Correlation between Technology Usage Behavior and Employee Affectivity: A Literature Review, Case Study

Puguh Sugeng Putranto, Mohammad A. Amin Soetomo

Master of Information Technology, Swiss German University, The Prominence Tower, Jalan Jalur Sutera Barat Kav 15, Alam Sutera, Tangerang 15143, Indonesia

Abstract

When employee working in a company they are act as a single and in a group working together to achieve common goals in a organized and structured way. An employee as a human has their own considerations that can drive them to be highly effective employee. There are many researches that focus on employee engagement and employee enablement to understand the drivers that makes an employee have positive behavior that can have positive impact to the performance of the company to achieve its goal. So that the employee will enthusiast to use technology that company provide.

Keywords: UTAUT, Employee Effectivity, Employee Engagement, Employee Enablement, ERP

1. Introduction

PT. GMF Aero Asia as a company that engaged in aircraft Maintenance, Repair and Overhaul (MRO) industry has very complex business process that encompass four major areas that are MRO, Supply Chain Management (SCM), Human Resource (HR), Finance (FI) and Sales Distribution (SD) and very strict in adherence to aviation safety regulation. The complexity of its operational process cycle generally depicted in Figure 1. In order to be able to run such a complex business processes and realize the company vision as “Top 10 MRO’s in the world” arises the need to implement an integrated information system that has been successfully proven and appropriate to the aircraft maintenance business processes and it must has been used by world-class company. Previous research in integrated management system shows that reasons that a company want to implementing integrated system are increased efficiency, possibility to link quality related and environmental related aspects with ethics and organizational profitability, and the possibility to develop management systems better matching stakeholder interests [Sten Abrahamsson, 2010].

Figure 1. General Review of PT. GMF Aero Asia Operational Process Cycle
After several study visits to several companies in Europe that have business processes of aircraft maintenance PT. GMF Aero Asia finally decided to adopt the SAP-based Enterprise Resource Planning (ERP) system (SWIFT) that already successfully implemented in British Airways Engineering. Board of directors decided to adopt SWIFT and its business processes without any modification or very minimal modifications if necessary. So it was impacted on major changes to business processes, organizational structures and policies that had been applied by PT. GMF Aero Asia for a long time, therefore SWIFT implementation project is not just about the ERP system implementation project but also business transformation project. In 2013 GMF started a project to implement SWIFT with very minimal modifications and ready to initial go live in 2014. SWIFT implementation will bring big impact to the employee working behavior and culture that they will adapt with the new business processes and new technology implemented. These research objectives are to get knowledge about the user usage behavior while interacting with ERP and to find correlation with the employee affectivity survey result that Hay Group conducted in PT. GMF Aero Asia. Thus, the knowledge can be used to improve current change management program in PT. GMF Aero Asia. The result of this research will be add more insight for the company that want to implement large information system so the company can give appropriate attention on people behavior as well as technical area.

2. Literature Review

2.1 Employee Effectiveness

In this era of tight business competition each company vying to win the competition by always presenting innovations in every product and services that are produced both in terms of quality, offering unique value proposition and maintain the reputation in the eyes of its customers. In order to achieve these objectives every company will establish a business strategy that fits the targeted business competition field. A well known of business strategy is to increase company competitive advantage. Competitive Advantage is an advantage gained over competitors by offering customers greater value, either through lower prices or by providing additional benefits and service that justify similar, the or possibly higher, prices [Ehmke, 2008]. One of the popular competitive advantage theories is Resource Based View (RBV), its emphasis is on the links between the internal sources of the firm, its strategy, and its performance [McWilliams et al, 1993]. Employee as one of internal company resource in human capital can be considered as a competitive advantage resource when he is utilized in the process of value creation that in line with company goal using his knowledge’s, skills and abilities this statement in line with Boxal (1986) that human resource advantage can be understood as the product of two key categories: the firm human capital (this can be considered as better human capital such as high skills, knowledge’s and abilities) and its organizational process (this can be considered as cooperation between management and labor) advantages. To get the maximum value of human capital competitive advantage the company should understand the drivers that can make their employee highly effective to achieve the company goals. To achieve employee effectiveness company should give much attention in employee engagement and employee enablement. As stated in survey research report that conducted by Aon Hewitt (2014) that best employer companies drive higher engagement, revenue growth and shareholder value than do companies with top quartile engagement levels alone. Same with Harvard Business Review survey research report (2013) showed that the more employees engaged to the company the more have impacted positively with customer satisfaction and further will be impacted in business performance. When employee working in a company they are act as a single and in a group working together to achieve common goals in a organized and structured way. Employees as a human has their own considerations that can drive them to be highly effective employee because humans is a complex and multifaceted organism they represent cognitive and affective behavior as mentioned in neuroscience research cognitive typically being first among those committed to intellectual views and affective being foremost among the more emotionally inclined [Panksepp, 2002]. There are many researches that focus on employee engagement and employee enablement to understand the drivers that makes an employee have positive behavior that can have positive impact to the performance of the company to achieve its goal. Since this paper work will use employee effectiveness survey methodology that conducted by Hay Group in PT. GMF Aero Asia in 2017, this paper will use their Employee Effectiveness Framework (figure 2)
that taken from their survey results report document as the basis of employee effectiveness model and will be accompanied and supported by explanations from related researches.

![Hay Group's Employee Effectiveness Framework](image)

Figure 2. Hay Group’s Employee Effectiveness Framework (2017).

2.2 Employee Engagement

Employee engagement is the result organizations achieve when they stimulate employees' enthusiasm for their work and direct it toward organizational success. It includes: Commitment & Discretionary effort [Hay group, 2017].

Hay group’s view there are two important components that shape employee engagement that is:

- **Commitment**: Affective attachment to, and intention to remain with, an organization.
- **Discretionary Effort**: The willingness to go above and beyond formal job requirements.

In line with other researcher’s opinion as outlined in their publication as shown in Table 1 listed definition of Employee Engagement.

<table>
<thead>
<tr>
<th>Reference</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Erickson (2005)</td>
<td>Engagement is above and beyond simple satisfaction with the employment arrangement or basic loyalty to the employer—characteristics that most companies have measured for many years. Engagement, in contrast, is about passion and commitment—the willingness to invest oneself and expend one’s discretionary effort to help the employer succeed.</td>
</tr>
<tr>
<td>Vance (2006)</td>
<td>The degree to which employees fully occupy themselves in their work, as well as the strength of their commitment to the employer and role.</td>
</tr>
<tr>
<td>Schaufeli &amp; Bakker (2010)</td>
<td>In essence, engagement is defined in terms of: (1) organizational commitment, more particularly affective commitment (i.e., the emotional attachment to the organization) and continuance commitment (i.e., the desire to stay with the organization), and (2) extra-role behavior (i.e., discretionary behavior that promotes the effective functioning of the organization).</td>
</tr>
<tr>
<td>Wicaksono et al (2015)</td>
<td>Employee engagement can be treated as “the intensity of employee’s emotional connection (i.e. attachment) that they feel for their organization, which influences them to exert greater discretionary effort (i.e. extra effort) committed to achieving their work goals.</td>
</tr>
</tbody>
</table>
There are drivers in Figure 4 that makes employee feeling engaged to the company as listed below:

- **Clear & Promising Direction**: Clarity of organizational direction to employees is essential to effective execution [Hay group, 2017]. Previous studies showed that job satisfaction resulted from when the employee feels that their job and role fit with organization strategy and goals [Vance, 2006; Wellins et al, 2006; Van Dyne, 2004] since it will raise long-term commitment.

- **Quality & Customer Focus**: Being focused on its customers, delivering high quality products and services, and being innovative in developing new offerings is critical to building employee confidence in the direction and future market position of the organization [Hay group, 2017]. Previous studies showed that organizational resources (Training, Autonomy, Technology) can affect work engagement and supportive working environment that focus on delivering service quality can enhance employee performance & job satisfaction [Salanova et al, 2005; Ram et al, 2011; Ellinger & Musgrove, 2012].

- **Confidence in Leaders**: Measures the extent to which employees have confidence that senior leaders are capable of executing on strategic objectives [Hay group, 2017]. Based on study on 19 countries IBM has concluded that leaders who inspire confidence in the future as one of employee engagement driver [IBM, 2014]. To raise confidence feelings about the future among the followers that eventually will bring vigor and excitement in their job, a leader should be able to articulate and communicating the organization’s vision, purpose, and goals and use their charisma and intellectual stimulation to inspire their follower to be innovative and creative [Gumusluoglu & Isivr, 2007; Castelano, 2015; Wicaksono et al, 2015].

- **Respect & Recognition**: The extent to which the organization takes personal interest in employees and makes a commitment to employees as more than factors of production [Hay group, 2017]. Beside formal recognition employee still need of day-to-day informal recognition and need to be convinced that management acknowledges their contribution in ideas and effort [Khalifeh & Mat Som, 2013; Wicaksono et al, 2015].

- **Development Opportunities**: The extent to which employees are able to expand their capabilities and grow within this organization [Hay group, 2017]. Organization must give much attention to employee development in skill and career progression to maintain and increase employee motivation to not to burnout to accomplish their job and their willingness to keep stay in the company [Bakker & Demerouti, 2006; Anderton & Bevan, 2014].

- **Pay & Benefits**: Clarifying the equity of pay systems both internally and externally is critical to building employees’ confidence that they are receiving an appropriate return on their investments in the organization [Hay group, 2017]. A Research Report by the Society for Human Resource Management (SHRM) in Employee Job Satisfaction and Engagement Survey of 600 U.S. employees on 2013 indicated that compensation/pay took the lead among job satisfaction contributors in 2013: 60% of employees indicated that it was very important to their job satisfaction. With four common competition factors: being paid competitively with the local market, base rate of pay, Opportunities for variable pay (e.g., bonuses, commissions, other variable pay, monetary rewards for ideas or suggestions), stock options [SHRM, 2013]. Same with Castellano, 2015 stated that rewards and benefit can help motivate employees to behave in ways that benefit the organization.

2.2.1 **Employee Enablement**

Employees are 'enabled' when jobs and work environments support them to channel their enthusiasm into productive action. Enablement includes: Optimized roles & supportive environments [Hay group, 2017].

Hay group’s view there are two important components that shape employee enablement that is:

- **Optimized Role**: Challenging and interesting work where people are able to use their skills and abilities.

- **Supportive Environment**: Productive conditions and a lack of barriers to getting the job done.

In line with other researcher’s opinion as outlined in their publication as shown in Table 2 listed definition of Employee Enablement.
Enablement is defined as giving employees what they need to do their jobs well: organizational structures, information technologies, and other resources that let employees make decisions that contribute to the firm’s profitable growth.

Enablement refers to the organizational structures, information technologies, and other resources that make it possible for employees to make decisions.

They call enablement as to influence employees’ performance and their willingness and ability to “go the distance,” employers can focus on two aspects of the work environment. First, they can provide the support employees need to do their work efficiently and effectively.

Employee enablement as “the extent to which employees feel they are provided with what they need to do their jobs well and are provided with an environment in which they feel comfortable to perform to the best they can be”.

Table 2. List of Employee Enablement definition

<table>
<thead>
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<tr>
<td>Wright (2008)</td>
<td>Enablement is defined as giving employees what they need to do their jobs well: organizational structures, information technologies, and other resources that let employees make decisions that contribute to the firm’s profitable growth.</td>
</tr>
<tr>
<td>Schwartz (2008)</td>
<td>Enablement refers to the organizational structures, information technologies, and other resources that make it possible for employees to make decisions.</td>
</tr>
<tr>
<td>Tower-Watson (2011)</td>
<td>They call enablement as to influence employees’ performance and their willingness and ability to “go the distance,” employers can focus on two aspects of the work environment. First, they can provide the support employees need to do their work efficiently and effectively.</td>
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<tr>
<td>Wicaksono et al (2015)</td>
<td>Employee enablement as “the extent to which employees feel they are provided with what they need to do their jobs well and are provided with an environment in which they feel comfortable to perform to the best they can be”.</td>
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There are drivers in Figure 4 that makes employee feeling enabled to the company as listed below:

- **Performance Management**: Clarity regarding personal goals and priorities enables performance by allowing employees to focus their efforts on essential, value-added tasks. Also helps ensure that employee capabilities are optimally developed and used [Hay group, 2017]. Professional development can help employee to master their duties and responsibilities in their current role and the degree of employee understanding of organization vision and mission are essential to enable employees to think their time and efforts contributing to the greater picture [SHRM, 2013]. By understanding vision and mission of the organization it can stimulate energy, focus and intensity of the employee to their job and managers can assign job to the employee that fit to their skills, needs and values [Gruman and Saks, 2011].

- **Authority & Empowerment**: Measures extent to which employees have appropriate autonomy and discretion, to better able to structure their work arrangements and promote personal effectiveness [Hay group, 2017]. Employee empowerment as the extent to which employees feel they are given problem-solving and decision-making authority to take responsibility for using the organization’s resources to achieve results [Wicaksono et al, 2015].

- **Resources**: Measures extent to which environment is supportive in ensuring employees have the information and resources (e.g., tools, equipment, supplies) required to do their jobs effectively [Hay group, 2017]. Wicaksono et al (2015) refer from Towers-Watson (2011) that adequacy of work equipment and supplies is the extent to which an employee perceives how adequately the organization provides well-functioning equipment and the necessary supplies of work materials, which play significant roles in how well the employee gets the job done.

- **Training**: Measures extent to which employees are well equipped with the necessary knowledge and skills to carry out key tasks and to deal effectively with internal and external customers [Hay group, 2017]. When employee has appropriate training it can increase their confidence level to perform better in their job and can remove obstacles in their work will increase better service climate [SHRM, 2013, Gruman & Saks, 2011, Markos & Sridevi, 2010, Salanova et al, 2005]

- **Collaboration**: Measures prevalence of effective working relationships to support employees in delivering their best work and enable optimum contributions [Hay group, 2017]. When employees have the support and cooperation of their coworkers, they are able to accomplish more and share ideas to come up with creative solutions [Wellins et al, 2006].

- **Work Structure & Process**: Measures operating efficiency and extent to which employees feel that the organization introduces barriers to getting their jobs done [Hay group, 2017]. Wicakseno et al (2015) refer from Towers-Watson (2011) that effective work process is the extent to which an employee perceives that the organization provides effective work processes, which contribute to her/his ability to the job done.
2.2 Unified Theory of Acceptance and Use of Technology (UTAUT)

Since there are many research areas in information technology acceptance, there has been conducted that created new models, criticized models, and modified existing models. It is necessary to evaluate all of these researches to make one single unified model. Unified Theory of Acceptance and Use of Technology (UTAUT) model has been proposed as seen in Figure 3.

![UTAUT Model](venkatesh-2003.png)

Figure 3. UTAUT Model [Venkatesh et al, 2003]

- **Performance Expectancy**
  Performance expectancy is defined as the degree to which an individual believes that using the system will help him or her to attain gains in job performance. With construct items as listed below:
  a. I would find the system useful in my job.
  b. Using the system enables me to accomplish tasks more quickly.
  c. Using the system increases my productivity.
  d. If I use the system, I will increase my chances of getting a rise.

- **Effort Expectancy**
  Effort expectancy is defined as the ease associated with the use of the system. With construct items as listed below:
  a. My interaction with the system would be clear and understandable.
  b. It would be easy for me to become skillful at using the system.
  c. I would find the system is easy for me.
  d. Learning to operate the system is easy for me.

- **Social Influence**
  Social influence is defined as the degree to which an individual perceives that important others believe he or she should use the new system. With construct items as listed below:
  a. People who influence my behavior think that I should use the system.
  b. People who are important to me think that I should use the system.
  c. The senior management of this business has been helpful in the use of the system.
  d. In general, the organization has supported the use of the system.

- **Facilitating Conditions**
  Facilitating conditions is defined as the degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system. With construct items as listed below:
  a. I have the resources necessary to use the system.
  b. I have the knowledge necessary to use the system.
• The system is not compatible with other systems i use.
• A specific person (or group) is available for assistance with system difficulties.

**Behavioral intention to use the system**
Behavioral intention to use the system is defined as the degree of intention to use of the system in the future to present their acceptance of the system. With construct items as listed below:
- I intend to use the system in the next <n> months.
- I predict i would use the system in the next <n> months.
- I plan to use the system in the next <n> months.

For gender, age, voluntariness and experience are the key moderators that influence above determinants.

### 2.2.1 ERP User Acceptance Model

The ERP system is a complex system which impacts large numbers of end-users in the organizations [Chen & Zeng, 2012] that’s why it is so important to understand its acceptance among users that using it. Chen and Zeng (2012) had identified factors that may affect of the acceptance of ERP post implementation; they adopt UTAUT as their base research model with adapted construct or construct items regarding ERP post implementation adoption factors that found in previous researches.

![ERP User Acceptance Model](image)

**Figure 4. ERP user acceptance model [Chen & Zeng, 2012]**

**Performance Expectancy**

**a. Business process adoption**
The system can full-fill user’s working needs as well as his or her organization needs, well adopted between business process and users opinions. With construct items as listed below:
➢ The ERP system adapts well with my positions’ business requirement.
➢ The ERP system adapts well with my departments’ business requirement.
➢ All part of the ERP system is acceptable in fulfilling my requirement.

**b. ERP performance**
ERP performance is the extent to which a person believes that a system is consistent and the entire related tasks are well performed. With construct items as listed below:
➢ ERP system makes it faster to search data.
➢ ERP system makes it faster to retrieve data.
➢ ERP system improves my job efficiency.
➢ ERP system makes my job easier.

c. **ERP communication**
   Lack of communication when there are changes in different department regarding the ERP system. With construct items as listed below:
   ➢ I have always been informed about the status of the ERP project in my company.
   ➢ I am aware of the changes that will happen in my position brought by the ERP project.
   ➢ I am aware of the changes that will happen in my department brought by the ERP project.

- **Effort Expectancy**
  a. **ERP functionality**
     System functions are flexible and stable, can response to rapid changes. With construct items as listed below:
     ➢ I think the ERP system in our company is functionally well and stable.
     ➢ ERP system in my company can generate a rapid response if there is a change in business process.
     ➢ I think ERP system is easy to use and its functions are flexible.
  b. **Computer Nervousness**
     The experience of using computer will influence the acceptance of information system. With construct items as listed below:
     ➢ I am nervous when I working with computer.
     ➢ I feel comfortable to work with computer.
  c. **Technological innovation**
     Stands for to what extent a person is willing to try new Information Technology. With construct items as listed below:
     ➢ If I hear about a new appeared IT, I will strive to try it in different ways.
     ➢ Among my working companions, I am always the first to try out new IT.
     ➢ I always like to try the new appeared IT.

- **Social Influence**
  a. **Social impact and support**
     Including social factors and subjective norms. With construct items as listed below:
     ➢ I have support from my manager on the use of ERP system for my job.
     ➢ People who influence my behavior think that I should use ERP system.
     ➢ Generally, my company supports the use of ERP system.

- **Facilitating Conditions**
  a. **ERP support**
     ERP support is the extent to which an individual receives enough support from IT department. With construct items as listed below:
     ➢ IT staff will help when I met system problems.
     ➢ Those kind of urgent situations (computer virus, data losing) are always priority to IT sup-port department.
  b. **Behavioral intention to use the system**
     With construct items as listed below:
     ➢ I plan to use ERP system in the future
  c. **User behavior**
     With construct items as listed below:
     ➢ After company introduces ERP system, I always want to use this system.

3. **Research Method**

3.1 **Literature Review**

To buttress our understanding about the research field we search several previous works from many academic journal and business related fields. As mentioned by Hart (1998) “the use of ideas in the literature to justify the particular approach to the topic, the selection of methods, and demonstration that
this research contributes something new”. There are three steps to do literature review process as seen in Figure 5.

![Figure 5. The three stages of effective literature review process [Levy, 2006]](image)

By accomplishing those three steps researches hopefully will [Levy, 2006]:1. Helping the researcher understand the existing body of knowledge including where excess research exists (i.e. what is already known?) and where new research is needed (i.e. what is needed to be known?) 2. Providing a solid theoretical foundation for the proposed study (related to “what is already known?”) 3. Substantiating the presence of the research problem (related to “what is needed to be known?”) 4. Justifying the proposed study as one that contributes something new to the Body of Knowledge 5. Framing the valid research methodologies, approach, goals, and research questions for the proposed study

3.2 Case Study

To know that some methodology and theoretical foundation applicable in the real business life we select a single case that we assume it related to the field that being researched. This approach helps us to reveal a phenomenon within its context as mentioned by Baxter (2008).

4. Findings

As we want to find out the correlation of Human Resource study to the Information System research field first will find the equality of meaning of each literature in Employee Effectiveness to UTAUT model.

4.1. Performance Expectancy

In UTAUT model we found similar meaning with Employee Effectiveness literature that included in Performance Expectancy group.

<table>
<thead>
<tr>
<th>UTAUT</th>
<th>Employee Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I would find the system useful in my job [Venkatesh et al, 2003].</td>
<td>1. <strong>Work Structure &amp; Process</strong></td>
</tr>
<tr>
<td>The system can full-fill user’s working needs as well as his or her</td>
<td>2. <strong>Performance Management</strong></td>
</tr>
<tr>
<td>organization needs, well adopted between business process and users</td>
<td>3. <strong>Authority &amp; Empowerment</strong></td>
</tr>
<tr>
<td>2. Using the system enables me to accomplish tasks more quickly</td>
<td>5. <strong>Development Opportunities</strong></td>
</tr>
<tr>
<td>[Venkatesh et al, 2003]. ERP performance is the extent to which a</td>
<td>6. <strong>Pay &amp; Benefits</strong></td>
</tr>
<tr>
<td>person believes that a system is consistent and the entire related</td>
<td></td>
</tr>
<tr>
<td>tasks are well performed [Chen &amp; Zeng, 2012].</td>
<td></td>
</tr>
<tr>
<td>3. Using the system increases my productivity [Venkatesh et al, 2003]</td>
<td></td>
</tr>
<tr>
<td>4. If I use the system, I will increase my chances of getting a rise</td>
<td></td>
</tr>
</tbody>
</table>

| Venkatesh et al, 2003]                                              |                                                             |
5. I am aware of the changes that will happen in my position brought by the ERP project [Chen & Zeng, 2012].

4.2. Effort Expectancy

In UTAUT model we found similar meaning with Employee Effectiveness literature that included in Effort Expectancy group.

<table>
<thead>
<tr>
<th>UTAUT</th>
<th>Employee Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The system is easy to operate, clear and understandable [Venkatesh et al, 2003].</td>
<td>1. Training</td>
</tr>
<tr>
<td>2. System functions are flexible and stable, can response to rapid changes [Chen &amp; Zeng, 2012].</td>
<td>2. Quality &amp; Customer Focus</td>
</tr>
<tr>
<td>3. The experience of using computer will influence the acceptance of information system [Chen &amp; Zeng, 2012].</td>
<td></td>
</tr>
<tr>
<td>4. Stands for to what extant a person is willing to try new Information Technology [Chen &amp; Zeng, 2012].</td>
<td></td>
</tr>
</tbody>
</table>

4.3. Social Influence

In UTAUT model we found similar meaning with Employee Effectiveness literature that included in Social Influence group.

<table>
<thead>
<tr>
<th>UTAUT</th>
<th>Employee Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. People who influenced my behavior, important to me, my senior manager and my organization think I should use and support to use the system [Venkatesh et al, 2003]. It similar with Social Influence that described in Chen &amp; Zeng (2012).</td>
<td>1. Confidence in Leaders</td>
</tr>
<tr>
<td></td>
<td>2. Collaboration</td>
</tr>
</tbody>
</table>

4.4. Facilitating Condition

In UTAUT model we found similar meaning with Employee Effectiveness literature that included in Facilitating Condition group.

<table>
<thead>
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<th>UTAUT</th>
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</tr>
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<tbody>
<tr>
<td>1. I have the resources necessary and Knowledge to use the system [Venkatesh et al, 2003].</td>
<td>1. Resources</td>
</tr>
<tr>
<td>2. ERP support is the extent to which an individual receives enough support from IT department [Chen &amp; Zeng, 2012].</td>
<td></td>
</tr>
</tbody>
</table>
5. Conclusion

Based on our finding in section 4. We develop proposed conceptual framework as seen in Figure 6.

This conceptual framework theoretically proved to us that the study in Human Resource field can be correlated with Information System field. Thus, we can find a way how to do change management when implementing new technology in a company more effective and efficient by understanding the people needs and perceived that lead to their affectivity when doing their daily task. Of course this conceptual framework still need to be evaluated by quantitative approach to make sure that this theoretically model could be applied in real situation. We left that work for future study.

References


