

THE EFFECT OF ORGANIZATIONAL CULTURE, TECHNOLOGY EASE OF USE, AND USER SKILL ON USER SATISFACTION IN BUSINESS ORGANIZATION AS PERCEIVED BY EMPLOYEES

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Abstract

There were most studies related on user satisfaction and its factors, while some research findings have revealed that user satisfaction is influenced by several factors, and in this study we are focusing on some variables such as organizational culture, technology ease of use, and user skill. However, how these factors interact with one another, directly or indirectly in influencing user satisfaction is still not understood well enough. Further, which of these factors are the most significant in affecting user satisfaction is also not yet established. Also few studies have investigated the combined effect of these factors on user satisfaction. The purpose of this study was to integrate the factors found to influence user satisfaction together in one model using Structural Equation Modelling. The endogenous variable for the study was user satisfaction, and the exogenous variables were organizational culture, technology ease of use, and user skill. For data collection, combinations of online and face-to-face surveys were used. A questionnaire composed of four instruments was administered to user satisfaction for data collection. A total of 222 HRIS users of selected business organizations in the Philippines and Indonesia completed the survey. Organizational culture ($\beta = 0.253$) ($r=0.253$, $p<0.05$), technology ease of use ($\beta = 0.490$) ($r=0.490$, $p<0.05$), and user skill ($\beta = 0.165$) ($r=0.165$, $p<0.05$) have a direct effect on user satisfaction.

Key Word: *organizational culture, technology ease of use, user skill, and user satisfaction.*

Introduction

The trends in economic environment indicate that business organizations are becoming technology-oriented and more knowledge-driven. As stated by Garcia (2011) “the emergence of the new knowledge based economy has altered the way business organizations must operate and remain competitive” (p. 1). Meanwhile, according to Payos and Zorilla (2003) technological advances have helped to improve productivity in workplaces so that corporations can survive and cope with the competition. Some author claim that user satisfaction can be seen when the users do their best and support the work to achieve Organizational performance. Therefore, It can be argued that if the users are satisfied with the system, they may be inclined to improve their performance in the organization.

Another study of related literature seems to suggest that the explicit and implicit of organizational culture was important to user satisfaction. It also depends on the technology

competently, which keeps the business data, takes the information quickly, and generates the complete plan to meet the business needs (Mohapatra, 2009, p. 114). Another ideas defined by Garcia (2011) is that organizational culture is “a critical determinant of how its members will assimilate new ways of performing company tasks” (p. 23). Top management support was also the organizational factors that assumed to influence user satisfaction in the organization. Management support is important in conceptualizing the involvement and participation between top management, employees, and the organization. It is obvious that a lack of top management support was found to restrain the use of the strategy (Hussein, 2005). Another factors which may influenced user satisfaction was technology adoption, where according to Godoe and Johansen (2012) was “to adopt a new technology because it can improve the efficiency and effectiveness of various work process” (p. 1). The ease of use in technology is important, since many people with varying skill levels should know how to operate the tools in the organization. Logically, users are the employees of the organization while the employees are not always the users. In other words, users and employees are the internal customers of the organization, where as a customer, I should feel satisfied in doing my work which will prompt me to give my best performance to the organization (Hauser, Simester, & Wernerfelt, 1996).

As technology is rapidly growing and many competitors are preparing themselves for success in the competitive environment of this era, companies must use IT in order to effectively manage their employees. User skills have also become one of the most important factors to an organization’s success. In other words, there needs to be improvement in user skills through learning and practicing to achieve organizational goals (Ouellette, 1994).

Statement of the Problem and Research Questions

In this time of technology oriented, business organizations have become dynamic and highly competitive. At the same time, management are demanding higher levels of quality products/services from business organizations. In this context, it is pertinent that user satisfaction must be considered as an important factors to achieve Organizational goals. However, many user satisfaction studies have been done in developed countries, and findings of previous studies might not be applicable to developing countries such as Indonesia and the Philippines. This study focuses on factors affecting user satisfaction, such as organizational culture, technology ease of use, user skill, and user satisfaction as perceived by employees by using structural equation modelling (SEM). This study will specifically answer the following questions:

1. Does Organizational Culture affect User Satisfaction?
2. Does Technology Ease of Use affect User Satisfaction?
3. Does User Skill affect User Satisfaction?

Null Hypotheses

1. Organizational Culture does not significantly affect User Satisfaction.
2. Technology Ease of Use does not significantly affect User Satisfaction.
3. User Skill does not significantly affect User Satisfaction.

Review of Related Literature

In today's globalized context, Employees are being considered as users who should know how to operate something such as a computer or other machine in doing his or her work. User satisfaction is defined as "an emotional response or affect toward an object" (Locke, as cited in Bergersen, 2004, p. 7). Logically, users are the employees of the organization while the employees are not always the users. In other words, users and employees are the internal customers of the organization, where as a customer, I should feel satisfied in doing my work which will prompt me to give my best performance to the organization (Hauser, Simester, & Wernerfelt, 1996). Furthermore, Tessier et al. (as cited in Al-Maskari & Sanderson, 2010) defined user satisfaction as "ultimately a state experienced inside the user's head" . . . and therefore was a response that 'may be both intellectual and emotional'" (p. 3). In addition, there are some factors affecting the user satisfaction, such as system effectiveness, user effectiveness, user effort, and user characteristics" (Al-Maskari & Sanderson, 2010, p. 5). Other literature states that factors affecting user satisfaction are usefulness, reliability, efficiency, personalization, flexibility, and adaptation (Bavarsad & Mennatyan, 2013). In addition, user satisfaction can also be determined as credentials, user's value or other document utilities, which makes positive outcomes to the organizational performance (Al-Maskari & Sanderson, 2010). Besides, user satisfaction is derived from the theory of reasoned action and the technology acceptance model when "the attitude and belief factors are specified in a manner consistent with the behavior to be explained in terms of time, target, and context" (Wixom & Todd, 2005, p. 12).

User satisfaction is about what people think and feel when using a new system or product and what their attitude will be regarding their thinking. If the user is satisfied, he or she will give his or her best contribution to the organization. Those are the important factors

that will make the users satisfied with the system (Doll & Torkzadeh, 1991). A system's security seems to be one of the important indicators according to Franke and Hippel (2002) because security is a privacy that the company should respect, and the company should be responsible for keeping the data confidential. In this study, user satisfaction is measured by the following ten indicators: system simplicity, system effectiveness, system completeness, system readiness, information updates, system accuracy, report accuracy, system flexibility, system consumption, and technology support.

The ease of use in technology is defined as being able to efficiently input the information data, easily maintain the business data, quickly extract the information, and produce the complete plan that meets your business needs (Davis, 1989). Another definition of technology ease of use is "the degree to which person believes that using a particular system would be free of effort" (Davis, as cited in Henderson & Divett, 2003, p. 385). Since many people with varying skill levels should know how to operate the tools in the organization, the ease of use in technology is important. Other literature also considers the concept of ease of use as something being easy to learn and being flexible to interact with (Freeman, 2004). The theory behind technology ease of use is the technology acceptance model, where the model explains how technology can be easily used with a particular system and will be free to act without any limitations (Kigongo, 2005). Therefore, as technology is used in any aspect of the business, it should be considered with the system ease of use because this is an important key to attract operators into using it. Once the users know how to use it, they will creatively explore the system to have better perceptions in the new innovation system.

Organizational culture according to Garcia (2011) is that organizational culture is "a critical determinant of how its members will assimilate new ways of performing company tasks" (p. 23). In the organizational culture theory formulated by Schein's (2004) original model, "Culture exists simultaneously on three levels: On the surface are artifacts, underneath artifacts lie values, and at the core are basic assumptions" (p. 659). Those three levels give us knowledge and contributions about culture that need to be address in the organization. In many cases, organizational culture is related to change, so there needs to be a differentiation between the three levels of culture. The second level refers to corporate values, which organizational members profess to, but which are not necessarily used in the organization. The third level comprises the underlying basic assumptions representing the reason why an organization behaves in a certain way, which tends to be reflected in its level (Schein, 2004).

Therefore, organizational culture leads people to be aware of any kind of changes that might affect them directly or indirectly to face a better future ahead.

I found a significant relationship between organizational culture and employee (user) satisfaction, where according to Zhang and Li (2013), organizational culture plays an important role in core competency in the organization to achieve effectiveness in the working environment and satisfy the employees. A study by Aydin and Ceylan (2009), using multiple regression analysis among 578 employees of a manufacturing industry in Turkey, found that employee satisfaction has positive significant correlations with organizational culture. I can say that organizational culture has a positive relationship with employee satisfaction and customer satisfaction because culture generally affects the morale of the employees. If their morale can be kept high, it will have a positive effect upon the production of the organization.

Moreover, User skill is defined as the ability and capacity of individuals that comes from training, learning, and practicing to competently and consistently perform their task well (Organization for Economic Cooperation and Development, 2012). In this study, user skills have also become one of the most important factors to an organization's success. Mohapatra (2009) stated, "Managing employees effectively and properly upgrading their skills will result in increased collective performance at organizational level" (p. 111). In order for the employees to work effectively in the organization, they are now required to be multifunctional, empowered, and self-managed. No longer is a retooling term used in hardware and software, but also people ware. In other words, there needs to be improvement in user skills through learning and practicing to achieve the organizational goals (Ouellette, 1994). It is also affirming that the HR flexibility is a dynamic part of the organization, where "focused on adapting employee attributes—such as knowledge, skills, and behaviors—to changing environmental conditions" (Bhattacharaya, Gibson, & Doty, 2005, p.2).

User skills are related to user satisfaction, and according to Al-Maskari and Sanderson (2010), user skills consist of three components: "(i) domain expertise, (ii) system expertise and (iii) search expertise" (p. 5) which is related to user satisfaction. A study by Zhang, Prybutok, and Huang (2006), using quantitative analysis among 700 usable responses from e-service in United States of America, found that user satisfaction is affected to and positively affected by user skills. Another study by Yoon et al. (as cited in Petter et al., 2008), using qualitative analysis among 90 empirical studies in the United States of America, found that user skill had a significant effect on user satisfaction of the expert system. From the above discussion, the users' performance is highly dependent on their skills, where user skills positively affect user satisfaction. So from the abovementioned studies, the users' skills

positively affect the user satisfaction in using the system. Therefore, if the users have good skills to operate the system, they will give their best performance to the organization.

Methodology

Two methods of surveys under the research design, such as the cross sectional and a longitudinal survey by Fraenkel & Wallen (2007) was chosen in this study. Cross sectional survey, whereby the data was collected at one time from a determined sample. This type of research design is used to attain the current characteristics such as feelings, judgment, connection, and reasons among a group of people related to a particular topic, through asking questions anonymously (Garcia, 2011). The statistical tools were used to answer the research questions of the study. Relationships among the variables of the study were tested using correlation analysis. The *SEM* was used to determine the causal relationship between four variables under examination.

In this study the sample was taken from the population of business organizations comprising of the manufacturing sector, service sector, and mining sector in the Philippines and in Indonesia. Only companies using HRIS for their businesses were selected because the study concerned the perceptions of employees about using HRIS. The choice of geographic location from where the companies were selected was made based on factors such as the nature of the countries, cost efficiency, access convenience, and availability of the business organizations. The respondents in this study were comprised of HRIS users as well as HR Directors, HR Managers, HR staff, and other employees who are using HRIS in their work to do the HR functions. They were working in selected business organizations in Indonesia and the Philippines and have been working in their respective organization for at least one year. A saturation sampling procedure of respondents using HRIS was chosen for the online and face-to-face surveys as it was acceptable to obtain a representative sample of HRIS users for this study. The saturation sampling procedure is a method of sampling which involves all members of the population at one time as a sample of research (Sue & Ritter, 2012). The final data collection for this study took place over a period of three months. With the purposive and saturation sampling procedure, I distributed questionnaires through online and face-to-face surveys to 305 respondents and was able to collect 239 questionnaires. As mentioned by Kline (2005), to be able to use *SEM*, the sample size should be at least 200. The research instrument for data collection in this study is a questionnaire. The questionnaires employed in this study measured the variables of organizational culture, technology ease of use, user satisfaction, and HRIS performance. The items measured respondents' perceptions of the

quantitatively demanding performance of the HRIS. Items were scored on a 6-point frequency scale, covering 1 = *strongly disagree*, 2 = *disagree*, 3 = *somewhat disagree*, 4 = *somewhat agree*, 5 = *agree*, and 6 = *strongly agree*. Permission through e-mail was obtained from the instrument developer to use these items. Items with higher scores represent a higher level of quantitative organizational background in the organizations. Similarly, items with lower scores represent the lesser organizational background that the employees experience in their organizations.

In this study, organizational culture was measured by ten indicators. It was measured with ten modified items based on a reliable and validated questionnaire (Revathi, 2008). The Cronbach's alpha for these items was a moderate 0.74 among a sample of 1177 employees in Tamil Nadu (Revathi, 2008). The Cronbach's alpha of these 10 items in the pilot test was 0.87 among the 40 employees of business organizations in Indonesia and the Philippines.

In this study, technology ease of use was measured by ten indicators. It was measured with ten modified items based on a reliable and validated questionnaire (Godoe & Johansen, 2012). The Cronbach's alpha for these items was moderately ranged from 0.68 to 0.84 in Great Britain (Godoe & Johansen, 2012). The Cronbach's alpha of these 10 items in the pilot test was 0.91 among the 40 employees of business organizations in Indonesia and the Philippines. In this study, user satisfaction was measured by ten indicators. It was measured with ten modified items from the work of Lewis (1993). Permission through e-mail was obtained from the instrument developer to use these items. The items measured respondents' perceptions of the quantitatively demanding performance of the HRIS. The Cronbach's alpha in the pilot test for these 10 items was a moderate 0.96 among the 40 employees of business organizations in Indonesia and the Philippines.

In this study, user skill was measured by ten indicators. It was measured with ten modified items based on a reliable and validated questionnaire (Abourawi, 2008). Permission through e-mail was obtained from the instrument developer to use these items. The items measured respondents' perceptions of the quantitatively demanding performance of the HRIS. Items with higher scores represent a higher level of quantitative user ability in the organizations. Similarly, items with lower scores represent the lesser user ability that the employees experience in their organizations. The Cronbach's alpha for these items was a moderate 0.93 among a sample of 245 employees in Aramex Company, Egypt (Abourawi, 2008). The Cronbach's alpha of these 10 items in the pilot test was 0.91 among the 40 employees of business organizations in Indonesia and the Philippines.

In this study, user satisfaction was measured by ten indicators. It was measured with ten modified items from the work of Lewis (1993). Permission through e-mail was obtained from the instrument developer to use these items. The Cronbach's alpha in the pilot test for these 10 items was a moderate 0.96 among the 40 employees of business organizations in Indonesia and the Philippines.

Analysis and Interpretation

Technical data for the analysis process were *SEM* using Analysis of Moment Structures version 21 was used to answer Research Questions 1, 2, and 3 in this study. The reason for using *SEM* is to determine the relationships between latent variables or the unobserved exogenous variables that contribute to HRIS performance. In a measurement model, specification involves using the observed variables and their relations with parameters to see if these are influenced by the latent variables. The latent variables are represented as a circle (O) and the observed variables are represented as a rectangle or square (□).

The used of data purposive sampling method was collected in 22 business organizations in the manufacturing, mining, and service sector in Indonesia and the Philippines. The response rate of the participants was 78.3% of the 305 distributed questionnaires. The specific number of respondents from each business organization that participated in the study was determined based on the number of employees who are using HRIS in the business organizations for up to 200 of the 239 collected respondents. Therefore, the greater the numbers of HRIS users, the more participants were selected for the study, and vice versa (the number was estimated based on the HRIS users in the business organizations). The different observable indicators of unobservable variables were measured in order to choose the most appropriate indicators to measure the unobserved variables. AMOS was used in the analysis process. Unobserved (latent) variables such as, user satisfaction, technology adoption, technology ease of use, organizational culture, top management support, user knowledge, and user skill. The measurement model is measuring the latent variables through the correctness of a number of observable indicators.

Organizational Culture

The latent variable organizational culture had 10 items that directly indicated the employees' perceptions of HRIS performance in the organization. Item oc5 was removed based on low factor loading (0.175). The remaining nine items had satisfactory factor loadings. However, further removal of the two items oc3 and oc4 was based on the residual

co-variance matrix. The next item that was removed from the model was item oc7 based on its low reliability (0.194). The initial ten items of the organizational culture variable were employed to measure the impact, the influence, and the acceptance of HRIS innovation in the organization. When removing the items based on high correlation and also standardized residual co-variance matrix, the theoretical significance of the items in the study should also be considered. The remaining six items of organizational culture show the potential of the organizational culture to measure the readiness and acceptance of the business organization with new innovation. They are shown in Table 2 with satisfactory factor loading, reliability, and *p*-value. Table 1 shows the ten initial measurement model of organizational culture.

Table 1. Initial Measurement Model of Organizational Culture

Question #	Factor Loading	Reliability (r^2)	<i>p</i>-value
oc1	0.752	0.566	< 0.01
oc2	0.701	0.492	< 0.01
oc3	0.657	0.431	< 0.01
oc4	0.567	0.322	< 0.01
oc5	0.175	0.031	< 0.01
oc6	0.769	0.591	< 0.01
oc7	0.440	0.194	< 0.01
oc8	0.753	0.566	< 0.01
oc9	0.842	0.708	< 0.01
oc10	0.776	0.602	< 0.01

Table 2. Final Measurement Model of Organizational Culture

Question #	Factor Loading	Reliability (r^2)	<i>p</i>-value
oc1	0,766	0.586	< 0.01
oc2	0.701	0.492	< 0.01
oc6	0.751	0.563	< 0.01
oc8	0.768	0.590	< 0.01
oc9	0.854	0.730	< 0.01
oc10	0.786	0.618	< 0.01

Technology Ease of Use

The result of the analysis of the ten items for the latent variable technology ease of use showed that item te12 had a low factor loading (0.247). So item te12 was removed. The remaining 9 items had satisfactory factor loadings. However, some of the items were removed based on high correlation (> 0.7) and residual co-variance (± 1.96). Items number te13, te14, and te15 were removed based on high correlation. Items number te18, te19, and te20 were removed because of residual covariance. Table 3 shows the ten initial items of technology ease of use with factor loading, reliability, and p -value. *SEM* requires a model to be parsimonious. After the removal of the first four items from technology ease of use, the removal of the next items te19 and te20 was based on the residual co-variance matrix. Items number te14 and te15 were removed based on high correlation. To improve the parsimony of the model, item number te18 was removed because it was the least reliable. Table 4 shows the three final items of technology ease of use with satisfactory factor loading, reliability, and p -value.

Table 3. Initial Measurement Model of Technology Ease of Use

Question #	Factor Loading	Reliability (r^2)	p -value
te11	0.553	0.306	< 0.01
te12	0.247	0.061	< 0.01
te13	0.788	0.620	< 0.01
te14	0.817	0.668	< 0.01
te15	0.830	0.688	< 0.01
te16	0.769	0.592	< 0.01
te17	0.731	0.535	< 0.01
te18	0.672	0.451	< 0.01
te19	0.753	0.567	< 0.01
te20	0.707	0.500	< 0.01

Table 4. Final Measurement Model of Technology Adoption

Question #	Factor Loading	Reliability (r^2)	p-value
te11	0.588	0.345	< 0.01
te16	0.798	0.637	< 0.01
te17	0.731	0.534	< 0.01

User Skill

The results of the analysis of the 10 items for the latent variable user skill showed that nine out of ten items had satisfactory factor loadings (< 0.35). Item usk24 was removed from the list based on the least factor loading (0.160) and least reliability (0.025). The further removal of items was based on high correlation and the residual covariance matrix. Items number usk21, usk22, and usk23 were removed based on the residual covariance matrix and a high correlation. The items appeared to measure the same aspects of the employees' perception of skills in using HRIS at work. Therefore, the three items were removed from the model based on the redundancy of the items. For parsimony reasons of the model, some items were removed based on reliability, redundancy, high correlation, and the residual covariance matrix. Table 5 shows the ten initial items of user skill with factor loading, reliability, and p -value. Item usk55 was removed based on least reliability. Item usk29 had a high correlation with item usk30. Both the items appeared to measure the employees' skills in using HRIS at work. However, item usk30 seemed to be more significant in measuring the employees' skills in using HRIS at work. Table 6 shows the four final items of user skills with satisfactory factor loading, reliability, and p -value.

Table 5. Initial Measurement Model of User Skill

Question #	Factor Loading	Reliability (r^2)	p-value
usk21	0.747	0.558	< 0.01
usk22	0.685	0.470	< 0.01
usk23	0.772	0.596	< 0.01
usk24	0.160	0.025	< 0.01
usk25	0.649	0.422	< 0.01
usk26	0.715	0.511	< 0.01

usk27	0.755	0.570	< 0.01
usk28	0.778	0.606	< 0.01
usk29	0.772	0.596	< 0.01
usk30	0.693	0.480	< 0.01

Table 6. Final Measurement Model of User Skill

Question #	Factor Loading	Reliability (r^2)	p -value
usk26	0.787	0.619	< 0.01
usk27	0.816	0.666	< 0.01
usk28	0.827	0.684	< 0.01
usk30	0.683	0.467	< 0.01

User Satisfaction

The results of the analysis of the 10 items for the latent variable user satisfaction showed that all items had satisfactory factor loadings (< 0.35). However, the removal of items was based on a high correlation with other items. Items us32 and us33 had a residual covariance matrix and also a high correlation with item us31. Both items appeared to measure employee (user) satisfaction with the completion of the job at work. However, item us31 seemed to be more significant in measuring user satisfaction with using HRIS at work. Item us39 had a high correlation with items us37 and us38.

Table 7. Initial Measurement Model of User Satisfaction

Question #	Factor Loading	Reliability (r^2)	p -value
us31	0.779	0.607	< 0.01
us32	0.784	0.614	< 0.01
us33	0.725	0.526	< 0.01
us34	0.734	0.538	< 0.01
us35	0.767	0.588	< 0.01
us36	0.805	0.647	< 0.01
us37	0.777	0.603	< 0.01
us38	0.826	0.682	< 0.01

us39	0.817	0.667	< 0.01
us40	0.691	0.477	< 0.01

The three items appeared to measure the employees' perception of using HRIS at work. However, item us39 seemed to be more significant in measuring employee's satisfaction with the deployment of HRIS at work. Table 7 shows the ten initial items of user satisfaction with factor loading, reliability, and *p*-value. For parsimony reasons of the model, item us40 was removed based on least reliability among the other items. Table 8 shows five final items of user satisfaction with satisfactory loading, reliability, and *p*-value.

Table 8. Final Measurement Model of User Satisfaction

Question #	Factor Loading	Reliability (<i>r</i>²)	<i>p</i>-value
us31	0.749	0.561	< 0.01
us34	0.751	0.563	< 0.01
us35	0.825	0.680	< 0.01
us36	0.841	0.707	< 0.01
us39	0.788	0.622	< 0.01

Summary and Findings

The organizational culture to user satisfaction show a significant direct positive effect of organizational culture on user satisfaction ($r = 0.253, p < 0.05$). So the null hypothesis was rejected. Organizational culture has a significant, direct effect on user satisfaction. This result supports the findings of a study by Zhang and Li (2013), who found that organizational culture significantly influences employee's (user's) satisfaction and plays an important role in achieving effectiveness in the working environment and satisfying the employees. Similarly, another study by Aydin and Ceylan (2009) also stresses that employee's satisfaction has a positive correlation with organizational culture. Here, unless the organization is provided with direct and open communication, team work, and response to feedback with employees, it would be difficult to satisfy and inspire them to nurture. Therefore, the results of the present study support the findings of prior studies that connect organizational culture with user satisfaction

The relationship of technology ease of use to user satisfaction is $r = 0.371$, $p < 0.05$, which means there was a positive relationship between technology ease of use to user satisfaction, so the null hypothesis was rejected, and it was mentioned that technology ease of use has a significant direct effect on user satisfaction. This result supports the findings of a study by Ong et al. (2009), who found that satisfaction is considered a meaning of technology ease of use that leads to technology acceptance and performance. Similarly, another study by Koh et al. (2010) also stresses that behavioral beliefs and the attitude toward technology ease of use affects user satisfaction. Here, unless employees are provided with the ease of use, skillfull, and understanding of tasks in technology, it may be difficult to satisfy and inspire the users. Therefore, the results of the present study support the findings of the previous studies that connect technology ease of use strongly with user satisfaction.

User skill does not have a positive effect on user satisfaction. The results from the final structural model show a significant positive effect of user skill on user satisfaction ($r = 0.165$, $p < 0.05$). So the null hypothesis was rejected. This result supports the findings of a prior study, where it was found that the three expertises of domain, system, and search are related to user satisfaction (Al-Maskari & Sanderson, 2010). Similarly, another study by Zhang et al. (2006) stresses the positive correlation of user skill with user satisfaction. This present finding is in line with Yoon et al. (as cited in Petter et al., 2008), who say that user satisfaction, such as the expert system, is significantly affected by user skill. Here, unless employees are provided with skill preparedness, system connection, adaptability of self learning, and HRIS training, it would be difficult to help and satisfy the employees in developing the work. Therefore, the results of this study support the above proposition that a user's capability in the assigned job is strongly connected with the employee's or user's satisfaction.

Organizational culture does not have a positive effect on technology ease of use. Based on the results from the initial structural model, the hypothesis could not be rejected ($r = 0.153$, $p = 0.298$). In the literature, the direct influence of organizational culture on technology ease of use seems to be unexplored. It appears that the users are not familiar with the ease of use in using technology, which may help them in developing the new innovation. Furthermore, the organizational culture has a positive relationship with and impact on the perceived ease of use in the corporation model by Silic and Back (2013). It can be observed that there is an indirect positive role of culture in the acceptance of new innovation in technology ease of use. However, in the present study, no direct positive effect of organizational culture was found on technology ease of use.

Organizational culture does not have a positive effect on user skill. Based on the results from the initial structural model, the hypothesis could not be rejected ($r = -0.087$, $p = 0.467$). The regression weight showed a negative relationship between organizational culture and user skill. It seems that the organization does not encourage the employees to develop their ability and skill in facing technological changes. Prior studies, such as that by Uddin et al. (2013), found that user skill is affected by the organizational culture through knowledge management to achieve improvement in the organization. However, in the present study, no direct positive effect of organizational culture was found on user skill.

Implications

Organizational culture has an important role in the acceptance of new innovation and the changes which follow, and may help leaders, managers, and users in an organization to perform direct communication, organizational improvement, team work, open communication, response to feedback, and provide staff training to make a job satisfactory. Technology ease of use is the important abilities that may help employees and users in providing skill preparedness, adaptability of self-learning, and efficient and competent services to the organization.

Technology ease of use helps employees to believe that system would be easy to use, flexible to interact with, and could recover human error easily. This result implies that in order to increase the perception of ease of use of system performance, it would be important for managers, leaders, and users to be aware of the benefits that can be derived from system and encourage its use. User satisfaction helps employees to perform their best in organizational performance. The findings of this study may expand existing knowledge by explaining how variables such as organizational culture, technology ease of use and user skill directly affecting user satisfaction in business organizations.

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