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FACTORS IMPROVING THE QUALITY OF ORGANIZATIONAL PERFORMANCE AT CV BUAHE BAROKAH

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A R T I C L E I N F O

Keywords: System of Information Management Utilization, Organizational Performance, Knowledge Management, Employee Engagement

Kata Kunci: Pemanfaatan SIM, Organizational Performance, Knowledge Management, Employee Engagement

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Abstract. This study aims to examine the effect of system of information management utilization on organizational performance, knowledge management and employee engagement. The population in this study were employees of CV Buahe Barokah. The sampling technique used was saturated sampling. The questionnaire was distributed through an offline questionnaire to respondents who were employees of CV Buahe Barokah. This study obtained 73 samples that were eligible for analysis. The data were analyzed using Smart PLS software and using path analysis. The results of this study indicate that system of information management has an effect on organizational performance, knowledge management and employee engagement of CV Buahe Barokah employees.

Abstrak. Penelitian ini bertujuan meneliti pengaruh pemanfaatan SIM terhadap *organizational performance* dimediasi *knowledge management* dan *employee engagement*. Populasi dalam penelitian ini adalah karyawan CV Buahe Barokah. Teknik pengambilan sampel yang digunakan adalah *sampling jenuh*. Kuesioner disebarkan melalui kuesioner *offline* kepada responden yang karyawan CV Buahe Barokah. Penelitian ini memperoleh sebanyak 73 sampel yang layak untuk dianalisis. Data dianalisis dengan software Smart PLS dan menggunakan *path* analysis. Hasil penelitian ini menunjukkan bahwa pemanfaatan SIM berpengaruh terhadap *organizational performance, knowledge management,* dan *employee engagement* karyawan CV Buahe Barokah.

INTRODUCTION

Various companies, including CV Buahe Barokah, face challenges in managing employee knowledge and engagement effectively. One of the problems that often arises is the lack of information system integration that can support knowledge management and increase employee engagement, which ultimately affects organizational performance. This condition is increasingly crucial because companies must respond quickly to market changes and increasingly complex customer needs. Therefore, optimal Utilization of MIS is expected to strengthen knowledge management and employee engagement, both of which are considered important in supporting improved organizational performance. However, along with technological advances, MIS has now developed into a strategic catalyst that helps transform business models, strengthen supply chains, and improve company interactions with customers and competitors (Boccoli et.al., 2022). Infographics of the Information and Communication Technology Development Index (IP-ICT) in Indonesia in 2020 show gaps in access, use, and expertise of information technology in various regions. The national IP-ICT score of 5.59 shows an increase, but there is still a significant gap between regions such as DKI Jakarta with the highest score (7.46) and Papua with the lowest score (3.35). This gap underscores the importance of implementing Management Information Systems (MIS) effectively in organizations, especially in knowledge management and employee engagement which play an important role in organizational performance. This research is crucial for CV Buahe Barokah in understanding how MIS can be implemented optimally to improve organizational performance, especially amidst the challenges of access gaps and diverse technology infrastructure in Indonesia.

In the fruit trading industry such as CV Buahe Barokah in Denpasar, Bali, the Utilization of MIS is becoming increasingly important to face competition and the challenges of an ever-changing market. CV Buahe Barokah is a company that sells fruits, both imported and local, wholesale. To remain competitive, this company needs an information system that can help them manage stock, costs, and finances more efficiently. This study aims to examine how the Utilization of Management Information Systems (MIS) affects organizational performance, by looking at the role of knowledge management and employee engagement. It is hoped that this study can provide a deeper understanding of how to implement MIS effectively so that organizational performance at CV Buahe Barokah can be more optimal. An effective MIS is expected to provide relevant information and accelerate the decision-making process. In addition, good knowledge management allows information and knowledge to spread smoothly throughout the organization, so that companies can more easily innovate and compete in the market. Strong employee engagement, as a result of optimal MIS Utilization, will strengthen their commitment to company goals, which ultimately has a positive impact on improving overall organizational performance. MIS is important to be implemented in a company because it has a function in managing, processing, and organizing a number of data that can support work tasks in the company (Kurniawati & Raharja, 2024).

Based on the explanation above, there are formulations of the problems that will be discussed in the study as follows:

1. Is there an influence of the Utilization of Management Information Systems on organizational performance at CV Buahe Barokah?
2. Is there an influence of the Utilization of Management Information Systems on knowledge management at CV Buahe Barokah?

3. Is there an influence of the Utilization of Management Information Systems on employee engagement at CV Buahe Barokah?
4. Is there an influence of knowledge management on organizational performance at CV Buahe Barokah?
5. Is there an influence of employee engagement on organizational performance at CV Buahe Barokah?

Based on the formulation of the problems classified above, a number of conclusions regarding the research objectives are formulated as follows:

1. To analyze the effect of the Utilization of Management Information Systems on organizational performance at CV Buahe Barokah.
2. To analyze the effect of the Utilization of Management Information Systems on knowledge management at CV Buahe Barokah.
3. To analyze the effect of the Utilization of Management Information Systems on employee engagement at CV Buahe Barokah.
4. To analyze the effect of knowledge management on organizational performance at CV Buahe Barokah.
5. To analyze the effect of employee engagement on organizational performance at CV Buahe Barokah.

LITERATURE REVIEW

In this study, the Theory of Information Systems Success by DeLone and McLean (2003) is used as the main theoretical basis to understand how the Utilization of Management Information Systems (MIS) can contribute to improving organizational performance. This theory explains the factors that determine the success of information system Utilization, which is relevant to the purpose of this study, namely analyzing the effect of MIS on organizational performance through knowledge management and employee engagement.. This theory is relevant in this study because MIS not only functions as a technological tool, but also as a strategic tool that supports knowledge management and employee engagement in the organization. Optimal Utilization of MIS is expected to produce quality data and information that can be easily accessed by employees, so that they are more involved in organizational activities and contribute to effective knowledge management. In the long term, the success of MIS Utilization is expected to support better organizational performance through increased productivity, efficiency, and service quality.

Technology Acceptance Model (TAM) was developed by Davis (1989) who theorized about technology usage behavior. TAM is taken from another theory called Theory of Reasoned Action (TRA) (Fishbein and Ajzen, 1975) from the field of social psychology which explains a person's behavior through their intentions. Davis (1989) defines TAM as a model designed to predict the acceptance of information technology that will be used by users. So by using the TAM model, the factors that influence the acceptance of a technology by users can be estimated. The purpose of TAM is to explain the acceptance of technology that leads to how users behave in various technologies and user populations (Davis, 1989). TAM is used as a theory to explore the determinants of accepting behavior and the desire to use information systems in recent decades. TAM is known to understand the relationship between humans and technology through perceived usefulness and perceived ease of use. In TAM, perceived usefulness has similarities with perceived

ease of use. Both are related to the amount of effort to use the system (or collection of information) to achieve the target.

Utilization of Management Information Systems

Management Information System (MIS) is a computer-based system used by companies to manage, organize, and evaluate data and information, while providing information in a timely and efficient manner (Laudon & Laudon, 2020). MIS can also be interpreted as a system that plays a role in organizing, processing, and compiling large amounts of data to support work in the company (Boccoli et al., 2022). Another definition states that MIS is a system used to process and organize data and information to support all management processes in the company (Laudon & Laudon, 2020). From these definitions, it can be concluded that MIS is a computer-based system that functions to manage, organize, and provide data and information in a timely manner to support all management activities in the company.

Organizational Performance

Organizational performance is an important measure that shows the success of an organization in achieving its goals. Kurniawati & Raharja (2024) in the journal Analysis of Organizational Performance through Transformational Leadership and Organizational Culture state that organizational performance is greatly influenced by the implementation of transformational leadership and organizational culture; the better the implementation of these two factors, the higher the organizational performance achieved. In addition, research by Nugroho & Pudiastuti (2022) emphasized that organizational performance is significantly influenced by employee motivation and job satisfaction, where high job satisfaction can support the achievement of optimal results. Sahni (2021) also describe organizational performance as an important symbol that shows the level of success of the organization in achieving its strategic goals. Suharno (2020) also explains that organizational performance is the cumulative result of all work processes and activities carried out in the organization, which reflects the effectiveness and efficiency of operations in achieving the company's vision and mission. Thus, organizational performance is influenced by various factors such as leadership, culture, motivation, job satisfaction, and the accumulation of all operational activities, which together determine how successful the organization is in achieving its goals.

Knowledge Management

According to various expert views, knowledge management is an important process for organizations to manage information and knowledge. Viju Mattew (2011) stated that knowledge management helps organizations identify, select, organize, disseminate, and transfer valuable information and experiences that are part of the organization. Marakas (2010) explained that knowledge management is an information-based system that aims to support the creation, management, and distribution of business knowledge to employees. According to Rahayuningtyas and Widyatmoko (2023), knowledge management functions as a platform for managing tacit (implicit) and explicit knowledge, thus supporting the flow of information communication within the organization. In addition, Suharno (2020) emphasized the importance of knowledge management in encouraging innovation and increasing company productivity. Overall, knowledge management helps organizations manage and utilize important information, thereby increasing efficiency, innovation, and communication throughout the organization.

Employee Engagement

Kurniawati and Raharja (2024) stated that employees who are actively engaged tend to have lower turnover rates, are less absent, and show better retention in the long term. Mansoor

et.,al (2021) emphasized that employee engagement not only increases productivity but also triggers innovative behaviors needed to maintain organizational competitiveness. Boccoli et al. (2022) highlighted that employee engagement has social and relational properties that can be learned through innovative approaches supported by modern digital technology. They noted that this engagement has a positive impact on individual well-being and can dynamically influence performance. Sahni (2021) also stated that employee engagement is positively related to organizational commitment and reduces employee intentions, especially millennials, to leave their jobs.

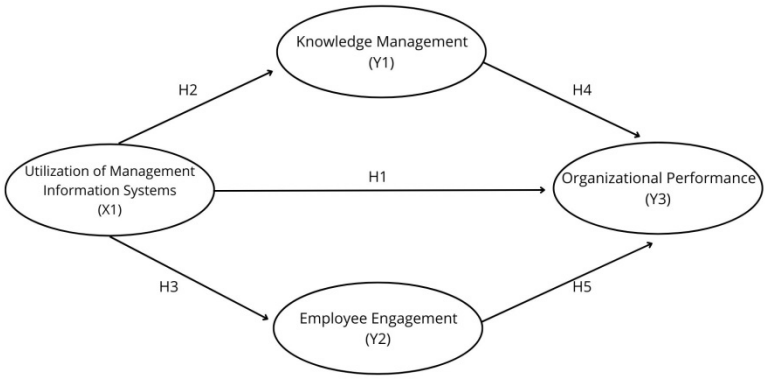

Figure 1 Research Model

Relationship between Variables and Hypotheses

The Influence of the Relationship between Utilization of Management Information Systems (MIS) and Organizational Performance

Effective implementation of MIS can help improve organizational performance by providing access to faster and more accurate information, supporting better decision-making, and improving operational efficiency. With MIS, organizations can respond to market needs more quickly and optimize existing resources.

(H1): Implementation of Management Information Systems has a positive effect on Organizational Performance.

Relationship between Utilization of Management Information Systems (MIS) and Knowledge Management

MIS facilitates the storage, processing, and distribution of knowledge within the organization, allowing employees to share information and knowledge easily. This improves knowledge management in managing knowledge, both explicit and explicit, thus supporting innovation and performance improvement.

(H2): Implementation of Management Information Systems has a positive effect on Knowledge Management.

Relationship between Utilization of Management Information Systems (MIS) and Employee Engagement

A well-implemented MIS can improve employee engagement by providing access to relevant information and supporting their work. MIS can also encourage communication and collaboration between employees, thereby increasing their emotional, physical, and cognitive involvement in their work.

(H3): Implementation of Management Information System has a positive effect on Employee Engagement.

Relationship between Knowledge Management and Organizational Performance

Effective knowledge management improves the organization's ability to create, store, and manage knowledge optimally. Good knowledge enables more precise decision making and increases innovation, which in turn will have a positive impact on organizational performance.

(H4): Knowledge Management has a positive effect on Organizational Performance.

Relationship between Employee Engagement and Organizational Performance

High employee engagement has an impact on increasing organizational performance because employees who are emotionally, physically, and cognitively involved are more motivated to work better and show loyalty to the organization. Employees who are fully involved in their work tend to be more productive, creative, and make greater contributions.

(H5): Employee Engagement has a positive effect on Organizational Performance.

METHOD

According to Sugiyono (2017), quantitative methods aim to test hypotheses or measure relationships between variables with data collected in the form of numbers, analyzed using statistics, and produce objective conclusions. As a researcher, I chose this method to obtain numerical data that can be measured objectively, allowing me to test hypotheses statistically and analyze relationships between aspects in depth. By using saturated samples, every member of the relevant population can contribute to the study, which increases the accuracy of the results and reduces the potential for bias that may occur if only a portion of the population is taken. This approach is very suitable for research that aims to obtain a comprehensive and accurate picture of the relationship between aspects such as the implementation of Management Information Systems, knowledge management, employee engagement, and organizational performance, because it includes all respondents who have relevant information and experience.

The population in this study were employees at CV. Buahe Barokah who were involved in the use of Management Information Systems (MIS) to support knowledge management and improve employee engagement, with a total of 73 employees. This data includes all employees who actively use MIS in the company's operations in 2023.

The study used a saturated sample approach, all employees directly involved in the use of MIS will be used as respondents, so that each relevant member in the population can provide data that represents the entire organization. By using all employees as samples, this study is expected to obtain more accurate and comprehensive data to measure the influence of MIS on organizational performance through aspects of knowledge management and employee engagement.

Table 1 Definition of Operational

No	Variable	Definition	Indicator	Source
1	Utilization of Management Information Systems Manajemen (SIM)	MIS can also be interpreted as a system that plays a role in organizing, processing, and compiling large amounts of data to support work in the	1. Availability of Information 2. Access Speed 3. Data Accuracy 4. Ease of Use	Laudon and Laudon (2020)

		company (Taqqia & Anggraeni, 2022).		
4	Organizational Performance	Mwagona and Kinyua (2023) describe organizational performance as an important symbol that shows the level of success of the organization in achieving its strategic goals.	1. Operational Efficiency 2. Employee Productivity 3. Customer Satisfaction 4. Sustainable Innovation	Richard et al. (2009)
2	*Knowledge Management*	Viju Mattew (2011) stated that knowledge management helps organizations identify, select, organize, disseminate, and transfer valuable information and experiences that are part of the organization.	1. Knowledge Creation 2. Knowledge Storage 3. Knowledge Sharing 4. Knowledge Use	Nonaka and Takeuchi (1995)
3	*Employee Engagement*	Kurniawati and Raharja (2024) stated that employees who are actively engaged tend to have lower turnover rates, are less absent, and show better retention in the long term.	1. Physical Engagement 2. Emotional Engagement 3. Cognitive Engagement	Kahn (1990)

Source: Primary data, 2024

The data collection methodology in this study uses a questionnaire technique. This questionnaire is a method of collecting data through a series of written questions or statements given to respondents, as explained by Sugiyono (2019). The preparation of the questionnaire is based on valid research, using a 5-point Likert scale to measure indicators of each aspect studied. This questionnaire was distributed via Google Form to respondents based on the employee population at CV Buahe Barokah.

The use of partial least squares (PLS) with structural equation modeling (SEM) using the SmartPLS software is appropriate for this research for a number of reasons. Firstly, SEM-PLS allows for the simultaneous analysis of many dependent and independent variables, making it a good choice for complicated model analysis incorporating multiple constructs and indicators. Second, SEM-PLS is robust even with small to medium sample sizes, making it suitable for this research given the purposive sampling method and specific respondent criteria. This characteristic ensures reliable results despite potential deviations from normality. SEM-PLS is perfect for both

exploratory and predictive research since it is prediction-oriented and maximizes the explained variance of dependent variables. In this study, SEM-PLS helps predict how relationships between these constructs. The method also offers flexibility in specifying the measurement and structural models, allowing for accurate modeling of the constructs involved. The use of bootstrapping techniques in SEM-PLS for hypothesis testing enhances the robustness of the results. Bootstrapping assesses the significance of path coefficients without relying on parametric assumptions, thus rigorously testing hypotheses. Furthermore, a thorough assessment of the model's explanatory and predictive capacity is made possible by SEM-PLS's extensive model evaluation metrics, which include R^2 (coefficient of determination), path coefficients, effect sizes (f^2), and predictive relevance (Q^2).

RESULT AND DISCUSSION

Outer Model

The following is an illustration of the SEM diagram used in this research:

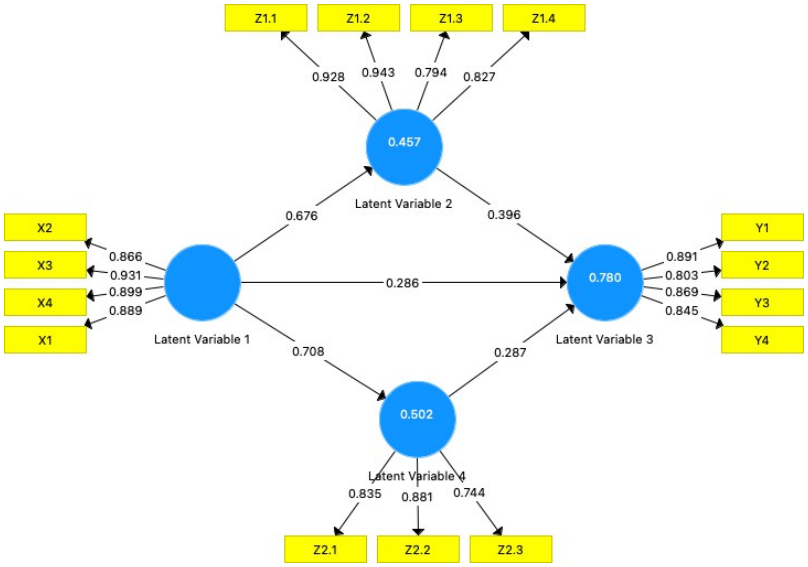

Figure 2. *Loading Factor*

Source: Primary data, 2024

The loading factor of each indicator on the variable with a minimum value of 0.6 and also the Average Variance Extract (AVE) analysis with a minimum value of 0.5 but there are meet the requirements.Based on the table below, it can be seen that the results of convergent validity testing show that all variables have indicators with loading factor values of more than 0.6 or 0.5, meaning that all indicators have met the convergent validity criteria.

Table 2. Confirmatory factor analysis

Latent Constructs	Observed Variabel	Factor Loading
X Utilization of SIM	Availability of Information	0.889
	Access Speed	0.866

	Data Accuracy	0.931
	Ease of Use	0.899
Y Organizational Performance	Operational Efficiency	0.891
	Employee Productivity	0.803
	Customer Satisfaction	0.869
	Sustainable Innovation	0.845
Z1 Knowledge Management	Knowledge Creation	0.928
	Knowledge Storage	0.943
	Knowledge Sharing	0.794
	Knowledge Use	0.827
Z2 Employee Engagement	Physical Engagement	0.835
	Emotional Engagement	0.881
	Cognitive Engagement	0.744

Source: Primary data, 2024

Next, the AVE Method is used to assess the convergent validity of each construct and latent variable. The minimum value that is considered to be met is at least 0.5.. This reliability test also examines the composite reliability value as an indicator of reliability, where both values should exceed 0.70. The Cronbach's alpha, and composite reliability values obtained in this SEM are as follows:

The average variance extracted by AVE based on these SEM results is as follows:

Table 3. *Model Reliability and Validity*

Variable	Croanbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	R Square
X Utilization of SIM	0.918	0.942	0.803	
Z1 Knowledge Management	0.897	0.929	0.766	0.457
Y Organizational Performance	0.874	0.914	0.727	0.780
Z2 Employee Engagement	0.757	0.861	0.676	0.502

Source: Primary data, 2024

Based on the table above, the results of the reliability test analysis show that the composite reliability score is greater than 0.7, which means that all variables are reliable and have passed the test requirements.

In the table above, the AVE value for the latent variable X *utilization of SIM* (0.803), *Z1 knowledge management* (0.766), *Z2 employee engagement* (0.676), Y *organizational performance* (0.727). Thus, it can be said that the measurement model is valid and meets the validity test requirements.

From the table above, the model's suitability can be assessed by the r-square result for organizational performance, which is 0.780 (78%). This indicates that 78% of the variation in organizational performance can be explained by utilization of SIM, knowledge management and employee engagement. The r-square result for knowledge management, which is 0.457 (45,7%).

this indicates that 45,7% of the variation in knowledge management can be explained by utilization of SIM. The r-square result for employee engagement, which is 0.502 (50,2%). this indicates that 52% of the variation in employee engagement can be explained by utilization of SIM. To determine whether a relationship is significant, the p-value should be compared to the 5% error rate, as outlined in the research hypothesis testing:

Table 4. Hypothesis Testing

Research Hypothesis	Description	Path Coefficient	T Statistics	Result
RH1	X Utilization of SIM -> Y Organizational Performance	0.286	2.384	Supported
RH2	X Utilization of SIM -> Z1 Knowledge Management	0.676	6.388	Supported
RH3	X Utilization of SIM -> Z2 Employee Engagement	0.708	7.987	Supported
RH4	Z1 Knowledge Management -> Y Organizational Performance	0.396	4.581	Supported
RH5	Z2 Employee Engagement -> Y Organizational Performance	0.287	2.087	Supported

Inner Model

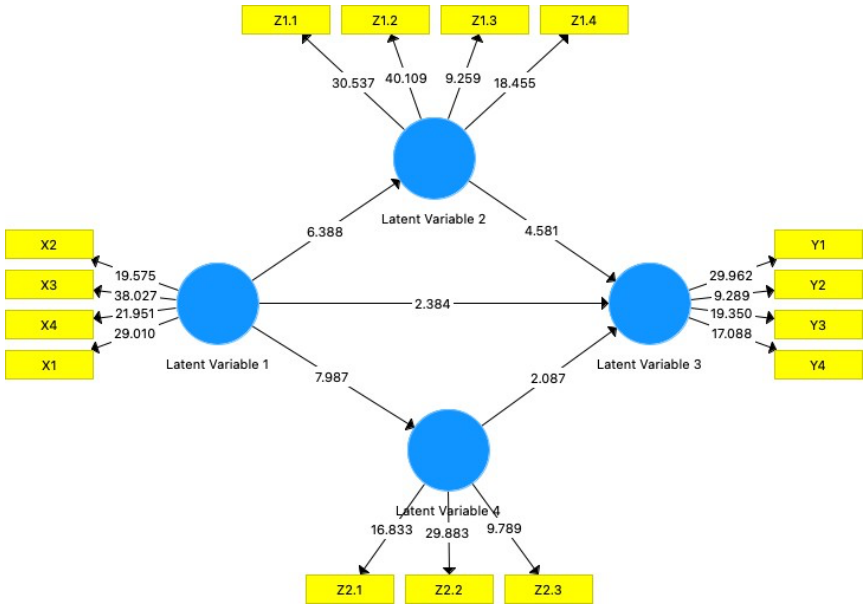

Figure 3. Partial Least Square Model

Based on the table above, the results of the hypothesis test show the following results and conclusions:

1. Utilization of SIM has a positive effect of 0.286 on organizational performance with a t-statistic value of 2.384 and a p-value of 0.017 < 0.05. Therefore, the hypothesis "Utilization of SIM has a positive and significant effect on organizational performance " (H1) is accepted.
2. Utilization of SIM has a positive effect of 0.676 on knowledge management with a t-statistic value of 6.388 and a p-value of 0.000 < 0.05. Therefore, the hypothesis "Utilization of SIM has a positive and significant effect on knowledge management " (H2) is accepted.
3. Utilization of SIM has a positive effect of 0.708 on employee engagement with a t-statistic value of 7.987 and a p-value of 0.000 < 0.05. Therefore, the hypothesis "Utilization of SIM has a positive and significant effect on employee engagement " (H3) is accepted.
4. Knowledge management has a positive effect of 0.396 on organizational performance with a t-statistic value of 4.581 and a p-value of 0.000 < 0.05. Therefore, the hypothesis "Knowledge management has a positive and significant effect on organizational performance " (H4) is accepted.
5. Employee engagement has a positive effect of 0.287 on organizational performance with a t-statistic value of 2.087 and a p-value of 0.037 < 0.05. Therefore, the hypothesis "Employee engagement has a positive and significant effect on organizational performance " (H5) is accepted.

DISCUSSION

Utilization of SIM has a positive effect of 0.286 on organizational performance with a t-statistic value of 2.384 and a p-value of 0.017 < 0.05. Therefore, the hypothesis "Utilization of SIM has a positive and significant effect on organizational performance" (H1) is accepted. Effective implementation of MIS can help improve organizational performance by providing access to faster and more accurate information, supporting better decision-making, and improving operational efficiency. With MIS, organizations can respond to market needs more quickly and optimize existing resources.

Utilization of SIM has a positive effect of 0.676 on knowledge management with a t-statistic value of 6.388 and a p-value of 0.000 < 0.05. Therefore, the hypothesis "Utilization of SIM has a positive and significant effect on knowledge management " (H2) is accepted. MIS facilitates the storage, processing, and distribution of knowledge within the organization, allowing employees to share information and knowledge easily. This improves knowledge management in managing knowledge, both explicit and explicit, thus supporting innovation and performance improvement.

Utilization of SIM has a positive effect of 0.708 on employee engagement with a t-statistic value of 7.987 and a p-value of 0.000 < 0.05. Therefore, the hypothesis "Utilization of SIM has a positive and significant effect on employee engagement " (H3) is accepted. A well-implemented MIS can improve employee engagement by providing access to relevant information and supporting their work. MIS can also encourage communication and collaboration between employees, thereby increasing their emotional, physical, and cognitive involvement in their work.

Knowledge management has a positive effect of 0.396 on organizational performance with a t-statistic value of 4.581 and a p-value of 0.000 < 0.05. Therefore, the hypothesis "Knowledge

management has a positive and significant effect on organizational performance" (H4) is accepted. Effective knowledge management improves the organization's ability to create, store, and manage knowledge optimally. Good knowledge enables more precise decision making and increases innovation, which in turn will have a positive impact on organizational performance.

Employee engagement has a positive effect of 0.287 on organizational performance with a t-statistic value of 2.087 and a p-value of 0.037 < 0.05. Therefore, the hypothesis "Employee engagement has a positive and significant effect on organizational performance " (H5) is accepted. High employee engagement has an impact on increasing organizational performance because employees who are emotionally, physically, and cognitively involved are more motivated to woDrafrk better and show loyalty to the organization. Employees who are fully involved in their work tend to be more productive, creative, and make greater contributions.

CONCLUSION AND SUGGESTIONS

Based on the analysis and discussion presented, the following conclusions can be drawn:

1. Utilization of SIM has a positive effect on organizational performance
2. Utilization of SIM has a positive effect on knowledge management.
3. Utilization of SIM has a positive effect on employee engagement.
4. Knowledge management has a positive effect on organizational performance.
5. Employee engagement has a positive effect on organizational performance.

Based on the results of the research that has been conducted, it can provide suggestions as follows:

1. For Practitioners

   The suggestions given especially for family business actors, to be more innovative, apply an utilization of SIM, knowledge management and employee engagement to improve organizational performance.

2. For Researchers

   This research focuses on variables related to utilization of SIM, knowledge management and employee engagement to improve organizational performance. Further research is expected to add other variables that affect organizational performance and research objects from other cities, regions and sectors.

IMPLICATION

Utilization of SIM owned by employees tends to be less competitive because employees choose to take a very competitive position to reduce competition in utilizing the management information system. The condition of employee involvement or employee involvement is quite high carried out by employees by involving work in terms of going through the organizational decision-making process. Knowledge management applied by employees needs to be improved related to organizational harmony in managing business. The improvement or enhancement of knowledge management in this business needs to be done so that knowledge management in groups related to business development remains consistent.

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