

ANALYZING HOW INFORMATION TECHNOLOGY AND KNOWLEDGE TRANSFER AFFECT WORK CLIMATE AND MANAGERIAL PERFORMANCE, WITH A FOCUS ON THE MODERATING EFFECT OF ORGANIZATIONAL CULTURE

Dian Fitri ¹, Sri Langgeng Ratnasari ², Suyanto ³ and Zulkifli Sultan ⁴

^{1,4} Universitas Terbuka, Indonesia.

² Universitas Riau Kepulauan, Indonesia.

³ IPWI College of Economics Jakarta, Indonesia.

Email: ¹dianbatamania@gmail.com (*Corresponding Author), ²sarisucahyo@yahoo.com, ³suyanto.ipwija1993@gmail.com, ⁴zulkifli_sultan@ecampus.ut.ac.id

DOI: 10.5281/zenodo.13808674

Abstract

Managers need to prioritize change to achieve desired objectives and goals, especially in light of rapid global changes and uncertain conditions caused by the pandemic, which have disrupted the norm. Certain factors will have a reduced impact on the performance of both local and international managers, leading companies to select expatriate managers. This research explores how organizational factors, work environment, knowledge transfer, and the simultaneous use of information technology influence managerial performance. This research utilized the partial least squares (Smartpls 3.0) methodology to determine the significance of structural parameters in modeling structural equations (SEM). It employed a quantitative research approach, using a questionnaire incorporating a Likert scale. The research sample consisted of 54 participants ranging from supervisors to managers. Knowledge transfer and the implementation of information technology positively and significantly affect managerial performance, with the work environment mediating this impact. This highlights the crucial role of the work environment in facilitating knowledge transfer and technology usage, ultimately improving managerial performance. The goal of this study is to enhance managerial performance by promoting knowledge transfer through knowledge management, supported by the use of information technology and fostered by organizational culture and the work environment.

Keywords: Transfer of Knowledge, Application of Information, Organizational Culture, Climate of Work, Managerial Performance.

INTRODUCTION

Managers need to prioritize change to achieve desired objectives and goals, especially in light of rapid global changes and uncertain conditions caused by the pandemic, which have disrupted the norm. Certain factors will have a reduced impact on the performance of both local and international managers, leading companies to select expatriate managers. This research explores how organizational factors, work environment, knowledge transfer, and the simultaneous use of information technology influence managerial performance. This research utilized the partial least squares (Smartpls 3.0) methodology to determine the significance of structural parameters in modeling structural equations (SEM). It employed a quantitative research approach, using a questionnaire incorporating a Likert scale. The research sample consisted of 54 participants ranging from supervisors to managers. Knowledge transfer and the implementation of information technology positively and significantly affect managerial performance, with the work environment mediating this impact. This highlights the crucial role of the work environment in facilitating knowledge transfer and technology usage, ultimately improving managerial performance.

The goal of this study is to enhance managerial performance by promoting knowledge transfer through knowledge management, supported by the use of information technology and fostered by organizational culture and the work environment.

Various previous studies in the construction industry have highlighted the importance of effectively managing managers' performance to lay a strong groundwork for organizational advancement. This is especially critical for improving the skill sets of managers at the managerial level, allowing them to make valuable contributions to organizations and businesses (Irfan et al., 2021).

Several studies have shown that organizational culture and work environment can significantly impact managerial performance (Nuraliati & Kusnaedi, 2023). The relationship between the use of information technology and the improvement of managerial performance has been clarified through the impact of information technology. Additionally, the presence of expatriates is essential for the competitive advantage of multinational organizations as it facilitates the exchange of information across different geographical regions (Aboramadan et al., 2020; Arizki & Abadiyah, 2023).

The relationship between organizational culture, knowledge transfer, and information technology implementation has been extensively researched, highlighting the importance of effectively transferring knowledge from expatriates to local employees in Indonesia's oil and petroleum mining sector (Abbasi et al., 2020; Pio, 2020). This study seeks to explore how knowledge transfer from foreign managers impacts the performance of local managers involved in three construction projects of subsea production modules for the oil and gas industry in Batam. The research will emphasize the influence of information technology applications interacting with organizational culture and how it affects managerial performance, with the work environment serving as a mediator.

This investigation carries significant implications for industry professionals in Batam's mining sector, aiding government authorities in comprehending the specific knowledge requirements of local managers and formulating knowledge management policies that align with the organization's culture. Ultimately, this supports the creation of a conducive learning environment for both organizations and employees.

METHODS

The research focuses on the managerial workforce employed in thirty oil and gas construction companies in Batam. It specifically investigates individuals involved in three subsea manifold projects and related industries. Various departments were involved in the study, including Procurement, QA/QC, Engineering, IT/HRD, Fabrication, Safety, Finance, and Logistics/Warehouse.

A total of fifty-four samples were analyzed using the Full sample approach, also referred to as a census. Managers were provided with a hyperlink to complete the questionnaire via email. Following the successful completion of the data tabulation procedure, the data aggregation was combined with the data processing findings to generate inputs for hypothesis testing. The conclusions drawn from the hypothesis were further validated through additional discussions to confirm both theoretical and practical implications.

Quantification

The evaluation of Knowledge Transfer (KT) managers in their organizations revolves around assessing both tacit and explicit knowledge characteristics. A Likert scale ranging from 1 to 5 was used by participants to assess various aspects of knowledge acquisition, including learning from others' experiences, sharing expertise-based knowledge, and using official documents. These activities were supported by investments in IT systems that encompass diverse knowledge sources.

The impact of Information Technology (IT) on performance enhancement is assessed through seven factors (Ottemoesoe et al., 2021). It has the potential to generate positive effects and significantly enhance communication capacities, leading to the development of innovative solutions (Pio, 2020). Data sources used for procedure development are employed to evaluate managers' involvement in decision-making. P consider Information Technology to be of significant importance, and I believe it will be advantageous for me. Furthermore, I expect that future users of IT will have improved capabilities in knowledge sharing.

Climate of Work

According to Pavlenchuk et al. (2023), creating an ideal working environment can improve employees' efficiency and effectiveness. This is achieved through a favorable workplace setting that influences the transfer of knowledge and training, supported by information technology and organizational assistance. The work environment comprises the techniques and setups utilized by individuals or groups, as well as the tools and materials around them. To evaluate work environment factors, five dimensions are considered: Lighting or Light, Air temperature, Noise, Decoration or Spatial Planning, and Employee Relations. Participants rated these factors using a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) for four items

Corporate culture

In project management, the organizational culture plays a crucial role in determining the success of the project. It is a vital factor in sustaining organizational and employee performance over the long term, serving as a cornerstone for gaining a competitive advantage in a business environment characterized by uncertainty (Serang et al., 2024).

The dimensions used to measure organizational culture include the implementation of norms, values, beliefs and philosophies, codes of ethics, ceremonies, and organizational history. For example, one of the items assessed the value placed on individuals expressing their opinions for the company's progress, emphasizing the commitment of all employees to doing good for everyone. Respondents rated these items on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Performance of managers

Management performance involves the structured integration of goal-setting, supervision and evaluation, feedback and training, and employee rewards by managers in an organization. To evaluate managerial performance, management uses eight indicators: Planning, Investigation, Coordination, Evaluation, Supervision, Staffing, Negotiation, and Representation.

Instances of performance measurement items include participation in departmental work program planning, analysis of work reports from subordinates, and reporting of work results to management to coordinate in achieving company targets. Respondents rated all items on a Likert scale from 1 (strongly disagree) to 5 (strongly agree).

RESULT & DISCUSSION

1. Measurement of Validation

This research uses a partial least squares approach (Smartpls 3.0) to analyze the value of structural parameters in modeling structural equations (SEM). Then a model test is carried out to determine the validity and reliability of the data. The validity measurement is determined by the outer loading value stated by Hair (2018), which has a cut-off of 0.500.

Reliability measurements use reference values for composites of reliability and AVE values where CR values are in the range of 0.700, and AVE is recommended >0.500 (Chin, 1998; Fornell and Larcker, 1981). Table 1 shows the validity and reliability test results, the outer loading test results of all variables above the value of 0.700, and the AVE values of all variables above 0.5 were found. Thus the data used in this study meet the assumption of validity. The reliability of the data from the test results, which is greater than 0.700, shows that the data meets the reliability test requirements. In addition to Table 2, it is demonstrated that managerial Performance strongly correlates with organizational culture.

2. Typical forms of bias

The collected data is based on perceptions and comes from a single source. To avoid any potential bias, a general method bias test was conducted. Firstly, the questionnaires were randomly sorted (Kock, 2021). Secondly, Herman's single-factor method was used to test for general method bias. The results of the test showed that the first construct accounted for 39.796% of the variance (Tehseen et al., 2017), indicating that the results were not affected by bias contamination.

Table 1: Displays the outcome of the validity and reliability assessment

Code	Item	Outer Loading	Reliability	AVE
Performance of managers				
MP1	I did the department's work program planning	0.752	0.944	0.606
MP2	I analyzed the work reports of my subordinates	0.739		
MP3	I hold regular meetings to discuss the work of my subordinates	0.765		
MP4	I report the results of work to the management to coordinate the achievement of the company's targets	0.767		
MP5	I coordinate work with other departments to obtain maximum results	0.719		
MP6	I evaluate the results of the planned work program	0.800		
MP7	I guide subordinates so that they can complete the tasks given according to the target set	0.784		
MP8	I choose staff according to the skills of the work at hand	0.820		
MP9	I negotiate company-related policy programs	0.756		
MP10	I am in communication for approval with another company	0.833		
MP11	I represent the company in business meetings	0.826		

Climate of Work				
CW3	A comfortable room temperature supports the workspace	0.781	0.914	0.606
CW4	The noise level at work affects the focus	0.768		
CW7	The workplace is free from criminals	0.758		
Utilization of Information				
TK1	Transfer of knowledge based on experience	0.801	0.882	0.652
TK2	Knowledge transfer based on expertise	0.758		
TK3	Share existing reports and white papers with members of the organization	0.807		
TK4	Attend various training and developments	0.860		
Corporate culture				
OC1	The company provides an excellent place to share things with others, as well as respects the participation of each worker and team spirit	0.882	0.867	0.620
OC2	The company is structured to manage all activities with procedures	0.810		
OC3	The company values the credibility of each employee and values the uniqueness of each employee	0.760		
OC4	A company is a results-oriented organization focused on controlling costs and Performance	0.858		
Application of Information Technology				
AIT1	Information Technology is very important to me	0.716	0.897	0.686
AIT2	Information Technology is beneficial for me	0.707		
AIT3	I use information technology to assist me in sharing and gaining knowledge	0.786		
AIT4	I suspect that in the future, users of information technology to share knowledge will be better	0.746		

The data provides an overview of several constructs related to workplace dynamics, including Performance of Managers, Climate of Work, Utilization of Information, Corporate Culture, and Application of Information Technology.

Each construct is measured using multiple items, with corresponding outer loadings indicating the strength of the relationships between the items and their respective constructs.

For example, the "Performance of Managers" construct shows high outer loadings across all items, such as MP10 (0.833) and MP11 (0.826), suggesting these items are strong indicators of managerial performance. The high reliability (0.944) and acceptable Average Variance Extracted (AVE = 0.606) for this construct indicate good internal consistency and satisfactory convergent validity.

The "Climate of Work" construct includes items like CW3 (0.781) and CW4 (0.768), with high reliability (0.914) and an AVE of 0.606, reflecting a strong and reliable measure of workplace climate. The "Utilization of Information" construct has outer loadings ranging from 0.758 to 0.860 and high reliability (0.882) with an AVE of 0.652, demonstrating effective measurement of knowledge transfer and training practices.

"Corporate Culture" and "Application of Information Technology" also show high outer loadings and reliability, with AVE values of 0.620 and 0.686, respectively. It suggests that the items are well-aligned with their constructs, providing robust insights into organizational factors influencing workplace performance and technology use.

Table 2: Descriptive statistic

Variable	SD	Mean	1	2	3	4	5
OC	7.206	39.19	0.814				
MP	5.820	39.54	0.345*	0.227			
CW	6.414	40.35	0.745**	0.769*	0.259		
AIT	7.782	38.00	0.700**	0.769**	0.227	0.707**	
TK	6.634	38.85	0.700**	0.745**	0.345*	0.814**	0.890**

The variables are correlated with each other, and the coefficients indicate the strength and direction of these relationships. For instance, the variable OC (mean = 39.19, SD = 7.206) has a strong positive correlation with CW ($r = 0.745$) and AIT ($r = 0.700$), suggesting that as OC increases, CW and AIT tend to increase as well. Conversely, OC has a weaker correlation with MP ($r = 0.345$) and TK ($r = 0.700$). The significance levels (p-value) are less than 0. The correlation between CW and AIT is highly significant ($r = 0.769^{**}$), reflecting a strong and statistically significant positive relationship. TK shows very strong correlations with all other variables, particularly with OC ($r = 0.814^{**}$), CW ($r = 0.890^{**}$), and AIT ($r = 0.707^{**}$), suggesting that TK is closely related to these variables.

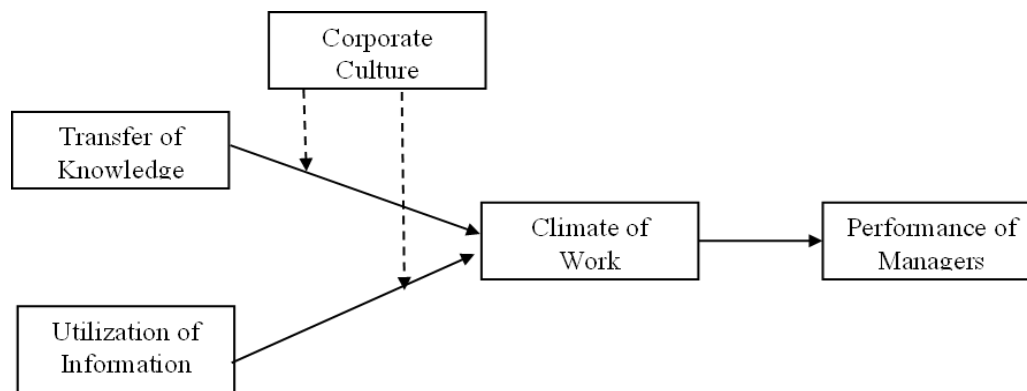


Figure 1: Structural model result

Tabel 3: t- Statistic

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
OC*AIT □ CW	-0,190	-0,165	0,081	2,359	0,019
OC*TK □ CW	0,181	0,164	0,078	2,325	0,020
CW □ MP	0,375	0,421	0,095	3,946	0,000
AIT □ CW	0,265	0,268	0,087	3,061	0,002
TK □ CW	0,752	0,758	0,073	10,366	0,000

In Hypothesis 1, it is suspected that there is an effect of TK on CW; the test results were received with a t-statistical value of $10.388 > 1.967$ with a p-value of $0.000 < 0.05$, so the transfer of knowledge had a positive and significant effect on the Climate of work. Hypothesis 2, it is suspected that there is an influence of AIT on CW; the test results were received with a t-statistical value of $3.178 > 1.697$ with a p-value of $0.002 < 0.05$ so that the application of information technology has a positive and significant effect on the Climate work. Hypothesis 3a. The interaction of OC and TK strengthened the influence of kindergarten on CW by $2.325 > 1.967$ with a p-value of $0.020 < 0.05$ so the exchange of organizational culture and knowledge transfer strengthened the impact of knowledge transfer on the work environment positively and significantly. Hypothesis 3b The interaction of OC and AIT enhances the influence of AIT on CW;

the test results were received with a t-statistical value of $2.359 > 1.967$ with a p-value of $0.019 < 0.05$ so that the interaction of organizational culture with the application of information technology strengthens the influence of the application of information technology on the work environment positively and significantly. Hypothesis 4 There is an influence of knowledge transfer and application of information technology on managerial Performance mediated by the work environment. The test results were received with a t-static value of $3.946 > 1.967$ with a p-value of $0.000 < 0.05$ so that the transfer of knowledge and application of technology mediated by the work environment has a positive and significant effect on managerial performance.

Discussion

Hypothesis 1: Effect of Knowledge Transfer (TK) on Climate of Work (CW)

The findings indicate that knowledge transfer has a positive and significant effect on the climate of work. This could be attributed to improved communication, upgraded skills, and heightened teamwork among staff, resulting in a more favorable and efficient work climate.

Hypothesis 2: Influence of Application of Information Technology (AIT) on Climate of Work (CW)

Similarly, the use of information technology has a positive and significant impact' on the climate of work. This means that implementing IT solutions in the workplace improves the work environment, possibly by optimizing processes, increasing efficiency, and enabling a better flow of information.

Hypothesis 3a: Interaction of Organizational Culture (OC) and Knowledge Transfer (TK) on Climate of Work (CW)

The relationship between organizational culture and knowledge transfer enhances the beneficial influence of knowledge transfer on the work environment. This indicates that if the organizational culture encourages sharing and cooperation, the favorable effects of knowledge transfer on the work atmosphere are intensified.

Hypothesis 3b: Interaction of Organizational Culture (OC) and Application of Information Technology (AIT) on Climate of Work (CW)

The relationship between organizational culture and the implementation of information technology also amplifies the beneficial impact of IT on the work environment. This is evident that a culture that supports innovation and technology adoption can significantly boost the positive effects of IT on the work climate. This could be due to a more adaptive and forward-thinking work environment that leverages technology effectively.

Hypothesis 4: Influence of Knowledge Transfer and Application of Information Technology on Managerial Performance Mediated by Work Environment.

The collective impact of knowledge transfer and the use of information technology on managerial performance, mediated by the work environment, is also positive and significant. This suggests that both knowledge transfer and IT application when facilitated by a positive work environment, lead to improved managerial performance. This highlights the importance of a conducive work environment in maximizing the benefits of knowledge and technology on managerial effectiveness.

CONCLUSION

The need for a continuous increase in competitive advantage by organizations is growing, therefore the performance of experienced managers is crucial to help achieve these goals. This research has emphasized the relationship between MP and AIT; OC moderated TK, then CW mediated. Research (Bushiri, 2019) factors of the work environment and employee performance have a significant influence, this supports research that managerial performance is positively influenced and significantly affects the work environment, it is essential in the world of oil and gas construction industry that a good work environment that includes work safety is an absolute standard that must be met.

The enhancement of managerial performance involves boosting the capacity for innovation, and innovation can be developed through the collaboration of organizational culture and knowledge management. In this study, the transfer of knowledge as knowledge management, facilitated by the use of information technology, contributes to improving managerial performance. This improvement is further enhanced by the organization's culture within the work environment. Research shows that the work environment has a notable impact on managerial performance in the construction industry. The low managerial ability is not solely due to inadequate construction managerial ability, but the work environment also affects it. Hence, it is advisable to pay attention to 15 aspects of the work environment to improve the ability of managers in the construction industry.

Exploring effective ways for companies to improve managerial performance, this research has systematically reviewed the literature and developed a research model proposal to examine the relationship between knowledge transfer, the application of information technology, and its influence on the work environment which strengthened organizational culture as a moderator so that the work environment has a relationship with managerial performance, thus contributing to theoretical and practical development in the fields of organizational culture, knowledge management, and managerial performance.

This research complements managerial performance research by referring to the effect of organizational culture as an essential factor for sustainable organizations, with all efforts to build organizational culture as a driving tool to develop and improve managerial effectiveness. This research also complements research on managerial performance that analyzes the relationship between work environment and organizational performance in the construction industry sector.

This study's practical implications suggest that optimal managerial performance in the oil and gas construction industry is achieved by creating a work environment focused on safety and covering aspects of occupational health and environmental governance. The study also highlights the importance of improving organizational culture to facilitate knowledge transfer and leveraging information technology to enhance expertise in the work environment. However, the study's limitations include its cross-sectional nature and its focus on only one province, as well as a lack of data from supporting companies and a need for future cross-border cultural comparisons.

Appreciation and profound gratitude are extended to the parties for their valuable contributions to this research.

References

- 1) Abbasi, S. G., Shabbir, M. S., Alaghbari, M. A., & Abbas, M. (2020). Organizational culture and knowledge sharing behavior: Moderated mediation model. *Utopia y Praxis Latinoamericana*, 25(Extra10), 480–490. <https://doi.org/10.5281/zenodo.4155773>
- 2) Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organizational culture, innovation, and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451. <https://doi.org/10.1108/JMD-06-2019-0253>
- 3) Arizki, M. A., & Abadiyah, R. (2023). Unlocking Managerial Performance: The Impact of Organizational Culture and Employee Personality through Knowledge Sharing. *Indonesian Journal of Innovation Studies*, 25, 1–13. <https://doi.org/10.21070/ijins.v25i.963>
- 4) Bushiri, C. (2019). The impact of the working environment on employees' performance. 1–3.
- 5) de la Boutetière, H., Montagner, A., & Reich, A. (2018). Unlocking success in digital transformations. *McKinsey&Company*, October, 1–17.
- 6) Herden, T. T. (2020). Explaining the competitive advantage generated from Analytics with the knowledge-based view: the example of Logistics and Supply Chain Management. *Business Research*, 13(1), 163–214. <https://doi.org/10.1007/s40685-019-00104-x>
- 7) Hermawan, A. A., Bachtiar, E., Wicaksono, P. T., & Sari, N. P. (2021). Levers of control and managerial performance: the importance of belief systems. *Gadjah Mada International Journal of Business*, 23(3), 237–261. <https://doi.org/10.22146/gamaijb.62612>
- 8) Imran, F., Shahzad, K., Butt, A., & Kantola, J. (2021). Digital Transformation of Industrial Organizations: Toward an Integrated Framework. *Journal of Change Management*, 21(4), 451–479. <https://doi.org/10.1080/14697017.2021.1929406>
- 9) Irfan, M., Khan, S. Z., Hassan, N., Hassan, M., Habib, M., Khan, S., & Khan, H. H. (2021). Role of project planning and project manager competencies on public sector project success. *Sustainability (Switzerland)*, 13(3), 1–19. <https://doi.org/10.3390/su13031421>
- 10) Joseph, O. O., & Kibera, F. (2019). Organizational Culture and Performance: Evidence From Microfinance Institutions in Kenya. *SAGE Open*, 9(1). <https://doi.org/10.1177/2158244019835934>
- 11) Kavyashree, M. B., Kulenur, S., Nagesh, P., & Nanjundeswaraswamy, T. S. (2023). Relationship between Human Resource Management Practices and Employee Engagement. *Brazilian Journal of Operations and Production Management*, 20(1), 1–15. <https://doi.org/10.14488/BJOPM.1331.2023>
- 12) Kock, N. (2021). Harman's single factor test in PLS-SEM: Checking for common method bias. *Data Analysis Perspectives Journal*, 2(2), 1–6.
- 13) Martínez-Córdoba, P. J., Benito, B., & García-Sánchez, I. M. (2021). Efficiency in the governance of the Covid-19 pandemic: political and territorial factors. *Globalization and Health*, 17(1), 1–13. <https://doi.org/10.1186/s12992-021-00759-4>
- 14) Mingaleva, Z., Shironina, E., Lobova, E., Olenev, V., Plyusnina, L., & Oborina, A. (2022). Organizational Culture Management as an Element of Innovative and Sustainable Development of Enterprises. *Sustainability (Switzerland)*, 14(10). <https://doi.org/10.3390/su14106289>
- 15) Mirmasoudi, A., Farjami, Y., & Pourebrahimi, A. (2012). The Effect of IT on Organizational Structure. *International Journal of Information, Security and Systems Management*, 1(2), 48–54.
- 16) Miswaty, M. (2020). Organization Climate, Internal Knowledge Transfer, Innovation and its Impact on The Financial Performance. *Proceeding: Islamic University of Kalimantan*, 2020, 219–224.
- 17) Mohan, N., Saravanan, T., Malath, G., & Saraswathi, C. (2024). An Empirical Investigation On Competency Mapping In Monitoring The Performance Appraisal In Its Sector Theoretical Framework. *Educational Administration Theory and Practice*, 30(5), 4860–4869. <https://doi.org/10.53555/kuey.v30i5.3718>
- 18) Mulyanah, M., & Puspanita, I. (2021). Budget Participation and Managerial Performance with Organizational Commitment and Leadership Style as A Moderation. *Jurnal Riset Akuntansi Terpadu*, 14(1), 16–39. <https://doi.org/10.35448/jrat.v14i1.10411>

- 19) Neely, P. R., & Mosley, M. (2018). Communication Problems in Management. *International Journal of Research -GRANTHAALAYAH*, 6(9), 34–40. <https://doi.org/10.29121/granthaalayah.v6.i9.2018.1204>
- 20) Nuraliati, A., & Kusnaedi, S. (2023). The Influence of Organizational Culture and Characteristics of Management Accounting Information System on Managerial Performance. *JASa (Jurnal Akuntansi, Audit Dan Sistem Informasi Akuntansi)*, 7(1), 127–139. <https://doi.org/10.36555/jasa.v7i1.2142>
- 21) Ottemoesoe, R. S. D., Lovely, L., & Devie, D. (2021). Information Technology Capabilities, Organizational Agility, and Competitive Advantage: A Study of Micro, Small, and Medium Enterprises in Indonesia. *Petra International Journal of Business Studies*, 4(2), 131–141. <https://doi.org/10.9744/ijbs.4.2.131-141>
- 22) Pavlenchyk, N., Pavlenchyk, A., Skrynkovskyy, R., & Tsyuh, S. (2023). The Influence of Management Creativity on the Optimality of Management Decisions Over Time: an Innovative Aspect. *Journal of Eastern European and Central Asian Research*, 10(3), 498–514. <https://doi.org/10.15549/jeecar.v10i3.1318>
- 23) Pio, R. J. (2020). The influence of information technology and systems on managerial performance: An empirical study at a regional bank in North Sulawesi Province. *International Journal of Advanced Science and Technology*, 29(4), 2094–2106.
- 24) Prihadyanti, D., Sari, K., Hidayat, D., Laili, N., Triyono, B., & Laksani, C. S. (2022). The Changing Nature of Expatriation: The Emerging Role of Knowledge Transfer Readiness. *Journal of the Knowledge Economy*, 13(2), 1496–1541. <https://doi.org/10.1007/s13132-021-00777-y>
- 25) Rahmani, D., & Zeng, C. (2023). Editorial: The impact of COVID-19 on workplace practices: challenges, changes, and future directions. *Frontiers in Communication*, 8. <https://doi.org/10.3389/fcomm.2023.1207987>
- 26) Rosen, M. A., DiazGranados, D., Dietz, A. S., Benishek, L. E., Thompson, D., Pronovost, P. J., & Weaver, S. J. (2018). Teamwork in healthcare: Key discoveries enabling safer, high-quality care. *American Psychologist*, 73(4), 433–450. <https://doi.org/10.1037/amp0000298>
- 27) Serang, S., Ramlawati, R., Suriyanti, S., Junaidi, J., & Nurimansjah, R. A. (2024). The role of ethical leadership on employees' behaviors and commitment to the organization. *SA Journal of Human Resource Management*, 22, 1–11. <https://doi.org/10.4102/sajhrm.v22i0.2373>
- 28) Solekhah, V. I. M., Alam, H. V., & Saleh, S. E. (2024). The Influence of Modernity, Lifestyle and Economic Literacy on the Consumptive Behavior of Economics Education Students at Universitas Negeri Gorontalo. *International Journal of Social Science and Human Research*, 7(05), 3027–3045. <https://doi.org/10.47191/ijsshr/v7-i05-60>
- 29) Sterle, M. F., Fontaine, J. R. J., De Mol, J., & Verhofstadt, L. L. (2018). Expatriate family adjustment: An overview of empirical evidence on challenges and resources. *Frontiers in Psychology*, 9(JUL), 1–13. <https://doi.org/10.3389/fpsyg.2018.01207>
- 30) Tehseen, S., Ramayah, T., & Sajilan, S. (2017). Testing and Controlling for Common Method Variance: A Review of Available Methods. *Journal of Management Sciences*, 4(2), 142–168. <https://doi.org/10.20547/jms.2014.1704202>
- 31) Zhenjing, G., Chupradit, S., Ku, K. Y., Nassani, A. A., & Haffar, M. (2022). Impact of Employees' Workplace Environment on Employees' Performance: A Multi-Mediation Model. *Frontiers in Public Health*, 10(May). <https://doi.org/10.3389/fpubh.2022.890400>.