

The Importance of Information Systems and Technology, Organizational Culture, and Transformational Leadership on Organizational Performance through Work Motivation as a Mediation surrounds the Inspectorate of the Cabinet Secretariat of the Republic of Indonesia

Aulia Azhar

Universitas Mercu Buana, Jakarta, Indonesia

Kasmir Kasmir

Universitas Mercu Buana, Jakarta, Indonesia

Abstract:- This research aims to evaluate further the importance of Information Systems and Information Technology (IS/IT), Organizational Culture, Transformational Leadership on Organizational/Company Performance by Mediating of Work Motivation in the Inspectorate of the Cabinet Secretariat of the Republic of Indonesia. This research was included in quantitative exploratory descriptive through questionnaire to a population and a sample of 60 respondents, the sampling technique was saturated sample. The Implementation of quantitative analysis and hypothesis test was processed by SEM-PLS modeling. The estimation results from quantitative analysis were declared that 1) IS/IT affects work motivation and organizational performance with positive and significantly reaction; 2) organizational culture affects work motivation with positive and significantly reaction but has no affect to organizational performance; 3) transformational leadership affects work motivation and organizational performance with positive and significantly reaction; 4) work motivation has no affect to organizational performance; 5) IS/IT, organizational culture and transformational leadership have no affect to organizational performance through work motivation; 6) IS/IT, organizational culture and transformational leadership have a simultaneous affect both directly and indirectly to organizational performance.

Keywords:- *Information systems and information technology, organizational culture, transformational leadership, work motivation, organizational performance.*

I. INTRODUCTION

Recent changes and developments in science and technology can be felt in all aspects of life, including the fields of government and services in Indonesia. The demands given by the organization's internal parties as well as from the general public triggered all existing organizations to continue to compete and seize the opportunities in an effort to increase the quantity and quality

of production and services towards shareholders and the community, in order to maintain, adjust and continue the viability of the company against this current transformations. The results to the achievement of an organization can be viewed by the its performance which produces within a certain time. Organizational performance came as a reference and one of scale to measure the success of the organization or company in achieving target or failure when running its business.

Organizational performance is an compound and accumulation of the roles and contributions from whole individual performances that are interrelated and dependent to one another. Various elements and factors which came from internal and external can be used as a tool to assess the performance of organizational by citing to the performance that produced individually or in groups. Strive to improve the performance can be done through the use of information systems and technological innovations to facilitate higher quality, faster, efficient and targeted work so as to accelerate the targets set by the organization.

The Cabinet Secretariat Inspectorate is one of government agencies which inseparable from the development and utilization of information systems and technology (IS/IT). However, based on data obtained from the Data Center and Information Technology of the Cabinet Secretariat, it is recognize that during this last 5 years the achievement of the use of IS/IT has decreased by 40% in 2019. This certainly affect to the quality of cabinet meeting management which is one of performance component that only reached 91.36% (not yet reached the set target) in 2019.

According to the initial result from the research that the author did, besides IS/IT (13%), there are several major factors that are thought to have an impact to the organizational performance of the Inspectorate of the Cabinet Secretariat of the Republic of Indonesia, including organizational culture (12%), transformational leadership (11%) and motivation work (9%). Referring to these phenomenon and the initial research that has been done,

prior research were also revealed the different results. Pamungkas (2017) found that IS affects the organizational performance. Sitohang (2016) found that IS/IT affects the work motivation. Askafi (2017) found that SI has a negative impact on performance through work motivation. Firdaus & Yazid (2017) found that IT has an impact to organizational performance. Masykur et al. (2019) found that organizational culture has an impact to work motivation. Irnawati & Prasetyo (2020) found that organizational culture and transformational leadership affects the organizational performance. Septyan et al. (2017) found that transformational leadership has an impact to work motivation. Suwaji (2019) found that motivation had no affect on company performance.

Derived from the phenomenon, prior research and several research gaps which have been mentioned above, the author intends to performed further research on “The Importance of Information Systems and Technology, Organizational Culture, and Transformational Leadership on Organizational Performance through Work Motivation as a Mediation surrounds the Inspectorate of the Cabinet Secretariat of the Republic of Indonesia” with hope that it will be able to help organizations to sort it out their problems, increase and improve their performance.

II. THEORETICAL REVIEWS

A. Information Systems and Information Technology

In keeping with Azhar (2013), IS is a collection of sub-systems both physical and non-physical that are integrated and work harmoniously to achieve one goal, namely processing data into useful information. While IT is an mixed between computer and telecommunications technology with other technologies such as hardware, software, databases, network technology and other telecommunications equipment (Sutabri, 2014). DeLone & McLean in Jogiyanto (2016) and Ismail & King in Al-Eqab & Adel (2013) added that IS/IT should have 8 main dimensions, namely 1) information quality; 2) system quality; 3) service quality; 4) usage; 5) user satisfaction; 6) net benefits; 7) technological sophistication; and 8) information sophistication.

B. Organizational Culture

According to Abdullah & Arisanti in Rahayuni (2013), stated that organizational culture is the fundamental pattern which adopted by organizations to act and solve their problems, shaped the employees who are capable to adjust to the environment and united with the organizational members. Meanwhile, Irnawati & Prasetyo (2020) revealed that organizational culture is often interpreted as values, symbols that are understood and obeyed together, which is owned by an organization so the organizational members will feel as one family and create conditions that are different from other organizations. Robbins (2015) revealed that organizational culture can be measured through 5 dimensions, namely 1) innovation and the courage to take risks; 2) attention to detail; 3) result oriented; 4) team oriented; and 5) aggressive attitude.

C. Transformational Leadership

Leadership is ability to affect groups in order to reach the goals (Robbins in Irnawati & Prasetyo, 2020). While transformational leadership is a leader who can stimulate and inspire subordinates to achieve the vision and teach them to pursue that vision (McShane & Von Glinow, 2010). Bass & Avolio in Ahmad et al. (2014) revealed that transformational leadership has 4 dimensions that need to be required, namely 1) ideal influence; 2) individual considerations; 3) inspirational motivation; and 4) intellectual stimulation.

D. Work Motivation

Motivation is a set and values that influence a person to achieve things which according to his/her goals (Fabio & Hubeis, 2016). Motivation arises when individuals seek optimal satisfaction for certain needs (Giauque et al., 2011 in Riyanto & Prasetyo, 2021). Motivation will also provide the driving force that creates one's work enthusiasm, so they are willing to work together, work effectively and integrated to all their efforts to achieve satisfaction (Hasibuan, 2014). Maslow in Martinus & Budiyo (2016) revealed that work motivation can be measured through 5 dimensions, namely 1) physiological needs; 2) security needs; 3) social needs; 4) appreciation needs; and 5) self-actualization needs.

E. Organizational Performance

Organizational performance is part of the organizational strategy which serves as a guideline to discover how the organization will develop over time in an effort to achieve the goals that have been set and measured (Irnawati & Prasetyo, 2020). Organizational performance could be said as the result of process that is initiated and measured over a certain period based on a pre-determined agreement or policy (Edison et al., 2016) Slavkovic & Babic (2013) revealed that organizational performance can be measured through 5 dimensions, namely 1) cost reduction; 2) employee productivity; 3) product and service quality; 4) customer satisfaction; and 5) reputation of the organization.

F. Theoretical Frameworks and Hypothesis

Theoretical Frameworks and Hypothesis that could be conveyed from this research are:

- 1) It is presumed that there is an impact from IS/IT to work motivation.
- 2) It is presumed that there is an impact from IS/IT to organizational performance.
- 3) It is presumed that there is an impact from organizational culture to work motivation.
- 4) It is presumed that there is an impact from organizational culture to organizational performance.
- 5) It is presumed that there is an impact from transformational leadership to work motivation.
- 6) It is presumed that there is an impact from transformational leadership to organizational performance.
- 7) It is presumed that there is an impact from work motivation to organizational performance.
- 8) It is presumed that there is an impact from IS/IT to organizational performance through work motivation.

- 9) It is presumed that there is an impact from organizational culture to organizational performance through work motivation.
- 10) It is presumed that there is an impact from transformational leadership to organizational performance through work motivation.

- 11) It is presumed that there is a simultaneous impact from IS/IT, organizational culture, and transformational leadership to organizational performance.
- 12) It is presumed that there is a simultaneous impact from IS/IT, organizational culture, and transformational leadership to organizational performance through work motivation.

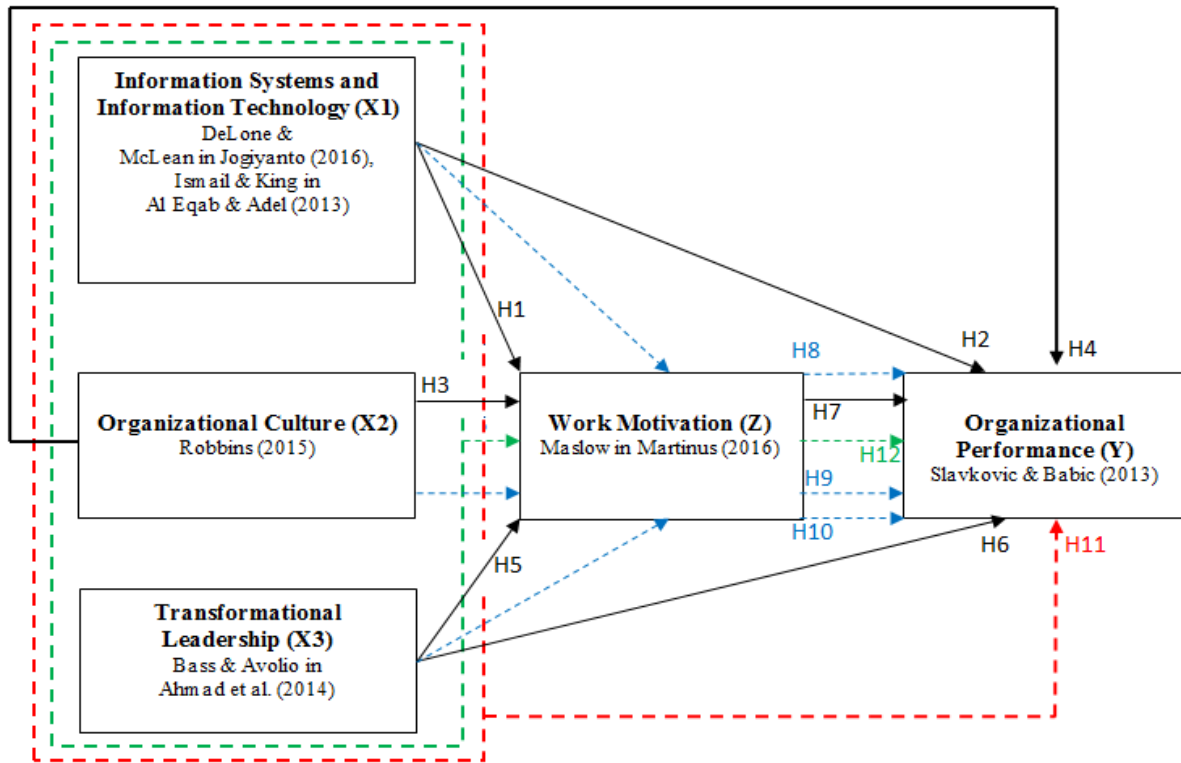


Fig. 1:- Theoretical Framework

III. METHODOLOGY

This research used an exploratory descriptive research with quantitative methods to examine the hypotheses between each of variables contained through primary data derived from questionnaire surveys and secondary data from the Cabinet Secretariat of the Republic of Indonesia. The research aims to discover and analyze the reaction from 5 (five) variables, consisting of Information Systems and Information Technology (X1), Organizational Culture (X2), Transformational Leadership (X3), Work Motivation (Z) and Organizational/Company Performance (Y). The population and sample in this research were all employees from the Inspectorate and Center for Data and Information with a total of 60 respondents. The data collection techniques consisted of library research, online questionnaires with a Likert scale, documentation and using the types and sources of data in the form of primary data and secondary data. The data obtained then processed by SEM-PLS modeling to test the hypothesis.

IV. RESULTS AND DISCUSSION

A. Characteristics of Respondents

Gleaned from the research outcomes, it is known that the majority of respondents are men (81.67%) who are already married (83.33%), aged between 20-30 years (48.33%), have the latest education S1 (75%) with working period between 1-10 years (58.33) and has a staff/second class position (45%). This illustrates that the majority of employees on the Inspectorate Secretariat of the Cabinet of the Republic of Indonesia were men who have higher mobility and higher education and have better IS/IT knowledge than those from previous generation, so further coaching and training are needed to boost the performance of organization.

B. Outer Model

Based on the results of the validity test using convergent validity, it is proven that all research indicators are declared valid and meet the requirements because all indicators have an outer loading value of > 0.7.

Indicator	Outer Loading	Result
IS/IT1-16	0.746-0.806	Valid
BO1-10	0.702-0.799	Valid
KT1-11	0.713-0.815	Valid
MK1-12	0.705-0.788	Valid
KO1-11	0.703-0.820	Valid

Table 1:- Validity Test

Then, based on the reliability test, all research variables were also declared reliable because all variables had Cronbach's alpha values and composite reliability > 0.7.

Variable	Cronbach's Alpha	Composite Reliability	Result
IS/IT	0.957	0.960	Reliable
Organizational Culture	0.911	0.923	Reliable
Transformational Leadership	0.924	0.936	Reliable
Work Motivation	0.927	0.937	Reliable
Organizational Performance	0.924	0.935	Reliable

Table 2:- Reliability Test

C. Inner Model

Based on the test results, it was found that R² value for work motivation was 0.380 with an f-count value of 13.03 > 2.54 and R² value for organizational commitment was 0.446 with an f-count value of 12.85 > 2.54. Thus, it can be assumed that all exogenous variables have a simultaneous impact towards endogenous variables. As for the value of Q² = 0.695 and GoF = 0.592, it can be interpreted that the combined performance from the outer model and inner model as a whole can be said to be good and relevant.

The hypothesis test result can be seen in the table below:

Correlation Between Constructs	P-Values	Original Sample (O)	t-Statistics ((O/STDEV)	Result
Direct Effect (Partial)				
IS/IT-> Work Motivation	0.037	0.191	1.788	Positive & Significant
IS/IT ->Organizational Performance	0.043	0.167	1.716	Positive & Significant
Organizational Culture ->Work Motivation	0.008	0.343	2.410	Positive & Significant
Organizational Culture ->Organizational Performance	0.181	0.145	0.912	No Impact
Transformational Leadership ->Work Motivation	0.048	0.262	1.667	Positive & Significant
Transformational Leadership ->Organizational Performance	0.008	0.441	2.435	Positive & Significant
Work Motivation ->Organizational Performance	0.292	0.095	0.549	No Impact
Indirect Effect (Partial)				
IS/IT ->Work Motivation ->Organizational Performance	0.335	0.018	0.428	No Impact
Organizational Culture ->Work Motivation -> Organizational Performance	0.324	0.033	0.458	No Impact
Transformational Leadership -> Work Motivation -> Organizational Performance	0.345	0.025	0.399	No Impact
Direct Effect (Simultaneous)				
IS/IT, Organizational Culture, Transformational Leadership -> Organizational Performance	0.000	0.411	5.175	Positive & Significant
Indirect Effect (Simultaneous)				
IS/IT, Organizational Culture, Transformational Leadership ->Work Motivation -> Organizational Performance	0.000	0.483	4.767	Positive & Significant

Table 3:- Hypothesis Test Results

From the hypothesis test results like it shown in Table 3, it is recognize that: IS/IT is confirmed have a positive and significant affect on work motivation. This announce by the t-statistic value of 1.788 > 1.672, and the p-value of 0.037. This research were also certified the research from Sitohang (2016). This clarified that the attempt and efforts made by the Cabinet Secretariat in procuring and improving IS/IT that could help to lift the employee motivation.The

distinguish from some of the hardware and software updates used by its employees are quite sophisticated and up to date.

IS/IT is certified to have a positive and significant affect to organizational performance. This indicated by the t-statistic value of 1.716 > 1.672, and the p-value of 0.043. This research were also confirmed the research from Pamungkas (2017) and Firdaus & Yazid (2017). This

illustrates that the development and improvement of employee work facilities will improve the organizational performance, the more sophisticated and modern information systems and information technology used by companies which could simplify and speed up the process of delivering and exchanging information, data and communication between employees and the public.

Organizational culture is confirmed to have a positive and significant affect on work motivation. This reveal by the t-statistic value of $2.410 > 1.672$, and the p-value of 0.008. This research were in line with the research from Masykur et al. (2019). who said that the application of a positive, good and healthy organizational culture within the Cabinet Secretariat play its role to boost the work motivating on the employees in improving the individual performance. The attitudes, behavior and actions from the seniors can serve as a reference and guide for the new hire employees at the Cabinet Secretariat.

Organizational culture is not proven to have any influence on organizational performance. This indicated by a t-statistic value of $0.912 < 1.672$ and a p-value of 0.181. This results were opposites to the research from Irnawati & Prasetyo (2021). This shows that the lack of detailed attention to a job done will cause of a decrease in individual performance and company performance. Employees tend to do it quickly in complete the work tasks that are currently assigned to them, but pay less attention to what is actually requested by their superiors and colleagues, so this could be affect the result in delays to provided information and data as well as wasting time and energy.

Transformational leadership is proven to have a positive and significant affect to work motivation. This indicated by the t-statistic value of 1.67 (rounded off from 1.667) = 1.67 and the p-value of 0.048. This research were in line with the research of Septyan et al. (2017). Which illustrates that leadership style which applied by the leaders in the Cabinet Secretariat can trigger and encourage the work motivation of their subordinates, with an objective attitude and assessment making subordinates feel comfortable and motivated to work after receiving directions, advice, constructive thoughts from their superiors.

Transformational leadership is certified to have a positive and significant affect on organizational performance. This indicated by the t-statistic value of $2.435 > 1.672$ and p-value of 0.008. This research were also confirmed the research from Irnawati & Prasetyo (2021). This illustrates that the impact of this leadership is not only felt directly made by their subordinates' attitudes, actions to decisions that could be implemented can also improve company performance. Collaboration between superiors and subordinates and several deputies can contribute to achieving the previously planned results.

Work motivation is not proven have a special affect on organizational performance. This proven by the t-statistic value $0.549 < 1.672$ and p-value 0.292. This research were also confirmed Suwaji's (2019) research. Which illustrates that the company can carry out activities in the form of training, self-development for employees which are expected in the future to motivate work and improve quality of the performance from its employees, by having qualified and high-performance employees can help improve the company's performance in the future.

IS/IT is not proven to have an effect on organizational performance through work motivation. This is indicated by the t-statistic value of $0.428 < 1.672$ and p-vauue 0.335. This illustrates that IS/IT as one of the facilities that can be used to support employee performance and company performance, however, employee motivation can affect the performance of information systems and information technology itself as well as affect organizational performance. The up-to-date facilities contained in information systems and information technology will be in vain, if they are not supported by good and high work motivation by employees in the company.

Organizational culture is not proven to have an influence on organizational performance through work motivation. This is indicated by a t-statistic value of $0.458 < 1.672$ and a p-value of 0.324. This illustrates that the application of a good and healthy organizational culture within the company is less influential in the development and improvement of company performance, if the work motivation of the employees does not support the company's vision and mission. Companies need to pay attention to the work motivation of their employees, this attention can be given in the form of development and training as well as comparative studies with various companies or other government agencies.

Transformational leadership is not proven to have affect on organizational performance through work motivation. This confirmed by the t-statistic value of $0.399 < 1.672$ and the p-value of 0.345. This illustrates that good and ideal leadership in a company will not necessarily improve the company's performance, there needs to be a form of support from positive work motivation from each employee. Collaboration between superiors and subordinates is not spared in achieving company performance. Employees who have less or low work motivation can be given training and development to rewards to trigger and re-increase the employee's work motivation.

IS/IT, organizational culture, transformational leadership have been predicted to have a simultaneous affect on organizational performance. This is indicated by the t-statistical value of $5.175 > 1.672$ and the p-value of 0.000. This illustrates that the availability of modern IS/IT and a positive organizational culture so that having ideal leadership in supporting the company's vision and mission is expected to improve the company's performance every year.

IS/IT, organizational culture, transformational leadership indirectly proved to have a simultaneous affect on organizational performance. This is indicated by the t-statistic value of $4.767 > 1.672$ and 0.000 . Meaning that the company's performance can increase with the support of modern IS/IT, good organizational culture and ideal leadership and employees in the company who have high work motivation in supporting the vision, mission to all work programs that have been previously planned.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusion

Referring to the data analysis result from the prior capture, the authors can draw the following conclusions as follows:

IS/IT is proven have a positive and significant affect on work motivation.

IS/IT is proven to have a positive and significant affect on organizational performance.

Organizational culture is proven to have a positive and significant affect on work motivation.

Organizational culture is not proven have an affect on organizational performance.

Transformational leadership is proven have a positive and significant affect on work motivation.

Transformational leadership is proven have a positive and significant affect on organizational performance.

Work motivation is not proven have an affect on organizational performance.

IS/IT is not proven have an affect on organizational performance through work motivation.

Organizational culture is not proven have an affect on organizational performance through work motivation.

Transformational leadership is not proven have an affect on organizational performance through work motivation.

IS/IT, organizational culture, transformational leadership are proven have a simultaneous affect on organizational performance.

IS/IT, organizational culture, transformational leadership are indirectly proven have a simultaneous affect on organizational performance.

B. Suggestion

Elicited from the data analysis results on previous capture, the author creates several suggestions for companies or other researchers who want to conduct similar research, such as:

- 1) Employees in the Cabinet Secretariat in the future should be more attentive to the details towards their responsibility in carrying out their duties, so the work responsibilities assigned to them are not in vain and carried out repeatedly which can cause a waste of energy, thought and time while improving organizational performance.
- 2) Following the development of progress and sophistication of information systems and information technology as well as increasing user/customer satisfaction which is deemed necessary to continue to improved, along with current development of progress. Through following these developments, it is hoped that the Cabinet Secretariat will provide services both for its employees and the community as a form of improvement on performance company.
- 3) Collaboration that is carried out in being aggressive and the ideal influence of leadership becomes a reference in increasing the work motivation of employees, so that the organizational performance obtained will continue to grow and improve.
- 4) The performance which produced by the teams is a form of good behavior and should be maintained and even needs to be improved, because collaboration between individuals formed in a solid team could affected and increase the effectiveness, efficiency to the quality of the resulting performance.
- 5) Leaders are employees who are experienced as role models for their subordinates in doing their job, this can be used as a standard and motivate and also inspire subordinates in order to improve their performance by placing positions accordingly and using the wisdom they have as it should.
- 6) Eliminating the old habits and cultures that are currently brought a bad vibes and Thus, that would improve the organizational performance, by increase work productivity and maximizing the use of available working time.

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