

**THE IMPACT OF ORGANIZATIONAL CLIMATE, KNOWLEDGE  
MANAGEMENT, ETHICAL LEADERSHIP AND QUALITY OF MAIS ON FIRM  
PERFORMANCE**

**COVER**



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## Vol. 5 No. 1 (2023): INFLUENCE: International Journal of Science Review



DOI: <https://doi.org/10.54783/influencejournal.v5i1>

Published: 10-01-2023

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## Research Article

# The Impact of Organizational Climate, Knowledge Management, Ethical Leadership and Quality of MAIS on Firm Performance

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Academic Editor: Nguyen Ngoc Anh

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**Abstract:** The purpose of this study is to prove the direct impact of organizational climate, knowledge management, ethical leadership and quality of MAIS on firm performance. The method used is a survey method for manufacturing companies in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas. Respondents were selected with the criteria of a minimum position of supervisor to represent their respective companies. The number of samples that fit the criteria were 296 respondents. Data was tested by multiple regression analysis, using Smart PLS Software. Research proves that knowledge management, ethical leadership and quality of MAIS have a positive effect on firm performance. The highest impact comes from ethical leadership, then knowledge management, and finally the quality of MAIS. While organizational climate has no effect on firm performance. The implication is, if a company wants to improve firm performance, strategic actions can be sequenced by taking the following actions: improving ethical leadership, increasing knowledge management, and improving quality of MAIS.

**Keywords:** Firm Performance, Organizational Climate, Knowledge Management, Ethical Leadership, Quality of MAIS.

## A. INTRODUCTION

The Covid-19 pandemic has put pressure on every sector of the economy. This pandemic has placed great demands on leaders in the business sector and other sectors. This large-scale outbreak creates high uncertainty that makes it difficult for leaders to deal with it. Verbeke & Yuan (2021) explains that companies around the world have diverted attention by looking for new ways to get a position to survive in the global market by prioritizing the positive views of stakeholder groups. At the start of the pandemic, manufacturing companies experienced a decline in performance (Okorie et al., 2020). Now that the pandemic is starting to subside, manufacturing companies are starting to wake up. Even so, there must still be efforts to evaluate and improve performance considering that the manufacturing sector plays an important role for the national economy in Indonesia. The manufacturing sector also makes the largest contribution to Indonesia's Gross Domestic Product (Baene et al., 2021). This shows that the manufacturing industry has an important role for economic growth in Indonesia. Evaluation of the company's performance can be the basis for the company in providing feedback related to employee performance, implementation of activities, to assist the preparation of company policies in the future (Advincula et al., 2020).

A good evaluation must provide benefits for improving work programs and company strategy, as well as performance achievements (Sarraf & Nejad, 2020). Performance is the achievement of predetermined targets (Wang et al., 2022). Many researchers use the Balance Score Card to measure firm performance (Nafari & Rezaei, 2022). Firm performance is

influenced by many factors, such as the conditions or climate that occur within an organization (Fu et al., 2022). Abubakar et al. (2019) stated that knowledge management will help the process of making good decisions, this will support the achievement of firm performance. Even knowledge management encourages various innovations to produce better firm performance. Ren et al. (2020) stated that ethical leadership will create a conducive atmosphere and work environment, and support better performance achievements (Lee et al., 2019). Then Setyani et al. (2022) stated that the quality of management accounting information systems (Quality of MAIS) would assist management in corporate governance, resulting in better firm performance.

A positive organizational climate can increase employee motivation so that it has an impact on improving firm performance. According to Lin et al. (2022), company climate has an influence on firm performance. Companies need to create a climate that can be implemented by employees, because the climate in the company is the main factor that encourages employees to improve performance, and employee performance will have an impact on improving firm performance. Megawati et al. (2022) explained that the company's climate tends to change within a certain period of time, so that it can change the shape or character of a company. Rimbayana et al. (2022) a positive climate within a company offers uniformity that can be agreed upon by various individual characteristics within a company. The benefits of this positive climate can improve quality at work, build positive relationships between employees, build organizational commitment and motivation, and can increase innovative behavior. But the negative climate of a company actually results in an intention to leave the company, destructive actions in inappropriate behavior and even counterproductive behavior in organizations (Cheung et al., 2022).

Knowledge Management describes a management concept that pays attention to companies from a high level of knowledge, and is characterized in the knowledge, utilization, and application of knowledge among employees at the right time, and in the right form, for the sake of increasing efficiency and effectiveness in working to achieve the desired goals (De Bem et al. 2022). Knowledge is considered as an organizational asset and has a significant influence on firm performance. Companies that manage knowledge management will affect firm performance, by reducing administrative costs and increasing productivity, after adopting knowledge management (Chen et al., 2022). Zhao et al., (2022) show that knowledge helps decision-making by giving company managers access to knowledge, in this case accurate and timely information. The measurement of knowledge management variables in this study focuses on three main measurements, namely knowledge creation, knowledge sharing, and knowledge utilization (De Bem et al., 2022). Research on the effect of knowledge management on company work results such as organizational learning, innovation, product quality, in addition to creative performance, financial and economic performance has been widely studied. However, the use of knowledge utilization has not been widely used to assess firm performance (Sun et al., 2022).

Ethical leadership is a leadership style that has diverse thoughts about the long-term consequences, limitations and benefits of each decision taken (Dey et al., 2022). The main task of ethical leaders is to pay attention to the norms, principles, values, standards, and ethics implemented in carrying out tasks and work in organizations/companies that depend on the organizational climate (Bouichou et al., 2022). Ethical leadership is a combination of decision-making processes and ethical behavior, both as an individual and as part of a company (Wang & Feng 2022). Research on the influence of ethical leadership on firm performance uses job desk measurements that exist within the company (Ullah et al., (2022). Jia et al., (2022) research uses measures of ethical attributes such as personality, values and leadership experience so that they influence the choice of business strategy in measuring firm performance.



The quality of the MAIS is part of the accounting information system in a company. Asstuty et al. (2022) explains that Quality of MAIS has a broader scope to enable decision makers to obtain information for long-term economic success (Tambun et al., 2018). Quality of MAIS that function properly, in accordance with business processes and generally accepted accounting standards tends to improve corporate governance performance. Quality of MAIS will build a better business world, and increase investor confidence, confirming that Quality of MAIS plays an important role in realizing good corporate governance in organizations, because Quality of MAIS produces the main financial reports that will be used by stakeholders (Al-Hattami & Kabra 2022). Duan et al. (2023) which explains that Quality of MAIS assisted by digital technology allows decision makers to have quality information that is relevant and timely, for effective decision making from an operational point of view. The flexibility and sophistication of the MAIS is the quality of a system so that users can easily obtain and provide information that companies can use to support their performance (Karagiorgos et al., 2022; Setyani et al., 2022).

Based on the description above, it can be concluded that companies will gain many benefits if the company manages the organizational climate well, knowledge management is continuously improved, ethical leadership becomes a culture, and MAIS are implemented properly. This research is about the effect of organizational climate, knowledge management, ethical leadership and Quality of MAIS on firm performance. There is no research that examines this model comprehensively. This research has a novelty that has not been found in other studies, namely the addition of new dimensions and indicators, especially on the Quality of MAIS.

## **B. LITERATURE REVIEW**

### **1. Social Cognitive Theory**

The social cognitive theory is a theory developed by Bandura (1992). This theory is based on the proposition that social and cognitive processes are central to understanding human motivation, emotion and action. The foundation of thought is based on three concepts of individual interaction with their environment (Bandura 2011). First, the spiritual determination which explains that human behavior is formed from the relationship with the environment, individuals, and behavior. Therefore, reciprocal determinism is the basis of social cognitive theory in understanding behavior. Second, the concept without reinforcement which explains that every behavior always uses reinforcement in shaping behavior. Reinforcement is important in determining whether a behavior will continue to occur or not, but it is not the only factor shaping behavior. This happens because when an individual can learn behavior just by observing, then repeating what he observed. Third, self-regulation / cognitive regulation which explains that humans as individuals are able to regulate themselves, influence behavior through environmental regulation, create cognitive support, and provide consequences for their own behavior. This is the reason for using social cognitive theory in explaining the variables of ethical leadership, corporate climate, and knowledge management, Quality of MAIS and their effects on firm performance. When individuals in the company have knowledge management as a cognitive factor. The company's climate as a supportive environment, but if it does not have high leadership ethics, it will worsen the company's performance. The MAIS will provide information for decision making. This social cognitive theory does not only look at one factor, but emphasizes several factors that interact with each other to produce the best.

### **2. The Impact of Organizational Climate on Firm Performance**

Companies need to create a climate that can be embraced by employees, because the climate in the company is the main factor that determines employees in improving employee performance, and has an impact on improving firm performance. The benefits of this positive climate can improve quality at work, build positive relationships between employees, build

organizational commitment and motivation, and can increase innovative behavior so that it has a good impact on firm performance (Rimbayana et al., 2022). Lin et al., (2022) proves that every company or organization that has a unique climate with various types of companies or organizations has a positive impact on the performance of employees or companies. Organizational climate is highly correlated with organizational commitment and perceptions of organizational performance. The results of linear regression prove that organizational climate has a significant impact on organizational commitment and organizational performance (Cheung et al., 2022). Then, there is evidence that comes from research by Rimbayana et al. (2022) who examined the influence of the overall organizational climate on employee performance. Organizational climate refers to employees' perception of their business environment or the internal work setting of their organization. A good climate is a prerequisite for the success of any organization. Megawati et al. (2022) revealed that organizational climate has a sizable relationship with job satisfaction and organizational effectiveness. It was also revealed that employees are happy and satisfied with their jobs and have a positive perception of the existing work climate. Evidence of the effect of organizational climate on firm performance is strengthened by research results from Megawaty et al. (2022), by showing that company and organizational climate, with dimensions of innovation have a significant positive relationship to competitiveness and firm performance, and company size and company age strengthen this relationship. Based on the description above, the following hypothesis is established, H<sub>1</sub>: Organizational climate has a positive effect on firm performance.

### **3. The Impact of Knowledge Management on Firm Performance**

Knowledge Management explains the concept of management that pays attention to companies from a high level of knowledge, and is characterized in the knowledge, utilization, and application of knowledge among employees at the right time, and in the right form, for the sake of increasing the efficiency and effectiveness of employee performance so as to achieve the desired goals (De Bem et al., 2022). Knowledge management helps improve decision making by giving managers access to knowledge, which in this case is accurate and timely information, so that firm performance increases (Chen et al., 2022). Researchers have proven that knowledge management has the potential to affect firm performance (Zhao et al., 2022). Zhao et al. (2022) shows that the knowledge management strategy has an influence on firm performance. Sun et al. (2022) proved that a company's information technology capabilities significantly affect company performance and competitive advantage. In addition, the company's knowledge management capabilities are able to mediate the relationship between IT capabilities and firm performance results and competitive advantage. Sun et al., (2019) explained that the relationship between entrepreneurial orientation and firm performance becomes stronger, when companies emphasize knowledge management strategies with personalization dimensions. According to him, companies that focus on knowledge management, strategic dimensions influence the relationship between information technology capabilities and firm performance significantly and positively. Knowledge management has a significant positive effect on firm performance. Knowledge management significantly influences the dimensions of organizational performance together, both task completion, quality of work, quantity of work (Kokkaew et al., 2022; Ong & Tan 2022). Based on this description, the following hypothesis is established, H<sub>2</sub>: Knowledge management has a positive effect on firm performance.

### **4. The Impact of Ethical Leadership on Firm Performance**

Researchers have proven that ethical leadership has the potential to greatly affect firm performance. The leadership factor is almost inseparable from the success of a company or organization. Ethical leadership is a leadership style that has diverse thoughts about the long-term consequences, limitations and benefits of each decision taken (Dey et al., 2022). The implication is that the better the implementation or application of ethical leadership from

leaders, the firm performance tends to increase. The main task of ethical leadership is to pay attention to the norms, principles, values, standards, and ethics implemented in carrying out tasks and work in organizations that depend on the organizational climate (Eluwole et al., 2022). Ethical leadership is a combination of decision-making processes and ethical behavior, both as an individual and as part of a company (Bouichou et al., 2022). Ethical leadership has a direct positive relationship to increased performance. Interestingly, this research shows that there is no effect of employee behavior on the relationship between ethical leadership and performance (Bouichou et al., 2022). Ethical leadership stimulates psychological empowerment of employees so that they can increase work involvement in order to increase firm performance (Ullah et al., 2022). Ethical leadership shapes employee readiness to change by mediating a culture of organizational effectiveness for the purpose of improving performance, the results show that ethical leadership has a significant positive influence on employee readiness to change (Wang & Feng 2022). The results reveal that ethical leadership forms cultural elements that drive organizational effectiveness and ultimately help increase employee readiness to change, in order to increase firm or organizational performance (Jia et al., 2022). Managers who focus on ethical leadership values and employee welfare can improve firm performance (Ullah et al., (2022). Furthermore, Xuecheng & Iqbal (2022) also proves that there is an effect of ethical leadership on firm performance. Based on the description above, the hypothesis can be determined as follows, H<sub>3</sub>: Ethical leadership has a positive effect on firm performance.

#### **5. The Impact of MAIS Quality on Firm Performance**

The quality of information is needed in the decision-making process for company management. Quality information will make decisions that are appropriate and relevant (Astuty et al., 2022). The information generated in a system that is integrated with all divisions will make governance and control work effectively (Al-Hattami & Kabra 2022). The MAIS must be designed as a valid and comprehensive source of information so that it can function properly. Whether or not the decisions taken by company management are very dependent on the quality of the information generated by the system (Duan et al., 2023). A quality accounting information system will also make quality strategic decisions (Tambun et al., 2018). Quality strategic decisions will have an impact on increasing firm performance (Lutfi 2022). The importance of the quality of the accounting information system presented to company management determines whether or not a company can achieve its best performance (Karagiorgos et al., 2022; Setyani et al., 2022). Based on the description above, the fourth hypothesis was determined in this study, namely H<sub>4</sub>: The quality of the MAIS has a positive effect on firm performance.

### **C. METHOD**

This study was designed to examine the impact of organizational climate, knowledge management, ethical leadership and Quality of MAIS on firm performance. The data was taken through a survey of representatives of manufacturing companies in Jakarta, Bogor, Depok, Tangerang and Bekasi. Representatives of the companies surveyed have at least a supervisory position. Each company is represented by only one respondent. The quality of the research data was tested by using the validity test, reliability test, and model fit test. Proving the hypothesis using multiple regression analysis. The strength of the research model is assessed from the value of the coefficient of determination. This study consists of five variables. First, organizational climate, which is a condition, situation and characteristics of the work environment that characterizes an organization that is formed from the attitudes, behavior and personalities of all members of the organization (Raes et al., 2022). In this study, organizational climate is measured by six dimensions, namely the nature of power, leadership style,



communication, culture, values, and behavioral norms (Abun et al., 2021; Rimbayana et al., 2022). Second, knowledge management, namely processes and activities that assist organizations in generating, obtaining, and then discovering, managing, using, and disseminating knowledge within organizations among individuals (Chen et al., 2022; Yu et al., 2022). In this study, knowledge management is measured by three dimensions, namely knowledge creation, knowledge sharing, and knowledge utilization (De Bem et al., 2022; Chaithanapat et al., 2022; Zhao et al., 2022). Third, ethical leadership is the main responsibility in dealing with conflicts among employees and provides a basis for guiding and teaching the right things to do (Costa et al., 2022; Ye, Liu et al., 2022). In this study, ethical leadership is measured by four dimensions, namely honesty, justice, integrity, altruism, concern for values (Agarwal et al., 2022; Dey et al., 2022). Fourth, the quality of the MAIS, which is a set of interrelated components that collect (or retrieve), process, store, and distribute information to support decision-making and control within an organization (Knauer et al., 2020). The MAIS in this study was measured by five dimensions, two dimensions namely the flexibility of using information systems and the sophistication of information systems (Knauer et al., 2020).

Meanwhile, the other three dimensions are the novelty of this research, namely knowledge of information technology, security, and innovative communication (Daradkeh 2022; Karagiorgos et al., 2022; Shao et al., 2021). Fifth, firm performance, namely the level of achievement of organizational goals (Quezada et al., 2022) from both a financial and non-financial perspective (Torrents et al., 2022). Measurement of firm performance uses the Balance Score Card so that there is a detailed measure of this performance both from a financial, customer, internal business process and learning and growth perspective (Faraji et al., 2022). The stages of data analysis begin with the stages of validity testing and data reliability testing. Then the model fit test stage, to find out that the pairs of variables in the research model are suitable. Stages of analysis of the coefficient of determination. Lastly, the hypothesis testing stage, analysis of the coefficient of influence of each variable and its interpretation.

#### D. RESULT AND DISCUSSION

This research was conducted in the areas of Jakarta, Bogor, Depok, Tangerang and Bekasi. The research population is all manufacturing companies in the researched area. The unit analyzed is a company employee with a minimum position of supervisor. Supervisors and company leaders are used as the unit of analysis because they are considered to understand firm performance. Good financial performance, customer service, internal business processes and learning processes in the company. They are considered to understand interpretation and are relevant to answering the questions/statements contained in the research questionnaire. The total population as a whole cannot be known. The sample size uses the formula Hair et al., (2017) with a sample of 10 times the highest number of parameters or indicators of the variables studied. The highest number of indicators in this study were 16 indicators on organizational climate variables. Thus this study uses a minimum of 160 respondents. Every single manufacturing company studied in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas was represented by one respondent. The research sample that met the criteria was 296 respondents representing 296 companies. The following are descriptive statistics for the variables studied.

**Table 1. Descriptive Statistics of Research Variables**

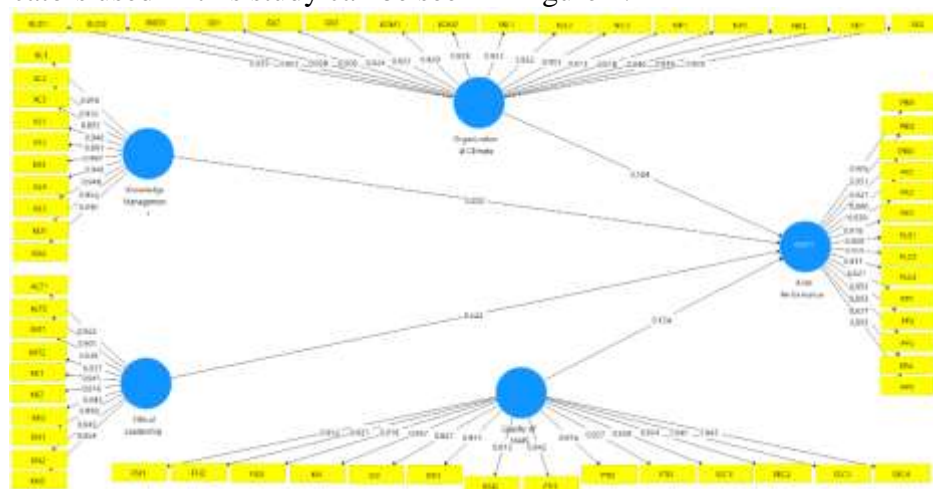
No	Variable	Obs	Score					
			Min	Max	Mean	Median	Modus	Stan Dev
1	Firm Performance	296	3	6	4,96	5	5	0,64

2	Organizational Climate	296	3	6	4,94	5	5	0,64
3	Knowledge Management	296	2	6	4,94	5	5	0,68
4	Ethical Leadership	296	3	6	4,95	5	5	0,65
5	Quality of MAIS	296	3	6	4,72	5	5	0,69

Source: Processed research data, 2022

The achievement of each variable for the minimum, maximum, mean, median, mode and standard deviation values can be seen in table 1. Especially for the mean or average value of each variable is not much different. First, firm performance has a mean of 4.96 or the equivalent of 82.67% of the maximum value of 6. This means that the achievement of applying this variable can still be increased by 17.33%. Second, organizational climate has a mean of 4.94 or the equivalent of 82.33% of the maximum value of 6. This means that the achievement of applying this variable can still be increased by 17.67%. Third, knowledge management has a mean of 4.94 or the equivalent of 82.33% of the maximum value of 6. This means that the achievement of implementing this variable can still be increased by 17.67%. Fourth, ethical leadership has a mean of 4.95 or the equivalent of 82.5% of the maximum score of 6. This means that the achievement of applying this variable can still be increased by 17.5%. Fifth, the quality of the MAIS has a mean of 4.72 or the equivalent of 78.67% of the maximum value of 6. This means that the achievement of applying this variable can still be increased by 21.33%.

The validity test was carried out to confirm that the research questionnaire instrument met the criteria for representing the variables studied. The research instrument is valid if the loading factor resulting from each research indicator is  $> 0.5$ . The results of the loading factor for all indicators used in this study can be seen in Figure 1.



**Figure 1.** Loading Factor

Source: Results of Smart PLS data processing, 2022

Furthermore, the results of the data reliability test are presented in table 2. All variables are declared reliable because the values of Cronbach alpha, rho, and composite reliability are all above 0.7. This can be interpreted that the research respondents answered seriously and consistently. Variables that are already reliable will be well used for testing research hypotheses.

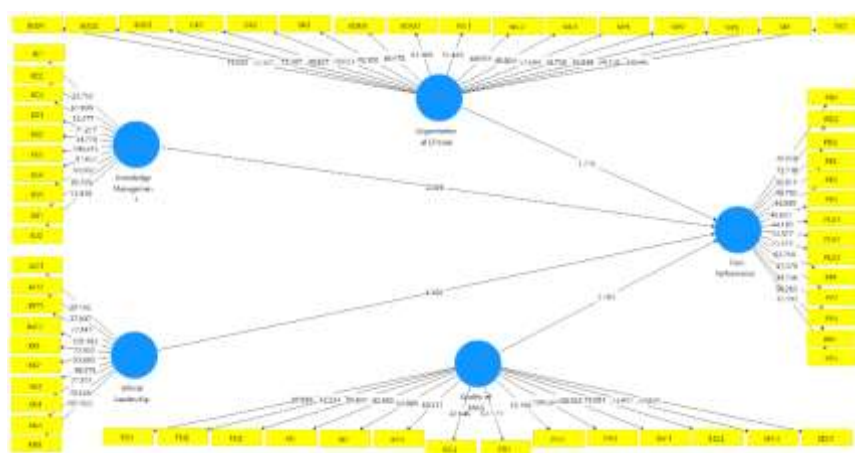
**Table 2. Reliability Test Results**

Variable	Cronbach Alpha	Rho	Composite Reliability	Conclusion
Firm Performance	0,984	0,984	0,986	Reliabel
Organization Climate	0,988	0,988	0,989	Reliabel

Knowledge Management	0,983	0,984	0,985	Reliabel
Ethical Leadership	0,982	0,983	0,984	Reliabel
Quality of MAIS	0,990	0,990	0,990	Reliabel

Source: Processed research data, 2022

The goodness of fit test was carried out to find out whether the overall model is in a fit condition or not. If data processing uses Smart PLS, then the goodness of fit test uses SRMR and NFI. SRMR is the square root of the difference between the residuals from the sample covariance matrix and the hypothetical covariance model. The desired SRMR value must be below 10. NFI is the Net Fit Index which requires a minimum score of 0.7. The results of this study prove that the research model is fit because the SRMR value obtained is 0.038 and the NFI is 0.781. This means that the research model is good and the results of this study can be generalized.



**Figure 2.** T Statistics Result

Source: Results of Smart PLS data processing, 2022

Furthermore, the results of the research hypothesis test can be seen in Figure 2 and in Table 3. Figure 2 and Table 3 can be seen in the statistical T score. If the T statistic  $> 1.96$  then the research hypothesis can be accepted. Another way is to look at the Score P Values in table 3, if the P Values  $< 0.05$  then the research hypothesis is accepted. Thus the research hypothesis can be decided.

**Table 3. Hypothesis Test Results**

No.	Hypothesis	T Statistics	P Values	Decision
1	OC $\rightarrow$ Firm Performance	1,716	0,087	Reject
2	KM $\rightarrow$ Firm Performance	2,006	0,045	Accepted
3	EL $\rightarrow$ Firm Performance	4,360	0,000	Accepted
4	Quality of MAIS $\rightarrow$ Firm Performance	5,183	0,000	Accepted

Source: Results of Smart PLS data processing, 2022

The first hypothesis was rejected because the T statistic was  $1.716 < 1.96$  and the P values were  $0.087 > 0.05$  which means that organizational climate has no effect on firm performance. Organizational climate does not have a strong impact on firm performance. Organizational climate consists of six indicators, namely the nature of power, leadership style, communication, culture, values, and behavioral norms. The nature of power as an indicator of organizational climate is manifested in two forms of implementation in the company. First, it is manifested in the form of giving authority to employees to make decisions according to their respective duties. Second, the company is always run according to a predetermined system. The two forms of implementation of the nature of this power have no effect on firm

performance. Leadership style as an indicator of organizational climate, manifested in three forms of implementation in the company.

First, the leadership is actively involved in the company's operational processes. Second, each leader provides work support to subordinates. Third, the leadership pays attention to the welfare of employees. The three implementation forms of leadership style, as part of the organizational climate, are unable to influence firm performance. Communication as an indicator of organizational climate is manifested in two forms of implementation. First, communication between leaders and subordinates is carried out efficiently. Second, communication by leaders and subordinates is well understood by both parties. The two forms of implementation of communication, as part of this organizational climate, have no effect on firm performance. Culture as an indicator of organizational climate is manifested in three forms of implementation. First, the habits that exist within the company make employees comfortable at work. Second, the culture that is enforced in the company motivates employees to improve performance. Third, the culture in the company makes fellow employees well connected. The three forms of implementation of culture, as part of the organizational climate, have no effect on firm performance. Value as an indicator of organizational climate is manifested in three forms of implementation. First, the company provides room for innovation to every employee. Second, the company provides opportunities for all employees to improve their skills. Third, the company gives appreciation for the efforts and achievements of employees. Three forms of implementation of value, as part of the organizational climate have no effect on firm performance. Norms of behavior as an indicator of the company's climate, manifested in three forms of implementation. First, the company determines employee wages according to the capacity of each employee. Second, the company frees employees to express their ideas with the results set by the company. Third, the leader provides targeted goals to subordinates. These three forms of implementation of behavioral norms also have no effect on firm performance. The results of this study do not support previous research conducted by Rimbayana et al. (2022), Lin et al. (2022), Cheung et al. (2022), Rimbayana et al. (2022), and Megawaty et al. (2022).

The second hypothesis is accepted because the T statistic is  $2.006 > 1.96$  and the P values are  $0.045 < 0.05$  which means that knowledge management has an effect on firm performance. The resulting influence coefficient is positive. This means that knowledge management has a positive impact on firm performance. Knowledge management consists of three main parts, namely knowledge creation, knowledge sharing, and knowledge utilization. Knowledge creation is manifested in the form of implementation. First, the company provides information related to business activities in accordance with the capacity of each employee. Second, the company provides opportunities for employees to attend outside training. Third, the company always provides information about business activities abroad that are related to the company's business activities. The three implementation forms of knowledge creation have a positive effect on firm performance. Knowledge sharing is implemented in five forms. First, the company provides space for employees to have discussions. Second, companies disseminate information to the public through various media. Third, the company provides space for employees to share knowledge and information. Fourth, the company provides opportunities for employees to adopt new knowledge on internal work practices. Sixth, the company provides opportunities for employees to develop knowledge and business operational ideas. These six forms of implementation of knowledge sharing have a positive effect on firm performance. Knowledge utilization is implemented in two forms. First, the company provides opportunities to use new knowledge to solve internal problems. Second, the company applies knowledge to the company's internal work practices. Two forms of implementing knowledge utilization have a positive effect on firm performance. The research results support previous research conducted by De Bem et al. (2022), Chen et al. (2022), Zhao et al. (2022), and Sun et



al., (2019). The results of this research also complement and become new empirical evidence, and strengthen social cognitive theory.

The third hypothesis is accepted because the T statistic is  $4.360 > 1.96$  and the P values are  $0.000 < 0.05$  which means that ethical leadership has an effect on company performance. The resulting influence coefficient is positive. This means that ethical leadership has a positive impact on company performance. The better the ethical leadership, the higher the company's performance. The lower the ethical leadership, the company's performance will also decrease. Ethical leadership consists of four indicators, namely honesty, justice, integrity, altruism, and concern for values. Honesty and justice as an indicator of ethical leadership is manifested in three forms of implementation. First, company leaders can be trusted. Second, company leaders always listen to employees. Third, the leadership makes fair and balanced decisions. Three forms of implementation of honesty and justice, as part of ethical leadership, have a positive and significant impact on company performance. Integrity as an indicator of ethical leadership is manifested in two forms of implementation. First, the head of the company has good personal ethics. Second, the head of the company is a person who is successful in his field. Two forms of implementation of integrity, as part of ethical leadership, have a positive and significant impact on company performance. Altruism as an indicator of ethical leadership is manifested in two forms of implementation. First, company leaders always consider the interests of employees. Second, company leaders always ask employees' opinions to be considered in decision making. Two forms of implementation of altruism, as part of ethical leadership, have a positive and significant impact on company performance. Concern for values as an indicator of ethical leadership is manifested in three forms of implementation. First, corporate leaders limit or regulate business ethics and values. Second, company leaders act in accordance with ethics. Third, company leaders apply ethical standards for employee discipline. Three forms of implementation of concern for ethics, which are part of ethical leadership, have a positive and significant impact on company performance. The research results support previous research conducted by Dey et al. (2022), Eluwole et al. (2022), Bouichou et al. (2022), Ullah et al. (2022), Wang & Feng (2022), Jia et al. (2022), and Xuecheng & Iqbal (2022). The results of this research also complement and become new empirical evidence, and strengthen social cognitive theory.

The fourth hypothesis is accepted because the T statistic is  $5.183 > 1.96$  and the P values are  $0.000 < 0.05$ , which means that the quality of management information systems influences company performance. The resulting influence coefficient is positive. This means that the Quality of MAIS has a positive impact on company performance. Quality of MAIS uses five dimensions, namely flexibility in the use of information systems, information system sophistication, information technology knowledge, security, and innovative communications. The flexibility of using information systems is implemented in three implementations. First, a quality information system and easy to use. Second, a quality information system that is easy to access anywhere. Third, a quality information system is easily accessible at any time. Three forms of implementation of the flexibility of using this information system affect the company's performance. The sophistication of the information system is carried out in the form of two implementations. First, a quality information system is integrated with other systems in the company. Second, a quality information system has automation in various company reports. These two forms of implementation of the sophistication of this information system have a positive effect on company performance. Knowledge of information technology is carried out in three forms of implementation. First, by knowing the information technology used by the company, the quality of the information system will be good. Second, by knowing other information technologies used outside the company, the quality of the information will be good. Third, with innovative information technology, the quality of the information system will be good. The three forms of implementation of information technology knowledge have a positive



effect on company performance. Security is carried out in the form of four implementations. First, using good hardware security, the MAIS is easier to use. Second, using good security software, information system users are more comfortable. Third, use good network security, data and systems are securely guarded. Fourth, use confidently user passwords, so that the MAIS is more secure and easier when treasury. These four forms of security implementation have a positive effect on company performance. Innovative communication is carried out in two forms of implementation. First, communication is carried out digitally according to each capacity. Second, communication is carried out in two directions, on existing systems according to their respective capacities. The results of the study support previous research conducted by Astuty et al. (2022), Al-Hattami & Kabra (2022), Duan et al. (2023), Tambun et al. (2018), Lutfi (2022), Karagiorgos et al. (2022) and Setyani et al. (2022). The results of this research also complement and become new empirical evidence, and strengthen social cognitive theory.

## **E. CONCLUSION**

This study proves that knowledge management, ethical leadership and Quality of MAIS have a positive effect on company performance. Meanwhile, organizational culture has no effect on company performance. The strongest influence is given by ethical leadership, followed by knowledge management, and finally by the quality of the MAIS. The implication of the research results, if a company wants to improve company performance, then its strategic actions can be sequenced by taking the following actions: improving ethical leadership, increasing knowledge management, and improving Quality of MAIS.

This research has several limitations. First, this study took research samples from manufacturing companies, without making company size criteria. All manufacturing companies that were obtained and met the criteria for the manufacturing sector and were located in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas were used as research samples. The research sample consists of large companies and small companies. For small companies, it is possible that they do not yet have an adequate MAIS. Or maybe they don't even have an information technology-based information system. This condition has the potential to cause bias in research results. Second, this study makes the criteria for respondents with a minimum position of supervisor in all divisions or departments. Respondents who come from outside the accounting / finance division have the potential not to understand the implementation of the MAIS applied by the company. Especially if the company is still small and has a good MAIS. This condition also has the potential to cause bias in research results.

Suggestions to company management or practitioners, it is recommended to build a good MAIS. Then, company management must also continuously improve ethical leadership and knowledge. By improving ethical leadership, knowledge management and improving Quality of MAIS, it will have a major impact on improving company performance. For academics and researchers, this research model can be continued or developed in several ways. First, conducting research again with samples in other industrial sectors outside the manufacturing industry. This aims to test whether this research model is relevant or not in other types of industries. Second, this research can be continued by adding new variables to the research model. For example, the addition of information technology implementation variables. The consideration is that current industrial developments are heavily influenced by digitalization or the use of information technology. So by adding this variable, the research model has the potential to be even better. Another opportunity for further research can be done by limiting research respondents from manufacturing companies with large company sizes. The consideration is that companies with large company sizes are likely to have implemented a MAIS properly. Then the sample of respondents can be limited from the accounting / finance

division or their superiors who understand the MAIS well. This aims to reduce the impact of bias in research results by taking respondents who are more relevant.

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# The Impact of Organizational Climate, Knowledge Management, Ethical Leadership and Quality of MAIS on Firm Performance

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**Submission date:** 02-Nov-2023 01:06PM (UTC+0700)

**Submission ID:** 2215015478

**File name:** ,\_Ethical\_Leadership\_and\_Quality\_of\_MAIS\_on\_Firm\_Performance.pdf (561.87K)

**Word count:** 8379

**Character count:** 48267

Research Article

# The Impact of Organizational Climate, Knowledge Management, Ethical Leadership and Quality of MAIS on Firm Performance

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Academic Editor: Nguyen Ngoc Anh

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**Abstract:** The purpose of this study is to prove the direct impact of organizational climate, knowledge management, ethical leadership and quality of MAIS on firm performance. The method used is a survey method for manufacturing companies in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas. Respondents were selected with the criteria of a minimum position of supervisor to represent their respective companies. The number of samples that fit the criteria were 296 respondents. Data was tested by multiple regression analysis, using Smart PLS Software. Research proves that knowledge management, ethical leadership and quality of MAIS have a positive effect on firm performance. The highest impact comes from ethical leadership, then knowledge management, and finally the quality of MAIS. While organizational climate has no effect on firm performance. The implication is, if a company wants to improve firm performance, strategic actions can be sequenced by taking the following actions: improving ethical leadership, increasing knowledge management, and improving quality of MAIS.

**Keywords:** Firm Performance, Organizational Climate, Knowledge Management, Ethical Leadership, Quality of MAIS.

## A. INTRODUCTION

The Covid-19 pandemic has put pressure on every sector of the economy. This pandemic has placed great demands on leaders in the business sector and other sectors. This large-scale outbreak creates high uncertainty that makes it difficult for leaders to deal with it. Verbeke & Yuan (2021) explains that companies around the world have diverted attention by looking for new ways to get a position to survive in the global market by prioritizing the positive views of stakeholder groups. At the start of the pandemic, manufacturing companies experienced a decline in performance (Okorie et al., 2020). Now that the pandemic is starting to subside, manufacturing companies are starting to wake up. Even so, there must still be efforts to evaluate and improve performance considering that the manufacturing sector plays an important role for the national economy in Indonesia. The manufacturing sector also makes the largest contribution to Indonesia's Gross Domestic Product (Baene et al., 2021). This shows that the manufacturing industry has an important role for economic growth in Indonesia. Evaluation of the company's performance can be the basis for the company in providing feedback related to employee performance, implementation of activities, to assist the preparation of company policies in the future (Advincula et al., 2020).

A good evaluation must provide benefits for improving work programs and company strategy, as well as performance achievements (Sarraf & Nejad, 2020). Performance is the achievement of predetermined targets (Wang et al., 2022). Many researchers use the Balance Score Card to measure firm performance (Nafari & Rezaei, 2022). Firm performance is

influenced by many factors, such as the conditions or climate that occur within an organization (Fu et al., 2022). Abubakar et al. (2019) stated that knowledge management will help the process of making good decisions, this will support the achievement of firm performance. Even knowledge management encourages various innovations to produce better firm performance. Ren et al. (2020) stated that ethical leadership will create a conducive atmosphere and work environment, and support better performance achievements (Lee et al., 2019). Then Setyani et al. (2022) stated that the quality of management accounting information systems (Quality of MAIS) would assist management in corporate governance, resulting in better firm performance.

A positive organizational climate can increase employee motivation so that it has an impact on improving firm performance. According to Lin et al. (2022), company climate has an influence on firm performance. Companies need to create a climate that can be implemented by employees, because the climate in the company is the main factor that encourages employees to improve performance, and employee performance will have an impact on improving firm performance. Megawati et al. (2022) explained that the company's climate tends to change within a certain period of time, so that it can change the shape or character of a company. Rimbayana et al. (2022) a positive climate within a company offers uniformity that can be agreed upon by various individual characteristics within a company. The benefits of this positive climate can improve quality at work, build positive relationships between employees, build organizational commitment and motivation, and can increase innovative behavior. But the negative climate of a company actually results in an intention to leave the company, destructive actions in inappropriate behavior and even counterproductive behavior in organizations (Cheung et al., 2022).

Knowledge Management describes a management concept that pays attention to companies from a high level of knowledge, and is characterized in the knowledge, utilization, and application of knowledge among employees at the right time, and in the right form, for the sake of increasing efficiency and effectiveness in working to achieve the desired goals (De Bem et al. 2022). Knowledge is considered as an organizational asset and has a significant influence on firm performance. Companies that manage knowledge management will affect firm performance, by reducing administrative costs and increasing productivity, after adopting knowledge management (Chen et al., 2022). Zhao et al., (2022) show that knowledge helps decision-making by giving company managers access to knowledge, in this case accurate and timely information. The measurement of knowledge management variables in this study focuses on three main measurements, namely knowledge creation, knowledge sharing, and knowledge utilization (De Bem et al., 2022). Research on the effect of knowledge management on company work results such as organizational learning, innovation, product quality, in addition to creative performance, financial and economic performance has been widely studied. However, the use of knowledge utilization has not been widely used to assess firm performance (Sun et al., 2022).

Ethical leadership is a leadership style that has diverse thoughts about the long-term consequences, limitations and benefits of each decision taken (Dey et al., 2022). The main task of ethical leaders is to pay attention to the norms, principles, values, standards, and ethics implemented in carrying out tasks and work in organizations/companies that depend on the organizational climate (Bouichou et al., 2022). Ethical leadership is a combination of decision-making processes and ethical behavior, both as an individual and as part of a company (Wang & Feng 2022). Research on the influence of ethical leadership on firm performance uses job desk measurements that exist within the company (Ullah et al., (2022). Jia et al., (2022) research uses measures of ethical attributes such as personality, values and leadership experience so that they influence the choice of business strategy in measuring firm performance.

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The quality of the MAIS is part of the accounting information system in a company. Asstuty et al. (2022) explains that Quality of MAIS has a broader scope to enable decision makers to obtain information for long-term economic success (Tambun et al., 2018). Quality of MAIS that function properly, in accordance with business processes and generally accepted accounting standards tends to improve corporate governance performance. Quality of MAIS will build a better business world, and increase investor confidence, confirming that Quality of MAIS plays an important role in realizing good corporate governance in organizations, because Quality of MAIS produces the main financial reports that will be used by stakeholders (Al-Hattami & Kabra 2022). Duan et al. (2023) which explains that Quality of MAIS assisted by digital technology allows decision makers to have quality information that is relevant and timely, for effective decision making from an operational point of view. The flexibility and sophistication of the MAIS is the quality of a system so that users can easily obtain and provide information that companies can use to support their performance (Karagiorgos et al., 2022; Setyani et al., 2022).

Based on the description above, it can be concluded that companies will gain many benefits if the company manages the organizational climate well, knowledge management is continuously improved, ethical leadership becomes a culture, and MAIS are implemented properly. This research is about the effect of organizational climate, knowledge management, ethical leadership and Quality of MAIS on firm performance. There is no research that examines this model comprehensively. This research has a novelty that has not been found in other studies, namely the addition of new dimensions and indicators, especially on the Quality of MAIS.

## B. LITERATURE REVIEW

### 1. Social Cognitive Theory

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The social cognitive theory is a theory developed by Bandura (1992). This theory is based on the proposition that social and cognitive processes are central to understanding human motivation, emotion and action. The foundation of thought is based on three concepts of individual interaction with their environment (Bandura 2011). First, the spiritual determination which explains that human behavior is formed from the relationship with the environment, individuals, and behavior. Therefore, reciprocal determinism is the basis of social cognitive theory in understanding behavior. Second, the concept without reinforcement which explains that every behavior always uses reinforcement in shaping behavior. Reinforcement is important in determining whether a behavior will continue to occur or not, but it is not the only factor shaping behavior. This happens because when an individual can learn behavior just by observing, then repeating what he observed. Third, self-regulation / cognitive regulation which explains that humans as individuals are able to regulate themselves, influence behavior through environmental regulation, create cognitive support, and provide consequences for their own behavior. This is the reason for using social cognitive theory in explaining the variables of ethical leadership, corporate climate, and knowledge management, Quality of MAIS and their effects on firm performance. When individuals in the company have knowledge management as a cognitive factor. The company's climate as a supportive environment, but if it does not have high leadership ethics, it will worsen the company's performance. The MAIS will provide information for decision making. This social cognitive theory does not only look at one factor, but emphasizes several factors that interact with each other to produce the best.

### 2. The Impact of Organizational Climate on Firm Performance

Companies need to create a climate that can be embraced by employees, because the climate in the company is the main factor that determines employees in improving employee performance, and has an impact on improving firm performance. The benefits of this positive climate can improve quality at work, build positive relationships between employees, build



organizational commitment and motivation, and can increase innovative behavior so that it has a good impact on firm performance (Rimbayana et al., 2022). Lin et al., (2022) proves that every company or organization that has a unique climate with various types of companies or organizations has a positive impact on the performance of employees or companies. Organizational climate is highly correlated with organizational commitment and perceptions of organizational performance. The results of linear regression prove that organizational climate has a significant impact on organizational commitment and organizational performance (Cheung et al., 2022). Then, there is evidence that comes from research by Rimbayana et al. (2022) who examined the influence of the overall organizational climate on employee performance. Organizational climate refers to employees' perception of their business environment or the internal work setting of their organization. A good climate is a prerequisite for the success of any organization. Megawati et al. (2022) revealed that organizational climate has a sizable relationship with job satisfaction and organizational effectiveness. It was also revealed that employees are happy and satisfied with their jobs and have a positive perception of the existing work climate. Evidence of the effect of organizational climate on firm performance is strengthened by research results from Megawaty et al. (2022), by showing that company and organizational climate, with dimensions of innovation have a significant positive relationship to competitiveness and firm performance, and company size and company age strengthen this relationship. Based on the description above, the following hypothesis is established,  $H_1$ : Organizational climate has a positive effect on firm performance.

### 3. The Impact of Knowledge Management on Firm Performance

Knowledge Management explains the concept of management that pays attention to companies from a high level of knowledge, and is characterized in the knowledge, utilization, and application of knowledge among employees at the right time, and in the right form, for the sake of increasing the efficiency and effectiveness of employee performance so as to achieve the desired goals (De Bem et al., 2022). Knowledge management helps improve decision making by giving managers access to knowledge, which in this case is accurate and timely information, so that firm performance increases (Chen et al., 2022). Researchers have proven that knowledge management has the potential to affect firm performance (Zhao et al., 2022). Zhao et al. (2022) shows that the knowledge management strategy has an influence on firm performance. Sun et al. (2022) proved that a company's information technology capabilities significantly affect company performance and competitive advantage. In addition, the company's knowledge management capabilities are able to mediate the relationship between IT capabilities and firm performance results and competitive advantage. Sun et al., (2019) explained that the relationship between entrepreneurial orientation and firm performance becomes stronger, when companies emphasize knowledge management strategies with personalization dimensions. According to him, companies that focus on knowledge management, strategic dimensions influence the relationship between information technology capabilities and firm performance significantly and positively. Knowledge management has a significant positive effect on firm performance. Knowledge management significantly influences the dimensions of organizational performance together, both task completion, quality of work, quantity of work (Kokkaew et al., 2022; Ong & Tan 2022). Based on this description, the following hypothesis is established,  $H_2$ : Knowledge management has a positive effect on firm performance.

### 4. The Impact of Ethical Leadership on Firm Performance

Researchers have proven that ethical leadership has the potential to greatly affect firm performance. The leadership factor is almost inseparable from the success of a company or organization. Ethical leadership is a leadership style that has diverse thoughts about the long-term consequences, limitations and benefits of each decision taken (Dey et al., 2022). The implication is that the better the implementation or application of ethical leadership from



leaders, the firm performance tends to increase. The main task of ethical leadership is to pay attention to the norms, principles, values, standards, and ethics implemented in carrying out tasks and work in organizations that depend on the organizational climate (Eluwole et al., 2022). Ethical leadership is a combination of decision-making processes and ethical behavior, both as an individual and as part of a company (Bouichou et al., 2022). Ethical leadership has a direct positive relationship to increased performance. Interestingly, this research shows that there is no effect of employee behavior on the relationship between ethical leadership and performance (Bouichou et al., 2022). Ethical leadership stimulates psychological empowerment of employees so that they can increase work involvement in order to increase firm performance (Ullah et al., 2022). Ethical leadership shapes employee readiness to change by mediating a culture of organizational effectiveness for the purpose of improving performance, the results show that ethical leadership has a significant positive influence on employee readiness to change (Wang & Feng 2022). The results reveal that ethical leadership forms cultural elements that drive organizational effectiveness and ultimately help increase employee readiness to change, in order to increase firm or organizational performance (Jia et al., 2022). Managers who focus on ethical leadership values and employee welfare can improve firm performance (Ullah et al., (2022). Furthermore, Xuecheng & Iqbal (2022) also proves that there is an effect of ethical leadership on firm performance. Based on the description above, the hypothesis can be determined as follows, H<sub>3</sub>: Ethical leadership has a positive effect on firm performance.

#### 5. The Impact of MAIS Quality on Firm Performance

The quality of information is needed in the decision-making process for company management. Quality information will make decisions that are appropriate and relevant (Astuty et al., 2022). The information generated in a system that is integrated with all divisions will make governance and control work effectively (Al-Hattami & Kabra 2022). The MAIS must be designed as a valid and comprehensive source of information so that it can function properly. Whether or not the decisions taken by company management are very dependent on the quality of the information generated by the system (Duan et al., 2023). A quality accounting information system will also make quality strategic decisions (Tambun et al., 2018). Quality strategic decisions will have an impact on increasing firm performance (Lutfi 2022). The importance of the quality of the accounting information system presented to company management determines whether or not a company can achieve its best performance (Karagiorgos et al., 2022; Setyani et al., 2022). Based on the description above, the fourth hypothesis was determined in this study, namely H<sub>4</sub>: The quality of the MAIS has a positive effect on firm performance.

#### C. METHOD

This study was designed to examine the impact of organizational climate, knowledge management, ethical leadership and Quality of MAIS on firm performance. The data was taken through a survey of representatives of manufacturing companies in Jakarta, Bogor, Depok, Tangerang and Bekasi. Representatives of the companies surveyed have at least a supervisory position. Each company is represented by only one respondent. The quality of the research data was tested by using the validity test, reliability test, and model fit test. Proving the hypothesis using multiple regression analysis. The strength of the research model is assessed from the value of the coefficient of determination. This study consists of five variables. First, organizational climate, which is a condition, situation and characteristics of the work environment that characterizes an organization that is formed from the attitudes, behavior and personalities of all members of the organization (Raes et al., 2022). In this study, organizational climate is measured by six dimensions, namely the nature of power, leadership style,

communication, culture, values, and behavioral norms (Abun et al., 2021; Rimbayana et al., 2022). Second, knowledge management, namely processes and activities that assist organizations in generating, obtaining, and then discovering, managing, using, and disseminating knowledge within organizations among individuals (Chen et al., 2022; Yu et al., 2022). In this study, knowledge management is measured by three dimensions, namely knowledge creation, knowledge sharing, and knowledge utilization (De Bem et al., 2022; Chaithanapat et al., 2022; Zhao et al., 2022). Third, ethical leadership is the main responsibility in dealing with conflicts among employees and provides a basis for guiding and teaching the right things to do (Costa et al., 2022; Ye, Liu et al., 2022). In this study, ethical leadership is measured by four dimensions, namely honesty, justice, integrity, altruism, concern for values (Agarwal et al., 2022; Dey et al., 2022). Fourth, the quality of the MAIS, which is a set of interrelated components that collect (or retrieve), process, store, and distribute information to support decision-making and control within an organization (Knauer et al., 2020). The MAIS in this study was measured by five dimensions, two dimensions namely the flexibility of using information systems and the sophistication of information systems (Knauer et al., 2020).

Meanwhile, the other three dimensions are the novelty of this research, namely knowledge of information technology, security, and innovative communication (Daradkeh 2022; Karagiorgos et al., 2022; Shao et al., 2021). Fifth, firm performance, namely the level of achievement of organizational goals (Quezada et al., 2022) from both a financial and non-financial perspective (Torrents et al., 2022). Measurement of firm performance uses the Balance Score Card so that there is a detailed measure of this performance both from a financial, customer, internal business process and learning and growth perspective (Faraji et al., 2022). The stages of data analysis begin with the stages of validity testing and data reliability testing. Then the model fit test stage, to find out that the pairs of variables in the research model are suitable. Stages of analysis of the coefficient of determination. Lastly, the hypothesis testing stage, analysis of the coefficient of influence of each variable and its interpretation.

#### D. RESULT AND DISCUSSION

This research was conducted in the areas of Jakarta, Bogor, Depok, Tangerang and Bekasi. The research population is all manufacturing companies in the researched area. The unit analyzed is a company employee with a minimum position of supervisor. Supervisors and company leaders are used as the unit of analysis because they are considered to understand firm performance. Good financial performance, customer service, internal business processes and learning processes in the company. They are considered to understand interpretation and are relevant to answering the questions/statements contained in the research questionnaire. The total population as a whole cannot be known. The sample size uses the formula Hair et al., (2017) with a sample of 10 times the highest number of parameters or indicators of the variables studied. The highest number of indicators in this study were 16 indicators on organizational climate variables. Thus this study uses a minimum of 160 respondents. Every single manufacturing company studied in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas was represented by one respondent. The research sample that met the criteria was 296 respondents representing 296 companies. The following are descriptive statistics for the variables studied.

**Table 1. Descriptive Statistics of Research Variables**

No	Variable	Obs	Score					
			Min	Max	Mean	Median	Modus	Stan Dev
1	Firm Performance	296	3	6	4,96	5	5	0,64

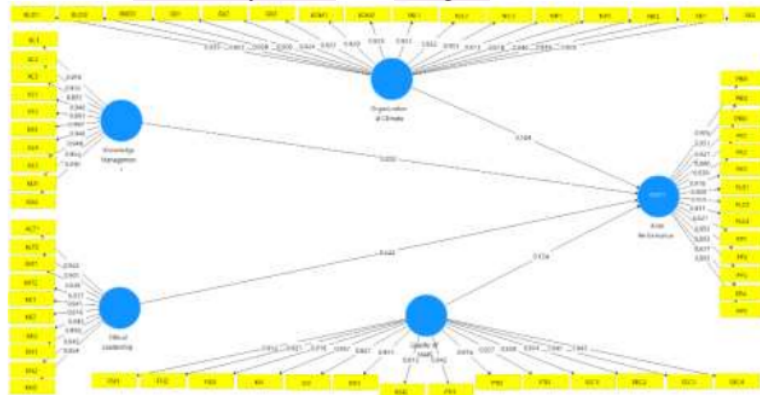
2	Organizational Climate	296	3	6	4,94	5	5	0,64
3	Knowledge Management	296	2	6	4,94	5	5	0,68
4	Ethical Leadership	296	3	6	4,95	5	5	0,65
5	Quality of MAIS	296	3	6	4,72	5	5	0,69

Source: Processed research data, 2022

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The achievement of each variable for the minimum, maximum, mean, median, mode and standard deviation values can be seen in table 1. Especially for the mean or average value of each variable is not much different. First, firm performance has a mean of 4.96 or the equivalent of 82.67% of the maximum value of 6. This means that the achievement of applying this variable can still be increased by 17.33%. Second, organizational climate has a mean of 4.94 or the equivalent of 82.33% of the maximum value of 6. This means that the achievement of applying this variable can still be increased by 17.67%. Third, knowledge management has a mean of 4.94 or the equivalent of 82.33% of the maximum value of 6. This means that the achievement of implementing this variable can still be increased by 17.67%. Fourth, ethical leadership has a mean of 4.95 or the equivalent of 82.5% of the maximum score of 6. This means that the achievement of applying this variable can still be increased by 17.5%. Fifth, the quality of the MAIS has a mean of 4.72 or the equivalent of 78.67% of the maximum value of 6. This means that the achievement of applying this variable can still be increased by 21.33%.

The validity test was carried out to confirm that the research questionnaire instrument met the criteria for representing the variables studied. The research instrument is valid if the loading factor resulting from each research indicator is > 0.5. The results of the loading factor for all indicators used in this study can be seen in Figure 1.



**Figure 1. Loading Factor**

Source: Results of Smart PLS data processing, 2022

Furthermore, the results of the data reliability test are presented in table 2. All variables are declared reliable because the values of Cronbach alpha, rho, and composite reliability are all above 0.7. This can be interpreted that the research respondents answered seriously and consistently. Variables that are already reliable will be well used for testing research hypotheses.

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**Table 2. Reliability Test Results**

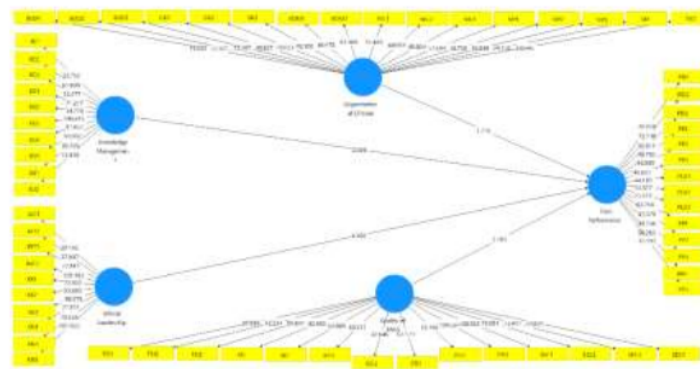
Variable	Cronbach Alpha	Rho	Composite Reliability	Conclusion
Firm Performance	0,984	0,984	0,986	Reliabel
Organization Climate	0,988	0,988	0,989	Reliabel



Knowledge Management	0,983	0,984	0,985	Reliabel
Ethical Leadership	0,982	0,983	0,984	Reliabel
Quality of MAIS	0,990	0,990	0,990	Reliabel

Source: Processed research data, 2022

The goodness of fit test was carried out to find out whether the overall model is in a fit condition or not. If data processing uses Smart PLS, then the goodness of fit test uses SRMR and NFI. SRMR is the square root of the difference between the residuals from the sample covariance matrix and the hypothetical covariance model. The desired SRMR value must be below 10. NFI is the Net Fit Index which requires a minimum score of 0.7. The results of this study prove that the research model is fit because the SRMR value obtained is 0.038 and the NFI is 0.781. This means that the research model is good and the results of this study can be generalized.



**Figure 2. T Statistics Result**

Source: Results of Smart PLS data processing, 2022

Furthermore, the results of the research hypothesis test can be seen in Figure 2 and in Table 3. Figure 2 and Table 3 can be seen in the statistical T score. If the T statistic > 1.96 then the research hypothesis can be accepted. Another way is to look at the Score P Values in table 3, if the P Values < 0.05 then the research hypothesis is accepted. Thus the research hypothesis can be decided.

**Table 3. Hypothesis Test Results**

No.	Hypothesis	T Statistics	P Values	Decision
1	OC → Firm Performance	1,716	0,087	Reject
2	KM → Firm Performance	2,006	0,045	Accepted
3	EL → Firm Performance	4,360	0,000	Accepted
4	Quality of MAIS → Firm Performance	5,183	0,000	Accepted

Source: Results of Smart PLS data processing, 2022

The first hypothesis was rejected because the T statistic was 1.716 < 1.96 and the P values were 0.087 > 0.05 which means that organizational climate has no effect on firm performance. Organizational climate does not have a strong impact on firm performance. Organizational climate consists of six indicators, namely the nature of power, leadership style, communication, culture, values, and behavioral norms. The nature of power as an indicator of organizational climate is manifested in two forms of implementation in the company. First, it is manifested in the form of giving authority to employees to make decisions according to their respective duties. Second, the company is always run according to a predetermined system. The two forms of implementation of the nature of this power have no effect on firm

performance. Leadership style as an indicator of organizational climate, manifested in three forms of implementation in the company.

First, the leadership is actively involved in the company's operational processes. Second, each leader provides work support to subordinates. Third, the leadership pays attention to the welfare of employees. The three implementation forms of leadership style, as part of the organizational climate, are unable to influence firm performance. Communication as an indicator of organizational climate is manifested in two forms of implementation. First, communication between leaders and subordinates is carried out efficiently. Second, communication by leaders and subordinates is well understood by both parties. The two forms of implementation of communication, as part of this organizational climate, have no effect on firm performance. Culture as an indicator of organizational climate is manifested in three forms of implementation. First, the habits that exist within the company make employees comfortable at work. Second, the culture that is enforced in the company motivates employees to improve performance. Third, the culture in the company makes fellow employees well connected. The three forms of implementation of culture, as part of the organizational climate, have no effect on firm performance. Value as an indicator of organizational climate is manifested in three forms of implementation. First, the company provides room for innovation to every employee. Second, the company provides opportunities for all employees to improve their skills. Third, the company gives appreciation for the efforts and achievements of employees. Three forms of implementation of value, as part of the organizational climate have no effect on firm performance. Norms of behavior as an indicator of the company's climate, manifested in three forms of implementation. First, the company determines employee wages according to the capacity of each employee. Second, the company frees employees to express their ideas with the results set by the company. Third, the leader provides targeted goals to subordinates. These three forms of implementation of behavioral norms also have no effect on firm performance. The results of this study do not support previous research conducted by Rimbayana et al. (2022), Lin et al. (2022), Cheung et al. (2022), Rimbayana et al. (2022), and Megawaty et al. (2022).

The second hypothesis is accepted because the T statistic is  $2.006 > 1.96$  and the P values are  $0.045 < 0.05$  which means that knowledge management has an effect on firm performance. The resulting influence coefficient is positive. This means that knowledge management has a positive impact on firm performance. Knowledge management consists of three main parts, namely knowledge creation, knowledge sharing, and knowledge utilization. Knowledge creation is manifested in the form of implementation. First, the company provides information related to business activities in accordance with the capacity of each employee. Second, the company provides opportunities for employees to attend outside training. Third, the company always provides information about business activities abroad that are related to the company's business activities. The three implementation forms of knowledge creation have a positive effect on firm performance. Knowledge sharing is implemented in five forms. First, the company provides space for employees to have discussions. Second, companies disseminate information to the public through various media. Third, the company provides space for employees to share knowledge and information. Fourth, the company provides opportunities for employees to adopt new knowledge on internal work practices. Sixth, the company provides opportunities for employees to develop knowledge and business operational ideas. These six forms of implementation of knowledge sharing have a positive effect on firm performance. Knowledge utilization is implemented in two forms. First, the company provides opportunities to use new knowledge to solve internal problems. Second, the company applies knowledge to the company's internal work practices. Two forms of implementing knowledge utilization have a positive effect on firm performance. The research results support previous research conducted by De Bem et al. (2022), Chen et al. (2022), Zhao et al. (2022), and Sun et



al., (2019). The results of this research also complement and become new empirical evidence, and strengthen social cognitive theory.

The third hypothesis is accepted because the T statistic is  $4.360 > 1.96$  and the P values are  $0.000 < 0.05$  which means that ethical leadership has an effect on company performance. The resulting influence coefficient is positive. This means that ethical leadership has a positive impact on company performance. The better the ethical leadership, the higher the company's performance. The lower the ethical leadership, the company's performance will also decrease. Ethical leadership consists of four indicators, namely honesty, justice, integrity, altruism, and concern for values. Honesty and justice as an indicator of ethical leadership is manifested in three forms of implementation. First, company leaders can be trusted. Second, company leaders always listen to employees. Third, the leadership makes fair and balanced decisions. Three forms of implementation of honesty and justice, as part of ethical leadership, have a positive and significant impact on company performance. Integrity as an indicator of ethical leadership is manifested in two forms of implementation. First, the head of the company has good personal ethics. Second, the head of the company is a person who is successful in his field. Two forms of implementation of integrity, as part of ethical leadership, have a positive and significant impact on company performance. Altruism as an indicator of ethical leadership is manifested in two forms of implementation. First, company leaders always consider the interests of employees. Second, company leaders always ask employees' opinions to be considered in decision making. Two forms of implementation of altruism, as part of ethical leadership, have a positive and significant impact on company performance. Concern for values as an indicator of ethical leadership is manifested in three forms of implementation. First, corporate leaders limit or regulate business ethics and values. Second, company leaders act in accordance with ethics. Third, company leaders apply ethical standards for employee discipline. Three forms of implementation of concern for ethics, which are part of ethical leadership, have a positive and significant impact on company performance. The research results support previous research conducted by Dey et al. (2022), Eluwole et al. (2022), Bouichou et al. (2022), Ullah et al. (2022), Wang & Feng (2022), Jia et al. (2022), and Xuecheng & Iqbal (2022). The results of this research also complement and become new empirical evidence, and strengthen social cognitive theory.

The fourth hypothesis is accepted because the T statistic is  $5.183 > 1.96$  and the P values are  $0.000 < 0.05$ , which means that the quality of management information systems influences company performance. The resulting influence coefficient is positive. This means that the Quality of MAIS has a positive impact on company performance. Quality of MAIS uses five dimensions, namely flexibility in the use of information systems, information system sophistication, information technology knowledge, security, and innovative communications. The flexibility of using information systems is implemented in three implementations. First, a quality information system and easy to use. Second, a quality information system that is easy to access anywhere. Third, a quality information system is easily accessible at any time. Three forms of implementation of the flexibility of using this information system affect the company's performance. The sophistication of the information system is carried out in the form of two implementations. First, a quality information system is integrated with other systems in the company. Second, a quality information system has automation in various company reports. These two forms of implementation of the sophistication of this information system have a positive effect on company performance. Knowledge of information technology is carried out in three forms of implementation. First, by knowing the information technology used by the company, the quality of the information system will be good. Second, by knowing other information technologies used outside the company, the quality of the information will be good. Third, with innovative information technology, the quality of the information system will be good. The three forms of implementation of information technology knowledge have a positive

effect on company performance. Security is carried out in the form of four implementations. First, using good hardware security, the MAIS is easier to use. Second, using good security software, information system users are more comfortable. Third, use good network security, data and systems are securely guarded. Fourth, use confidently user passwords, so that the MAIS is more secure and easier when treasury. These four forms of security implementation have a positive effect on company performance. Innovative communication is carried out in two forms of implementation. First, communication is carried out digitally according to each capacity. Second, communication is carried out in two directions, on existing systems according to their respective capacities. The results of the study support previous research conducted by Astuty et al. (2022), Al-Hattami & Kabra (2022), Duan et al. (2023), Tambun et al. (2018), Lutfi (2022), Karagiorgos et al. (2022) and Setyani et al. (2022). The results of this research also complement and become new empirical evidence, and strengthen social cognitive theory.

## E. CONCLUSION

This study proves that knowledge management, ethical leadership and Quality of MAIS have a positive effect on company performance. Meanwhile, organizational culture has no effect on company performance. The strongest influence is given by ethical leadership, followed by knowledge management, and finally by the quality of the MAIS. The implication of the research results, if a company wants to improve company performance, then its strategic actions can be sequenced by taking the following actions: improving ethical leadership, increasing knowledge management, and improving Quality of MAIS.

This research has several limitations. First, this study took research samples from manufacturing companies, without making company size criteria. All manufacturing companies that were obtained and met the criteria for the manufacturing sector and were located in the Jakarta, Bogor, Depok, Tangerang and Bekasi areas were used as research samples. The research sample consists of large companies and small companies. For small companies, it is possible that they do not yet have an adequate MAIS. Or maybe they don't even have an information technology-based information system. This condition has the potential to cause bias in research results. Second, this study makes the criteria for respondents with a minimum position of supervisor in all divisions or departments. Respondents who come from outside the accounting / finance division have the potential not to understand the implementation of the MAIS applied by the company. Especially if the company is still small and has a good MAIS. This condition also has the potential to cause bias in research results.

Suggestions to company management or practitioners, it is recommended to build a good MAIS. Then, company management must also continuously improve ethical leadership and knowledge. By improving ethical leadership, knowledge management and improving Quality of MAIS, it will have a major impact on improving company performance. For academics and researchers, this research model can be continued or developed in several ways. First, conducting research again with samples in other industrial sectors outside the manufacturing industry. This aims to test whether this research model is relevant or not in other types of industries. Second, this research can be continued by adding new variables to the research model. For example, the addition of information technology implementation variables. The consideration is that current industrial developments are heavily influenced by digitalization or the use of information technology. So by adding this variable, the research model has the potential to be even better. Another opportunity for further research can be done by limiting research respondents from manufacturing companies with large company sizes. The consideration is that companies with large company sizes are likely to have implemented a MAIS properly. Then the sample of respondents can be limited from the accounting / finance

division or their superiors who understand the MAIS well. This aims to reduce the impact of bias in research results by taking respondents who are more relevant.

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