

Digitalization of Executive Support Systems for Business and Employee Performance: Analysis of the Quality of Information System and Ease of Use of Information System

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Abstract: This article aims to examine the relationship between various variables to identify potential solutions. The research method used is qualitative, involving the analysis of published journals. Out of the five factors reviewed, three are independent variables, the ease of use of information systems, information system user satisfaction, and quality of information system. The executive support system for business is considered the intervening variable, while employee performance is the dependent variable. The analysis of twenty published journals concludes that the independent variables have a positive and significant impact on employee performance. The literature review suggests that businesses should take all factors into account to improve employee performance.

1 INTRODUCTION

This article aims to investigate the impact of information systems on employee performance in companies. Information systems are crucial for managing data and information, conducting business analysis, and supporting decision-making processes that are more accurate and efficient. The quality of information systems and ease of use of information systems are important factors that can improve employee performance. Easy access to information helps to increase work efficiency, and employee satisfaction can increase motivation to use information systems in their work. The quality of information systems relates to the accuracy of information used for the business day-to-day. Moreover, the use of executive support systems (ESS) for businesses can provide executives with the necessary information and business analysis for strategic decision-making, leading to a competitive advantage for the company. Therefore, this research

aims to investigate the impact of ease of use of information systems, user satisfaction, and ESS on employee performance, to identify factors that can improve both employee performance and company profits. (Sistem Informasi Manajemen 2 (Ed.10) - Google Buku, n.d.).

Traditional wisdom holds that executive support is crucial for maximizing the benefits of information technology (IT). However, questions remain about the specific form this support should take. Is it simply a matter of executives actively participating in IT initiatives, or is there a more nuanced psychological state at play? This article explores these questions by examining two competing models of executive support:

Executive participation: This model focuses on the CEO's direct involvement in IT activities, such as attending meetings, making decisions, and allocating resources. **Executive involvement:** This model emphasizes the CEO's psychological state, including their beliefs about the importance of IT, their vision

for its use within the organization, and their commitment to its success. The article presents findings from a study that surveyed CEOs. The results suggest that executive involvement, rather than active participation, is more strongly associated with a company's progressive use of IT. Several factors influence executive involvement: CEO participation: While not directly tied to successful IT implementation, CEO involvement can shape their understanding of IT and foster a more supportive environment. Organizational conditions: The overall culture and structure of the organization can impact how readily executives embrace IT (Zuleha, A. 2022).

Interestingly, the study found that while CEOs generally held positive views on the importance of the Executive Support System. Digitalization of the executive support system will help the top level gain more information regarding the operations and employee performance.

Digitalization executive support system is the main concern of the article. It was found that a Digitalization executive support system is best for identifying problems and can support the management to have deep knowledge related to the problems and can help to make suitable decisions. (Asemi. A 2011)

2 LITERATURE REVIEW

2.1 Employee Performance

Performance is a term commonly used to describe some or all the activities of an organization during a specific period. (Mulyadi, 2001). Employee performance refers to the degree of accomplishment in meeting the work goals or objectives that have been established by the organization or work unit in question. (Dessler, 2010). Employee performance can be defined as the outcome or result achieved through an employee's work in terms of quality and quantity, to attain the goals of the organization. (Hasibuan, 2005). Employee performance reflects the degree to which employees have accomplished predetermined objectives, met the expectations of their superiors, and made a constructive contribution to the organization (Judge, 2015). Employee performance refers to the outcome of work and behavior that is demonstrated through work productivity, quality, contribution, efficiency, effectiveness, punctuality, cooperation, creativity, and innovation. (Prof.Dr. Sugiyono, 2016).

2.2 Executive Support System for Business

Executive Support Systems (ESS) are computer-based information systems created to aid senior managers in making strategic decisions. ESS offers high-level overviews of business performance and data visualizations that help executives identify trends and potential issues quickly. An Executive Information System (EIS), or an Executive Support System (ESS), is a kind of management support system that helps and supports senior executives' information and decision-making needs. It provides simple access to internal and external information relevant to organizational goals. (9. Executive Support Systems (ESS) - 9. Executive Support Systems (ESS) Definition of ESS An - Studocu, n.d.) At the executive level, a strategic information system designed for unstructured decision-making, utilizing advanced graphics and communications, is commonly known as an Executive Support System (ESS). ESS serves to support the informational roles of executives (Decision Support Systems & Executive Support Systems | PDF | Decision Support System | Information Science, n.d.).

2.3 The Ease of Use of Information System

Davis (1986) proposed the Technology Acceptance Model (TAM) theory, which explains that a user's perception determines their attitude toward the usefulness of using information technology. According to TAM, the acceptance of IT usage is influenced by both usefulness and ease of use. Usefulness and ease of use impact behavioral intentions, and technology users are more interested in using a system if they perceive it as useful and easy to use. Information system users will use the system more if it is easy to use, while a complicated system will discourage usage. Several studies including Davis et al. (1989), Szajna (1996), Venkatesh and Davis (2000), and Venkatesh and Morris (2000) in Jogiyanto (2007) have demonstrated that ease of use directly or indirectly affects the use of information systems.

2.4 Quality of Information System

Information system (IS) is of most important weapon among organizations (Nuraliati & Sianturi, 2021) because IS has the key relationship between many functions in organizational operations. IS is based on organization data which has significant importance in

making various decisions by the management and executive, influencing organizational performance. Data management is important for making various decisions; therefore, this data should have significant quality. Thus, the quality of the Information System is required to be maintained by the organizations to achieve better outcomes in terms of various day-to-day operations (Nuseeb, Koussa, Matshidze, Umeokafor, & Windapo, 2021). However, various enterprises are facing issues related to the quality of IS which affects the overall company performance. The low quality of IS affects adversely the management and executive decisions towards many functions such as expenditures, working capital, investment, etc. Inappropriate decisions made by using low-quality data from IS could lead to long-term losses for the company. Many other organizations, enterprises, or companies operating in Indonesia are facing the same issues (Puspitawati, 2021). The low quality of IS affects the performance of the company. Particularly, the private sector or public-owned companies are having more issues related to the IS (Sari and Lubis, 2018). The low quality of IS among the public-owned companies hurts different decisions. Inappropriate decisions made by the company will lead to low profitability, low return on assets, and low return on equity. Therefore, it is very important to follow up on the issues related to the quality of IS. Relevant research concluded important elements related to the quality of IS which include efficiency flexibility, and reliability. Improvement for the three elements stated can enhance the quality of IS. The Information System is more important in promoting quality (Hartani, Haron, & Tajuddin, 2021).

3 METHODS

In this study, the researchers utilize qualitative research methods and literature review techniques to explore social problems, social phenomena, and individual behavior. According to Creswell (2016), qualitative research focuses on interpreting and analyzing the meanings and perspectives of individuals and communities. Qualitative methods are useful in examining the hidden meanings behind societal phenomena. A literature review is a data collection method that involves acquiring studies or reviews from books or other literary sources that are relevant to the research topic. As noted by Maelani (2015), literature review activities are conducted to obtain data, comprehension, and sources related to the

researcher's problem. In this study, the author conducts a literature review on the topic of Executive Support System (ESS) for Business and Employee Performance, using accredited journal articles sourced from Mendeley and Google Scholar. The journals studied are outlined in Table 1 of the following journal metrics:

Table 1: Summary of Previous Relevant Research.

Authors (years), Title	Main Used Variables	Research Result	Difference with this article
Yoon S, Kim M (2023) A Study on the Improvement Direction of Artificial Intelligence Speakers Applying DeLone and McLean's Information System Success Model	X1: Information Quality X2: Service Quality X3: System Quality X4: Perceived Quality Y1: User Satisfaction Y2: Use Z: Net Benefit	X1 has positive effect only to Y2. X2 & X3 = has positive effect only to Y1. X3 & X4 has positive effect to Y1 & Y2.	Variables of X2, X3, X4, Y2 and Z.
Westerbeek, L, Ploegmakers, K, Bruijin, G, J, Linn, Weert, J, Daams, J, Van der Velde, N, Weert, H, Abu-Hanna, A, Medlock, S (2021) Barriers and facilitators influencing medication related CDSS acceptance according to clinicians: A systematic review	X1: Information Quality X2: Service Quality X3: System Quality X4: Perceived Quality Y1: User Satisfaction Y2: System Use Z: Net Benefit	X1 has positive effect only to Y1. X1, X2, & X3 = has positive effect to Y1 & Y2.	Variables of X2, X3, X4, Y2 and Z.
Apriyansyah, H (2022) Literature Review of: Decision Support System: Organization, Human Resources and Knowledge Management	X1: Organization X2: Human Resources X3: Knowledge Management Y: Decision Support System (ESS)	X1, X2, & X3 influences and have positive effect to Y.	Variables of X1, X2, and X3.

Harum, K. M, Ali, Hapzi (2023) Factors Affecting Operation Information Systems: Strategy, Software, Human Resources	X1: Strategy X2: Software X3: HRIS Y: Operations Information System (ESS)	X1, X2, & X3 affects Y	Variables X1, X2, and X3.	Enterprises (MSMEs)	Z: Impacts in business.		
A. Hammood, W, M. Asmara, S, A. Arshah, R, A. Hammood, O, Al Halbusi, H, Al-Sharafi, M (2020) Factors influencing the success of information systems in flood early warning and response systems context	X1: Information Quality X2: Service Quality X3: System Quality X4: Perceived Quality Y1: User Satisfaction Y2: Use Z: Net Benefit	X1 has positive effect only to Y2. X2 & X3 = has positive effect only to Y1. X3 & X4 has positive effect to Y1 & Y2.	Variables of X2, X3, X4, Y2 and Z.	Setiyono, S (2022) The Influence of Human Resource Information Systems, Discipline and Work Motivation on Employee Performance	X1: The influence of HRIS (ESS) X2: Discipline X3: Work Motivation Y: Employee Performance	X1, X2 and X3 affect Y	Variables of X2 and X3
Gunesequera, A (2020) Moderating role of user types and system usability On is success model: a meta-analysis of e-learning, User satisfaction	X1: Meta Analysis X2: User Satisfaction X3: e-learning X4: Ease of Use of IS Y1: IS Success Model Y2: System Design	X1, X2, X3, and X4 Affect Y2	Variables of X1, X3, Y1 and Y2.	Siregar, M (2022) The Influence of Information Technology, Human Resources and Computer Networks on The Marketing Information System (MSDM Literature Review)	X1: Information Technology X2: Human Resources X3: Computer Network Y: Marketing Information System (ESS)	X1, X2 and X3 affect Y	Variables of X2 and X3
Zuleha, A (2023) The Effect of Information Technology, Single Sign on Information System, Knowledge Management on Business Performance	X1: Information System X2: Single Sign on Information System X3: Knowledge Management Y: Business Performance	X1, X2, and X3 affect Y	Variables of X3 and Y	L. Chuma, L (2020) The Role of Information Systems in Business Firms Competitiveness: Integrated Review Paper from Business Perspective	X1: Business Organization X2: Competitiveness X3: Strategic Advantages Y: Information System (ESS)	X1, X2 and X3 affect Y	Variables of X1, X2 and X3
N. Fawwaz, M, Ichsan, R, Rizka D. Anggraeni, R, Fortunisa, A (2023) The Impact of Transformational Leadership in Micro, Small and Medium	X1: Organizational Leadership Behavior X2: Transformational Leadership X3: Leadership Orientation X4: Effects Y: MSME	X1, X2, X3, and X4 affect Z	Variables of X1, X2, X3, and Y	Chipwere, W, Yushang, K, Chitesah, L, K. Dasilveira, I (2020) The Impact of Accounting Information Systems on Financial Performance and Decision Making	X1: Accounting Information System (ESS) X2: Accessibility X3: Efficiency X4: Flexibility Y: Financial Performance	X1, X2, X3, and X4 affect Y	Variables of X2, X3, X4 and Y
				Primawanti, E.P, Ali, H (2022)	X1: Teknologi Informasi X2: Sistem Informasi	X1, X2 and X3 affect Y	Variables of X1 and X3

Pengaruh Teknologi Informasi, Sistem Informasi Berbasis Web Dan Knowledge Management Terhadap Kinerja Karyawan (Literature Review Executive Support Sistem (ESS) For Business)	Berbasis Web (ESS) X3: Knowledge Management Y: Kinerja Karyawan		
Wahono, S. Ali, H. (2023) Determinasi Kinerja Karyawan: Komunikasi, Technology Acceptance dan Pengambilan Keputusan (Literature Review Executive Support Sistem for Business)	X1: Komunikasi X2: Technology Acceptance X3: System Pendukung Keputusan (ESS) Y: Kinerja Karyawan	X1, X2, X3 affect Y	Variables of X1 and X2
Mangunbuana, I. B. G. M, Wirawati, N. G. P (2018) Pengaruh Kualitas Sistem Informasi, Kualitas Informasi, dan Perceived Usefulness Pada Kepuasan Pengguna Sistem Informasi Akuntansi	X1: Kualitas Sistem Informasi X2: Kualitas Informasi X3: Perceived Usefulness Y: Kepuasan Pengguna Sistem Informasi Akuntansi	X1, X2, X3 affect Y	Variable of X2
Agustiani, N. H (2010) Pengaruh Pemanfaatan Sistem Informasi Akademik Terpadu (SIKADU) Terhadap Kinerja Individual Dengan	X1: Pemanfaatan ESS X2: Kemudahan Pengguna Y: Kinerja Individu	X1 and X2 affect Y	-

Kemudahan Penggunaan Sebagai Variabel Moderating			
Indriani, Y. D, Seminar, K. B, Sukoco, H. (2019) Sistem Pendukung Eksekutif Mobilitas Sivitas Akademika Dan Publikasi Ilmiah Institut Pertanian Bogor	X1: Siklus Hidup Pengembangan Sistem X2: Mobilitas Dosen & Mahasiswa X3: Reputasi Ilmiah Y: Sistem Informasi Eksekutif	X1, X2 and X3 affect Y	Variables of X1, X2, and X3
Afthanorhan, A, Awang, Z, Rashid, N, Foziah, H, Ghazali, P. L (2019) Assessing the effects of service quality on customer satisfaction	X1: Service Quality X2: Search for materials X3: library staff X4: Library collection X5: facilities X6: Library environment Y: customer satisfaction	X1, X2, X3, X4, X5, X6 affects Y	Variables of X2, X3, X4, X5, X6 and Y
Muda, I, Afrina, A., Erlina (2018) Influence Of Human Resources to The Effect of System Quality and Information Quality on The User Satisfaction of Accrual-Based Accounting System	X1: System Quality X2: Information Quality Y: User satisfaction of Accounting System of Institution Application (ESS) Z: Human Resource Quality	X1, X2, Z affect Y	Variable Z

Source: researcher (2023)

4 RESULTS AND DISCUSSION

This article discusses several variables related to information systems and the digitalization of executive support systems, such as user satisfaction, ease of use, and transformational leadership. The study found that the factors most frequently reported were related to the relevance and usefulness of information, as well as the efficiency and ease of use

of the system. The study also aimed to identify barriers and facilitators to medication-related Clinical Decision Support System (CDSS) acceptance by clinicians and found that these barriers and facilitators were often related to the technology component of the HOT-fit framework, specifically information quality and system quality. The article also highlights the importance of context and organization in the Executive Support System, where organizational dimensions such as internal state, human resources, and organizational structure can affect the dimensions of the Decision Support System. Finally, the article cites research from Robins (1996) that supports the idea that organizational structure is a tool of control that reflects the authority of top leaders in decision-making, which can be centralized or decentralized. The importance of human resource development in improving employee performance and effectiveness has been highlighted by several researchers, including Mahmudah, Price, and Ayuningtias (Mahmudah, 2007; Price, 2003:558; Ayuningtias, 2007:10). Leeand Bruvold (Leeand Bruvold, 2003) also emphasize the role of human resource development in directing, encouraging, and motivating employees to improve their skills and abilities. This can be achieved through various means such as self-development, training programs, and career advancement opportunities. Moreover, research by Kurniawan, Setiawan and Pratama, Dewi and Hoesada, and Gopay et al. (Kurniawan, A.W., 2012), (Setiawan, A., & Pratama, S., 2019), (Dewi, R., & Hoesada, J., 2020), and (Gopay, Rangka C., Rumawas W., & Sambul, Sofia A.P., 2021) suggests that human resources can influence the Decision Support System. This highlights the importance of considering human resources in the development and implementation of decision support systems to ensure their effectiveness and efficiency in improving organizational performance. In summary, human resource development plays a crucial role in improving employee performance and effectiveness. Moreover, the influence of human resources on the decision-support system underscores the importance of considering human resources in the development and implementation of decision-support systems (Apriyansyah, n.d.).

System quality has a significant positive influence on the user satisfaction of Accounting System of Institutions application in the service partner work units of Indonesia's Government. The higher the value of system quality, gain higher of user satisfaction of the Accounting System of Institutions application. The level of satisfaction includes accuracy, appearance, content satisfaction, ease of

use of the accounting system, and pertinence. These results assist the Adaptive Behavior Assessment System theory in behavioral analysis experiments to find a large scale of several principles of statements about how content user satisfaction, accuracy, ease of use, appearance, and pertinence as functions of environmental variables. The strategy for changing behavior is derived from principles that have been applied, in more effective and satisfaction, for most human act in a variety of natural configurations. people are created to learn with a range of extraordinary acts. The series of responses, sometimes not included in the organization of logical thinking, assist the complexity of people's act. The System and information quality, both affect user satisfaction. The total amount of use can affect user satisfaction positively. User satisfaction affects personal impact and continues to affect the organization. Information systems have a big role in supporting operational, and business activities, supporting the management in making decisions, and supporting the advantages of an organization's competitive strategy. I. S. can be used to create strategic plans and strategic advantages. Strategic excellence is an advantage that has a fundamental influence on operations.

Information quality has a significant positive impact on the user satisfaction of the Accounting System of Institutions application in the service partner work units of the Indonesian government. The higher the acceptance levels will more accurate, relevant, trustable, on time, understandable, and detailed. These results assist the Adaptive Behavior Assessment System Theory in which Information quality is generated from the IS. Nowadays, the modern business competition climate plays an important role, in manipulating, manipulating, and capturing information issues that developed from internal and external. The effectiveness of I.S. will be useful for management and executives of a business entity to improve business development strategy. The use of an I.S. is expected to gain competitive advantage and comparative advantage for the organization. The implementation of effective and efficient IT is expected to be the success factor for the business entity (Muda et al., 2019).

5 CONCLUSION AND RECOMMENDATION

Based on the previous relevant research, the study concludes that Information system user satisfaction

affects executive support system for business and employee performance, the more effective and good quality or have good value of an information system, the more satisfied the employee, and this can have a positive influence on increasing employee performance.

Information system ease of use affects executive support system for business and employee performance, the reason is many hired employees do not have a computer background, or are not computer literate, to solve this issue, training, and recurring training to ensure the ease of use of information system. If any update or deface of the user interface, the company needs to give socialization, and must be smoother to use.

The Quality of the information system indicates the quality of decisions that will be made by the company. To gain a higher quality information system, the company needs to update the system, upgrade the hardware, and upgrade the human resource or the information system operator and administrator, so management and executives can have the best data and information for their office digest. User satisfaction affects personal impact and continues to affect the organization. The quality of information systems will always need to support operational, and business activities, support the management in making decisions, and support the advantages of an organization's competitive strategy. I.S. must be the first layer to create a strategic plan and strategic advantages. Strategic excellence is an advantage that has a fundamental influence on operations.

Digitalization executive support system is the main concern of the article. It was found that a Digitalization executive support system is best for identifying problems can support the management to have deep knowledge related to the problems and can help make suitable decisions.

RECOMMENDATION

Referring to previous relevant research, many other factors affect employee performance, apart from the information system user satisfaction, information system ease of use, quality of information system, and executive support system for business, therefore further studies are needed to seek other factors that can affect employee performance other than the variables focused on this article. For example, transformational leadership, employee competency, employee academic, network availability, and company culture.

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