growth. These strategies, when implemented effectively, can lead to sustained organizational success and a more engaged and productive workforce.

Limitations and Future Research

This study, while comprehensive and insightful, does have certain limitations that should be acknowledged. One notable limitation is the sample size, which, although statistically significant, comprises employees from only four multinational companies in Indonesia. This limited scope may not fully capture the diversity and varying dynamics present across all multinational corporations in the country. The findings, therefore, may not be entirely generalizable to other multinational entities operating

under different conditions or in varied sectors. To enhance the generalizability of future research, expanding the sample size and including a more diverse array of organizations would be beneficial.

Additionally, the study primarily employs quantitative research methods, which, while robust in providing measurable data, might not fully uncover the underlying mechanisms through which knowledge management, Management Information Systems (MIS), and organizational culture influence work performance and career development. Incorporating qualitative approaches, such as in-depth interviews, focus groups, and case studies, could offer richer, more nuanced insights. These methods would allow researchers to explore employees' personal experiences and perceptions, thereby providing a deeper understanding of how these factors interact and impact performance and career progression.

Moreover, the study's focus on internal organizational factors like knowledge management, MIS, and organizational culture, though crucial, might overlook other significant influences. Future research could benefit from examining additional factors such as leadership styles, which have been shown to significantly affect organizational outcomes, and external economic conditions, which can also play a crucial role in shaping work performance and career development. Understanding how these external variables interact with internal organizational practices could provide a more comprehensive picture of the factors influencing employee performance and career trajectories.

Despite these limitations, the study makes significant contributions to understanding the complex dynamics of knowledge management, MIS, organizational culture, work performance, and career development in multinational companies in Indonesia. It highlights the nuanced role of knowledge management, suggesting that while it may not directly impact work performance, its value lies in its potential to be more effectively integrated into daily operations. This finding urges companies to focus on enhancing the practical application and perceived value of knowledge management systems to realize their full benefits.

The research also underscores the critical importance of MIS in enhancing work performance. By providing accurate, timely, and actionable information, MIS supports decision-making processes across all organizational levels, leading to improved efficiency and productivity. The study's findings advocate for continuous investment in and maintenance of robust MIS infrastructures, tailored to the specific needs of the organization, to ensure sustained positive impacts on work performance.

Additionally, fostering a positive organizational culture emerges as a vital driver of work performance. The study confirms that an environment that encourages innovation, supports employee well-being, and aligns with the organization's strategic objectives can significantly enhance employee performance. This insight emphasizes the role of leaders in cultivating and maintaining such a culture, suggesting that leadership development programs and initiatives that promote cultural

alignment should be a strategic priority for multinational companies.

Furthermore, the strong link identified between work performance and career development underscores the necessity of effective performance management systems. These systems should not only assess and reward current performance but also actively support employees' career growth. By implementing comprehensive performance management frameworks that include regular reviews, feedback, and development opportunities, companies can foster a culture of continuous improvement and career progression, benefiting both employees and the organization as a whole.

In conclusion, while this study provides valuable insights into the dynamics of knowledge management, MIS, organizational culture, work performance, and career development, acknowledging its limitations opens avenues for future research. Expanding the sample size, incorporating qualitative methods, and exploring additional influencing factors will enhance the understanding and applicability of the findings. Multinational companies can leverage the insights gained from this study to refine their strategic practices and better support their employees' professional development, ultimately driving organizational success and employee satisfaction.

CONCLUSION

Based on the results of the research and data analysis presented in the previous chapter, several conclusions can be drawn regarding the factors influencing work performance and employee career development in Indonesian multinational companies. First, the study found that Human

Resource Management Knowledge does not have a significant effect on work performance. The t-statistic value for this relationship was 0.005, which is less than the critical value of 1.966, and the P-value was 0.996, indicating no statistically significant relationship. This suggests that, in the context of Indonesian multinational companies, Human Resource Management Knowledge does not directly contribute to enhancing work performance.

In contrast, Management Information Systems (MIS) were found to have a significant positive effect on work performance. The t-statistic value was 3.121, which is greater than the critical value of 1.966, and the P-value was 0.002, indicating a strong, statistically significant relationship. This implies that the effective implementation of management information systems can lead to improvements in work performance within these companies. MIS appears to play a crucial role in enhancing the efficiency and effectiveness of employees' work processes, thereby improving overall performance.

Furthermore, the study found that organizational culture significantly influences work performance in Indonesian multinational companies. The t-statistic value was 5.259, which exceeds the critical value of 1.966, and the P-value was 0.000, further supporting the positive relationship between organizational culture and work performance. A strong and supportive organizational culture is crucial for motivating employees and

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fostering an environment where performance can thrive, contributing to higher productivity and engagement levels.

Additionally, the research showed that work performance has a significant positive effect on employee career development. The t-statistic value for this relationship was 81.710, far exceeding the critical value of 1.966, and the P-value was 0.000, indicating a highly significant positive relationship. This result suggests that employees who perform well in their roles are more likely to experience career development opportunities, such as promotions, skill enhancements, and career progression within the company.

In light of these findings, several recommendations are proposed. Since Human Resource Management Knowledge was not found to have a significant effect on work performance, it is suggested that multinational companies in Indonesia focus on more effective implementation of knowledge management strategies. This could involve offering targeted training and educational programs, along with seminars, to enhance employees' skills and knowledge. Such initiatives would not only improve work performance but also contribute to employee career development by equipping them with the tools and knowledge necessary for career advancement. By fostering a culture of continuous learning and development, companies can ensure that their workforce remains competitive and capable of driving the company's success in the long term.

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