



**TO STUDY THE EMPLOYEE'S ACCEPTANCE OF
TRANSFORMATION OF TECHNOLOGY INVOLVEMENT IN
BUSINESS**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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This Independent Study has been Approved as a Partial Fulfillment of the
Requirement of International Master of Business Administration in International
Business Management

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Declaration

I, CAI GEFEI, hereby certify that the work embodied in this independent study entitled "TO STUDY THE EMPLOYEE'S ACCEPTANCE OF TRANSFORMATION OF TECHNOLOGY INVOLVEMENT IN BUSINESS" is result of original research and has not been submitted for a higher degree to any other university or institution.

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Title: To study the employee's acceptance of transformation of technology involvement in business
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ABSTRACT

With the potential resistance from the employees, the problem statement had been clear to state the acceptance level for the employees to become the topic for the exploration for the research study. The purpose of this research is to explore the employee's acceptance of the transformation of technology involvement in business. The problem statement for this research is motivated by the trend of the increase in the involvement use of technology in the workplace where the majority of business organizations are continuously seeking improvement where the research study explores the study on the significance of the factors based on the variables tested including the perceived usefulness, perceive ease of use, job satisfaction, and technology threat. The objectives of the study were 1). To identify the impact for the employees towards the new technology in business with the factor of perceived usefulness. 2). To identify the impact for the employees towards the new technology in business with the factor of perceived ease of use. 3). To identify the impact for the employees towards the new technology in business with the factor of job satisfaction. 4). To identify the impact for the employees towards the new technology in business with the factor of technology threat.

The research adopted the quantitative research method where the quantitative data analysis will be conducted based on the data input from 150 questionnaires distributed to the target population of working employees in MNCs based in China. The quantitative analysis identified that the independent variables of perceived usefulness, perceived ease of use, and technology threat are found to have having significant positive impact on the technology acceptance of the employees, but the job satisfaction variable showed no significant presence against the dependent variable of technology

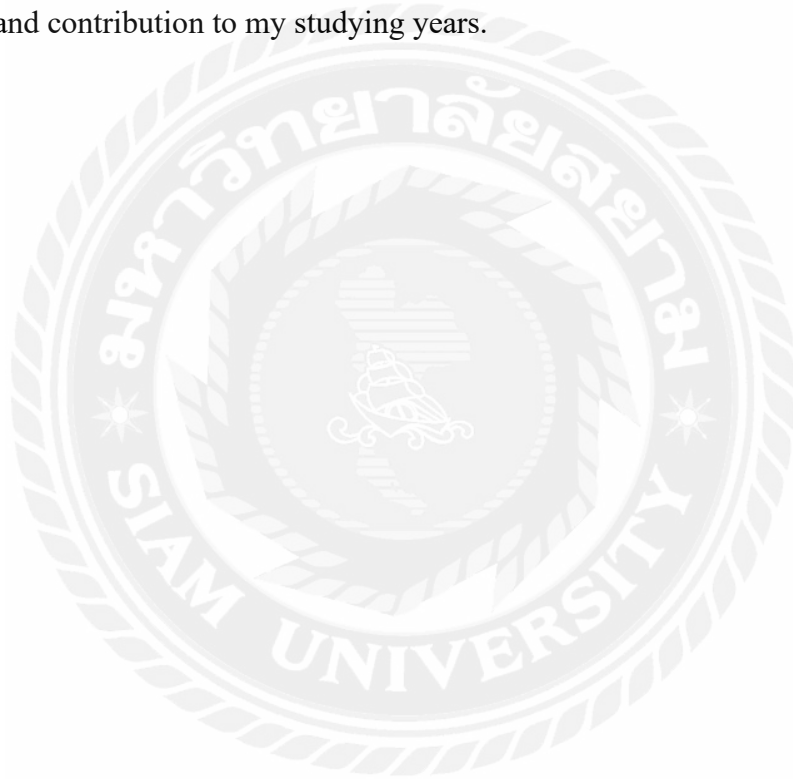
acceptance. The result of the study achieved the conclusion where there is evidence to identify the significant contribution of the factors including perceived usefulness, perceived ease of use, and technology threat sharing the significant positive relationship against the technology acceptance by the employees in the business organization. Job satisfaction may not appear to be significant which could be probability due to the lack of impact on the individual role and task for the employees when comes to technology.

Keywords: technology transformation, employee satisfaction, perceived usefulness, perceived ease of use.



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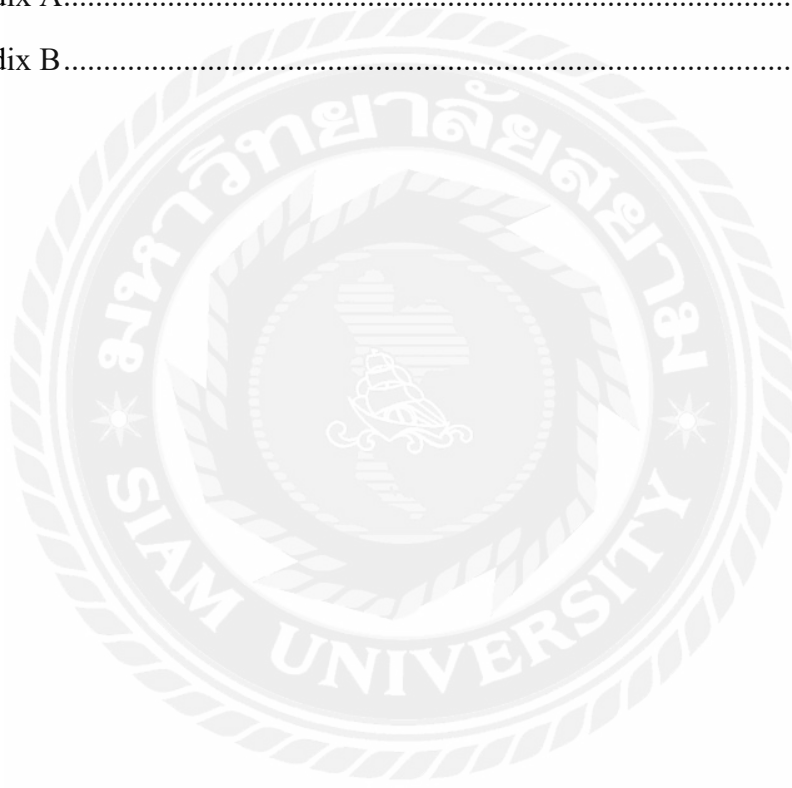


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Chapter 1: Introduction

1.1 Background of the Study

This chapter will focus on introducing the background for the research topic as proposed in this study where the problem statement will come into highlight to identify the motivation for the study. The research questions will be developed in alignment with the problem statement raised to lead to the research objective of the research to ensure the direction of the research is clear with defining the aim and purpose of the research. The rationale of the research will be highlighted to understand the potential significant contribution of the research. Before ending the chapter, the organizational structure will provide access to the understanding of the overview of the paper structure.

The transformation in the digitalization of business has been seen with the arising of the modernization of technology in the world. The advancement of technology promotes the possibility for business organizations to see the shift in the business model towards the world of automation that is deemed to improve the business process and cost efficiency for the long-term goal. With the shift in the use of technology, business organizations tend to have a competitive advantage in the business (Cooper et al., 2019). Technology like Big Data (BD), Robotic Process Automation (RPA), and Artificial Intelligence (AI) have been a few examples of the technologies that come into the picture for business automation (Drum & Pulvermacher, 2016). The aim for automation and technology in the business has been driving the improvement in the process for the benefit of the business.

With this, automation had been believed dot bring innovation and creativity into business besides the improvement in the cost efficiency and effectiveness of the business process. Cooper et al. (2019) mentioned that the technology aimed to provide a better experience for the business and deliver higher value for the customer whereas the traditional approach without the much use of technology will likely observe business staying stagnation which will hurt the business to achieve sustainability. With the increasing use of technology, many businesses have been actively investing in this new technology regarding which industries and nature of the business. The use of the technology is believed to create better speed for the deliveries within the process for the business where the fast-paced environment will need to see the improvement in the deliveries for the timeline for the business (Kokina & Blanchette, 2019). The involvement of technology increases the ability of the research to achieve better results

and output within the scope of business projects and business opportunities for the business.

1.2 Problems of the Study

The problem statement arises when the business is seeking to drive the business transformation for the organization but the doubt on the acceptance of the employees had become a question leading to the motivation for this research. This is because the shift in the business transformation for automation and advancement technology is inevitable (Kokina & Blanchette, 2019). However, the question of acceptance from the view of the employees remained a challenge as the employees are the main users of the new technology in the workplace. This would mean that the business transformation will observe the employees as the main driving tool for the business to proceed to growth and gain the necessary competitive advancement for the organization (Cooper et al., 2019). With the potential resistance from the employees, the problem statement had been clear to state the acceptance level for the employees to become the topic for the exploration for the research study.

1.3 Objectives of the Study

The research objectives had been designed to provide the goal and aim for the research to achieve the purpose of the research. With this, the research questions as addressed will observe the designation of the research objective to point out the purpose of the research that is targeted to be achieved from the outcome of the study.

1. To identify the impact for the employees towards the new technology in business with the factor of perceived usefulness.
2. To identify the impact for the employees towards the new technology in business with the factor of perceived ease of use.
3. To identify the impact for the employees towards the new technology in business with the factor of job satisfaction.
4. To identify the impact for the employees towards the new technology in business with the factor of technology threat.

1.4 Significant of the Study

This study had been motivated by the problem statement of the research which aims to resolve the understanding gap between the employee's acceptance of transformation of technology involvement in business. With this, the outcome of the findings is aimed to provide benefits and positive insight to the relevant parties to ensure that the objectives of the study are being met.

Firstly, the research is aimed to close the gap in the literature review for the study. This will be observed through the outcome of the research where the research will provide new knowledge through the findings and data analysis to understand the potential significance of the factors influencing the employee's acceptance of transformation of technology involvement in business. This will also provide the contribution reference to create potential areas for future study.

Besides, the study will also help to further the understanding of the potential concerns and factors that will affect the acceptance of the employees towards the involvement of the new technology in the workplace. With this, the organization will be able to understand the potential influence that can positively affect the employee's acceptance of the technology and create the planning to encourage the acceptance of the technology in the organization.

1.5 Limitations of the Study

The first limitation of the research is that the quantitative study will only allow the study to focus on the reasonable size of the research population where the findings and outcome will not reflect the overall representation of the data. The limitation on the sample size will always pose a limitation on the coverage of the data. The increase in the sample size may be the solution to this limitation but this action will create the need for additional resources to perform the data collection process which will become another form of limitation for the study. The limited sample size may appear to bring limitations to the accuracy and reliability of the findings for the research.

Besides, the study will only focus on the target population in China which will create a limitation to further explore the study on different countries and cultural backgrounds. The outcome of the research will provide the result that is only applicable where the findings will not demonstrate a similar understanding with the different target populations of countries from Europe or North America. This will create limitations on

drawing the understanding that the application of the knowledge will not reflect the overall theory for different target populations.



Chapter 2: Literature Review

2.1 Introduction

This chapter will exploit the previous study with reference to the research papers on a similar topic. The significant points from the previous study will become the highlight to provide the discussion and contribution to the understanding of the concept and theories. With the contribution of the previous papers, the expected result will be drawn based on the understanding from the previous papers where the hypothesis will be created based on the initial projection of the findings. The theoretical framework will be drawn to provide a clear idea and concept for the research study.

2.2 Literature Review

The perceived usefulness is clearly defined as the value that is gained from the usage of the new technology based on the TAM framework. TAM frameworks identify the two major factors to observe the acceptance of the technology use which include perceived usefulness and perceived ease of use (Negahban & Chung, 2013). With the focus on the perceived usefulness, the users will have a higher intention to accept the new technology when the new technology is highly likely to offer benefits and values after the adoption of the technology (Negahban & Chung, 2013). For instance, the employees expecting to have the expectation to reduce the manual workload with the use of technology which will become the encouragement for the employees to accept the new involvement of technology. Wei & Ram (2016) agreed with a similar insight where the empirical evidence of the research pointed out the fact that the employees have more positive energy to adopt the new technology into their workplace to gain better efficiency of the working process

H1: There is a significant positive relationship between the perceived usefulness against the acceptance of the employees towards new technology.

Ashraf, Thongpapanl & Spyropoulou (2016) mentioned the basic definition for the perceived ease of use where the users will be experiencing the experience in adopting the new technology without much issue in navigating and learning the handling of the new technology. The learning curve for the new use of technology has always been difficult and will not be in denial that some users will tend to struggle in the process of adopting new technologies (Ashraf, Thongpapanl & Spyropoulou, 2016). This is where the perceived ease of use will come into the picture where the users will be more

positive in the outlook to adopt and accept the new technology provided there is proper support and guidance provided in the initial stage of learning (Elkhani, Soltani & Nazir Ahmad, 2014). For instance, the introduction of the self-kiosk in the services industry has received many rejections due to the lack of understanding of the use of the functions and features for the kiosk leading to many difficulties in navigating the self-kiosk automation technology (Ashraf, Thongpapanl & Spyropoulou, 2016). However, the users will become more comfortable when there are proper instructions provided in the kiosk or even having a staff to attend to and support the potential queries for the problem in navigating the kiosk will improve the perspective and acceptance of the users in delivering the use of the new technology.

H2: There is a significant positive relationship between the perceived ease of use against the acceptance of the employees towards new technology.

Job satisfaction has become one of the major highlights when comes to the role of automation in the business. This is because the automation in the business process will see the need for engagement for the employees to work with the technology and not all employees will be comfortable to have the collaboration with the technology at the workplace. However, Schwabe & Castellacci (2020) mentioned that job satisfaction is often increased with the involvement of the use of technology in the workplace. This is because automation will help eliminate the manual tasks and the non-value-added value tasks where the employees can focus on the work that is more significant and analytical which will add more added value to the role in the business process. Cranny & Smith (2015) emphasize that the development of automation in the business will provide better prospects for the employees. With this, the employees will become more positive with the learning curve for the automation as this will help to add to their experience and knowledge which may be required in the future role to improve the business process.

H3: There is a significant positive relationship between job satisfaction against the acceptance of the employees towards new technology.

Peansupap & Walker (2015) highlighted that the culture of an organization often determines the acceptance of the employees with the involvement of new technology. The introduction of the new use of technology will become part of the norm for the organizational culture to seek process improvement for the benefit of the organization. However, McClure (2017) mentioned that the majority of the employees will likely have the conception technology will replace their role in the future resulting in the rejection from the employees. This will create further issues for the employees to be

open to accepting the new technology as the impact of job security will not create a positive outcome for the employees in the future. Spencer (2018) highlighted that employees had been voicing concerns about the increased use of new technology the employees tend to reject the new technology to avoid losing out the significant role at their workplace resulting in no adoption of the new technology by the organization. The lack of encouragement culture from the organization or words of confidence for the employees will definitely create potential rejection from the employees due to the lack of technology threat for the employees (Aboelimged, 2018).

H4: There is a significant positive relationship between the technology threat against the acceptance of the employees towards new technology.

2.3 Theory of Reviews

The technology acceptance model (TAM) has been defined as the concept of exploring the readiness of the users towards the new exposure of the technology into the use. The TAM framework is designed to provide the right perspective in terms of the variables and factors that would concern the user in accepting the new technology for the devices or system. Lai (2017) highlighted that the advancement of the trend of technology in business and corporates had seen the increasing relevance for the TAM framework to come into the picture to identify the potential challenges that arise for the users affecting the acceptance level for the users (Wei & Ram, 2016). The TAM framework identified the fundamental factors that will become the significant driver for the impact on the acceptance level for the employees where the employees will be accepting the new technology (Wei & Ram, 2016).

The gap in the literature review had been clear for the research where there is various study supporting the concept of TAM framework to be applied to understand the acceptance towards new technology but there is a lack of study focusing on the outcome for the employees in the business organization in China. This will create the need for the closure of the gap in the academic literature where the outcome of this study will see new knowledge being contributed to provide new references within the scope of the study. The reference in the academic will provide insight into understanding the potential significance in the acceptance level for the employees with the application for the TAM framework where the variables include the perceived usefulness, perceived ease of use, job satisfaction, and technology threat.

2.4 Conceptual Framework

The literature review provided insight where the literature review had identified the four potential factors that will contribute to the technology acceptance of the employees in the business with the shift into the digitalization of the business process within the organization. With reference to Figure 2.1, the variables are being drawn in alignment for the four hypotheses where all four hypotheses will be tested on the research findings to arrive at the significant contribution of the study at the outcome of the research.

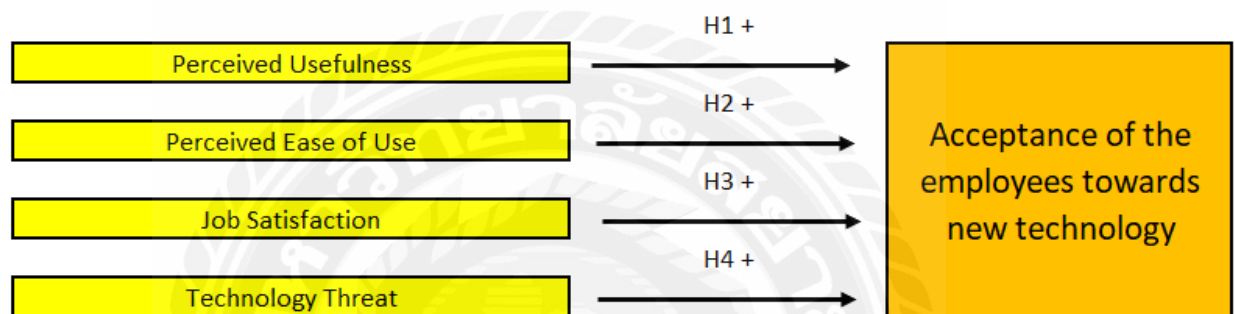


Figure 2.1: Conceptual Framework

2.6 Terms and Definition Used in This Study

The technology acceptance model (TAM) is an information systems theory that models

how users come to accept and use a technology.

The actual system use is the end-point where people use the technology Intention is a factor that leads people to use the technology Behavioral intention(BI) is influenced by the attitude(A) which is the general impression of the technology

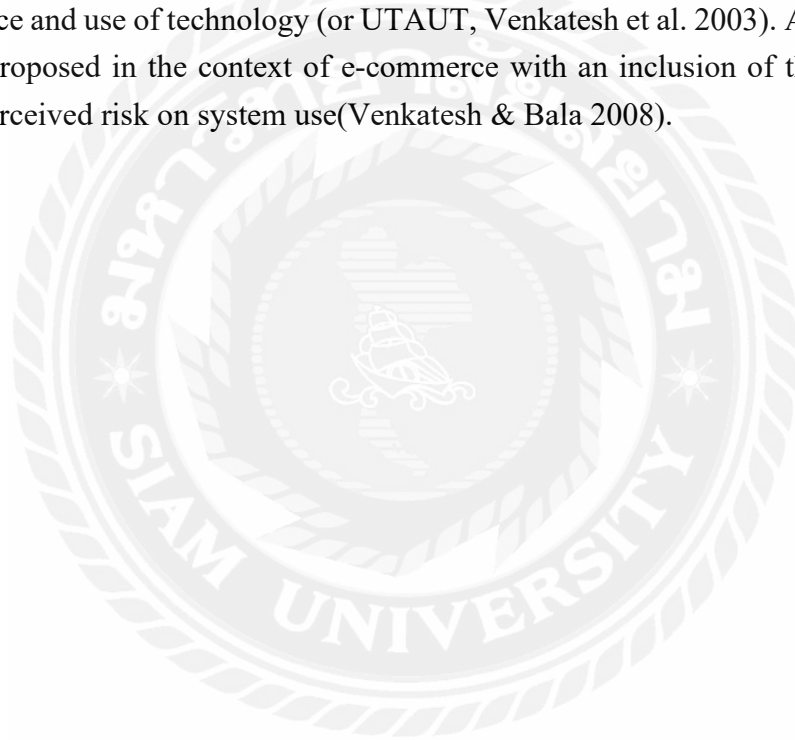
The model suggests that when users are presented with a new technology number of factors influence their decision about how and when they will use it, notably:

Perceived usefulness (PU)-This was defined by Fred Davis as "the degree to which a person believes that using a particular system would enhance their job performance". It means whether or not someone perceives that technology to be useful for what they want to do.

Perceived ease-of-use (PEOU)-Davis defined this as "the degree to which a person believes that using a particular system would be free from effort"(Davis1989). If the technology is easy to use then the barriers are conquered. If it's not easy to use and the interface is complicated one has a positive attitude towards it.

External variables such as social influence are an important factor in determining the attitude. When these things(TAM)are in place, people will have the attitude and intention to use the technology. However, the perception may change depending on age and gender because everyone is different.

The TAM has been continuously studied and expanded-the two major upgrades being the TAM 2(Venkatesh &Davis 2000 &Venkatesh 2000) and the unified theory of acceptance and use of technology (or UTAUT, Venkatesh et al. 2003). A TAM 3 has also been proposed in the context of e-commerce with an inclusion of the effects of trust and perceived risk on system use(Venkatesh & Bala 2008).



Chapter 3: Research Methodology

3.1 Introduction

This chapter will develop the research methodology for the research will provide an overview of the methodology for this research study, The research design will see the proposal and preference for the research including the designation for the data collection method, questionnaire design, sampling method, and data analysis for the research that will be applied into the process of the research findings in the next chapter. The ethical consideration will be reflected to ensure that the research is in alignment with the ethical values as practiced in the process of research study.

This study uses a quantitative research method because this study is based on TAM theory, which requires the study to obtain employee data from the subject of the study company, so this study takes the form of a questionnaire to survey the employees of the company quickly and comprehensively. The data collected from the questionnaire was then analyzed quantitatively using SPSS. Such a research method is a quantitative research method.

3.2 Research Design

The research design is defined as the research designation for the methodology that will fit the requirements for the research study. Based on the need for this research, the research will identify the application for the quantitative analysis where the data analysis will involve the application of the numerical data to draw the achievement towards the outcome of the research (Apuke, 2017). In reference to the previous study, the quantitative analysis provided strong insight to generate the output from the large sample size from the target population allowing the higher coverage of the data analysis for the study. The preference for quantitative research had been viewed as the more fitting requirement where the analysis for the research will provide more objective findings without creating doubt on the discrepancy in the data output (Sharela, 2016). The quantitative method will assist with the SPSS software that will be used as the tool to generate the statistical output in alignment with the need for the quantitative study. The deductive reasoning will become the fundamental research approach where the research will apply the logical form of thinking against the theory drawn in the research to lead the research to the new hypothesis that will be tested for the findings of the study

(Cooper & Schindler, 2014). Besides, the cross-sectional study will be applied to the set of data for the research study where the cross-sectional data will attempt to collect the data at one specific point in time from the target population. This will provide the advantage for the research to focus on a specific point in time holding all the surrounding variables remained constant during the stage of the data analysis to induce the consistency of the study (Apuke, 2017).

3.3 Hypothesis

With reference to the literature review as discussed, the hypothesis has been drawn as below for this study where the hypotheses will then be tested with the results and findings of the research study. The hypothesis serves as the expectation of the outcome of the study based on the normality of the suggestions from the previous paper.

H1: There is a significant positive relationship between the perceived usefulness against the acceptance of the employees towards new technology.

H2: There is a significant positive relationship between the perceived ease of against the acceptance of the employees towards new technology.

H3: There is a significant positive relationship between job satisfaction against the acceptance of the employees towards new technology.

H4: There is a significant positive relationship between the technology threat against the acceptance of the employees towards new technology.

3.4 Population and Sampling

The target population for this study will be working adult in China who is currently attached to the MNC where the MNC will have their employees at higher engagement with the use of technology. The target population will be based in China where China has been recognized as a developed country which will become significant to explore the outcome of the study. The sampling method will be introduced to facilitate the sampling of the target population for the purpose of data collection for the research. The reason for this target population is mainly to understand from the perspective of the employees of the MNCs in China where the MNCs are currently having a high involvement of the use of technology in the business putting in high relevance to understand the acceptance of the employees towards new technology.

3.5 Sampling

The sampling method is basically to reflect the use of the group of the target population that is being selected for the purpose of the research where the samples will become the representation of the target study for the research. The sampling approach is crucial for every research as the sampling technique will help to overcome the limitations of the research in developing the study towards the target population of the study (Sharela, 2016). Based on this research study, convenience sampling will be preferred for the purpose of the study where convenience sampling is referred to as the sampling method which applies the sample selection based on the convenience of the researcher. Convenience sampling will be recognized as non-probability sampling where the sampling approach ignores the logic of the equal distribution of chance for the selection in the sampling from the target population (Apuke, 2017). The reason for the preference for convenience sampling will provide the research process with the time and cost benefits in the process of the data collection for the study.

3.5 Sampling Size

The sampling size does play a crucial driving factor for the research as the sample size provided the right number of representations for the research study to provide significant results for the findings of the study. Based on the historical trend of research papers, the recommended target sample size of research is deemed to range from 150 to 200 samples which will be sufficient to create the statistical output to identify the pattern of the data (Saunders, Lewis & Thornhill, 2015). With this, the sample size for this research will be 150 participants selected from the questionnaire distribution towards the target population.

3.6 Data Collection

The data collection method is defined as the process of gathering the data input for the research data. The data collection will be exposed to the engagement of the data input from the primary or secondary data market. For this research, the data collection method will focus on primary data collection where the data input will directly be gathered from the direct source of the data. The advantage of the application for the primary data collection is to be able to customize the data input to ensure the data input will come in alignment with the needs of the variables for the research study (Sekaran & Bougie, 2016). Besides, the primary data collection will induce the capabilities for

the data collection process for the study customization for the target population for the data input to improve the engagement for the data collection for the research study (Apuke, 2017). With the primary data collection method, the questionnaire will be preferred as the quantitative tool for the data collection method for the research study.

The questionnaire data collection method had been highly common in the scope of research to be used as the tool for the data collection for the quantitative study. The questionnaire designation is designed to be simple and straightforward for the research where the questionnaire will be targeted to exploit the significance of the data input for the relevant scope of the research (Song, Son & Oh, 2015). The advantage of the questionnaire distribution is that the questionnaire will be able to reach high numbers of participants which will become the upper hand when performing the quantitative data analysis where the quantitative data analysis will require a large sample size to provide significant output for the study (Krosnick, 2018). The questionnaire design will provide an introduction to the topic of research to provide the respondents an overview to understand the purpose of the research and proceed with their consent to participate in the research study.

The questionnaire design for this research will emphasize the focus on two main sections for the questionnaire. The first part of the questionnaire is mainly targeted to explore the demographic background among the participants where the research will focus on understanding the attributes and characteristics such as the age group, education level, and working years in the organization that will provide the reflection on the distribution of the samples study. Moving to the second section, the research study will focus on understanding the degree of the measurement for the variables included in the study such as the perceived usefulness, perceived ease of use, job satisfaction, and technology threat. These variables will be improved in the measurement of the degree of agreement from the participants using the 5-Point Likert Scale where the questionnaire will provide the choices between the rating of 1 to 5 based on their agreement towards the statement and questions demonstrated in the questionnaire (Krosnick, 2018). The presence of the 5-Point Likert Scale for the data input on the questionnaire will enable the possibility to apply the quantitative analysis for the research. This will assist the data input towards the questionnaire to create the data input that is measurable in the perspective of the quantitative analysis where the research will be able to exploit the significant output for the results and research findings to draw the relevant conclusion for the purpose of the study.

The pilot test is being identified as the initial testing for the research study to identify the readiness of the research design to further the analysis of the actual findings of the research. The pilot test is designed as simply as possible to avoid the high consumption of time when the test is being done on a small scale. For this research study, the pilot test will be conducted to test the feasibility of the questionnaire where the questionnaire design will be distributed to the size of 30 samples from the target population which is deemed to be an ideal size for the pilot testing in the research study. The pilot test will proceed to use the data input for the testing for reliability analysis to gain insight into the potential discrepancies and readiness of the data input based on the questionnaire design. The green light for the pilot test will be achieved when the reliability analysis achieves no less than 70%.

3.6 Data Analysis

The data analysis will be the major component that will determine the research findings for the research study. This will see the application for the quantitative analysis where the analysis will observe the generation of the statistical output to define the empirical evidence for the study. The SPSS software will become the major tool to assist in the process of analyzing the quantitative study where the SPSS had become the common tool to perform the statistical output for the research. The data analysis for the quantitative study will include a series of testing of data input including descriptive analysis, factor analysis, reliability analysis, correlation analysis, and regression analysis.

The descriptive analysis is targeted to explore the attributes of the data input where this study will help to understand on the spread of the demographic of the participants. The descriptive analysis will mainly focus on identifying the frequencies of the data based on the questionnaire input where the data will be observed to ensure there is no unusual spread of the distribution of the data (Saunders, Lewis & Thornhill, 2015). This is to ensure the right coverage of the target population within the sample selection as identified.

The correlation analysis had been common within the quantitative analysis where the correlation analysis aimed to explore the correlation specifically towards the comparison of two variables. The correlation analysis will help to identify the positive correlation and negative correlation using the Pearson Correlation Coefficient based on the positive and negative value which comes within the range of -1 to +1 (Gogtay &

Thatte, 2017). For this study, the correlation analysis helps to identify the presence of a significant correlation whether positive or negative correlation between the independent variables against the dependent variables of the study. This will help the findings to link back to the testing of the proposed hypothesis as drawn back in the literature review to conclude the findings of the research. The Pearson Correlation Coefficient as a reference to Table 3,1, the value of the Pearson Correlation Coefficient will indicate the strength of the correlation from very weak to very strong.

Table 3.1: Correlation Analysis (r) (Gogtay & Thatte, 2017).

R	Strength
0-0. 19	Very weak
0. 20-0. 39	Weak
0. 40-0. 59	Moderate
0. 60-0. 79	Strong
0. 80-1. 00	Very strong

Last but not least, the regression analysis indicates the test of the significant relationship between the independent variables against the dependent variable. Based on this research study, the multiple regression model will be applied where the multiple regression model allows the research to test more than one independent variable (Sekaran & Bougie, 2016). With reference to this research the independent variables of perceived usefulness, perceived ease of use, job satisfaction, and technology threat will be tested against the acceptance of the employees towards the new technology which is the dependent variable for the study. With the output for the regression analysis, the individual independent variable will be tested with the tolerance level of 5% to identify the potential presence of the significance of each of the independent variables to influence the dependent variable at the output level for the regression model (Cooper & Schindler, 2014).

3.9 Reliability and validity analysis of the scale

The reliability analysis is aimed to explore the test for the consistency of the data where the unusual variation can be detected through the reliability analysis where the unusual variation will pose the risk of data error in the quantitative analysis (Cresswell et al., 2003). The purpose of the reliability analysis has been a crucial step in the quantitative analysis as this will help to verify the reliability and validity of the data input before concluding the further data analysis for the study through the quantitative method. With reference to Table 3.2, the table indicates that the minimum acceptable Cronbach's Coefficient Alpha for the reliability analysis will be set at 70% where the

data output less than 70% will require the data collection to be reconducted again to achieve the satisfaction level for the reliability analysis. The failure to meet the minimum benchmark of 70% in the reliability test will result in rejection of the data input where the data collection will need to be conducted again to avoid misleading data errors to influence the outcome of the research study in the research findings phase of the study.

Table 3.2: Reliability Analysis (Cresswell et al., 2003)

Cronbach's Coefficient Alpha	Internal Consistency
> 0.9	Excellent
> 0.8	Good
> 0.7	Acceptable
> 0.6	Questionable
> 0.5	Poor
< 0.5	Unacceptable

The output table of the SPSS analysis of the validity of the research data in this study can be seen in the Appendix. all the data derived from the alpha coefficients of all the factors are higher than 0.8, which represents that the questionnaire data collected in this study have high credibility and validity and are available as research data for the research objectives. Specific SPSS output data tables can be found in Appendix B of this paper.

Chapter 4: Research Findings

4.1 Introduction

The research findings will focus on the exploration of the data input into the research findings where the research will proceed with the quantitative data analysis as proposed in the research methodology as mentioned in the previous chapter. In addition to the pilot test as conducted, the quantitative analysis will be conducted as planned with the series of statistical output generated from SPSS to conduct the descriptive analysis, factor analysis, reliability analysis, correlation analysis, and regression analysis to achieve the outcome in drawing the empirical evidence for the study. The findings will then be tested for the hypothesis as drawn in this research study to gain significant insight that will reach the objective of the research study.

4.2 Description of statistical variables

The descriptive analysis is targeted to provide an overview of the demographic background of the total participants of 150 samples that participated in the research study. The descriptive analysis will cover the background of the participants to ensure the right spread of the sample from the target population for the study.

Table 4.1: Descriptive Statistics

Category	Description	Frequency	Percentage (%)
Gender	Male	41	27.33%
	Female	109	72.67%
Age (Years)	18-25	42	28.00%
	26-35	50	33.33%
	36-50	37	24.67%
	>50	21	14.00%
Working Experience (Years)	<2	82	54.67%
	2-4	49	32.67%
	4-7	13	8.67%
	>7	6	4.00%
Education	Certificate or below	6	4.00%
	Diploma	29	19.33%
	Degree	97	64.67%
	Postgraduate	18	12.00%
Employment Level	Junior Executive	46	30.67%
	Senior Executive	59	39.33%
	Junior Management	42	28.00%
	Senior Management	3	2.00%

Based on the descriptive analysis, the descriptive analysis for a sample size of the participants will assess the frequency of five different categories which include gender, age, working experience, education, and employment level. With reference to the gender group, there is a majority of females over males with the major difference of 72.67% against the 27.33%. The age group provided the insight that the majority of the participants are coming from the group 26-35 years old which is followed by the 18-25 years old and the 36-50 years old and the minority with only 14% of coverage for the group of 50 years old and above. Moving to the working experience for the company, the highest majority achieved has 54.67% representation for less than 2 years followed by the 2-4 years and 4-7 years and the group of more than 7 years had been recorded as the minority with only 4% of the total participants. For the education background, most of the participants came from the degree holders background which consisted of 64.67% which is then followed by the diploma and postgraduate group before arriving at the certificate level and below which represent the minority from the sample size only achieving 4%. Last but not least, the employment level was observed in that the majority of the participants had the title of senior executive 39.33% of the total participants which is followed by junior executive and junior management, and the minority 2% of participants came from the senior management role from the organization.

With the understanding and observation drawn from the descriptive analysis, the overall assessment remained positive with the total sample size of 150 participants showing a reasonably good spread among the target population where there is no unusual frequency detected within the descriptive analysis as conducted.

4.3 Data Analysis

Pilot Test

The pilot test for this research study had observed the effort in collecting the study samples of 30 participants which is selected from the target population of the working population in the MNCs within the country of China. The data input for the 30 participants will be tested with the reliability analysis where the minimum benchmark for the reliability analysis will be set at nothing lesser than 70% or 0.7 in the measurement of Cronbach's Coefficient Alpha.

Table 4.2: Reliability Analysis for Perceived Usefulness (Pilot Test)

Reliability Statistics	
Cronbach's Alpha	N of Items
.962	3

The result in Table 4.2 indicates the result for the reliability analysis or the pilot test as conducted for the variable of perceived usefulness where Cronbach's Alpha had achieved 0.962 which translates to 96.2% where the reliability analysis exceeds the benchmark of 70% putting up the data input as reliability without having any concerns to proceed with the data input for the variable.

Table 4.3: Reliability Analysis for Perceived Ease of Use (Pilot Test)

Reliability Statistics	
Cronbach's Alpha	N of Items
.971	3

The output in Table 4.3 indicates the result for the reliability analysis or the pilot test as conducted for the variable of perceived ease of use where the Cronbach's Alpha had achieved 0.971 which translates to 97.1% where the reliability analysis exceeded the benchmark of 70% putting up the data input as reliability without having any concerns to proceed with the data input for the variable.

Table 4.4: Reliability Analysis for Job Satisfaction (Pilot Test)

Reliability Statistics	
Cronbach's Alpha	N of Items
.943	3

The output in Table 4.4 indicates the result for the reliability analysis or the pilot test as conducted for the variable of job satisfaction where Cronbach's Alpha had achieved 0.943 which translates to 94.3% where the reliability analysis exceeds the benchmark of 70% putting up the data input as reliability without having any concerns to proceed with the data input for the variable.

Table 4.5: Reliability Analysis for Technology Threat (Pilot Test)

Reliability Statistics	
Cronbach's Alpha	N of Items
.965	3

The output in Table 4.5 indicates the result for the reliability analysis or the pilot test as conducted for the variable of technology threat where Cronbach's Alpha had achieved 0.965 which translates to 96.5% where the reliability analysis exceeds the benchmark of 70% putting up the data input as reliability without having any concerns to proceed with the data input for the variable.

Table 4.6: Reliability Analysis for Technology Acceptance (Pilot Test)

Reliability Statistics	
Cronbach's Alpha	N of Items
.976	3

The output in Table 4.6 indicates the result for the reliability analysis or the pilot test as conducted for the variable of technology acceptance where Cronbach's Alpha had achieved 0.965 which translates to 96.5% where the reliability analysis exceeds the benchmark of 70% putting up the data input as reliability without having any concerns to proceed with the data input for the variable.

In summary, all the five variables included in the questionnaire design had been tested with the reliability analysis where all the five variables had been achieving the reliability analysis above the required benchmark of 70%. This indicates the readiness of the questionnaire design for the study to proceed with further data collection for the actual findings of the research. The pilot test is deemed to be successfully tested and

provides the green light for the research study to proceed with the full-scale analysis of the research findings on this study.

Full Analysis

The reliability analysis holds the function of determining the consistency of the data input for the research study. Within the scope of quantitative analysis, the reliability analysis is the common step in the statistical analysis that helps to identify the potential unusual variation that can contribute to misleading results due to the data error on the data output. The reliability analysis will test the data input from the questionnaire design to ensure the contribution of the data for each variable remains consistent and reliable for the quantitative data analysis. The reliability analysis will set the benchmark of 70% for the set of data to ensure the reliability of data achieved the reasonable and acceptable rate for the data input to ensure the reliability and accuracy of the data output in the subsequent quantitative data analysis for the research study.

Table 4.7: Reliability Test for Perceived Usefulness

Reliability Statistics	
Cronbach's Alpha	N of Items
.973	3

As a reference to the result in Table 4.7, Cronbach's Alpha had recorded the achievement of 0.973 which is translated to 97.3% for the variable of the perceived usefulness. Based on the reliability analysis result, the achievement of 97.3% is significantly larger than the acceptable benchmark set which is 70% indicating that the data set for variable perceived usefulness can proceed to be included in further quantitative data analysis for the research study.

Table 4.8: Reliability Test for Perceived Ease of Use

Reliability Statistics	
Cronbach's Alpha	N of Items
.972	3

As a reference to the result in Table 4.8, Cronbach's Alpha had recorded the achievement of 0.972 which is translated to 97.2% for the variable of the perceived ease of use. Based on the reliability analysis result, the achievement of 97.2% is significantly larger than the acceptable benchmark set which is 70% indicating that the data set for

variable perceived ease of use can proceed to be included in further quantitative data analysis for the research study.

Table 4.9: Reliability Test for Job Satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.974	3

As a reference to the result in Table 4.9, Cronbach's Alpha had recorded the achievement of 0.974 which is translated to 97.4% for the variable of job satisfaction. Based on the reliability analysis result, the achievement of 97.4% is significantly larger than the acceptable benchmark set which is 70% indicating that the data set for variable job satisfaction can proceed to be included in further quantitative data analysis for the research study.

Table 4.10: Reliability Test for Technology Threat

Reliability Statistics	
Cronbach's Alpha	N of Items
.973	3

As a reference to the result in Table 4.10, Cronbach's Alpha had recorded the achievement of 0.973 which is translated to 97.3% for the variable of the technology threat. Based on the reliability analysis result, the achievement of 97.3% is significantly larger than the acceptable benchmark set which is 70% indicating that the data set for variable technology threat can proceed to be included in further quantitative data analysis for the research study.

Table 4.11: Reliability Test for Technology Acceptance

Reliability Statistics	
Cronbach's Alpha	N of Items
.975	3

As a reference to the result in Table 4.11, Cronbach's Alpha had recorded the achievement of 0.975 which is translated to 97.5% for the variable of the technology acceptance. Based on the reliability analysis result, the achievement of 97.5% is

significantly larger than the acceptable benchmark set which is 70% indicating that the data set for variable technology acceptance can proceed to be included in further quantitative data analysis for the research study.

In overall, all the five variables included in the study recorded good results in the reliability analysis exceeding the benchmark set for the reliability analysis at 70%. Therefore, the data input from the questionnaire from the 150 participants can be proceeded to be included in the quantitative study.

The correlation analysis is recognized as one of the quantitative analysis tools where the correlation will help in studying the correlation regardless is positive or negative between two variables including the assessment of the strength of the correlation being identified between the two variables. The correlation analysis will oversee the statistical output for four independent variables where the correlation analysis will observe the correlation between the independent variables against the dependent variables.

Table 4.12: Correlation Analysis

Correlations						
		PU	PE	JS	TT	TechAcc
PU	Pearson Correlation		.599**	.297**	.083	.225**
	Sig. (2-tailed)		.000	.000	.313	.006
PE	Pearson Correlation	.599**		.344**	.376**	.647**
	Sig. (2-tailed)	.000		.000	.000	.000
JS	Pearson Correlation	.297**	.344**		.456**	.315**
	Sig. (2-tailed)	.000	.000		.000	.000
TT	Pearson Correlation	.083	.376**	.456**		.482**
	Sig. (2-tailed)	.313	.000	.000		.000
TechAcc	Pearson Correlation	.225**	.647**	.315**	.482**	
	Sig. (2-tailed)	.006	.000	.000	.000	

With reference to Table 4.12, the correlation analysis was conducted on both the independent variables and the dependent variable included in the research study. Based on the result output, all four independent variables of perceived usefulness, perceived ease of use, job satisfaction, and technology threat were found to share sharing positive correlation against technology acceptance as the dependent variable where all the correlations had been tested with significant correlation presence as the p-value had recorded 0.000 for all the four independent variables. With reference to the strength of

the correlation, there is no significant strong positive correlation being observed with the highest Pearson Coefficient Correlation of 0.647 being observed between the perceived ease of use against the technology acceptance.

The regression analysis is used to explore the potential significance of the relationship presence between the independent variables against the dependent variable included in the research study. For this research, the multiple regression model becomes the highlight as the research will be testing four different independent variables against the technology acceptance that is the dependent variable for the framework. The regression analysis will provide the p-value measurement that will be used for the test of the significance of the relationship between the independent variables against the dependent variable of the study.

Table 4.13: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.497	.64568
a. Predictors: (Constant), TT, PU, JS, PE				

Table 4.13 is basically reflecting the model summary that is generated from the SPSS to provide the overview of the multiple regression model for the study where the four independent variables against the one dependent variable will be able to explain using the model summary as the reference. Based on the R Square, the regression model is expected to be able to explain 51.1% of the output on the technology acceptance using the variables for the study.

Table 4.14: ANOVA Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.162	4	15.790	37.876	.000 ^b
	Residual	60.451	145	.417		
	Total	123.613	149			
a. Dependent Variable: TechAcc						
b. Predictors: (Constant), TT, PU, JS, PE						

Based on the statistical output for Table 4.14, the ANOVA testing had been observed from the data output where the ANOVA analysis is basically used to measure

the significance of the regression model to put into the regression analysis. With reference to Table 4.14, the p-value recorded for the ANOVA testing is recorded at 0.000 which is lower than the tolerance level of 5% or 0.05 indicating that the regression model is significant and fitting for the use of the data analysis for the study.

Table 4.15: Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.240	.355		3.497	.001
	PU	-.239	.086	-.209	-2.771	.006
	PE	.689	.081	.672	8.459	.000
	JS	.039	.063	.043	.626	.532
	TT	.222	.068	.227	3.245	.001

a. Dependent Variable: TechAcc

The multiple regression model had been constructed where the data analysis observed the generation of the statistical output for the multiple regression model as a reference to Table 4.15. The result in Table 4.15 shows the individual variable output for the multiple regression model where the p-value as generated will reflect the potential testing on the significance of the relationship between the independent variables of the perceived usefulness, perceived ease of use, job satisfaction and technology threat against the dependent variable on the technology acceptance as derived from the research study. With the data output provided, the individual independent variables will be examined to identify the significance of the relationship towards the dependent variable of the study based on the tolerance level of 5%.

With reference to the p-value as recorded among the independent variables, the perceived usefulness, perceived ease of use, and technology threat had been observed to have a p-value below the tolerance level of 5% indicating that these variables are contributing to the impact towards the technology acceptance of the employees in the workplace. However, job satisfaction was the only variable that had recorded a p-value above the tolerance level of 5% which provides the lack of evidence that the job satisfaction variable is significant against the technology acceptance of the employees.

4.4 Results of the Study

The hypothesis will be conducted as reference to the empirical evidence as generated from the quantitative analysis for the study. The hypothesis that was drawn from the literature review will be tested to identify the acceptance or rejection of the hypothesis as drawn.

H1: There is a significant positive relationship between the perceived usefulness against the acceptance of the employees towards new technology.

The p-value recorded from the regression analysis for the variable of perceive usefulness had record the p-value of 0.006 which is lower than the tolerance level of 5% or 0.05 which indicate that there is evidence pointing out the presence of the significant relationship between the perceived usefulness against the technology acceptance among the employees. Besides, the correlation analysis had recorded the positive Pearson Correlation Coefficient with the p-value of 0.000 indicating the presence of the significant positive correlation between the perceived usefulness and technology acceptance. With this, there is sufficient supporting to point out there is significant positive relationship between the perceived usefulness against the acceptance of the employees towards new technology. Therefore, the null hypothesis will be rejected and the alternative hypothesis will be accepted.

H2: There is a significant positive relationship between the perceived ease of against the acceptance of the employees towards new technology.

The p-value recorded from the regression analysis for the variable of perceive ease of use had record the p-value of 0.000 which is lower than the tolerance level of 5% or 0.05 which indicate that there is evidence pointing out the presence of the significant relationship between the perceive ease of use against the technology acceptance among the employees. Besides, the correlation analysis had recorded the positive Pearson Correlation Coefficient with the p-value of 0.000 indicating the presence of the significant positive correlation between the perceive ease of use and technology acceptance. With this, there is sufficient supporting to point out there is significant positive relationship between the perceive ease of use against the acceptance of the employees towards new technology. Therefore, the null hypothesis will be rejected, and the alternative hypothesis will be accepted.

H3: There is a significant positive relationship between the job satisfactions against the acceptance of the employees towards new technology.

The p-value recorded from the regression analysis for the variable of technology threat had record the p-value of 0.532 which is higher than the tolerance level of 5% or 0.05 which indicate that there is lack of evidence to reflect the presence of the significant relationship between technology threat against the technology acceptance among the employees. On the other hand, the correlation analysis had recorded the positive Pearson Correlation Coefficient with the p-value of 0.000 indicating the presence of the significant positive correlation between the technology threat and technology acceptance. With this, there is no strong supporting evidence to point out there is significant positive relationship between the technology threat against the acceptance of the employees towards new technology. Therefore, the null hypothesis will be accepted.

H4: There is a significant positive relationship between the technology threat against the acceptance of the employees towards new technology.

The p-value recorded from the regression analysis for the variable of technology threat had record the p-value of 0.001 which is lower than the tolerance level of 5% or 0.05 which indicate that there is evidence pointing out the presence of the significant relationship between technology threat against the technology acceptance among the employees. Besides, the correlation analysis had recorded the positive Pearson Correlation Coefficient with the p-value of 0.000 indicating the presence of the significant positive correlation between the technology threat and technology acceptance. With this, there is sufficient supporting to point out there is significant positive relationship between the technology threat against the acceptance of the employees towards new technology. Therefore, the null hypothesis will be rejected, and the alternative hypothesis will be accepted.

Table 4.16: Hypothesis Summary

Hypothesis	Remarks
H1: There is a significant positive relationship between the perceived usefulness against the acceptance of the employees towards new technology.	Accepted
H2: There is a significant positive relationship between the perceived ease of against the acceptance of the employees towards new technology.	Accepted
H3: There is a significant positive relationship between the job satisfactions against the acceptance of the employees towards new technology.	Rejected
H4: There is a significant positive relationship between the technology threat against the acceptance of the employees towards new technology.	Accepted



Chapter 5: Conclusion

5.1 Introduction

This chapter target to conclude the overall study by reflecting the achievement of the outcome of the research by highlighting the significant contribution of the research towards the objective of the research that had been drawn at the beginning of the study. The suggestion for future research will be highlighted to provide the necessary reference for future researchers to further explore the potential development of the expertise in the area of study.

5.2 Conclusion

The result of the study achieved the conclusion where there is evidence to identify the significant contribution of the factors including perceived usefulness, perceived ease of use, and technology threat sharing the significant positive relationship against the technology acceptance by the employees in the business organization. The job satisfaction may not appear to be significant which could be probability due to the lack of the impact on the individual role and task for the employees when comes to technology. Leading this to be insignificant for the variable. The research has been concluded with these findings which will provide new knowledge for the research study as this study will become the reference for future researchers to conduct their own studies in similar areas of expertise.

With the outcome of the research, the research had drawn the contribution to the significance of the study where the relevant parties will be able to benefit from the outcome of the study. The outcome of this research identified that the variables such as the perceived usefulness, perceived ease of use, and technology threat will become clear factors that will affect the technology acceptance in business organizations for the employees attached to the MNCs in China. This has been recognized as a new form of knowledge that will contribute to the area of study for the academic research which will narrow down the gap in the literature review as identified in the research papers. This academic finding will then provide significant references for future researchers as the findings will help to draw the relevant reference to trigger to potential new exploration of study within the same area of expertise to drill down the higher achievement of the study.

Besides, the findings of this research also contributed to the relevant findings that will assist business organizations for the MNCs in China to understand the needs of the employees when facing the shift in the technology used within the process of the business transformation at the corporate level. It was understood that the trend of technology advancement in business is rather inevitable where the business organizations need to constantly improve to ensure the increase of the value contribution through the efficiency and effectiveness of the business process as a result of the adoption of new technologies in the working environment. With the employees being highly impacted by the shift, the significance of the factors as drawn from the outcome of this study will assist the management of the organization to plan on the alternatives to facilitate the process of the adoption of new technologies for their respective employees.

5.3 Recommendation

The recommendation for this research is mainly to try to improve the sample size of the research to provide higher coverage for the sample size which will allow the increase of the data input and will provide the advantage in drawing the outcome of the study.

Besides, the research had been conducted in a quantitative study manner where the insight is purely based on the data input from the questionnaire and provides objectivity in the result and empirical evidence. However, the quantitative analysis only provides the result on the outcome through the statistical output without providing additional insight to understand the reason for the contribution towards the significance of the study. This will induce future studies to be conducted using the qualitative study instead where the qualitative analysis using the interview and focus group may provide different insight gain for the study where the researcher can further express the question to understand the reasoning for their input for the data.

Besides that, the sample size for the study had always become the limitation factor for the study due to the availability of the time and cost in terms of the resources to conduct the relevant study. However, it is always recommended to increase the sample size of the study whenever possible as the increase of the sample size will definitely help to improve the coverage of the target population. Despite the further investment of the resources that may be required to do so, there will be a positive impact on the research study where the relevant data analysis and research findings will become significant in driving the research study to achieve higher accuracy and reliability on

the data output for the quantitative analysis resulting in the more favourable outcome of the study to draw more solid conclusion for the study.



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Appendix A

Primary Questionnaire

To study the employee's acceptance of transformation of technology involvement in business

Quantitative Research

This questionnaire is designed to study the employee's acceptance of transformation of technology involvement in business. Your participation is much appreciated and your answers will be treated confidentially and will be used for academic purpose only.

Section 1: Respondents (Demographic)

1	D Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2	D Age group (years)	<input type="checkbox"/> 18 -25 <input type="checkbox"/> 26-35 <input type="checkbox"/> 36-50 <input type="checkbox"/> <50
3	D How long have you been working in the company? (Years)	<input type="checkbox"/> >2 <input type="checkbox"/> 2-5 <input type="checkbox"/> 5-10 <input type="checkbox"/> <10
4	D What is your education level?	<input type="checkbox"/> Certificate of below <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Postgraduate
5	D What is your level of employment in the company?	<input type="checkbox"/> Junior Executive <input type="checkbox"/> Senior Executive <input type="checkbox"/> Junior Management <input type="checkbox"/> Senior Management

Section 2: Variables

Choose the most suitable answer that reflects your impression

1 = Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree

Perceived Usefulness					
PU1	I spend lesser effort and time to accomplish my work and task with good quality with automation.				
PU2	I have greater control in working with my schedule with automation.				
PU3	I believed that my work quality will improve with the use of automation.				

Perceived Ease of Use					
PE1	I spend short duration of time picking up the knowledge to operate the automation system.				
PE2	I find it easy to navigate the system to achieve my purpose and goal.				
PE3	I require minimal mental effort to manage and interact with the system.				

Job Satisfaction					
JS1	I believed that I focus on more value-added task with the manual work being automated.				
JS2	I believed that having automation will ease my work and task accordingly.				

JS3	I believed automation can help me to work more efficiently and improving the process of my work.					
-----	--	--	--	--	--	--

Technology Threat						
TT1	I am worry that automation system will reduce my contribution in the company.					
TT2	I think that automation will eliminate the task that I am able to perform today.					
TT3	I believed that automation will eliminate the need of human worker in my organization.					

How do you rate work from technology acceptance based on your experience?

1 = Strongly Disagree, 2= Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree

Technology acceptance in digital transformation in business						
Tech Acc1	I believed that automation can further enhance my performance in work.					
Tech Acc2	I am open to the opportunity to work with automation system involving my process and work.					
Tech Acc3	I am actively eager to participate in the training related to automation within the work process.					

Appendix B

SPSS Output

Pilot Test

Perceived Usefulness

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Exclude	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.962	3

Perceived Ease of Use

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Exclude	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.971	3

Job Satisfaction

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Exclude	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.943	3

Technology Threat

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Exclude	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.965	3

Technology Acceptance

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.976	3

Full Analysis

Descriptive Analysis

D1_Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	27.3	27.3	27.3
	Female	109	72.7	72.7	100.0
	Total	150	100.0	100.0	

D2_Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	42	28.0	28.0	28.0
	26-35	50	33.3	33.3	61.3
	36-50	37	24.7	24.7	86.0
	<50	21	14.0	14.0	100.0
	Total	150	100.0	100.0	

D3_Working_Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>25	82	54.7	54.7	54.7
	2-5	49	32.7	32.7	87.3
	5-10	13	8.7	8.7	96.0
	<10	6	4.0	4.0	100.0
	Total	150	100.0	100.0	

D4_Education_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate or below	6	4.0	4.0	4.0
	Diploma	29	19.3	19.3	23.3
	Degree	97	64.7	64.7	88.0
	Postgraduate	18	12.0	12.0	100.0
	Total	150	100.0	100.0	

D5_Employment_Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Executive	46	30.7	30.7	30.7
	Senior Executive	59	39.3	39.3	70.0
	Junior Management	42	28.0	28.0	98.0
	Senior Management	3	2.0	2.0	100.0
	Total	150	100.0	100.0	

Reliability Analysis

Perceived Usefulness

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.973	3

Perceived Ease of Use

Case Processing Summary

		N	%
--	--	---	---

Cases	Valid		150	100.0
	d ^a	Exclude	0	.0
		Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.972	3

Job Satisfaction

Case Processing Summary

Cases	Valid		N	%
	d ^a	Exclude	0	.0
		Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.974	3

Technology Threat

Case Processing Summary

N	%
---	---

Cases	Cas	Valid	150	100.0	
	es	d ^a	Exclude	0	.0
			Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.973	3

Technology Acceptance

Case Processing Summary

		N	%		
Cases	Cas	Valid	150	100.0	
	es	d ^a	Exclude	0	.0
			Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.975	3

Correlation Analysis

Correlations

		PU	PE	JS	TT	TechA cc
PU	Pearson Correlation	1	.599**	.297**	.083	.225**

		Sig. (2-tailed)		.000	.000	.313	.006
		N	150	150	150	150	150
PE	Pearson	Correlation	.599**	1	.344**	.376**	.647**
		Sig. (2-tailed)	.000		.000	.000	.000
		N	150	150	150	150	150
JS	Pearson	Correlation	.297**	.344**	1	.456**	.315**
		Sig. (2-tailed)	.000	.000		.000	.000
		N	150	150	150	150	150
TT	Pearson	Correlation	.083	.376**	.456**	1	.482**
		Sig. (2-tailed)	.313	.000	.000		.000
		N	150	150	150	150	150
Tech Acc	Pearson	Correlation	.225**	.647**	.315**	.482**	1
		Sig. (2-tailed)	.006	.000	.000	.000	
		N	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.497	.64568

a. Predictors: (Constant), TT, PU, JS, PE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.162	4	15.790	37.876	.000 ^b
	Residual	60.451	145	.417		
	Total	123.613	149			

a. Dependent Variable: TechAcc

b. Predictors: (Constant), TT, PU, JS, PE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.240	.355		3.497	.001
	PU	-.239	.086	-.209	-2.771	.006
	PE	.689	.081	.672	8.459	.000
	JS	.039	.063	.043	.626	.532
	TT	.222	.068	.227	3.245	.001

a. Dependent Variable: TechAcc

