

Evaluation of The Success of The Implementation of PT XYZ's Vendor Invoicing Portal (VIP) System Using Delone & Mclean's Information System Success Model

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Abstract

This research aims to evaluate the success of the VIP system implementation using the Information System Success Model by DeLone and McLean, by adding the variables of trust and perceived risk to enrich the evaluation model in the context of digital transaction systems. The research model includes eight main constructs: system quality, information quality, service quality, perceived risk, trust, intention to use, user satisfaction, and net benefit. This research used a quantitative approach with a questionnaire instrument distributed to internal and external users of the VIP system. Data analysis is conducted using the Partial Least Square–Structural Equation Modeling (PLS-SEM) method. The research results show that trust has a significant effect on the intention to use, while system quality, information quality, service quality, and perceived risk do not have a significant effect on the intention to use. These findings indicate that in systems that are mandatory or required as part of a company's business process, trust in the security and reliability of the system becomes the main factor driving usage. In addition, service quality significantly affects user satisfaction, while intention to use and user satisfaction significantly affect net benefit. These results indicate that the benefits of the VIP system are primarily obtained thru a positive user experience and a high level of user satisfaction. This research provides empirical contributions to the development of information system success models in the context of digital payment systems and offers strategic recommendations for improving service quality and the effectiveness of VIP system implementation at PT XYZ.

INTRODUCTION

The industrial revolution 4.0 in the 21st century until now. Currently, production is required to be more flexible, fast and efficient with smart technology. All businesses are based on digital and rapidly growing platforms such as e-commerce, fintech, etc. Advanced automation, internet of things (IoT), big data and the emergence of artificial intelligence (AI) are the hallmarks of today's industry 4.0. The Digital Moonshots program is one of PT XYZ's strategic steps in accelerating digital transformation towards a data-based and smart technology company. This program is in line with the company's vision to become a Top 500 Global Company and the number one customer choice for energy solutions through measurable and sustainable digital innovation (XYZ Company Annual Report, 2024). The implementation of Digital Moonshots is focused on seven main pillars that are integrated with each other (Calvo 2020; Holroyd 2022; Kumar et al. 2025; Zecchinelli 2025).

Digital transformation to support Digital Moonshots at PT XYZ as a company in the

energy sector that has implemented Good Corporate Governance (GCG) requires the company to integrate all business processes intelligently and measurably to improve operational efficiency, transparency, and decision-making speed (Yang et al., 2024; Tubis & Poturaj, 2025). The implementation of intelligent supply chain systems enables integration between planning, logistics, finance, and vendor functions through digital platforms connected to ERP systems such as SAP and Vendor Invoicing Portals (VIPs) (Reddy & Hajarath, 2024; Herold et al., 2023; Bojanc et al., 2024). With the digitalization of supply chain management, the company's strategic projects can be carried out with a higher level of accuracy and efficiency, while minimizing the risk of material delays, idle inventory, and data mismatches between work units (Jing & Fan, 2024; Olaleye et al., 2023).

The business process of the centralized payment program using the Vendor Invoicing Portal application will begin to be implemented in 2024. As a manifestation of the digitalization of business processes, this portal is expected to be able to provide benefits for companies from various aspects of effective, efficient and transparent billing process management (Bojanc et al., 2024; Olaleye et al., 2023). On the VIP platform, the goods and services provider can submit and manage related invoices or invoices, vendors can send invoices electronically, monitor payment status, and ensure that all required documents are in accordance with the billing document standards set out in the contract/agreement (Herold et al., 2023).

This centralized payment program provides benefits (business goal achievement) (XYZ Annual Report of the Company, 2024) in four aspects. Visibility, reliability, and control aspects are useful for the availability of billing and payment data in real time in the system through the integration between IPMS (Integrated Payment Management System) and SAP ERP, as well as data analytics to help with decision-making (Reddy & Hajarath, 2024; Yang et al., 2024). The aspect of optimizing working capital for centralized and standardized payments at the head office as a paying entity on behalf of units so as to minimize idle cash in the unit (Bhattacharyay, 2023). The transparent billing and payment process that can be monitored together through the availability of status information in the Vendor Invoicing Portal application for bills submitted in order to provide convenience and increase the satisfaction of PT XYZ Partners is an aspect of transparency and satisfaction of PT XYZ partners (Tubis & Poturaj, 2025). Efficiency and effectiveness are one of the goals of PT XYZ "LEAN" business transformation initiatives, namely for faster, more effective, efficient, and optimal payment processes, as well as standard business processes, such as centralized and digitized billing and payment processes and supporting documents (Islamicsia & Karningsih, 2026).

Digital transformation has prompted PT XYZ to implement the Vendor Invoicing Portal (VIP) as a centralized payment system to improve the efficiency, transparency, and accuracy of the vendor invoice submission process. However, the company's internal data shows that the system's performance still faces obstacles indicated by the high rate of Return to VIP (RTV). Until September 2024, there were 8,166 RTV documents from 52,398 Sub IDs with an average percentage of 16%, far above the company's target of 5%. Some units even recorded higher RTV levels, such as UIP JBTB (27%), PUSMANPRO (26%), UIP KLT (26%), and UIP JBT (23%). The high number of RTV indicates that there are still problems in the document verification process, data incompatibility, and compliance with administrative procedures, so that it has the potential to hinder the vendor payment process, reduce the effectiveness of budget absorption, and affect the company's operational performance. This condition shows the need

for a thorough evaluation of the successful implementation of the VIP system in order to be able to support business processes more effectively.

The success of the implementation of the information system is not only determined by the system's ability to automate business processes, but also by the quality of the system, the quality of information, the quality of service, the level of user trust (trust), and the perceived risk perception felt while using the system (Sabeh et al., 2021). Based on the DeLone and McLean Information System Success Model, a good quality information system will increase intention to use, user satisfaction, and ultimately generate net benefits for the organization (Viriando & Sfenrianto, 2021). In the context of the VIP system, process transparency, information accuracy, system reliability, and service support are important factors to support Good Corporate Governance (GCG) practices and improve the efficiency of the vendor's payment process (Alassuli et al., 2025; Reddy & Hajarath, 2024; Islamicsia & Karningsih, 2026). In addition, previous research also shows that trust plays an important role in increasing technology acceptance, while perceived risk can reduce use intention if users still feel the risk of data errors, information security, and system integration process failure (Hooda et al., 2022; Rouibah et al., 2022; Bojanc et al., 2024).

The novelty of this research lies in several aspects. First, this study provides the first comprehensive application of the extended DeLone and McLean model incorporating trust and perceived risk specifically to evaluate a mandatory vendor invoicing portal system in an Indonesian state-owned enterprise. Second, the study extends the IS success literature by examining how trust and perceived risk function as antecedents of intention to use in mandatory system contexts. Third, the research applies PLS-SEM analysis to test the relationships among eight constructs: system quality, information quality, service quality, perceived risk, trust, intention to use, user satisfaction, and net benefit. Fourth, the study contributes to the limited research on mediating effects in the IS success model, addressing a gap identified in recent literature. The findings are expected to provide both theoretical contributions to information systems success research and practical recommendations for PT XYZ in improving VIP system implementation.

Based on these conditions, this study aims to evaluate the success of the implementation of the Vendor Invoicing Portal (VIP) at PT XYZ using the Updated DeLone and McLean Information System Success Model which was developed by adding the variables Trust and Perceived Risk. The research is focused on analyzing the influence of System Quality, Information Quality, Service Quality, Trust, and Perceived Risk on Intention to Use, User Satisfaction, and Net Benefit using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results of the study are expected to be able to identify the factors that have the most influence on the success of the VIP system, provide strategic recommendations for system development and service quality improvement, and enrich scientific studies on the evaluation of the success of information systems in the implementation of digital invoicing systems in the company environment.

METHOD

This study aims to evaluate the successful implementation of the Vendor Invoicing Portal (VIP) at PT XYZ using the DeLone and McLean Information System Success Model which has been modified with the addition of Trust and Perceived of Risk constructs. The study used

a quantitative analytical approach with a cross-sectional design, where primary data is obtained through the distribution of questionnaires to internal and external users of the VIP system that meet certain criteria, as well as supported by secondary data from various relevant scientific literature. The sampling technique used purposive sampling, with a minimum sample number of 121 respondents determined based on the results of the pilot study. Data analysis was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS software, which included the evaluation of the outer model (validity and reliability of the construct) and the inner model (testing the relationship between variables and hypotheses). The research model examines the influence of System Quality, Information Quality, Service Quality, Trust, and Perceived of Risk on Intention to Use and User Satisfaction, as well as their impact on Net Benefit. The results of the study are expected to provide an empirical overview of the factors that determine the success of the implementation of the VIP system as well as be the basis for recommendations for PT XYZ in improving the quality of information systems, user satisfaction, and the effectiveness of business processes through digital transformation.

Data Sources and Data Blumming Techniques

This study uses primary data and secondary data. Primary data was obtained through the distribution of questionnaires to active users of the Vendor Invoicing Portal (VIP) PT XYZ, both from internal parties and external vendors, with the criteria of having used the system at least once, having an official account, and being involved in the process of submitting, verifying, or managing bills through the VIP system. The data obtained is ordinal scale and then transformed into interval data using the Method of Successive Interval (MSI) for statistical analysis purposes. Meanwhile, secondary data was obtained from scientific journals, articles, literature, and online sources relevant to the research. The data collection technique was carried out through interviews to obtain information about user constraints and needs, questionnaires distributed online through Google Form to respondents, as well as direct observation of the use of the VIP system within PT XYZ to verify operational conditions and gain an empirical understanding of system performance.

Data Analysis Stage

This study uses the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with the help of SmartPLS software to analyze the causal relationships between latent variables in the research model. This method was chosen because it is able to handle complex models, involves reflective constructs, and does not require strict normal data distribution. The analysis was carried out after all questionnaire data was collected through the stages of data screening, coding, and data processing, then continued with the evaluation of the measurement model (outer model) through testing indicator reliability (outer loading > 0.70), internal consistency reliability (Composite Reliability > 0.70), convergent validity (Average Variance Extracted > 0.50), and discriminant validity using Fornell–Larcker and HTMT criteria (< 0.85). After the measurement model meets all the requirements for validity and reliability, an evaluation of the structural model (inner model) is carried out through R^2 , f^2 , Q^2 analysis, as well as path coefficient testing using bootstrapping techniques to determine the significance of the relationship between variables and test the research hypothesis. This approach is used to evaluate the influence of System Quality, Information Quality, Service Quality, Perceived Risk, Trust, Intention to Use, User Satisfaction, Product Quality, Quality in Use, and Business Goal Achievement on the implementation of the Vendor Invoicing Portal (VIP) at PT XYZ

comprehensively.

RESULTS AND DISCUSSION

Hypothesis Test Analysis

After the measurement model (outer model) is declared to meet the criteria of validity and reliability, the next stage is the evaluation of 13574the structural model (inner model). This test aims to assess the strength of the relationship between constructs, the predictive ability of the model, and the degree of suitability of the research model. The inner model test is to find out whether the 13574structural model fits or not in the research, the following are the results of the inner model test.

Coefficient of Determination (R^2)

Table 1. Inner Model Structural Test

	R-square	R-square adjusted
User Satisfaction	0.635	0.622
Net Benefits	0.587	0.580
Intention to Use	0.578	0.559

Source: research results 2026 f

The value of the determination coefficient (R^2) showed that the user satisfaction variable had a value of 0.635, which means that 63.5% of the variation in user satisfaction could be explained by the independent variables used in the study model, while the remaining 36.5% were influenced by other factors beyond the scope of this study. Furthermore, the net benefit variable had an R^2 value of 0.587, indicating that 58.7% of the net benefit variation could be explained by the variables that affected it in the model, while the other 41.3% were explained by other variables that were not studied. Meanwhile, the use intention variable showed an R^2 value of 0.578, which means that 57.8% of the variation in use intention could be explained by the constructs in the study model, while the remaining 42.2% were influenced by other factors outside the proposed model.

Q-Square Predictive Relevance (Q^2)

The value of Q square predictive relevance has a value of more than 0 in the good category, meaning that the observed values have been well reconstructed with predictive relevance. Based on the results of the predictive relevance test using the blindfolding method, as presented in table 4.9 processed from the Excel file "PLS Blindfolding" in the total section, a Q^2 value was obtained for all endogenous variables studied. The value of Q^2 is calculated based on a comparison between the Sum of Squared Observations (SSO) and the Sum of Squared Errors (SSE) with the formula $Q^2=1-SSE/SSO$.

Table 2. Nilai Q-Square Predictive Relevance (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
User Satisfaction	363.000	168.395	0.536
Net Benefits	484.000	284.549	0.412
Intention to Use	242.000	120.103	0.504

Source: 2026 research results

The test results showed that the user satisfaction variable had a Q^2 value of 0.536, a net benefit variable of 0.412, and a usage intention variable of 0.504. All of these Q^2 values are above zero ($Q^2 > 0$), which indicates that the structural model has good predictive relevance. This shows that the model is able to adequately reconstruct the observed values and has predictive capabilities that are relevant to the endogenous constructs being studied.

Hypothesis Test Results

The significance of the estimated parameters provides very useful information to determine the relationship between variables in this study. Hypothesis testing is done by looking at its probability value and its t-statistic. For the probability value, the p-value with a α of 5% is < 0.05 . The t-table value for α 5% is 1.986. Thus, the criterion for hypothesis acceptance is when the t-statistical value $> t$ -table. Hypothesis testing with the Smart PLS method was carried out by bootstrapping process, so that the relationship between the influence of exogenous variables on endogenous variables was obtained as follows:

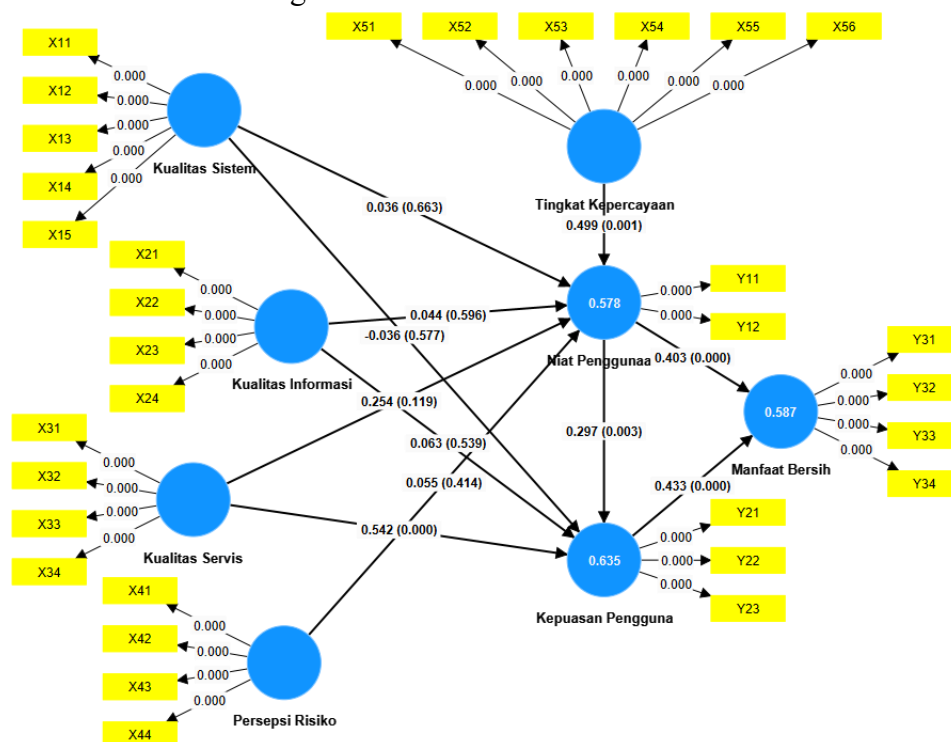


Figure 1. Bootstrapping Results

Figure 1 of the bootstrapping results provides an overview of the direction of the relationship and the level of significance between constructs in the research model. To obtain a more structured interpretation, the results of hypothesis testing which include path coefficients, t-statistics, and p-values are presented in the following table 3. These values are used as a basis for determining the acceptance or rejection of research hypotheses.

Table 3. Bootstrapping Results Direct Effect (Hypothesis)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remarks
Quality → of User Satisfaction System	-0.036	-0.037	0.065	0.559	0.577	Insignificant
System Quality → Intention to Use	0.036	0.049	0.083	0.437	0.663	Insignificant
Quality of Information → User Satisfaction	0.063	0.071	0.101	0.616	0.539	Insignificant
Quality of Information → Intention to Use	0.044	0.033	0.082	0.532	0.596	Insignificant
Service Quality → User Satisfaction	0.542	0.527	0.135	4.012	0.000	Significant
Service Quality → Intention to Use	0.254	0.209	0.162	1.570	0.119	Insignificant
Risk Perception → Intention to Use	0.055	0.053	0.067	0.819	0.414	Insignificant
Confidence Level → Intention to Use	0.499	0.535	0.140	3.577	0.001	Significant
Intention to Use → User Satisfaction	0.297	0.300	0.097	3.062	0.003	Significant
Intention to Use → Net Benefits	0.403	0.394	0.090	4.464	0.000	Significant
User Satisfaction → Net Benefits	0.433	0.445	0.082	5.266	0.000	Significant

Source: 2026 research results

Indirect influence testing was carried out to determine the role of mediation variables, namely User Intent and User Satisfaction, in influencing Net Benefits. The significance criteria were determined based on the T-statistics value > 1.96 and P-values < 0.05 .

1) The Influence of Information Quality on Net Benefits through User Satisfaction

The results of the indirect influence test showed that Information Quality did not have a significant effect on Net Benefits through User Satisfaction, with a path coefficient value of 0.027, T-statistics of 0.590, and P-values of 0.556. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, User Satisfaction does not act as a mediating variable in the relationship between Information Quality and Net Benefit. These results show that the relationship between Information Quality and Net Benefits does not occur through the User Satisfaction mediation mechanism.

2) The Influence of Information Quality on Net Benefits through Use Intent and User Satisfaction

The results of the chain mediation pathway test showed that the effect of Information Quality on Net Benefits through Use Intent and User Satisfaction was not significant, with a path coefficient value of 0.006, T-statistics of 0.432, and P-values of

0.667. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Usage Intent and User Satisfaction in a chain are not able to mediate the relationship between Information Quality and Net Benefit. These results show that the chain mediation pathway through the two variables is not empirically proven in the research model.

3) The Influence of Use Intent on Net Benefits through User Satisfaction

The results of the indirect influence test showed that the Intention of Use had a positive and significant effect on the Net Benefit through User Satisfaction, with a path coefficient value of 0.128, T-statistics of 2.441, and P-values of 0.016. The T-statistical value > 1.96 and the P-values < 0.05 indicate that the indirect influence is statistically significant. Thus, User Satisfaction acts as a mediating variable in the relationship between Intent of Use and Net Benefit. These results show that increasing Intent of Use can increase Net Benefits through increased User Satisfaction, so that the mediation pathway is empirically proven in the research model.

4) The Effect of Information Quality on Net Benefits through Intent of Use

The results of the indirect influence test showed that Information Quality did not have a significant effect on the Net Benefit through Intention of Use, with a path coefficient value of 0.018, T-statistics of 0.526, and P-values of 0.600. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Intent of Use does not act as a mediating variable in the relationship between Information Quality and Net Benefit. These results show that the relationship between Information Quality and Net Benefit does not occur through the Intent to Use mediation mechanism.

5) The Effect of Service Quality on Net Benefits through User Satisfaction

The results of the indirect influence test showed that Service Quality had a positive and significant effect on Net Benefit through User Satisfaction, with a line coefficient value of 0.235, T-statistics of 3.022, and P-values of 0.003. The T-statistical value > 1.96 and the P-values < 0.05 indicate that the indirect influence is statistically significant. Thus, User Satisfaction acts as a mediating variable in the relationship between Service Quality and Net Benefit. These results show that improving Service Quality can increase Net Benefits through increased User Satisfaction, so that the mediation pathway is empirically proven in the research model.

6) The Effect of Service Quality on Net Benefits through Use Intent and User Satisfaction

The results of the serial mediation test showed that the effect of the Confidence Level on Net Benefits through Use Intent and User Satisfaction was not significant, with a path coefficient value of 0.033, T-statistics of 1.307, and P-values of 0.194. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Usage Intent and User Satisfaction in sequence do not act as mediating variables in the relationship between Trust Level and Net Benefit. These results show that the chain mediation pathway through the two variables is not empirically proven in the research model.

7) The Effect of Service Quality on Net Benefits through Intent of Use

The results of the indirect effect test showed that Service Quality had no significant effect on Net Benefit through Intent of Use, with a path coefficient value of 0.102, T-statistics of 1.497, and P-values of 0.137. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Intent of Use does not act as a mediating variable in the relationship between Quality of Service and Net Benefit. These results show that the relationship between Quality of Service and Net Benefits does not occur through the Intent of Use mediation mechanism.

8) The Effect of System Quality on Net Benefits through User Satisfaction

The results of the indirect influence test showed that System Quality did not have a significant effect on Net Benefit through User Satisfaction, with a path coefficient value of -0.016, T-statistics of 0.514, and P-values of 0.608. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, User Satisfaction does not act as a mediating variable in the relationship between System Quality and Net Benefit. These results show that the relationship between System Quality and Net Benefits does not occur through the User Satisfaction mediation mechanism.

9) The Influence of System Quality on Net Benefits through Use Intent and User Satisfaction

The results of the serial mediation test showed that the effect of System Quality on Net Benefits through Use Intent and User Satisfaction was not significant, with a path coefficient value of 0.005, T-statistics of 0.374, and P-values of 0.709. The T-values < 1.96 and the P-values > 0.05 showed that the indirect influence was not statistically significant. Thus, Usage Intent and User Satisfaction in sequence do not act as mediating variables in the relationship between System Quality and Net Benefit. These results show that the chain mediation pathway through the two variables is not empirically proven in the research model.

10) The Effect of System Quality on Net Benefits through Intent of Use

The results of the indirect influence test showed that the System Quality had no significant effect on the Net Benefit through Intention of Use, with a path coefficient value of 0.015, T-statistics of 0.456, and P-values of 0.649. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Intent of Use does not act as a mediating variable in the relationship between System Quality and Net Benefit. These results show that the relationship between System Quality and Net Benefit does not occur through the Intent of Use mediation mechanism.

11) The Effect of Risk Perception on Net Benefits through Use Intent and User Satisfaction

The results of the serial mediation pathway test showed that the effect of Risk Perception on Net Benefits through Use Intent and User Satisfaction was not significant, with a path coefficient value of 0.007, T-statistics of 0.725, and P-values of 0.470. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Usage Intent and User Satisfaction in sequence

do not act as mediating variables in the relationship between Risk Perception and Net Benefit. These results show that the chain mediation pathway through the two variables is not empirically proven in the research model.

12) The Effect of Risk Perception on Net Benefits through Intent to Use

The results of the indirect effect test showed that Risk Perception had no significant effect on Net Benefit through Intention of Use, with a path coefficient value of 0.022, T-statistics of 0.845, and P-values of 0.400. The T-values < 1.96 and P-values > 0.05 indicate that these indirect influences are not statistically significant. Thus, Intent of Use does not act as a mediating variable in the relationship between Risk Perception and Net Benefit. These results show that the relationship between Risk Perception and Net Benefit does not occur through the Intent of Use mediation mechanism.

13) The Effect of Trust Level on Net Benefits through Use Intent and User Satisfaction

The results of the chain mediation pathway test showed that the effect of the Trust Level on Net Benefits through Use Intent and User Satisfaction was not significant, with a path coefficient value of 0.064, T-statistics of 1.877, and P-values of 0.063. The T-statistical value < 1.96 and the P-values > 0.05 indicate that the indirect influence has not been statistically significant. Thus, Usage Intent and User Satisfaction in a chain have not played a mediating variable in the relationship between Trust Level and Net Benefit. These results show that the chain mediation pathway through these two variables has not been empirically proven in the research model.

14) The Effect of Trust Level on Net Benefits through Intent to Use

The results of the indirect effect test showed that the Confidence Level had a positive and significant effect on the Net Benefit through Intention of Use, with a path coefficient value of 0.201, T-statistics of 2.592, and P-values of 0.011. The T-statistical value > 1.96 and the P-values < 0.05 indicate that the indirect influence is statistically significant. Thus, Intent of Use acts as a mediating variable in the relationship between Trust Level and Net Benefit. These results show that an increase in the Confidence Level can increase the Net Benefit through an increase in Intent to Use, so that the mediation pathway is empirically proven in the research model.

The results of the mediation test showed that User Satisfaction played a role as a partial mediation variable in the relationship between Service Quality and Net Benefit. This is demonstrated by significant indirect influences (T-statistics = 3.022; P-values = 0.003) and the significant direct influence of Service Quality on Net Benefit. In addition, User Satisfaction also partially mediates the relationship between Intent of Use and Net Benefit, which is demonstrated by significant indirect influences (T-statistics = 2.441; P-values = 0.016) and the significance of the direct influence of Intention of Use on Net Benefit. Thus, both relationships are categorized as partial complementary mediation, which shows that User Satisfaction strengthens the influence of Service Quality and Intent of Use on Net Benefits without replacing the existing direct influence.

Managerial Implications

Based on the results of the research, there are several managerial implications that can be of concern to organizations in increasing the success of the implementation of the Vendor Invoicing Portal (VIP) system at PT XYZ.

1. Strengthening the trust aspect in the management of the VIP system

The results of the study show that the aspect of trust in an organizational system is the most influential factor on the intention to use. Therefore, organizations need to increase user trust in the system through increased transparency of business processes, security of transaction data, and reliability of system integration with other supporting platforms such as SAP, IPMS (Integrated Payment Management System), and CoreTax. Strengthening trust can be done through improving system trail audits, improving data protection and user access security, and providing more accurate and transparent payment status information so that users feel more confident in the reliability of the system.

2. Improved service quality

Service quality has been proven to have a positive and significant effect on user satisfaction. This shows that service support is an important aspect in the successful implementation of the VIP system. Therefore, organizations need to strengthen the function of the helpdesk or technical support by increasing the speed of response to user constraints, providing clearer and easier to understand system usage guidelines, and conducting regular training and socialization to internal users and vendors. Good service support is expected to be able to increase user comfort and satisfaction in using the system.

3. Improved user experience of the VIP system

Although the quality of the system does not have a significant effect on the intention to use, improving the user experience is still necessary to support the effectiveness of the use of the system. Organizations need to improve the system interface, ease of navigation, clarity of process flow, and simplify the stages of document input to make the system easier to use. A better user experience can help reduce document input errors and improve the efficiency of the payment administration process.

4. Implementation of periodic monitoring and evaluation of the system

Monitoring and evaluation of the implementation of the VIP system needs to be carried out on an ongoing basis to ensure that the system is able to provide optimal benefits for the organization. The evaluation can be focused on operational indicators such as the Return to VIP (RTV) rate, the speed of the document verification process, the effectiveness of data integration between systems, and the efficiency of the vendor's payment processing time. Through periodic evaluations, organizations can identify implementation constraints more quickly and determine appropriate improvement steps to improve system effectiveness.

Implications for Business Process Development

1. Alignment of system implementation with organizational business process readiness

The implementation of information systems does not only depend on technological readiness, but also requires the readiness of business processes and organizational operational procedures. Therefore, organizations need to make adjustments to standard operating procedures (SOPs), workflows, and coordination mechanisms between units so that the implementation of the VIP system can run more effectively and be integrated with the company's operational needs.

2. Improved refreshment and user understanding of system procedures

The high rate of document returns (Return to VIP/RTV) indicates that there is still a gap in user understanding of the procedures and document requirements in the VIP system. Therefore, organizations need to improve user education programs through two approaches, namely refreshment for existing users and socialization for new users. The refreshment program is needed to update the understanding of existing users regarding changes in procedures, administrative provisions, and system updates applied in the centralised payment process. Meanwhile, socialization for new users is needed to provide a basic understanding of the flow of using the system, completeness of documents, and applicable payment administration standards.

In addition, organizations also need to provide easy-to-understand system usage guidelines, periodic training, and responsive communication media for internal users and vendors. These efforts are expected to be able to reduce document input errors, improve administrative suitability, speed up the verification process, and increase the effectiveness of the overall implementation of the VIP system.

3. Improvement of the verification process in level 4 business processes

The results of the system implementation show that the document verification process in the implementing unit still does not have a specific and standardized arrangement in the level 4 business process. This condition has the potential to cause differences in interpretation in the document review process, inconsistencies in administrative requirements, and an increase in the rate of document returns (RTV). Therefore, organizations need to develop and establish more detailed verification mechanisms at the operational level, including document inspection standards, verification flows, division of roles and responsibilities, and administrative completeness parameters that must be met before documents are further processed in the VIP system. This improvement in business processes is expected to improve the consistency of the verification process, speed up the payment process, and minimize the occurrence of administrative errors.

CONCLUSION

The conclusions and recommendations of this study indicate that the successful implementation of the Vendor Invoicing Portal (VIP) at PT XYZ is more influenced by user behavior than by the system's technical characteristics. Trust is proven to be the primary determinant that increases intention to use, while service quality is the most influential factor on user satisfaction. Furthermore, intention to use and user satisfaction are proven to have a positive influence on net benefit, with user satisfaction also acting as a partial mediator between service quality and net benefit. These findings indicate that in mandatory systems, successful implementation depends not only on the quality of the system, information, and services, but also on the organization's ability to build trust, provide responsive service support, and create a positive user experience. Therefore, PT XYZ is advised to strengthen system security and transparency, improve the quality of technical assistance services, enhance the user experience, and conduct regular implementation evaluations. Furthermore, further research can be developed by adding other variables such as user experience, organizational support, or digital literacy, applying research objects to different organizations, and using a mixed methods

approach to obtain a more comprehensive understanding of the factors for successful information system implementation.

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