



Executive Support System for Business and Employee Performance: Analysis of The Ease of Use of Information System, User Satisfaction and Transformational Leadership

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Abstract: This article aims to examine the relationship between various variables in order 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, namely the ease of use of information systems, user satisfaction with information systems, and transformational leadership. 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.

Keywords: Ease of Use of Information System, User Satisfaction, Transformational Leadership, Executive Support System for Business, Employee Performance

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 ease of use of information systems, user satisfaction, and transformational leadership 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. Transformational leadership encourages employees to develop themselves and achieve targets that align with the company's vision and mission. 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, with the goal of identifying factors that can improve both employee performance and company profits. (*Sistem Informasi Manajemen 2 (Ed.10) - Google Buku*, n.d.)

LITERATURE REVIEW

Employee Performance

Performance is a term commonly used to describe some or all of 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, with the aim of attaining 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).

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.)

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 towards 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.

User Satisfaction Of Information System

Satisfaction refers to the state experienced by consumers after encountering a performance or outcome that has met their expectations. According to Kotler (2003, p.89), satisfaction is the feeling of pleasure or disappointment a person experiences when comparing their impressions of a product's performance or results with their expectations. Ong et al. (2009:399) propose that the quality of information can be used as a measure to assess the quality of information systems. Information systems that can deliver information

in a timely, accurate, and relevant manner while also meeting other criteria and quality measures will have an impact on user satisfaction (Fendini et al., 2014).

Transformational Leadership

James MacGregor Burns introduced the theory of transformational leadership in 1978, which was later expanded upon by Bass in 1985. This theory emphasizes that a leader must positively influence, inspire, and motivate their followers. Numerous studies have demonstrated that transformational leadership can enhance both organizational performance and employee job satisfaction (Bass & Riggio, 2006; Walumbwa et al., 2008). The theory proposes that leaders should motivate employees by inspiring them to achieve more ambitious goals, altering their viewpoints, and encouraging them to take risks. Transformational leaders have the ability to persuade their employees to act outside their comfort zone.

RESEARCH 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. 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 1.1 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 X1, 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 X1, 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)	X1: Strategy X2: Software X3: HRIS	X1, X2, & X3 affects Y	Variables X1, X2, and X3.

Factors Affecting Operation Information Systems: Strategy, Software, Human Resources	Y: Operations Information System (ESS)		
A. Hammood, W, M. Asmara, S, A. Arshah, R, A. Hammood, O, Al Halbusi, H, Al-Sharafi, M (2020)	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 X1, X2, X3, X4, Y2 and Z.
Factors influencing the success of information systems in flood early warning and response systems context			
Gunesequera, A (2020)	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.
Zuleha, A (2023)	X1: Information System X2: Single Sign On X3: Knowledge Management Y: Business Performance	X1, X2, and X3 affect Y	Variables of X3 and Y
N. Fawwaz, M, Ichsan, R, Rizka D. Anggraeni, R, Fortunisa, A (2023)	X1: Organizational Leadership Behavior X2: Transformational Leadership X3: Leadership Orientation X4: Effects Y: MSME Z: Impacts in business.	X1, X2, X3, and X4 affect Z	Variables of X1, X3, X4, Y and Z
Setiyono, S (2022)	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
Siregar, M (2022)	X1: Information Technology X2: Human Resources X3: Computer Network Y: Marketing Information System (ESS)	X1, X2 and X3 affect Y	Variables of X1, X2 and X3
L. Chuma, L (2020)	X1: Business Organization X2: Competitiveness X3: Strategic Advantages Y: Information System (ESS)	X1, X2 and X3 affect Y	Variables of X1, X2 and X3
Chipwere, W, Yushang, K, Chitesah, L, K. Dasilveira, I (2020)	X1: Accounting Information System (ESS) X2: Accessibility X3: Efficiency X4: Flexibility	X1, X2, X3, and X4 affect Y	Variables of X2, X3, X4 and Y

The Impact Of Accounting Information Systems On Financial Performance And Decision Making	Y: Financial Performance		
Primawanti, E.P, Ali, H (2022) Pengaruh Teknologi Informasi, Sistem Informasi Berbasis Web Dan Knowledge Management Terhadap Kinerja Karyawan (Literature Review Executive Support Sistem (ESS) For Business)	X1: Teknologi Informasi X2: Sistem Informasi Berbasis Web (ESS) X3: Knowledge Management Y: Kinerja Karyawan	X1, X2 and X3 affect Y	Variables of X1 and X3
J. A. Tucunan, R, Supartha, W. G, Riana, I. G (2014) Pengaruh Kepemimpinan Transformasional Terhadap Motivasi Dan Kinerja Karyawan	X1: Kepemimpinan Transformasional Y1: Motivasi Karyawan Y2: Kinerja Karyawan	X1 affects Y1 & Y2	Variable of Y1
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
Rivai, A (2020) Pengaruh Kepemimpinan Transformasional dan Budaya organisasi Terhadap Kinerja Karyawan	X1: Kepemimpinan Transformasional X2: Budaya Organisasi Y: Kinerja Karyawan	X1 and X2 affect Y	Variable of 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	Variables of X1 and X2
Agustiani, N. H (2010) Pengaruh Pemanfaatan Sistem Informasi Akademik Terpadu (SIKADU) Terhadap Kinerja Individual Dengan Kemudahan Penggunaan Sebagai Variabel Moderating	X1: Pemanfaatan ESS X2: Kemudahan Pengguna Y: Kinerja Individu	X1 and X2 affect Y	-
Sistem Pendukung Informasi 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

Susanto, P. C, Agusinta, L, Setyawati, A, Panjaitan, A. R. P (2023)	X1: Servant Leadership X2: Transformational Leadership X3: Transactional Leadership	X1 and X2 affect Y & Z	Variables of X1, X3, Y and Z
Determinant Organization Commitment and Development Organization: Analysis Servant Leadership, Transformational Leadership, Transactional Leadership	Y: Organization Commitment Z: Development Organization		

Source: researcher (2023)

FINDINGS AND DISCUSSION

This article discusses several variables related to information systems and 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, AW., 2012), (Setiawan, A., & Pratama, S., 2019), (Dewi, R., & Hoesada, J., 2020), and (Gopay, Rangga 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.).

Transformational leadership has an effect on improving employee performance at PT Federal International Finance - Medan, meaning that if the leader has good transformational leadership, the performance will also increase. From the statement above it can be said that work organizational culture has a role or influence on improving employee performance, whereby increasing employee organizational culture will increase employee performance. The results of this study support research conducted by (Nasution, 2018); (Jufrizen, 2017a); (Sukama & Sudiba, 2015); (Lukita, 2019) and (Jufrizen & Lubis, 2020) who conclude that transformational leadership has a positive effect on employee performance. In theory, transformational leadership is a leadership model for a leader who tends to motivate employees

or team member to work better by focusing on behavior to support the transformation between employees and organization (Rivai, 2020).

The statistical test results show that the regression coefficient score of the moderating variable ease of use of ESS for business = -0.008, the t value is -0.039 with significant value of 0.969, and it can be interpreted that no significant effect between the ease of use of SIKADU on the relationship between the use of ESS for business and performance employee. Utilization of ESS for business has a significant positive effect on employee performance. This indicates that using ESS for business with high intensity can help to improve employee performance. Ease of use of the information system doesn't moderate the effect of using ESS for business on employee performance, and it can be concluded that the variable ease of use of ESS for business is not the variable moderating. It shows that the ease or difficulty of using ESS for business doesn't affect the use of attitude towards employee performance (Agustiani, n.d.)

G. R. Terry: said that decision making is an election based on certain criteria of two or more possible alternatives. Robbin and Coulter (2012: 178) in the journal (Sugiyanto & Ruknan, 2020), with their Management Book, explains that the eight phase in decision making are, (1) problem identification, (2) identification of decision criteria, (3) allocation of weight criteria, (4) develop alternatives, (5) analyzing alternatives, (6) selecting alternative, (7) implementing alternative, (8) evaluating the effectiveness of decision, and (10) evaluating the effectiveness of decision. George and Jones (2012: 471) in the journal (Sugiyanto & Ruknan, 2020), said "The process by which members of an organization choose a specific course of action to respond to both opportunities and problems". Decision making is a process by which members of the organization choose certain actions to respond to both opportunities and problems. Making good decisions on a particular activity will help individuals, groups or organizations to be effective. Hasan (Suradi, 2005: 16) in the journal (AHMAD FAUZI, 2009), says decision making is an alternative process from several alternatives systematically to be followed up to solve problems. According to Hapzi, Ali (2010: 157) in his book Business Information Systems (Ali, 2010), regarding the decision-making process, in Stage 7: Evaluation of the results of decision implementation decisions must be monitored continuously. Managers must evaluate whether implementation is proceeding smoothly, and decisions are producing the desired results. From the sources, the relationship between decision making and performance improvement can be seen from selecting the best alternative and evaluating whether the decision gives the desired results and with evaluation it will affect employee performance (Wahono et al., n.d.).

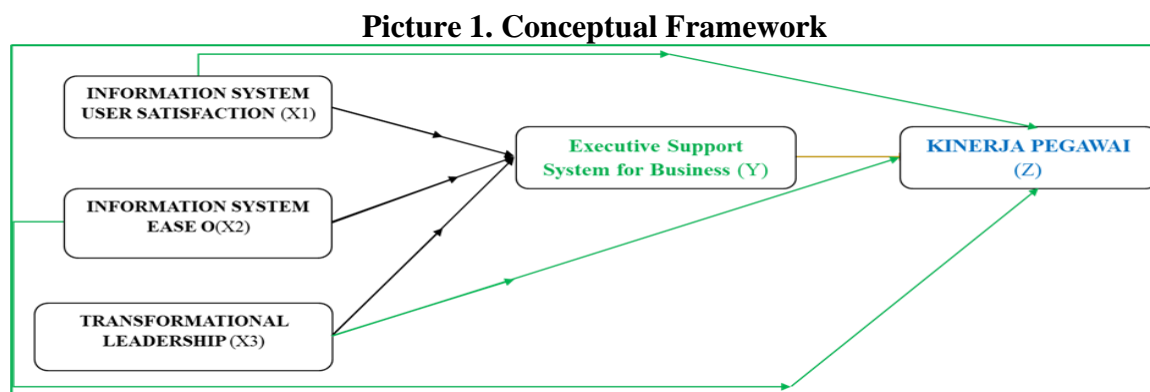
There are also other relevant studies to leadership that are used as research articles that researchers need to review. In addition to provide leadership, transformational leadership also exists within many organizations, and it is carried out by those who work in the organization. Transformational leadership has change many systems and people. (Llorens et al., 2018), Previous research has shown that organizational commitment mediates the relationship between transformative leadership styles and employee performance. (Almutairi, 2015), Research by Longshore and Bass (Longshore & Bass, 1987), transformational leaders encourage team member to embrace leadership with new perspectives because they are intellectually stimulating (Primadi Candra Susanto et al., 2023)

Transformational leadership has a significant positive effect on employee performance is accepted. Refer to the results of the analysis, the path coefficient of variable X1 (transformational leadership) to variable Y2 (employee performance) is 0.588 with a significance of 0.000. This conclude that the stronger the transformational leadership, the better the employee performance. Transformational Leadership has positive effect and significant effect on employee motivation was accepted. Obtained path coefficient variable X1 (transformational leadership) to variable Y1 (employee motivation) is 0.637 with a significant of 0.000. This conclude that the stronger the transformational leadership, the stronger the

employee motivation will be. Motivation has a significant positive effect on employee performance was accepted. The results of the analysis obtained the path coefficient of variable Y1 (employee motivation) to variable Y2 (employee performance) is 0.363 with a significance of 0.000. This means that the stronger the employee's motivation, the better the employee's performance (Johan et al., n.d.)

Conceptual Framework

Based on the theoretical study and the relationship between variables, the model or Conceptual Framework of this article is as follows:



Source: Researcher (2023)

CONCLUSION AND RECOMMENDATION

Conclusion:

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 have good quality or have good value of an information system, the more satisfy the employee and can have 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 are not having computer background, or 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 user interface, the company needs to give socialization, and must be smoother to use.

Transformational leadership affects executive support system for business and employee performance, Information system ease of use affects executive support system for business and employee performance, from previous relevant research, transformational leader must be able to motivate, support and improve employee performance to align with company's vision and mission, and relate to this research, transformational leader must be able to train team member regarding on the executive support system for business, and it will be used by the executive for decision making, strategy and others.

Recommendation

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

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