THE IMPACT OF LEASE MANAGEMENT SYSTEM USAGE, SYSTEM QUALITY, AND INFORMATION QUALITY ON EMPLOYEE PRODUCTIVITY IN DIGITAL PROCUREMENT: THE MODERATING ROLE OF CORPORATE SUPPORT

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Abstract

This study examines the effects of Lease Management System (LeMS) Usage, System Quality, and Information Quality on Employee Productivity, with Corporate Support as a moderating variable in a post-merger telecommunications company. The research employs an explanatory quantitative approach using a survey method involving a total of 109 respondents, consisting of internal employees and external partners engaged in lease asset management processes. Data analysis was conducted using PLS-SEM, encompassing evaluation of the outer model (validity and reliability) and the inner model (R-square, f-square, and path testing through bootstrapping). The results indicate that Information Quality has a significant effect on Employee Productivity, whereas LeMS Usage and System Quality do not show significant effects. In addition, Corporate Support is not proven to moderate the relationships between the three independent variables and Employee Productivity. These findings suggest that during the post-merger transition phase, administrative-process productivity is more sensitive to the accuracy, completeness and timeliness of information than to system usage intensity or technical system quality. The practical implications of this study emphasize the importance of strengthening data governance to maintain the quality of information generated by LeMS, which should be supported by hands-on training to enhance user adoption, as well as policy and SOP updates to ensure more consistent utilization of LeMS in administrative processes, thereby improving employee productivity.

Keywords: Lease Management System, System Quality, Information Quality, Corporate Support, Employee Productivity

INTRODUCTION

The improvement in information technology in recent years have encouraged organizations to increasingly intensify the digitalization of their business processes. In the telecommunications industry, the demand for fast, reliable, and efficient services continues to grow alongside increasing competition, network complexity, and continuously evolving customer expectations. Telecommunications companies are not only required to possess strong network infrastructure but also effective internal management systems capable of managing assets, contracts, and organizational resources in an integrated, accurate, and easily accessible manner. In this context, integrated and data-driven information systems play a strategic role in optimizing internal business processes, as they are able to unify previously fragmented workflows and data sources, thereby supporting more effective operational decision-making (Ali et al., 2021).

The high dependency of the telecommunications industry on leased assets is also reflected in the infrastructure cost structure of telecommunications companies. PT XL Axiata Tbk, as one of the leading mobile telecommunications operators in Indonesia, recorded leased costs amounting to approximately 33% of total infrastructure expenses in 2020, covering tower and antenna rentals, fiber optic networks, network facilities, and other supporting infrastructure. This significant proportion indicates that lease asset management is not merely an administrative activity but rather a strategic factor that directly affects operational efficiency and cost control within the company. Under such conditions, contract management errors, delays in data updates, or duplicate payments may potentially result in material financial losses for the company.

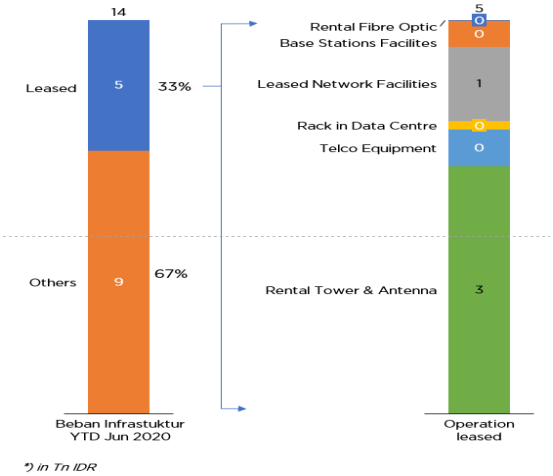

Figure 1.
Proportion of Lease Expenses to Infrastructure Costs

In response to these challenges, the company implemented a Lease Management System (LeMS) as a centralized information system designed to manage the lifecycle of the company's leased assets. Through LeMS, the company aims to digitalize the entire process of lease asset management, ranging from procurement and contract renewal to contract termination and continuous monitoring of asset status. Conceptually, the utilization of LeMS is expected to improve data quality, accelerate workflows, and reduce reliance on manual processes. Consequently, LeMS is expected to contribute to increased employee

productivity, particularly for employees involved in lease asset management processes. This is consistent with the findings of Ali et al. (2021), which indicate that the use of integrated and data-driven information systems can optimize internal business processes through workflow simplification and the provision of more reliable information. Furthermore, Ishaq et al. (2020) also found a positive relationship between effective information system usage and employee productivity, suggesting that integrated systems not only improve operational efficiency but also enhance individual performance within organizations.

In recent years, the Indonesian telecommunications industry has experienced significant structural dynamics through several merger processes. One notable example is the merger between XL Axiata and Smartfren, which resulted in the establishment of a new entity named XLSMART. This merger process has created new challenges related to system integration, asset management, and the alignment of business processes that were previously operated independently within each company. In the post-merger environment, PT XLSMART Telecom Sejahtera Tbk faces challenges in integrating the management of leased assets that were previously handled by two different systems from the legacy entities. Differences in systems and operational procedures may lead to various issues, such as contract data duplication, delays in information updates, and potential payment errors that may cause operational inefficiencies. Research conducted by Wahyugianto (2025) indicates that asset management in the telecommunications industry after a merger may encounter significant challenges if it is not supported by effective system integration.

A similar phenomenom can also be observed in the merger between Indosat Ooredoo and Hutchison 3 Indonesia, which demonstrates that post-merger processes do not only affect financial aspects but also operational systems and supporting business infrastructure. Previous studies indicate that fragmented data and business processes after mergers may create operational inefficiencies that hinder employee productivity and slow down decision-making processes (Matruty, 2024). Therefore, the digitalization of business processes through integrated information systems such as the Lease Management System (LeMS) has become increasingly important in supporting post-merger corporate operations, as it enables the provision of more integrated, accurate, and traceable data, thereby supporting digital procurement processes and more effective lease asset management.

However, the post-merger phase often increases the administrative workload, particularly in relation to data reconciliation, document validation, and cross-system information tracking. This condition may increase the time required to complete administrative tasks and potentially lead to data errors. Internally, these indications are reflected in the increasing cases of asset data migration errors and the frequency of contract data updates following the merger process. These conditions suggest that the administrative productivity of employees involved in lease asset management has not yet reached an optimal level.

Based on the study by Matruty (2024), the success of implementing an information system such as LeMS does not solely depend on the level of system usage but also on the quality of the system and the quality of the information it generates. According to DeLone and McLean (2016), the success of an information system can be evaluated through several key dimensions, including system quality, information quality, and system use, which ultimately lead to benefits for individuals and organizations. In the context of LeMS implementation, system quality relates to reliability, system performance and ease of use,

while information quality refers to the accuracy, completeness, timeliness and clarity of the information provided by the system.

In addition, the success of information system implementation is also influenced by organizational support. Alshurideh et al. (2022) emphasize that corporate support plays an essential role in ensuring the success of digital transformation through clear policies, management commitment, the provision of training, and technical support for system users. Without adequate organizational support, users may not utilize the system optimally, thereby limiting the potential benefits of the information system in improving productivity.

Although several studies have examined the relationship between information system usage, system quality, information quality, and employee productivity, studies that specifically analyze the influence of LeMS Usage, System Quality, and Information Quality on Employee Productivity with Corporate Support as a moderating variable in the context of post-merger telecommunications companies in Indonesia remain limited. Therefore, this study aims to analyze the effect of LeMS Usage, System Quality, and Information Quality on Employee Productivity, with Corporate Support as a moderating variable, at PT XLSMART Telecom Sejahtera Tbk. In this study, productivity is conceptualized as administrative–process productivity, referring to employees' ability to perform lease asset management activities more efficiently, accurately, and effectively through the utilization of the LeMS system.

REVIEW OF LITERATURE

This study is grounded in several theoretical perspectives that explain the relationship between information system usage, system quality, information quality, organizational support, and employee productivity. The theoretical framework integrates the DeLone and McLean Information Systems Success Model as the grand theory, the Technology Acceptance Model (TAM) and the concept of corporate support in digital transformation as the middle-range theories, and employee productivity measurement theory as the applied theory.

DeLone & McLean Information Systems Success Model

The Information Systems Success Model developed by DeLone and McLean is one of the most widely used conceptual frameworks for evaluating the success of information system implementation within organizations. The model explains that the success of an information system can be assessed through several key dimensions, namely system quality, information quality, system use, user satisfaction, and net benefits (DeLone & McLean, 2016). These dimensions are interrelated and collectively influence the benefits obtained by individuals and organizations from the use of information systems.

In this study, the DeLone and McLean model provides the theoretical foundation for explaining how system quality, information quality, and system use contribute to the benefits generated by an information system, including improvements in employee productivity. System quality refers to the technical characteristics of the system, such as reliability, ease of use, responsiveness, and security. Meanwhile, information quality relates to the accuracy, relevance, completeness, and timeliness of the information generated by the system. Previous studies indicate that high system quality and information quality can enhance the

effectiveness of system use and positively influence individual and organizational performance (Ali et al., 2021; Ishaq et al., 2020; Li et al., 2021).

In the telecommunications industry, information systems such as the Lease Management System (LeMS) play an essential role in managing complex lease assets and contracts, including telecommunications towers, fiber networks, data centers, and other infrastructure. Therefore, the quality of the system and the information generated by LeMS becomes a critical factor that determines operational effectiveness and employee productivity.

***Technology Acceptance Model* (TAM)**

The success of information system implementation is also influenced by the level of technology acceptance among users. The Technology Acceptance Model (TAM) introduced by Davis (1989) explains that technology adoption by individuals is determined by two main constructs: perceived usefulness and perceived ease of use. Perceived usefulness refers to the degree to which an individual believes that using a particular technology will enhance job performance, whereas perceived ease of use refers to the extent to which the technology is perceived as effortless to use.

In this study, the TAM concept is reflected in the LeMS Usage variable, which represents the extent to which employees utilize the system in their daily work activities. When a system is perceived as useful and easy to use, users tend to develop a positive attitude toward the technology and are more likely to use it extensively. Effective use of information systems can improve work efficiency, reduce administrative errors, and accelerate access to required information (Ali et al., 2021). Therefore, optimal use of the LeMS is expected to contribute to improved employee productivity.

***Corporate Support* in Digital Transformation**

In addition to technological and individual factors, the success of information system implementation is also influenced by organizational factors, particularly corporate support. Corporate support reflects the extent to which organizations provide the resources, policies, training, and technical assistance necessary to support effective technology utilization (Ahmad et al., 2023).

Previous studies indicate that organizational support plays a significant role in the success of digital transformation and the effective use of information systems (Alshurideh et al., 2022). Such support may include management commitment, the provision of technological infrastructure, user training programs, and technical assistance when system-related issues occur. Without sufficient organizational support, users may be reluctant to adopt new systems or may utilize only a limited portion of the available features.

Several studies also suggest that corporate support can function as a moderating variable that strengthens the relationship between information system quality and individual or organizational performance (Liu et al., 2021). When employees perceive strong organizational support, they tend to be more motivated to utilize systems optimally, thereby enhancing the positive impact of information systems on work productivity.

Employee Productivity Measurement Theory

Employee productivity is one of the key outcomes of information system implementation within organizations. Productivity is generally defined as an individual's ability to complete tasks effectively and efficiently in alignment with organizational objectives. In the context of information systems, productivity is not only measured through

financial indicators or business outputs but also through employees' perceptions of the efficiency and effectiveness of the work processes they perform (Abdelwahed & Al Doghan, 2023; Asriyanti et al., 2025).

Previous research indicates that integrated information systems can enhance productivity through process automation, reduction of work cycle time, and improvement of data accuracy (Javed et al., 2021; Chowdhury & Sarkar, 2023). In addition, access to accurate and real-time information enables employees to make decisions more quickly and effectively (Phan & Hoang, 2022).

In the context of this study, employee productivity is conceptualized as administrative–process productivity, referring to the efficiency and effectiveness of employees in completing administrative tasks related to lease asset management through the LeMS system. Therefore, productivity is measured based on users' perceptions of work time efficiency, data accuracy, and process smoothness, rather than through financial performance indicators or organizational KPIs.

RESEARCH METHOD

This study employs an explanatory quantitative approach to analyze the causal relationships among LeMS Usage, System Quality, and Information Quality as independent variables, Employee Productivity as the dependent variable, and Corporate Support as the moderating variable. The research population consists of all active users of the Lease Management System (LeMS) at PT XLSMART Telecom Sejahtera Tbk, including users from various internal divisions such as Procurement, Network Design and Planning, Information Technology, Service Operations Management, Business Solutions, and the Project Management Office, as well as external partners involved in the lease asset management process.

The research sample was determined using purposive sampling, with the criteria that respondents have used the LeMS for at least six months and are directly involved in the procurement or management of lease assets. Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) through SmartPLS software, which was selected because it enables the simultaneous analysis of relationships among latent variables and is capable of testing models involving moderating effects and complex relationships among constructs (Hair et al., 2021).

Research Hypothesis

This study aims to analyze the influence of Lease Management System (LeMS) usage, system quality and information quality on employee productivity, with corporate support as a moderating variable in the context of telecommunication companies. Based on the literature review and previous studies, the hypotheses proposed in this study are as follows:

- H1: The use of the Lease Management System (LeMS) has a positive and significant effect on employee productivity.
- H2: System quality has a positive and significant effect on employee productivity.
- H3: Information quality has a positive and significant effect on employee productivity.
- H4: Corporate support moderates the relationship between the use of the Lease Management System (LeMS) and employee productivity.

- H5: Corporate support moderates the relationship between system quality and employee productivity.
- H6: Corporate support moderates the relationship between information quality and employee productivity.

Research Model

This research model illustrates the relationship between the independent variables LeMS Usage, System Quality, and Information Quality, the dependent variable Employee Productivity, and Corporate Support as a moderating variable. The conceptual framework is presented in Figure 2:

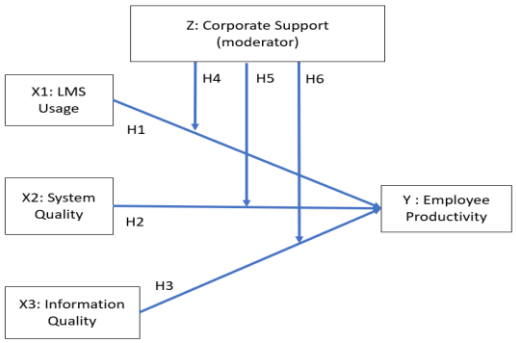

Figure 2.
Research Model

The research model illustrates the relationship between LeMS Usage, System Quality, and Information Quality as independent variables and Employee Productivity as the dependent variable, with Corporate Support acting as a moderating variable. Corporate support is expected to strengthen the influence of each independent variable on employee productivity. This study employs a quantitative survey approach, where data are collected through questionnaires distributed to active users of the Lease Management System (LeMS). Responses are measured using a Likert scale to capture perceptions of system usage, system quality, information quality, corporate support, and employee productivity. Data are analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) with SmartPLS software to examine both direct relationships and moderating effects among variables. The results are expected to provide insights for telecommunications companies in optimizing LeMS implementation to enhance employee productivity.

RESULTS AND DISCUSSION

The following are the research results obtained from the analysis using SmartPLS, namely:

Table 1.
Construct Reliability and Validity

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1-LeMS Usage	0,928	0,938	0,943	0,702

X2-System Quality	0,890	0,896	0,914	0,604
X3-Information Quality	0,946	0,947	0,956	0,755
Y-Employee Productivity	0,969	0,969	0,974	0,822
Z-Corporate Support (Moderator)	0,915	0,921	0,933	0,665

Source: Data processed (2026)

Based on Table 1, the results of the construct reliability and convergent validity tests indicate that all research constructs namely LeMS Usage (X_1), System Quality (X_2), Information Quality (X_3), Employee Productivity (Y) and Corporate Support (Z) have Cronbach's Alpha and Composite Reliability values exceeding 0.70, as well as Average Variance Extracted (AVE) values above 0.50. These results demonstrate that all constructs meet the required criteria for reliability and convergent validity. Therefore, each construct exhibits strong internal consistency and is capable of adequately explaining the variance of its respective indicators. Consequently, the measurement model is considered reliable and valid, allowing the analysis to proceed to the structural model (inner model) evaluation stage.

Table 2.
Output R-Square

	R-square	R-square adjusted
Y5_Employee Productivity	0,793	0,779

Source: Data processed (2026)

The test results indicate that the Employee Productivity (Y) variable has an adjusted R-square value of 0.779. This means that 77.9% of the variation in Employee Productivity can be explained by LeMS Usage (X_1), System Quality (X_2) and Information Quality (X_3), while the remaining 20.7% is influenced by other factors outside the model. This value can be categorized as substantial. The relatively small difference between the R-square and adjusted R-square values indicates that the model has a good level of stability and does not suffer from overfitting, suggesting that the explanatory variables included in the model provide a strong explanation of the dependent variable.

Table 3.
Output Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1_LeMS Usage -> Y5_Employee Productivity	0,071	0,087	0,090	0,793	0,428
X2_System Quality -> Y5_Employee Productivity	0,096	0,093	0,111	0,863	0,388
X3_Information Quality -> Y5_Employee Productivity	0,352	0,369	0,131	2,692	0,007
Z4_Corporate Support -> Y5_Employee Productivity	0,345	0,331	0,101	3,413	0,001
Z4_Corporate Support x X2_System Quality -> Y5_Employee Productivity	-0,101	-0,080	0,147	0,688	0,492
Z4_Corporate Support x X1_LeMS Usage -> Y5_Employee Productivity	-0,109	-0,071	0,126	0,861	0,389
Z4_Corporate Support x X3_Information Quality -> Y5_Employee Productivity	0,051	0,010	0,168	0,306	0,759

Source: Data processed (2025)

T Test

The analysis shows that Information Quality and Corporate Support have a positive and significant effect on employee productivity. The Information Quality variable (X3) has a path coefficient of 0.352, indicating a positive relationship with employee productivity. The t-statistic value is 2.692, which is greater than the critical value of 1.96, and the p-value is 0.007, which is smaller than the significance level of 0.05. Therefore, the third hypothesis (H3) is accepted, meaning that better information quality significantly improves employee productivity.

Similarly, Corporate Support (Z) also shows a positive and significant effect on employee productivity with a path coefficient of 0.345, indicating that stronger corporate support increases productivity. The t-statistic is 3.413, which exceeds the threshold value of 1.96, and the p-value is 0.001, which is lower than 0.05. Thus, the fourth hypothesis (H4) is accepted, indicating that corporate support significantly contributes to improving employee productivity.

On the other hand, several variables do not show a significant effect on employee productivity. The LeMS Usage variable (X1) has a path coefficient of 0.071, a t-statistic of 0.793, and a p-value of 0.428. Since the p-value is greater than 0.05, the first hypothesis (H1) is rejected, indicating that LeMS usage does not significantly influence employee productivity. Similarly, the System Quality variable (X2) has a path coefficient of 0.096, a t-statistic of 0.863, and a p-value of 0.388, which is also greater than 0.05. Therefore, the second hypothesis (H2) is rejected, meaning that system quality does not significantly affect employee productivity.

Furthermore, the moderating role of Corporate Support does not significantly influence the relationship between the independent variables and employee productivity. The interaction between Corporate Support and System Quality has a path coefficient of -0.101, a t-statistic of 0.688, and a p-value of 0.492. The interaction between Corporate Support and LeMS Usage has a path coefficient of -0.109, a t-statistic of 0.861, and a p-value of 0.389. Meanwhile, the interaction between Corporate Support and Information Quality has a path coefficient of 0.051, a t-statistic of 0.306, and a p-value of 0.759. Because all p-values are greater than 0.05, hypotheses H5, H6, and H7 are rejected, indicating that corporate support does not significantly moderate the relationship between the independent variables and employee productivity.

The Effect of LeMS Usage on Employee Productivity

The results of this study indicate that LeMS Usage does not significantly affect employee productivity. The statistical test shows a path coefficient of 0.071, a t-statistic of 0.793, and a p-value of 0.428, which is greater than the significance level of 0.05. Therefore, the first hypothesis (H1) is rejected. This result suggests that although the Lease Management System (LeMS) is used in daily operational activities, its utilization has not yet significantly improved employee productivity. This may occur when employees use the system mainly for administrative purposes rather than as a strategic tool to enhance work efficiency. Previous studies such as Davis (1989) in the Technology Acceptance Model (TAM) suggest that system usage alone does not necessarily improve performance unless users perceive strong usefulness and integration in their work processes.

The Effect of System Quality on Employee Productivity

The findings also show that System Quality does not significantly influence employee productivity. The analysis results indicate a path coefficient of 0.096, a t-statistic of 0.863, and a p-value of 0.388, which is greater than 0.05, leading to the rejection of the second hypothesis (H2). This finding indicates that although system quality is an important component in information system success, its impact on productivity may not be immediately visible (Ghalavand Sharifi S. & Karami M., 2024). According to DeLone and McLean (2016), system quality contributes to system success when it is accompanied by effective system usage and high-quality information outputs. Therefore, system performance alone may not directly translate into improved employee productivity if users rely more on the information generated rather than the system's technical features.

The Effect of Information Quality on Employee Productivity

The results of this study indicate that Information Quality has a positive and significant effect on employee productivity. The statistical analysis shows a path coefficient of 0.352, a t-statistic of 2.692, and a p-value of 0.007, which is smaller than 0.05, indicating that the third hypothesis (H3) is accepted. This finding suggests that accurate, timely, and reliable information generated by the Lease Management System helps employees perform their tasks more efficiently. High-quality information allows employees to access relevant data quickly and make better operational decisions. This result is consistent with the DeLone and McLean IS Success Model, which states that information quality is one of the most important determinants of individual performance and organizational benefits.

The Effect of Corporate Support on Employee Productivity

The findings also indicate that Corporate Support has a positive and significant effect on employee productivity. The analysis results show a path coefficient of 0.345, a t-statistic of 3.413, and a p-value of 0.001, which is lower than 0.05, leading to the acceptance of the fourth hypothesis (H4). This result implies that strong organizational support, such as management commitment, training programs, and adequate technological infrastructure, plays an important role in improving employee productivity. Previous studies by Alshurideh et al. (2022) highlight that corporate support is a key factor in successful digital transformation and effective technology utilization within organizations.

The Moderating Role of Corporate Support

The results show that Corporate Support does not significantly moderate the relationships between LeMS Usage, System Quality, Information Quality, and Employee Productivity. The interaction effects between Corporate Support and the independent variables show p-values greater than 0.05, indicating that hypotheses H5, H6, and H7 are rejected. This suggests that although corporate support directly influences employee productivity, it does not strengthen the relationships between system-related variables and productivity. One possible explanation is that employees may already receive sufficient organizational support, making its moderating role less visible in strengthening the effects of system usage or system quality.

CONCLUSION

Based on the research results, Information Quality is proven to positively and significantly influence employee productivity. In contrast, LeMS Usage and System Quality do not have a significant influence individually. This indicates that employees rely more on

the availability of accurate, relevant, and timely information to complete their tasks efficiently rather than merely on the usage of the system or its technical performance. High-quality information allows employees to access necessary data quickly, reduce errors in decision-making, and improve overall work efficiency. However, Corporate Support is also found to have a significant direct influence on employee productivity, indicating that organizational support such as management commitment, training, and technological infrastructure can help employees perform their tasks more effectively. On the other hand, Corporate Support does not significantly moderate the relationship between LeMS Usage, System Quality, Information Quality and employee productivity. This suggests that the existing organizational support may not yet be strong enough to strengthen the impact of system-related factors on productivity.

Therefore, companies should focus on improving the quality of information provided by the Lease Management System (LeMS) to support better decision-making and operational efficiency. In addition, organizations should also optimize the utilization of LeMS by enhancing system integration, providing training, and ensuring that employees can fully utilize the system's features to support their work productivity.

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