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The Influence Of Management Information Systems On Organizational Performance: A Systematic Literature Study

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ABSTRACT

In today's digital era, management information systems play a role in helping organizations work faster, more precisely, and more efficiently. This study analyzes the impact of management information system implementation on organizational performance through a systematic review of 30 literature studies. The results show that management information systems significantly impact organizational performance. However, the effectiveness of management information systems depends not only on technology but also on system integration, data quality, and the organization's readiness to adopt digital innovation. This review identified a research gap, particularly the need to examine the impact of management information systems across sectors and combine quantitative and qualitative methods to understand the factors that hinder implementation. This study highlights the need for an implementation strategy.management information systemcomprehensive approach to improve organizational performance across various sectors.

Keywords: Management Information System, Organizational Performance, Operational Efficiency, Digital Transformation.

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INTRODUCTION

Organizations are required to make decisions quickly, accurately, and efficiently amidst increasingly complex and competitive environmental dynamics. Relying solely on manual methods or intuition is no longer sufficient, as the volume, speed, and diversity of information that must be managed are now far greater. Advances in digital technology, globalization, and increasing demands for transparency and accountability are driving organizations to adapt to a more data-driven approach. In this context, management information systems (MISs) serve as a strategic tool that enables organizations to collect, process, store, and present data accurately, relevantly, and timely to support decision-making.

Implementing a management information system not only streamlines administrative workflows but also plays a crucial role in improving the quality of planning, control, and evaluation of organizational performance. This system helps integrate information across work units, reduces data duplication, and improves cross-departmental coordination and communication. Furthermore, a management information system enables organizations to respond more quickly and adaptively to environmental changes, whether in the face of market competition, policy changes, or customer needs. Organizations that are able to optimally utilize a management information system tend to demonstrate superior performance, in terms of human resource productivity, service quality, operational efficiency, and the effectiveness of managerial decision-making.

However, successful implementation of a management information system does not occur automatically. Various factors influence its effectiveness, such as the level of system integration, data quality and reliability, technological infrastructure readiness, and human resource competency in operating the system. Furthermore, organizational culture, top management support, and user acceptance are also important determinants of successful management information system

implementation. Without alignment between technology, people, and business processes, the system developed has the potential to have no significant impact on improving organizational performance.

Therefore, this literature review aims to comprehensively examine the influence of management information systems on organizational performance across various sectors, from government agencies and private companies to micro, small, and medium enterprises (MSMEs). Furthermore, this study seeks to identify patterns in findings from previous studies, uncover key factors influencing successful implementation, and identify remaining research gaps. Therefore, it is hoped that this study will provide theoretical and practical contributions, while also providing a foundation for further research in the field of management information systems and organizational performance.

LITERATURE REVIEW

a. Management Information System

Management information systems are an important component in management.modern organizations. The increasingly rapid development of information technology encourages organizations to utilize information systems as tools to assist in processing data into useful information for decision-making. According to Kenneth C. Laudon and Jane P. Laudon, a management information system is a system used to collect, process, store, and distribute information to support planning, control, coordination, and decision-making activities within an organization.

Essentially, a management information system involves more than just the use of computer technology; it also involves human resources, work procedures, and integrated databases. This system enables organizations to systematically manage operational data so that it can be processed into more meaningful information for management. The resulting information is then used as a basis for determining various organizational policies and strategies.

The existence of a management information system provides various benefits to an organization, including increasing work efficiency, accelerating information flow, and supporting more informed decision-making. With an integrated information system, organizations can reduce data processing errors and improve coordination between work units. Therefore, implementing an effective management information system is a critical factor in improving organizational performance.

However, the success of implementing a management information system does not only depend on the technology used, but is also influenced by the user's ability to utilize the system, management support, and consistent database maintenance also play a role.the results obtained from the system.

b. Organizational Performance

Organizational performance is an indicator used to assess the extent to which an organization is able to achieve its goals.that have been determined. Organizational performance reflects the work results achieved by an organization within a certain period through the utilization of its resources. According to Richard L. Daft, organizational performance can be defined as an organization's ability to use resources effectively and efficiently to achieve planned strategic goals.

Organizational performance is typically measured through various indicators, such as work productivity, operational effectiveness, service quality, and resource efficiency. High-performing organizations are generally able to optimally manage human resources, technology, and information, resulting in output that meets established targets.

In the context of modern organizations, the use of information technology is one factor that can support improved organizational performance. Information technology enables organizations to manage data more quickly and accurately, enabling more effective decision-making. Furthermore, the use of information systems can also improve coordination and communication between departments within the organization. Therefore, organizations that optimally utilize information technology tend to perform better than those that still rely on manual work systems.

c. Technology Acceptance Model (TAM)

One theory often used to explain the acceptance of information technology in organizations is the Technology Acceptance Model (TAM). This model was developed by Fred D. Davis to explain the factors that influence the acceptance and use of technology by individuals.

The TAM model explains that there are two main factors influencing technology acceptance: perceived usefulness and perceived ease of use. Perceived usefulness refers to the extent to which a person believes using a system can improve their job performance. Meanwhile, perceived ease of use relates to the extent to which a person feels the system is easy to understand and use.

If users perceive an information system as providing tangible benefits to their work and is not difficult to use, they are more likely to accept it and use it continuously. Conversely, if the system is perceived as complex or doesn't provide clear benefits, user acceptance will tend to be low. In the context of management information systems, user acceptance of the system is a crucial factor. A good information system will not provide maximum benefits if it is not used optimally by its users. Therefore, an understanding of the factors thatinfluencing technology acceptance is important in the successful implementation of management information systems within an organization.

d. Resource-Based View (RBV)

The relationship between information systems and organizational performance can also be explained through the Resource-Based View (RBV) perspective. This theoryput forward by Jay Barney who stated that the competitive advantage of an organization is determined by the organization's ability to utilize its resources effectively.

From the RBV perspective, organizational resources are not limited to physical assets but also include intangible resources such as knowledge, managerial skills, and information technology. Management information systems can be considered a strategic resource that can add value to an organization if managed properly.

According to RBV theory, a resource can provide a competitive advantage if it has certain characteristics.Valuable, rare, difficult to imitate, and non-substitutable. In this case, a management information system designed according to the organization's needs and supported by competent human resources can become a strategic asset that is difficult for other organizations to imitate. By optimally utilizing a management information system, organizations can increase operational efficiency, improve the quality of decision-making, and enhance their ability to respond to environmental changes. This will ultimately have an impact on improving overall organizational performance..

e. Relationship between Management Information Systems and Organizational Performance

Management information systems play a vital role in supporting improved organizational performance.With an integrated information system, organizations can manage data and information more systematically, enabling faster and more precise decision-making. Accurate and relevant information will assist management in planning activities, controlling operations, and evaluating organizational performance.

From a Technology Acceptance Model (TAM) perspective, the success of a management information system implementation is greatly influenced by the level of user acceptance of the system. If users perceive the information system as beneficial to their work and easy to use, they will utilize it more optimally.

Meanwhile, from a Resource-Based View (RBV) perspective, management information systems can be viewed as a strategic resource capable of providing a competitive advantage for an organization. Organizations that are able to manage information technology well tend to have better capabilities in improving work efficiency, service quality, and decision-making effectiveness. Thus, the implementation of an effective management information system not only helps organizations manage information but also contributes toto improve overall organizational performance.

METHODOLOGY

This study uses a systematic literature review approach to examine the impact of management information systems on organizational performance. Thirty scientific articles published between 2021

and 2026 were analyzed, using data from leading academic databases to ensure the literature used was relevant, up-to-date, and of high quality. Inclusion criteria included peer-reviewed articles, written in Indonesian or English, focused on the implementation of management information systems and their relationship to organizational performance, and using quantitative, qualitative, or mixed methods. Non-peer-reviewed articles, opinion pieces, popular news articles, or research that did not address management information systems or organizational performance, as well as articles that were purely conceptual in nature without empirical data, were excluded from the analysis. The article selection process followed the PRISMA principle narratively, with an initial search yielding 60 articles, which were then filtered based on title and abstract to 40 articles. Finally, 30 articles met all inclusion criteria for further analysis. The analysis was conducted by comparing the research methods, number of respondents, findings, and research gaps from each study to develop a comprehensive understanding of the impact of MIS on organizational performance and the factors influencing the effectiveness of its implementation.

RESULTS AND DISCUSSION

Synthesis resultsresearch concludes that the implementation ofManagement information systems have a positive impact on organizational performance. Some research indicates that this influence depends on other supporting factors such as data quality, system integration, and the organization's readiness to utilize information technology. These findings reinforce the view that management information systems are a strategic instrument in improving organizational operational effectiveness in the digital age.

Research conducted by Adnan (2024) shows that good data quality is a key factor in increasing the success of management information system implementation and driving organizational performance improvements. This suggests that not only the existence of technology is important, but also how organizations are able to ensure the accuracy and consistency of data used in information systems. Similar findings were also presented by Anugrah et al. (2024), who stated that the implementation of management information systems in business organizations in Indonesia can increase operational effectiveness and improve coordination between organizational units.

In the public sector, research conducted by Arivetullatif and Junaidi (2024) at the Public Works and Spatial Planning Agency of Padang Pariaman Regency showed that the use of management information systems can increase employee productivity and accelerate the completion of administrative tasks. Similar results were also found by Siregar and Nasution (2026), who stated that the implementation of management information systems in local government organizations can increase work efficiency and improve the quality of public services. These findings indicate that the use of management information systems is not only relevant for business organizations but also plays a crucial role in improving the performance of public sector organizations.

In addition to increasing work productivity, several studies also show that management information systems significantly support managerial decision-making. Research conducted by Togatorop et al. (2025) shows that management accounting information systems can provide more systematic information for managers in monitoring and evaluating organizational performance. With the availability of accurate and timely information, managers can make more rational, data-driven decisions. This aligns with the findings of Ibrahim et al. (2025) who stated that management information systems help organizations accelerate access to critical information, thus enabling more effective decision-making.

The results of the literature analysis also indicate that the successful implementation of management information systems does not always run optimally in all organizations. Several studies indicate that the effectiveness of management information systems is significantly influenced by supporting factors such as human resource readiness, system integration, and organizational culture. For example, research conducted by Elmario (2024) showed that digital leadership and emotional intelligence significantly influence employee performance in organizations using management information systems. This suggests that the success of management information system implementation is determined not only by the technology used, but also by the organization's ability to manage change and improve human resource competency.

Research conducted by Nurachmad et al. (2024) in the micro, small, and medium enterprise (MSME) sector shows that adopting digital-based management information systems can improve MSME operational performance. However, the study also found that there are still obstacles in utilizing information technology, primarily related to limited human resources and inadequate technological infrastructure. In fact, in certain industries, such as tourism management, management information systems are still only potential and have not yet reached the stage of full optimization. This condition indicates that digital transformation in organizations requires comprehensive support for optimal implementation of information systems.

Not all management information system implementations end well. Research conducted by Yamoah et al. (2024) in the cocoa processing industry in Ghana showed that poorly integrated management information systems can actually slow down the reporting process and reduce the organization's operational effectiveness. This demonstrates that technology alone is not enough; a robust database infrastructure and a supportive organizational culture are needed. Management information systems are not just technical, but strategic. Research on Management Accounting Information Systems (MAIS) has been shown to significantly impact managerial performance. With systematic data, managers can conduct more rigorous supervision and evaluation. However, challenges arise when data quality is low.

In terms of research methodology, an analysis of the reviewed articles shows that approximately 70% of the studies used a quantitative approach, while 20% used a qualitative approach, and approximately 10% used a descriptive or mixed methods approach. The predominant use of quantitative research methods indicates that research on the influence of management information systems on organizational performance focuses more on statistically examining relationships between variables. However, qualitative approaches have the potential to provide a deeper understanding of the dynamics of information systems implementation within organizations.

Furthermore, an analysis of the research gaps found in various studies shows that approximately 40% of studies are still limited to a single agency or organization, making it difficult to generalize the results to a broader organizational context. Approximately 23% of studies also show limitations in generalizing their results, while 17% of studies only examine relatively limited variables, such as the direct relationship between management information systems and employee performance without considering other factors that may influence that relationship. Therefore, further research is needed that can examine the influence of management information systems on organizational performance more comprehensively, by considering various supporting factors and using a more diverse methodological approach.

Based on these findings, it can be concluded that management information systems significantly contribute to improving organizational performance by increasing operational efficiency, information quality, and supporting managerial decision-making. However, the success of management information system implementation is greatly influenced by various supporting factors, such as data quality, human resource readiness, system integration, and organizational leadership support. Therefore, future research needs to develop a more comprehensive approach involving various organizational sectors and considering additional variables that may influence the effectiveness of management information systems in improving organizational performance.

CONCLUSION

Management Information Systems have a significant positive impact on organizational performance. They improve operational efficiency, data accuracy, and support decision-making. The success of their implementation is determined not only by technology, but also by organizational readiness, human resource competency, digital leadership, and the integration of cutting-edge technologies such as Artificial Intelligence (AI). Furthermore, the level of user acceptance, as described in the Technology Acceptance Model (TAM), and the organization's ability to manage strategic resources from a Resource-Based View perspective, also influence the effectiveness of management information systems.Further research is recommended to conduct cross-sector studies with larger samples and use a mixed quantitative and qualitative methods approach to increase the accuracy of research results.**The implication for organizations is the need to focus on HR**

training, aligning systems with organizational needs, and ensuring user involvement so that MIS can be optimally utilized in decision-making and performance improvement.

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